



1st INTERNATIONAL CONFERENCE ON
Climate Change & Sustainable Development
“Shaping a Sustainable Future: Global Solutions for Climate Change”
25th to 26th Feb 2025
SINES, NUST Islamabad

**Impact of Green HRM on Employee’s Pro- environmental
Behavior: The role of Green Culture and Green
Transformational leadership**

Mehnaz Noor¹, *

¹MS Scholar -Mehnaz Noor in Management Sciences, at Riphah International University Islamabad, Pakistan.

*Correspondence to: mehnaznoor99@gmail.com

Abstract

Purpose – This research study examines the impact of green HRM on employees pro-environmental behavior with respect to green culture as mediator and green transformational leadership as a moderator construct.

Design/methodology/approach – The data was collected from middle tier employees of hospitality sector of AJK, Pkistan, using a non-probability sampling technique. The study used a structured questionnaire for quantitative analysis. A sample of 280 employees was randomly selected, and 240 valid responses were analysed using SPSS.

Findings: The results showed that green HRM, through green culture, which also emerged as a strong mediator, significantly improves employees’ pro-environmental behaviour both directly and indirectly. Green transformational leadership's moderating effect on the relationship between green HRM and green culture, however, was not supported.

Implications: The Green Human Resource Management plays a critical role in hospitality sector to resolve environment related problems through appropriate management philosophy, HR policies, practices, training and implementation of laws related to environmental safety.

Originality value\Novelty – This study addressed the conceptual gap to investigate the impact of green HRM on employees’ green behavior with the mediating role of green culture and moderating role of green transformational leadership.

Keywords: Green HRM, Green culture, green transformational leader, employees green behavior, employees’ pro-environmental behavior.

1. Introduction

In this era of industrialization and globalization, the natural environment is defied with unembellished challenges. The travel and hospitality sector is substantially contributing to environmental deterioration by generating waste, pollution, and depleting the natural resources. Environmental issues have been examined by the previous studies in the settings of the organizations. The current study focuses on the impact of green human resource management (GHRM) on employees' pro-environmental behavior (EPB), with the incorporation of mediating role of green culture (GC) and moderating role of green transformational leadership (GTL) in hospitality sector of AJK. In AJK (Azad Jammu and Kashmir), consistent increase in air pollution and challenges in conserving the quality of drinkable water highlight the urgent need to adopt pro-environment, particularly, amongst medium and small-size business in the sector of hospitality, for environmental sustainability.

Initiatives like "1993 International Hotels Environment Initiative" (IHEI) (Lam & Chan, 2001) and governmental regulations like "Pakistan's National Environmental Policy" (NEP), which was established in 2005, have fuelled environmental management in the hotel industry globally (Pereira, Silva, & Dias, 2021). According to Renwick et al. (2013), these initiatives highlight the moral need of enterprises to implement Environmental Management Systems (EMS) and incorporate sustainable practices into their HR strategy. Organizations worldwide are addressing the ecological problem, leading to multinational corporations like Tata

Chemicals and Bharat Petroleum Corporation Ltd. incorporating ecological maintainability into their corporate strategies and connecting their plans of HRM to their green development (Renwick et al., 2013). This practice, known as "green HRM," is seen as a crucial step towards sustainability. Green HRM strategies positively impact employees' pro-environmental behavior (EPB), leading to improved green action (Luu, 2019). Previous research confirms the efficacy of green HRM in enhancing environmental performance.

Even though previous research (Jabbar and Abide, 2015; Obeidat et al., 2020) have shown that green HRM can improve environmental performance, but its wider effects on employees' pro-environmental behaviour (EPB) and overall organisational sustainability are still little understood. Obeidat et al (2020) suggests that green transformational leadership (GTFL) and GHRM techniques must be combined for effectiveness. GTFL refers to the actions of leaders that are intended to give their team members a clear direction, encouragement, inspiration, and motivation while also addressing their developmental needs in a way that will ultimately give the achievement of the firm's environmental goals (Singh et al., 2020).

According to Bertels et al (2010), organizational cultures must be clear and changed for the sake of respond to green challenges. "Members of the organization who appreciate the necessity of striking a balance between economic effectiveness, social equality, and ecological responsibility are said to be part of a culture of sustainability" (Bertels et al.,

2010). Research has indicated that businesses with a culture that supports the environmental mission exhibit better EPB (Liebowitz, 2010). According to him, organizations must make sure that appropriate strategies of GHRM are established because, GHRM is crucial to the development of GC (Liebowitz, 2010). The current study focuses on how GHRM influence EPB while using GC as a mediator and GTFL as a moderator to enhance environmental performance. The available research does not indicate a direct relationship between the employees' green values, behaviours, and sustainable performance via organizational green culture (Pellegrini et al., 2018). According to Agarwal & Kapoor (2022), organisations cannot afford to downplay the significance of leadership if they want GHRM to have a significant impact on EPB. The current research, thus, fulfill the space identified by Pellegrini et al., (2018); Cantele & Zardini,(2020) and Agarwal & Kapoor, (2022), that is to investigate the “Impact of GHRM on EPB: The role of Green Culture and Green Transformational leadership” in hospitality sector considering small and medium size enterprises.

The Ability-Motivation-Opportunity (AMO) theory is utilized by the reearcher to analyses the connection between green HRM and employees proenvironmental behavior (Iftikar et al., 2022; Zaman et al, 2025; Xie, et al., 2023). The core claim of the AMO theory contends that employee ability (possessing pertinent skill competencies), motivation (having a positive attitude and being willing to involve in environment-related responsibilities), and opportunity (having access to opportunities) are all enhanced

by HRM practices (the employees opportunity to contribute in emerging and determining on green creativities). As a result, green HRM practices can be identified by: (a) improving individual performance through greening HRM practices for recruitment, selection, and drill and improvement; (b) boosting workers inspiration by the adoption of remuneration and systems of managing the performance that identifying individual proenvironmental actions; (c) indulging chances for workers to get involved in various green ingenuities.

Research Questions:

RQ1. Does green HRM positively affects the employee's proenvironmental behavior?

RQ2. How does green culture mediate the relationship between green HRM and employee's pro-environmental behavior?

RQ3. How does green transformational leadership moderate the green HRM and green culture?

Research Objectives:

1. To study the concept of Green HRM in more comprehensive manner and its influence on employees pro environmental behavior.
2. To investigate green culture mediation between green HRM and employees pro environmental behavior
3. To analyze green transformational leadership moderation the between green HRM and green culture.

2. Literature review

2.1. Green HRM

It refers to the practices, policies , and systems that make organization's

employees environmentally friendly for benefit of the organisation, society, the environment, and the people (Arulrajah, 2014; Marhatta & Adhikari, 2013).

2.2. Employees Pro environmental Behaviors:

Employee's pro environmental behavior has been defined as “willingness to engage in pro environmental activities” (Cheema et al., 2020).The literature has found a number of these activities , including switching off lights when leaving the office, printing on both sides, commuting by bicycle, reducing waste, and coming up with new initiatives to safeguard the environment. One effective strategy for helping businesses implement sustainable practices and improve their environmental performance is employee engagement in addressing environmental issues and promoting pro-environmental behaviours (Saeed & Afsar, 2019;Djellal & Gallouj, 2016).

2.3. Green Culture

According to Gurlek and Tuna (2018), culture of an organization is a —shared system of beliefs, ideas, and values developed by a managerial team with the purpose of shaping organizational behavior and attitude directed toward achieving common corporate goals|. Green culture is a collection of fundamental beliefs about environmental management and environmental challenges within the firm (Roscoe, et al., 2019).

2.4. Green Transformational leadership

Green transformational leadership is a leadership behavior that inspires and motivates to the subordinates with a clear vision while also meeting their developmental needs in order to help the

organisation accomplish its environmental goals (Singh et al., 2020; Mittal and Dhar, 2016). GTFL encourages the employees to learn new things and motivate people to participate in green practice and activities related to the innovation of products that enable the company to launch green goods and/or services in the market.

2.5. Hypothesis Development

Relationship between Green Human Resource Management and Employees Pro environmental Behavior

Pro-environmental behaviors of employees are certain quantifiable answerable green actions that help businesses develop more ecologically defensible (Wesselink et al., 2017) or increase employee readiness for participating in green or pro-environmental actions (Scherbaum et al., 2008). Due to the fact that green HRM is a relatively new and developing subject, businesses must group their actions to maximize results. They also need to develop standards for evaluating green performance that support overall success.

PEBs are typically unrecognized extra-role activities performed by employees for the benefit of the organization (Ramus & Killmer, 2007). Businesses have started to emphasize the value of employee initiatives more in order to improve environmental performance (Baughn, Bodie, & McIntosh, 2007). Employees' PEBs are essential to the success of the organisation in developing and implementing several firm-level pro-environmental activities. Pro-environmental behaviors can be seen as important suppliers towards green performance of organization by boosting organizational financial success and employee job satisfaction while

safeguarding the environment (Norton, Zacher, & Ashkanasy, 2014; Wesselink et al., 2017).

As we've already mentioned, GHRM practices and policies have an impact on recommended pro-environmental conduct. Some of these procedures—like green discipline management—are set up procedures that regulate employees' PEB at work and lead to mandatory PEB. According to Dakhan et al. (2020), including green tasks in employees' jobs encourages environmentally friendly behavior and cultivates an ethos of protecting the environment. Employee pro-environmental behavior is also motivated by incentives and rewards. According to a research study that looked at the effect of green human resource management actions upon pro-environmental behavior, these practices have become the most appealing ones for businesses. The findings indicated that Green HRM Practices had a favorable impact on employee behavior (Dakhan et al., 2020). According to Tseng et al. (2013), creating jobs and work environments that inspire employees to learn about the environment and offering periodic trainings on environmental management systems boost an employee's care for the environment and incentive to adopt pro-environmental actions. Employees consider their organization's HRM procedures as a factor in determining their work attitudes and behaviours (Nishii et al., 2008).

Additionally, AMO model explains the relationship between green HRM and employee' PEB (Nguyen et al., 2024; Roscoe et al., 2019). The recruiting strategies used to select individuals who are interested in cleanliness and environmental preservation are connected to the "capabilities" which is an

element of AMO. Organizations ought to: (1) hire individuals with green capabilities; (2) motivate employees via contribution and training; and (3) provide possibilities for eco-friendly engagement (Amrutha & Geetha, 2020). A system of performance assessment motivates workers (Fawehinmi et al., 2020). At the same time, a positive evaluation will motivate them to achieve outstanding environmental performance, while a negative evaluation creates opportunities for a conscious involvement in environmental practices and improved green performance. Therefore, organizations may successfully encourage and maintain pro-environmental behavior among employees by synchronizing GHRM practices with the AMO framework. This approach ensures that employees feel valued and empowered, fostering a culture of sustainability within the organization. By aligning GHRM strategies with the AMO framework, companies can effectively harness employee potential and promote long-lasting environmental stewardship. According to Ansari et al. (2021), green human resources management practices have a positive impact on employees' PEB by improving their ecological capabilities (ability), promoting eco-friendly perspectives and involvement through green-related rewards and values (motivation) (Mehak, and Batcha, 2024), and encouraging engagement with green initiatives by offering helpful structures and procedures (opportunity) (Yong et al., 2020).

Employees would therefore exhibit behaviours that relate with and are consistent with the firm's green standards if an organization implements greening into its HR practices. Employees are inspired to participate in and contribute to environmentally friendly activities when an organization gives prizes for creative environmental initiative or performance

(Renwick et al., 2013). Within a company, green HRM influences employees' pro-environmental workplace habits. Therefore, it has been proposed that GHRM practices will have a favorable impact on employee PEBs at work (Dumont et al., 2017). In the light of above arguments, the following hypothesis is tested:

H1. GHRM positively effects employee's proenvironmental behaviors.

GHRM and Green Culture

A "green culture" is examined from the viewpoint of components characterized by (Schein, ,1990). In his concept, distinct organizational culture elements are identified based on two factors: the ease of observation and the level of awareness among the organization's members. Following that, these components are divided into three stages: artifact (signs), customs and ethics, as well as fundamental suppositions. Relics(artifacts) are the things which are experienced by us while interacting with a specific organizational culture. Physical artifacts can include things like recycling containers or banners that are posted in various workplace spaces and encourage employees to engage in green activities. Additionally, there are behavioral and linguistic artifacts that are used while talking about environmental issues.

The ideals, attitudes, and behaviours of organizational employees make up organizational culture (Schein, 1992). Values connect to moral and ethical standards and reflect what people believe is possible (Holt & Stewart, 2000). Perceptions of people that can be regarded as true or untrue are referred to as beliefs (ibid). Individuals' patterns of actions

based on their values and beliefs are known as behaviours (Schein, 1992). An ideology or organizational philosophy, which acts as a manual for coping with the unpredictability of unpredictable or challenging events that occur in corporate life, becomes an embodiment of values, beliefs, and behaviours (Schein, 1992).

Individual employees' behaviours reflect the firm's ideas, and over time, these behaviours develop into habits that are ingrained in how the business is operated on a daily basis, influencing the culture of the organization (Schein, 1992). While workers move above and outside financial goals for reducing the undesirable and increase the constructive effects of corporate operations upon the atmosphere, that organization can be said to have a "green" culture (Sroufe et al 2010).

"Internal and duty-based motivation to conserve the natural environment" is how employee GC is characterized. Employee's GC thus consists of an emotional connection, identification, contribution as well as worry for the workplace surroundings (Montabon et al., 2016). Except if individuals possess a robust dedication and enthusiasm towards the atmosphere, workers are likely to be less worried about pro-environmental concerns in their everyday activities and professional lives. Because it moulds employees' values, beliefs, and behaviours through the hiring, training, appraisal, and incentive procedures, the HRM department is crucial to allowing a green organizational culture (Roscoe et al. 2019). In fact, a recent study by Pellegrini et al. (2018) found that establishing HR policies to improve employee engagement and behavior is crucial for supporting

organizational change for long-term ecological sustainability.

Leaders define environmental priorities for each department and its employees, which causes a pro-environment incentive system to trickle down across the organization. Credible messages are ones that are conveyed by reputable sources, are clear and understandable, and resonate with employees on an individual level. HR managers can craft pro-environmental messaging that address staff members' worries about cutting back on inefficient and ecologically damaging behaviours in their everyday work (Chow, 2012). Employees might get pro-environmental messaging from the HR department during training sessions and performance review meetings (Renwick et al., 2013). Employee engagement and mutual involvement in environmental projects are related to peer involvement (Srinivasan & Kurey, 2014). By enhancing workers' environmental skills (abilities), encouraging ecological beliefs and commitment (motivation), and encouraging active participation in green initiatives (opportunity), green HRM helps to create a green organisational culture. A common green culture is fostered when HR procedures are in line with environmental objectives. This helps to instill pro-environmental norms and behaviors across the whole organisation (Ahmad et al., 2023; Tanveer et al., 2025; Aukhoon et al., 2024).

According to Bró, Fernández, and Junquera (2007), organisational culture is a major factor in determining whether environmental management programs at companies are successful or unsuccessful. The primary presumptions, values,

symbols, and behaviours that reflect how top management and employees view environmental sustainability issues are embodied in an organization's culture (Harris & Crane, 2002). A green organizational culture depends heavily on top management support, as study by Govindarajulu and Daily (2004) has revealed. Harris and Crane (2002) highlighted several challenges that frequently inhibit the greening of an organization's culture in addition to a lack of top management support. To understand how HR professionals may overcome these obstacles and encourage a green company culture, however, a great deal more research is required.

Here, we can observe how GHRM procedures aid in the growth of the green culture. Using training, leadership, and incentive programs, the HRM department cultivates pro-environment values and views among its workforce. When applied to an employee's daily activities, these values and beliefs show themselves as pro-environmental behaviours. A pro-environmental culture develops within the company when staff members engage and work together to address environmental concerns over time (Roscoe et al., 2019). In light of above arguments, the following hypothesis is tested:

H2. GHRM positively effects the Green Culture.

Green Culture and Employees Pro environmental Behavior

Performance of an organization is still highly correlated with the culture that unites its members (Norton et al., 2015). Cultural values are excellent candidates for translating behavioral intentions into behaviours because they affect how much

responsibility we assign to others and how willing we are to make personal sacrifices (Chwialkowska et al., 2020). A higher influence on PEBs was exerted by perceived green culture tracked by perceived green mindset (Ogiemwonyi & Harun, 2021). An employee is more likely to go above and beyond in their eco-efforts if they believe their company supports them by giving the resources they need to engage in pro-environmental activity.

According to the Ability-Motivation-Opportunity (AMO) hypothesis, workers efficiently perform when they are given the chance to participate, when they are motivated to carry out, and have the skills necessary to accomplish the job. Humans are the vital asset of an organisation, and their contentment with their work and their connections inside the organisation are influenced by its culture (Fawehinmi et al., 2022; Abbas, and Khan, 2023). Employees of an organisation integrate themselves into the culture of organization. Organisational culture transfers the organization's values and norms, which in turn influence how workers behave at work (Ability) (Imran, and Jingzu, 2022). As a result, culture encourages workers to adopt behaviours (motivation) that are essential to the organization's success (opportunity). Eco-friendly practices, such as utilising recyclable materials for personal food or water use, shutting off electrical equipment when not in use, and making use of reduced printing materials, are examples of how a green organisational culture influences employees' behavior (Fawehinmi et al., 2022; Ababneh, 2021). This entails improving employee capabilities (like training) that are

somewhat dependent on the individual's perspective of the job inside firms with supportive cultures or positive work environments (or the culture of firm). Lepak et al. (2006) keep up this claim as well, stating that although employees have the necessary knowledge and skills to complete the tasks required by the company, employees do not have sufficient firm help and chances for them for participating in those activities, which would bound their capability and decrease employees readiness as well as flexible attempt while at work.

Spreading this to the environmental perspective, workers' desire to engage in eco-tasks will increase if they receive the necessary training and education. Once the company develops green possibilities for its employees for incorporating green behavior across workplace via an environmental or green culture of firm, this improvement will be higher. Empirically, according to Dumont et al. (2017), GHRM practices (including green training) are required to boost the impact upon employees' pro-environmental behavior, while worker's employer give extra attentiveness for fostering an environmental culture at workplace. Different ways exist for employees to practice pro-environmental behavior. For instance, they might create, recommend, and share innovative practices (Boiral & Paillé, 2012), or they might try to reuse paper and reduce waste (Lee et al., 1995), or they might take specific activities at work to enhance environmental performance (Daily et al., 2009). According to Paillé et al. (2013), employees are more inclined to make extra eco-efforts when they feel that their employer supports their pro-environmental

behaviour by providing the required resources. Employees are more willing to act environmentally responsible at work when employers have green strategies of management as well as helpful environmental programs. An individual's organizational commitment is increased by the green policies that are conveyed to all workforce as well as the company sustenance (organizational culture) in order to high environmental enactment, that as a result advances individual green action at the workplace (Temminck et al., 2015).

Culture of a firm is a set of shared standards and dogmas that include arrogances, customs, employee actions and outlooks. These values and beliefs are expressed in the attitudes and behaviours of employees (Greenberg & Robert,1995). Strong organizational culture is particularly beneficial for improving employee performance, which in turn helps the company achieve its goals and perform better overall. The individuals capabilities for achieving aims, whether personally or of firms, by employin means effectively as well as efficiently is referred to as employee performance (Daft, 2000). As a result, GC may encourage employees to adopt pro-environmental behavior as a core value of the company and to become more engaged in environmental concerns. On the basis of the discussion above, we hypothesize that

H3. Green Culture affects Employees' Proenvironmental behavior.

H4: Green Culture mediates the relationship between Green human resource management and employees pro environmental behavior.

Green Transformational Leadership as a Moderator

Transformational leaders are important in motivating employees to go beyond the requirements of their job descriptions. Transformational executives have a clear vision for the company's present and future courses of action (Bass and Avolio, 1995). Existing research reveals that human resource management (HRM) systems have advanced from traditional work practices with little employee participation to more supportive and participatory ones where employees are given chances to improve talents ,information and assertiveness (Singh et al., 2019). GHRM may potentially foster a green organizational culture by instilling or fostering environmental values, attitudes, and behaviors in its workforce through recruiting, selection, training, performance management, and transformational leadership (Roscoe et al.,2019). GTFL helps the organization improve green culture by improving workers' abilities through the development of their knowledge and skills, motivating them to behave in a green manner, and giving them opportunities to get involved in green activities (AMO framework). Through seminars and workshops, senior leadership aims to educate and teach staff members about the company's green culture (Al-Swidi et al., 2021).

Using the AMO theory (Appelbaum et al., 2000), we propose that GTFL leverages GHRM in a way to improve followers' skills and encouragement and offers opportunities to participate in environmental management-related activities for green innovations and environmental performance (Singh et al.,

2020). When a leader adopts a green mindset and character, it helps encourage green habits and culture among workers (Ahmeda et al., 2020). The discussion above demonstrates how leaders influence employees' environmental attitudes, knowledge, and behavior, significantly influencing the development of GC (Ramu 2001, 2002).

Fascinating transformational leaders inspire and foster innovation in their teams by giving them a clear vision (Avolio et al. 1999). High-inspirational-motivation transformational leaders provoke enthusiasm and support followers' activities and opinions to foster creative thinking by encouraging people to share their thoughts (Gong et al. 2009). Therefore, earlier research shows a good relationship between transformative leadership and employee innovation (Gong et al. 2009). By inspiring workers to achieve at greater levels and promoting original thought, transformational leadership may boost creativity (Sosik et al. 1997; Sarros et al. 2008).

GTFL may instill eco- friendly ethics in their team members by modeling green HRM, leadership, culture, and performance for them (Robertson and Barlin,2013). The results of this study, which make clear the significance of GTFL in creating an appropriate culture, thus, provide leaders with justification for why they should take the initiative to guide their teams toward environmental sustainability. According to Muisyo et al. (2022), environmentally specialized servant leadership mitigated the associations between GHRM and both individual and group green innovation.

Transformational leadership possesses the capabilities for motivating subordinates to accomplish firm's objectives through the use of inspirational impetus (leadership or leaders connect the green visualization which appeals personnel), magnetism (subordinates respect and have belief upon the leaders and perform with the conformity with the objectives of leaders), individual responsiveness ("leaders have personalized interactions with employees and leaders take into account employees' needs, values, and goals"), as well as logical encouragement ("employees are encouraged to be creative in finding solutions to environmental problems"). Without the backing of the firm's leaders, no attempt can be effective. This is so because in companies, leaders are what propel sustainability (Sroufe, 2017). The success of a company's environmental sustainability strategy cannot be achieved in the absence of leadership support (Ramus, 2001).

Leaders have a significant effect on employees' environmental attitudes, awareness as well as behavior, which helps to create GC (Ramus 2001, 2002).. According to a number of prior research, businesses should utilize green transformational leadership (GTFL), which encourages staff members to exhibit green workplace behaviours that are beneficial for achieving green enactment. Inspirational executives motivate staff to yield ownership of the employees performance of firm (Robertson and Barling, 2013). Employees understand the value of maintainable environment and their capacity to execute green answer explanations increases when leadership places focus on pro-environmental

problems. Sharma and Vredenburg, 21998).

Organizational culture play the role of mediating element in the connection amongst the style of headship and firm usefulness, that in present research is the development in employees pro environmental behavior.? The organization's sustainability plan is connected with human resource mangement, and the style of leadership supports the sustainability culture. Therefore, managers should endeavour to

Theoretical Framework

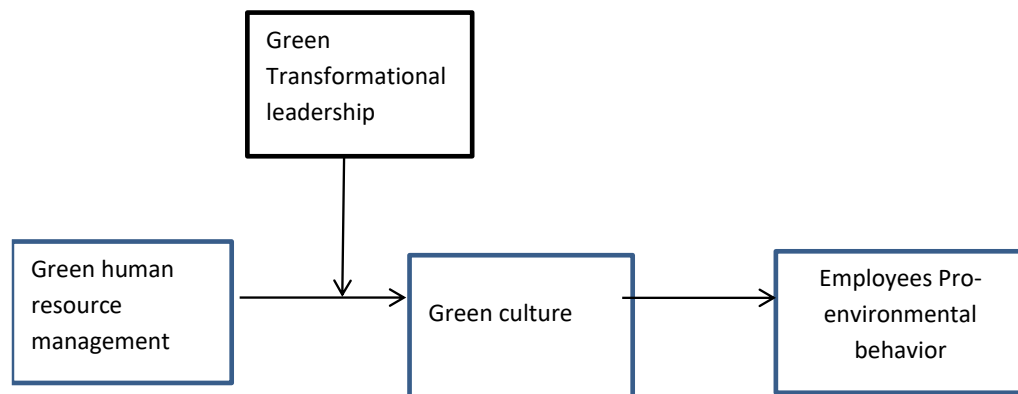


Fig.1 Theoretical Framework

3. Methodology

In this fundamental research, the quantitative study technique is utilized to examine data gathered from primary resources to determine the effect of green HRM on pro-environmental behavior. Since there aren't many other industrial sectors in AJK with sizable labour bases, the hospitality sector—which includes hoteling, tourism, and other related industries—is very important to the state's economy. Individuals (middle tier employees) in the hospitality industry of AJK, particularly hotels of Kotli, are the subject of this research. The author chosed to employ a residential drop-off survey

instil a green culture in their companies, one that unites and permeates them all and makes them attentive to the group's environmental objectives (Rizvi & Garg, 2020). Using this debate as a foundation, we propose that

H5: Green Transformational Leadership moderates the relationship between green human resource management and green culture, such that this relationship is strengthened when Green Transformational Leadership is high rather than low.

after taking these aspects into consideration. Since the middle tier employees were chosen for this research (kotli, AJK) are not highly qualified, the questionnaire items were also translated into Urdu, (the national language of AJK, Pakistan), in addition to English, for the convenience of the participants.The data was gathered over an estimated period of one to two months and is cross-sectional in nature by self-administered questionnair survey.

Our choice to concentrate our research on this specific sector is justifiable for a number of reasons,such as research on "green HRM and workers

proenvironmental behavior" and its impact on the performance of hotels has only recently become a focus of a few studies (Serra-Cantalops et al., 2018). Second, the extremely labor-intensive hotel business becomes noteworthy in this context because components of workers' proenvironmental behavior (EPB) are addressed in combination with green human resource management (GHRM). The hotel business, is unquestionably one of the sectors that depend most heavily on the environment. Hospitality companies must use Green Human Resource Management (GHRM) to lessen their negative environmental effects in order to prevent the industry from "killing the goose that lays the golden egg."

3.1. Population and Sampling

Managers and middle tier employees of the hospitality business in AJK make up the population of the current research. The population is more or less homogenous, as "employees of the hotels" have a lot of similarities in terms of personality traits and working situation. To conduct the study, a sample of 280 employees from a variety of hotels (almost 10 hotels of Kotli (AJK), including major, small, and medium-sized hotels as well as serviced apartments—was chosen at random. Due to the similarities in the hotel industries in these locations, the aforementioned sample was taken from the districts of Kotli (AJK). We handed out more than 280 surveys in all, but 245 received back and 240 full utilized with respond rate. The non-probability sampling type through convenient sampling technique was applied in this study. Using convenient sampling, suitable number of questionnaires grounded on the population

size has been dispersed among the managerial staff and other employees of hospitality industry of AJK.

3.2. Measurement

For the goal of operationalizing the construct, it was decided to utilize multi-item scales that were well-established in the literature. Demographic factors: age; gender, education, and tenure, are all under control.

Independent Variable: Green Human Resource Management (GHRM)

GHRM was measured using 6-items version adopted from previous study (Hameed et al., 2020) One sample item is "My organization sets green goals for its employees". Cronbach's α coefficient was 0.716.

Dependent Variable: Employees proenvironmental behavior (EPB)

EPB was measured using 7-items version adopted from previous study (Robertson, al., 2013). One sample item is "I print double sided whenever possible." Cronbach's α coefficient was 0.733.

Mediating Variable: Green culture (GC)

GC was measured using 7-items scales adapted from Piwovar-Sulej (2020), and they were based on one component of the operationalisation framework for pro-environmental organisational culture. One simple item is "The Company regularly evaluates its environmental practices". Cronbach's α coefficient was 0.727

Moderating Variable: Green transformational leadership (GTFL)

GTFL is measured in this study using a scale developed by Chen and Chang (2013), which is based on Podsakoff et al., 1990. There are six items on the scale. "I

inspire subordinates with an environmental plan" is one example item. The coefficient of Cronbach was 0.712.

Table 3.1 Measurement of Reliability

	Cronbach's Alpha	Composite Reliability
EPB	0.733	0.733
GC	0.727	0.725
GHRM	0.716	0.708
GTFL	0.721	0.720

3.3. Data analysis procedure

SPSS and SmartPLS were used to analyse the data. The current study adapted the items of the questionnaire from the past studies and assessed them using Cronbach's alpha for internal consistency, and all constructs exceed the threshold value of 0.70, even though the study used validated scales. Other preliminary studies included outlier detection using boxplots (Tukey's approach) and analysis for missing value to evaluate randomness. Where necessary, listwise deletion was then performed. All scale elements were examined in boxplots, and no notable outliers were discovered. Since all of the results fell between 1 and 5, which is the expected range, there were no significant deviations, proving that the data was suitable for additional analysis. To assess normality for each variable, kurtosis and skewness statistics were used, and all results (skewness: -1.192 to -0.085; kurtosis: -0.870 to 0.995) fell within the legitimate range of ± 2 , suggesting that the data was appropriate for parametric analysis and somewhat normally distributed. We summarised demographic data using frequency distributions and

descriptive statistics. Using Cronbach's alpha and composite reliability, the scales' internal consistency and reliability were evaluated; they all passed the 0.70 cutoff.

We conducted correlation analysis to investigate the relationships among Green HRM, GC, GTFL, and EPB. To test the hypothesis, we used hierarchical regression to evaluate the moderating influence of GTFL, whereas Preacher and Hayes bootstrapping approach was used for mediation analysis to assess the indirect impact of green culture.

4. Results and Analysis

4.1. Demographics of sample:

This research included four demographic variables: gender, education, age, and experience. Each demographic variable's summary is discussed separately in Table 4.1. The bulk of the responders were between the ages of 26 and 35. This age group represented 45.4 percent (109) of the respondents to the study. The age distribution was as follows: 10.4% (25) were under the age of 25, 29.2% (70) were between the ages of 36 and 45, 10.8% (26) were between the ages of 46 and 55, and the final 3.8% were between the ages

of 56 and above. The result relating to education found that 3.3% (8) of participants had SSC\HSSC certificate, 10.8% have bachelor's degree, 71.3% (171) had with Master's degree, 13.8% (33) have M.Phil.\MS degree, and the remaining 0.8% (2) had attained Ph.Ds. degrees. According to the findings regarding length of service, 51.7 percent (124) of respondents had 5 or less than 5 years of work experience, 27.1 percent (65) had 6-10 years of experience, 8.3 percent have 6-10 years of experience, 4.6 percent (11) belong to 16-20 years of experience, 2.9 percent (7) fall in the category of 21-25 years of experience, and remaining 5.4 percent (13) have the experience of 26 or more years.

4.2. Correlation Analysis:

The association between the factors examined in the current research, which

are green transformational leadership(GTFL) green culture(GC), green human resource management(GHRM), and employee proenvironmental behavior(EPB), is shown in the *Table 4.1*. With a substantial positive correlation of.336**,.411**, and.337**, respectively, between green human resource management and green culture, pro-environmental employee behavior, and green transformational leadership. Employees' pro-environmental behavior is favorably correlated with green culture at.344** and with green transformational leadership at.439**. Green Transformational Leadership at.468** is strongly positively connected with employee proenvironmental behavior. All variables have positive correlations at 0.01 levels, which is consistent with the proposed model.

Table 4.1 Correlation

	1	2	3	4
GHRM	1			
GTFL	.539**	1		
EPB	.423**	.523**	1	
GC	.532**	.540**	.636**	1

N=280, **p<0.01

4.3. Moderated regression analysis:

To evaluate the impacts of a moderating variable, the results of the moderation regression analysis are shown in the *Table 4.2*. GHRM and green culture have a substantial relationship, according to the results of regression analysis, and green

transformational leadership has a major influence on green culture. Results indicate that the change in R2 ,after introducing an interaction term like GHRM*GTFL is negligible. Regression analysis results indicate that green transformational leadership (GTFL) does not statistically substantially modify the

link between green HRM and green culture, leading to the rejection of the hypothesis that GTFL moderates the relationship in such a way that GTFL is

high than low, that association will be stronger. Additionally, GHRM's effect on green culture was negated in the presence of green transformational leadership.

Table 4.2 shows hierarchical moderated regression analysis

Predictors		Green Culture	
β	R ²		ΔR^2
Step 1			
Control Variables			.011
Step 2			
Green HRM		.469*	
Green TFL		.503*	.385
	.374***		
Step 3			
GHRM*GTFL		-.007ns	.386
	.001ns		

*p<.5 **p<.01 ***p<.001

4.4. Mediation regression analysis.

A statistical technique called mediation analysis is used to quantify the causal chain between an antecedent variable, a mediating variable, and a dependent variable. The results of the regression analysis utilizing the Preacher and Hayes approach are shown in the *Table 4.3*. The first phase of step-by-step mediation checks the immediate impact of green human resource management (IV) on employees' pro-environmental behavior (EPB). Results show a significant correlation at beta =.4340 with p =.0402. The second step examines the effect of green human resource management (GHRM) on the substantial link between

the mediating variable green culture and beta value, which is.4885 at p.0000. The third step examined the impact of green culture (M), whose beta value was.6345 at p.0000, on the dependent variable's employees' pro-environmental behavior. In last step by controlling mediator, results shows that the impact of green human resource management is still significant with the p value of.0000. The indirect effect is.3100 which lies between.2289 to .3949. This result shows that green culture significantly mediates the relationship between green human resource management and employees pro environmental behavior. Final summary of the hypothesis' acceptance\ rejection has been shown in the *Table 4.4*

Table 4.3 The mediation effect of green culture between green HRM and employees pro-environmental behavior

Path	β	SE	T	P
Green HRM \rightarrow employee's pro-environmental behavior(direct)	.4340	.0601	2.0635	.0402
Green HRM \rightarrow green culture	.4885	.0506	9.6448	.0000
Green culture \rightarrow employees pro-environmental behavior	.6345	.0654	9.7014	.0000
Green HRM \rightarrow green culture \rightarrow employees pro-environmental behavior (indirect)	.1240	.0601	7.2208	.0000
Bootstrap results for indirect effect:	Indirect Effect	LLCI 95%	ULCI 95%	
	.3100	.2289	.3949	

Notes: Un-standardized regression coefficients reported. Bootstrap sample size 1000. LL=Lower Limit; CI= Confidence Interval, UL=Upper Limit

Table 4.4 Summary of hypothesis acceptance / rejection

Hypothesis	Statements	Results
H1	GHRM relates positively to employee's pro environmental behaviors.	<i>supported</i>
H2	GHRM are positively related to the Green Culture.	<i>supported</i>
H3	Green Culture improves the Employees Pro- environmental behavior .	<i>supported</i>
H4	Green Culture mediates the relationship between Green human resource management and employees pro-environmental behavior	<i>supported</i>
H5	Green Transformational Leadership moderates the relationship between green human resource management and green culture, such that this relationship is strengthened when Green Transformational Leadership is high rather than low.	<i>not supported</i>

5. Discussion`

The AMO (Ability-Motivation-Opportunity by Bailey,1993) supports the current study's findings. According to this theory, HR practices improve the employee's skills and motivation, which results in improved performance (Jiang et al., 2012). According to previous studies, organizations implementing strong GHRM are more likely to draw in top talent (Chaudhary, 2018) and have an impact on both in- and extra-role green behavior of employees (Dumont et al., 2017). According to the past researchs, businesses which practise excellent green HRM appeal top personnel (Tang et al., 2017). Findings of our study corroborate this assertion, which demonstrate that GHRM has a significant influence on the pro-environmental behavior of employees (EPB) in the AJK hotel sector. In line with RQ1, the regression analysis indorses that GHRM is essential to establish GC (H2) in the hotel industry. Since Green culture (GC) and EPB are positively correlated (H3), it suggests that emphasizing GC nurtures employees' pro-environmental behavior. This finding supports the ability-motivation –opportunity theory's claim that improved motivation and skills through GHRM provide desired outcomes. This is also supported by recent studies that apply AMO theory in environmental settings, for example, Sibian & Ispas (2021) highlighted the importance of motivation -boosting HRM practices in the workplaces, and Pham et al. (2019) demonstrated that AMO-centered GHRM practices have a significant impact on environmental friendly behavior. However, even though these results are consistent with some previous research (e.g., Dumont et al., 2017), other studies

show that the effectiveness of GHRM may differ depending on the industry and cultural setting (Carballo-Penela et al., 2023; Roscoe et al., 2019; Renwick et al., 2013), suggesting that the strength of this relationship may be influenced by sector-specific factors.

In order to answer RQ2, we also looked at how green culture functions as a mediator between GHRM and EPB. We demonstrated that green culture considerably mediates this connection (H4) applying the Preacher and Hayes method. This result contributes to the corpus of knowledge by providing empirical support for the idea that GHRM may greatly improve EPB by promoting a green culture. Although certain research (Ahmad et al., 2023; Dumont et al., 2017) confirm this mediating impact, it is important to keep in mind that other studies (e.g., Jackson et al., 2011) propose that leadership styles and organizational commitment may also be mediating factors. Therefore, future research might examine how these variables interact in order to give a more sophisticated perspective. In response to RQ3, we looked at how GTFL moderates the relationship between GHRM and green culture in the organization . In contrast to expectations , our findings did not validate the proposed moderation (H5), even if some earlier studies have shown that transformative leadership might promote adopting the sustainable practices (e.g., Robertson and Barling, 2013; Kusi et al., 2021).This disparity may be explained by contextual elements like cultural differences that can restrict GTFL's effect or variations in leadership style common in AJK's hospitality industry. These results point to the need for more

investigation into whether the link between GHRM and green culture may be better explained by contextual factors or alternative leadership styles.

Findings of the current study expand the body of literature by showing that, whereas GHRM has a positive impact on EPB through green culture, GTFL's moderating effect may vary depending on the context. By combining theoretical understanding with empirical data, we emphasize the significance of adoption of GHRM techniques to certain cultural and organisational contexts in order to optimise their effectiveness.

6. Conclusion

The largest problem for human resource professionals is understanding the breadth and depth of green HRM in transforming their organizations to green organizations. Investing in hiring, learning, and training and development may all help enhance the environmental performance of an organisation. Ultimately, the organisation's environmental performance is enhanced by this endeavor. In other words, implementing green HRM practices will ultimately help to boost the organisation's positive environmental effects while decreasing its adverse consequences. Green HRM strategies are essential for developing, sustaining, and promoting employees' innovative behaviours and a positive mindset towards being green. Without appropriate green HRM practices, it is difficult to establish and maintain sustainable environmental performance. Therefore, it can be concluded that understanding the scope of green HRM practices is essential, as it enhances an organisation's environmental performance. In order to foster employees'

pro-environmental behaviour through the development of a green culture, green transformational leadership is required.

7. Implications

The results show that it is crucial for hotel organisations to implement relevant GHRM because doing so helps employees feel proud of their organisations' contributions to environmental protection. This not only encourages employees to act in a proenvironmental manner but also strengthens employees' loyalty to their employers, which in turn leads to successful environmental performance for businesses in the hospitality industry. More precisely, whether or not a hotel facility obtains green credentials, hotel businesses should make GHRM a key goal. Second, this study highly recommends that while developing their GHRM policies, hotel top management and HR managers construct organisational core values focused on environmental management. Employing staff with same principles in environmental preservation may be crucial for hospitality businesses. The outcome suggests that green HRM may spread green values throughout the company by fostering green skills through green training, inspiring staff to be environmentally conscious, and providing them with opportunities to participate in green activities that would improve the green performance of the company (Cantor et al., 2012). This study focused on the significance of green HRM. Typically, HRM shapes and develops employee behaviour and inspires them to perform better, particularly in the hospitality industry. Similarly, green workplaces motivate staff to engage in eco-friendly initiatives. Therefore, the

importance of "green" on the HRM side is stressed in this study as the first step in encouraging employees to practise pro-environmental behavior.

8. Limitations

Every study has certain flaws and requires additional information in other areas. There are a few more limitation with the current study that need to be resolved by other researchers in the future. First of all given the small sample size and narrowly focused target industry, the current study does not appear to be generalizable. second, the current study also examines insights from an area, specifically AJK. Third, the current research solely considers green human resource management as a factor in determining whether or not employees would support the environment. Lastly, rather than dyads or other groups, the current study exclusively focuses on self-report feedback.

9. Directions for future research

In order for future study to be most useful, it is essential to include other elements as workplace proenvironmental behaviour determinants. Individual self-efficacy is one potential factor that may influence employees' pro-environmental conduct. People who are confident in their capacity to complete tasks are more likely to engage in pro-environmental behaviour (Meinhold and Malkus, 2005). As a result, future research should keep looking for relevant individual personal variables, such as self-efficacy.

The authors also recommend that future research incorporate more organisational elements, such as supervisory support behaviours, as supervisors may assist

individual employees in comprehending a vision of long-term sustainable environmental management (Egri and Herman, 2000). Future researchers will need to gather data with larger sample sizes. There is also need to identify additional factors that influence employees' pro-environmental behaviour, including data from other industries like manufacturing, where green HRM is as vital but underutilised. Additionally future researchers must examine the connection between proenvironmental employee behaviour and green HRM at the multilevel or group level.

10. References

- Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204-1226. <https://doi.org/10.1080/09640568.2020.1814708>.
- Abadiyah, R., Eliyana, A., & Sridadi, A. R. (2020). Motivation, leadership, supply chain management toward employee green behavior with organizational culture as a mediator variable. *International Journal of Supply Chain Management*, 9(3), 981-989.
- Abbas, J., & Khan, S. M. (2023). Green knowledge management and organizational green culture: an interaction for organizational green innovation and green performance. *Journal of Knowledge Management*, 27(7), 1852-

1870.<https://doi.org/10.1108/JKM-03-2022-0156/FULL/XML>

- Agarwal, A., & Kapoor, K. (2022). Analysis of barriers in green human resource implementation for enhancing organizational sustainability: a DEMATEL approach. *Transnational Corporations Review*, 1-15.
- Aggarwal, S., & Sharma, B. (2015). Green HRM: Need of the hour. *International Journal of Management and Social Science Research Review*, 1(8), 63-70.
- Ahmad, J., Al Mamun, A., Masukujjaman, M., Makhbul, Z. K. M., & Ali, K. A. M. (2023). Modeling the workplace pro-environmental behavior through green human resource management and organizational culture: Evidence from an emerging economy. *Heliyon*, 9(9). [org/10.1016/j.heliyon.2023.e19134](https://doi.org/10.1016/j.heliyon.2023.e19134)
- Ahmad, J., Al Mamun, A., Masukujjaman, M., Makhbul, Z. K. M., & Ali, K. A. M. (2023). Modeling the workplace pro-environmental behavior through green human resource management and organizational culture: Evidence from an emerging economy. *Heliyon*, 9(9).<https://doi.org/10.1016/j.heliyon.2023.e19134>
- Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management*, 2(1), 1030817.
- Ahmed, N., Li, C., Khan, A., Qalati, S. A., Naz, S., & Rana, F. (2021). Purchase intention toward organic food among young consumers using theory of planned behavior: role of environmental concerns and environmental awareness. *Journal of Environmental Planning and Management*, 64(5), 796-822.
- Ahmeda, U., Mozammelb, S., & Zamanc, F. (2020). Green HRM and green innovation: Can green transformational leadership moderate: Case of pharmaceutical firms in Australia. *Systematic Reviews in Pharmacy*, 11(7), 616-617.
- Al-Swidi, A. K., Gelaidan, H. M., & Saleh, R. M. (2021). The joint impact of green human resource management, leadership and organizational culture on employees' green behaviour and organisational environmental performance. *Journal of cleaner production*, 316, 128112. <https://doi.org/10.1016/j.jclepro.2021.128112>
- Alzgoool, M. (2019). Nexus between green HRM and green management towards fostering green values. *Management Science Letters*, 9(12), 2073-2082
- 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.
- Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource

- management and employees pro-environmental behaviours: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, 28(1), 229-238. <https://doi.org/10.1002/csr.2044>
- Ansari, N. Y., Farrukh, M., & Raza, A. (2021). Green human resource management and employees pro-environmental behaviours: Examining the underlying mechanism. *Corporate Social Responsibility and Environmental Management*, 28(1), 229-238.
- Aukhoon, M. A., Iqbal, J., & Parray, Z. A. (2024). Impact of corporate social responsibility on employee green behavior: Role of green human resource management practices and employee green culture. *Corporate Social Responsibility and Environmental Management*, 31(5), 3768-3778. <https://doi.org/10.1002/csr.2773>
- Bertels, S., Papania, L., & Papania, D. (2010). Embedding sustainability in organizational culture. *A systematic review of the body of knowledge*. London, Canada: *Network for Business Sustainability*, 25.
- Boiral, O. (2002). Tacit knowledge and environmental management. *Long range planning*, 35(3), 291-317.
- Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of business ethics*, 109(4), 431-445.
- Carballo-Penela, A., Ruza-Sanmartín, E., Álvarez-González, P., & Paillé, P. (2023). How do GHRM practices influence firms' economic performance? A meta-analytic investigation of the role of GSCM and environmental performance. *Journal of Business Research*, 165(10), 113984. <https://doi.org/10.1016/j.jbusres.2023.113984>
- Chan, C. K., Fong, E. T., Luk, L. Y., & Ho, R. (2017). A review of literature on challenges in the development and implementation of generic competencies in higher education curriculum. *International Journal of Educational Development*, 57, 1-10.
- Chaudhary, R. (2018). Can green human resource management attract young talent? An empirical analysis. *Evidence-based HRM: A Global Forum for Empirical Scholarship*, 6(3), 305-319. <https://doi.org/10.1108/EBHRM-11-2017-0058>
- Chow, R. (2012). Entanglements, or transmedial thinking about capture. In *Entanglements, or Transmedial Thinking about Capture*. Duke University Press.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and

- employee green values. *Human resource management*, 56(4), 613-627. <https://doi.org/10.1002/hrm.21792>
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, 56(4), 613-627.
- Fawehinmi, O., Yusliza, M. Y., & Farooq, K. (2022). Green human resource management and employee green behavior: Trends, issues, challenges and the way forward. In *Green human resource management research: issues, trends, and challenges* (pp. 167-201). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-031-06558-3_8.
- Fawehinmi, O., Yusliza, M. Y., Wan Kasim, W. Z., Mohamad, Z., & Sofian Abdul Halim, M. A. (2020). Exploring the interplay of green human resource management, employee green behavior, and personal moral norms. *Sage Open*, 10(4), 2158244020982292. doi: 10.1177/2158244020982292 journals.sagepub.com/home
- Gürlek, M., & Tuna, M. (2018). Reinforcing competitive advantage through green organizational culture and green innovation. *The service industries journal*, 38(7-8), 467-491.
- Iftikar, T., Hussain, S., Malik, M. I., Hyder, S., Kaleem, M., & Saqib, A. (2022). Green human resource management and pro-environmental behaviour nexus with the lens of AMO theory. *Cogent business & management*, 9(1), 2124603. : <https://doi.org/10.1080/23311975.2022.2124603>
- Imran, M., & Jingzu, G. (2022). Green organizational culture, organizational performance, green innovation, environmental performance: A mediation-moderation model. *Journal of Asia-Pacific Business*, 23(2), 161-182. <https://doi.org/10.1080/10599231.2022.2072493>.
- Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management*, 25(2), 99-116.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2012). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of management Journal*, 55(6), 1264-1294. <http://doi.org/10.5465/amj.2011.0088>
- Kusi, M., Zhao, F., & Sukamani, D. (2021). Impact of perceived organizational support and green

- transformational leadership on sustainable organizational performance: A SEM approach. *Business Process Management Journal*, 27(5), 1373-1390. <https://doi.org/10.1108/BPMJ-09-2020-0419>
- Le, P. B., & Lei, H. (2018). The mediating role of trust in stimulating the relationship between transformational leadership and knowledge sharing processes. *Journal of knowledge management*, 22(3), 521-537. <https://doi.org/10.1108/JKM-10-2016-0463>
- Liebowitz, J. (2010). The role of HR in achieving a sustainability culture. *Journal of sustainable development*, 3(4), 50-57.
- Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism*, 27(8), 1167-1196.
- Marathe, P. H., Gao, H. X., & Close, K. L. (2017). American Diabetes Association Standards of Medical Care in Diabetes 2017.
- Martinez-Conesa, I., Soto-Acosta, P., & Carayannis, E. G. (2017). On the path towards open innovation: Assessing the role of knowledge management capability and environmental dynamism in SMEs. *Journal of Knowledge Management*, 21(3), 553-570. <https://doi.org/10.1108/JKM-09-2016-0403>
- Mehak, S. S., & Batcha, H. M. (2024). Analyzing the influence of green human resource practices on organizational sustainability: the role of green attitudes and performance of employees'. *Environment, Development and Sustainability*, 1-34. <https://doi.org/10.1007/s10668-024-05157-5>
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism management*, 57, 118-127. <http://dx.doi.org/10.1016/j.tourman.2016.05.007>
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118-127.
- Nguyen, P. N. D., Tran, C. Q., & Do, T. T. (2024). Green human resource management and employee pro-environmental behaviors: The role of individual green value. *HO CHI MINH CITY OPEN UNIVERSITY JOURNAL OF SCIENCE-ECONOMICS AND BUSINESS ADMINISTRATION*, 14(2), 45-63.
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research

- agenda. *Organization & Environment*, 28(1), 103-125.
- Obeidat, S. M., Al Bakri, A. A., & Elbanna, S. (2020). Leveraging “green” human resource practices to enable environmental and organizational performance: Evidence from the Qatari oil and gas industry. *Journal of Business Ethics*, 164(2), 371-388.
- Pellegrini, C., Rizzi, F., & Frey, M. (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment*, 27(8), 1221-1232.
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism management*, 72, 386-399. <https://doi.org/10.1016/j.tourman.2018.12.008>
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1-14. <https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1-14.
- Rizvi, Y. S., & Garg, R. (2020). The simultaneous effect of green ability-motivation-opportunity and transformational leadership in environment management: the mediating role of green culture. *Benchmarking: An International Journal*.
- Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders' influence on employees' pro-environmental behaviors. *Journal of organizational behavior*, 34(2), 176-194. <https://doi.org/10.1002/job.1820>
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749.
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749. <https://doi.org/10.1002/bse.2277>.
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green

- human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749. <https://doi.org/10.1002/bse.2277>
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749. <https://doi.org/10.1002/bse.2277>
- Sibian, A. R., & Ispas, A. (2021). An approach to applying the ability-motivation-opportunity theory to identify the driving factors of green employee behavior in the hotel industry. *Sustainability*, 13(9), 4659. <https://doi.org/10.3390/su13094659>
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762. <https://doi.org/10.1016/j.techfore.2019.119762>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia pacific journal of human resources*, 56(1), 31-55. <https://doi.org/10.1111/1744-7941.12147>
- Tanveer, M., ud Din, M., Khan, M. F., Almurad, H. M., & Hasnin, E. A. H. (2025). Unleashing the power of green HR: How embracing a green culture drives environmental sustainability. *Environmental and Sustainability Indicators*, 26, 100657. <https://doi.org/10.1016/j.indic.2025.100657>
- Xie, J., Bhutta, Z. M., Li, D., & Andleeb, N. (2023). Green HRM practices for encouraging pro-environmental behavior among employees: the mediating influence of job satisfaction. *Environmental Science and Pollution Research*, 30(47), 103620-103639. <https://doi.org/10.1007/s11356-023-29362-3>
- Yong, J. Y., Yusliza, M. Y., Jabbour, C. J. C., & Ahmad, N. H. (2020). Exploratory cases on the interplay between green human resource management and advanced green manufacturing in light of the Ability-Motivation-Opportunity theory. *Journal of Management Development*, 39(1), 31-49. <https://doi.org/10.1108/JMD-12-2018-0355>

Zaman, S. I., Qabool, S., Anwar, A., & Khan, S. A. (2025). Green human resource management practices: a hierarchical model to evaluate the pro-environmental behavior of

hotel employees. *Journal of Hospitality and Tourism Insights*. <https://doi.org/10.1108/JHTI-02-2024-0146>