Impact of Green Human Resource Management (GHRM) on Employee Eco-Friendly Behavior and Environmental Performance of Hospitality Industry with Mediating Role of Environmental Consciousness

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https://doi.org/10.62345/jads.2024.13.3.95

Abstract

This study intends to investigate the effect of Green Human Resource Management (GHRM) on Employee Eco-Friendly Behavior (EEB) and Environmental Performance (EP) with the mediating role of Environmental Consciousness (EC) in the hospitality industry of Pakistan. The methodology employed a positivist philosophy for this study. Workers in the hospitality industry are the target population. A structured questionnaire (research instrument) consisting of 21 questions was disseminated among the 200 sample respondents, consisting of a 5-point Likert Scale ranging from 1.0 (strongly disagree) to 5.0 (strongly agree), to gather the required data where 156 responses were received from the respondents. The study's findings revealed that the relationship of GHRM with GB was identified as insignificant, while the ties with EP have been found significant. Moreover, the mediating effect of EC on the relationships of GHRM with GB and EP has also been encountered as substantial. The outcomes of this study highlight the implication of the GHRM, EEB, and EP with the mediating effect of EC in the hospitality industry of Pakistan.

Keywords: Green Human Resource Management (GHRM), Employee Eco-Friendly Behavior (EEB), Environmental Consciousness (EC), Environmental Performance (EP), Smart-PLS.

Introduction

The hospitality sector offers a vast range of services and experiences to clients all over the world, making it a significant contributor to the global economy. One of the most essential methods for incorporating environmental sustainability into corporate operations is green human resource management or GHRM. GHRM efforts to develop environmentally aware and motivated workforces by incorporating green principles within HR services such as hiring, training performance reviews, and pay (AlKetbi & Rice, 2024). Environmental consciousness, which is also known as a person's ability to recognize environmental problems and concerns affecting the organization, is a crucial moderator of GHRM practices. The organizational (EP) and the employees' actions for environmentally friendly behaviours are realized based on the perception of green activities and involvement (Ribeiro et al., 2022). Thus, there is a need to acknowledge the interrelationships between GHRM, employee eco-environmental behaviour, environmental outcomes, and ecological awareness in the hospitality industry to advance sustainability.

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Compliance with ethical standards: There are no conflicts of interest (financial or non-financial). This study did not receive any funding.

The hospitality industry in the recent past has been compelled on the need to adopt sustainable practices in a bid to counter some of the persistent issues in the environmental system all over the world. Thus, the application of GHRM strategies has become obligatory to support organizational sustainability. Therefore, through the incorporation of environmental management into HR processes, implementing GHRM fosters environmentally favourable behaviours and increases organization EP (Gill et al., 2021).

For the strategies mentioned above, it appears that only the application of methods of GHRM can facilitate the transition from the declared intentions to the actual enhancement of the environment. That is, the environmental awareness of the leaders influences the extent to which GHRM enhances the level of EP significantly (Qihang et al., 2024). Environmental issues have become quite a critical consideration in 21st-century business, which has required firms to take actions to reduce their adverse effect on the environment. The result of the study shows that employees' self-efficacy plays a pivotal role in implementing green practices since motivated workers are likely to improve their company's environmental performance (Nisar et al., 2024).

GHRM is defined, in this case, as embracing all aspects of HRM in the organization's environmental sustainability strategy. There is a marked increase in the level of awareness of the employees over the environmental issues of the corporation when the policies of GHRM are put in place (Gul et al., 2023). Organizations can, therefore, help to close the gap between implementing the practices of HRM and that of sustainability of the environment. This underlines that it is essential to improve the consciousness of environmental culture as well as integrate green practices if you wish to observe enhanced and more enduring effects (Ahmed et al., 2023).

As consumers increasingly favour eco-friendly businesses, the insights gained from this study can help hospitality organizations differentiate themselves in a competitive market by adopting and promoting sustainable practices (García-García et al., 2023). The study provides insights into how GHRM can lead to measurable improvements in environmental performance metrics. This is crucial for organizations aiming to meet regulatory requirements and stakeholder expectations regarding sustainability (Renwick et al., 2013). This study seeks to attain an understanding of the association between GHRM principles and environmentally sound behaviour in the hospitality sector and to point out the ways that can enhance an organization's environmental performance. It also discusses the moderation activity of ecological consciousness in this process. The findings will help the managers in the hospitality field and HR professionals to receive valuable tips on how to enhance the sustainability processes and contribute to other environmental objectives to a greater extent.

Literature Review

Relationship between (GHRM) and Environmental Consciousness

This study forms a strong association with GHRM practices and its strong influence on employees' ecofriendly knowledge and action. Zihan and Makhbul (2024) have proposed a structural model in which the direct and indirect effects of GHRM on sustainable performance have been examined through the deployment of green innovation as a mediator and transformational leadership as a moderator. However, based on surveys conducted on Malaysian SMEs, the research paper notes that GHRM practices have a noteworthy effect on sustainability in the environmental, economic, and social aspects. There is understanding and support for ecological activities and changes at the top management level anticipated to improve the impact of green developments and the direction of sustainable strategies within the enterprise. Regarding the organization's environment, it is essential to develop the appropriate organizational culture.

Research by Ali et al. (2024) established that GHRM practices support the development of green organizational culture, which, as a mediator, influences pro-environmental employees' behaviour. This paper supports that the GHRM practice's effectiveness is enhanced through the promotion of environmental values and practices among organizational employees. To conclude, it can be asserted that the application of green marketing strategies significantly impacts the increase in corporate ecological awareness. This means that those firms that launch vigorous campaigns for marketing their greener products are more likely to ensure the change of organizational culture toward the environment among the workers and other patrons (Alzghoul et al., 2024). Hence following hypothesis can be hypothesized

H1: GHRM has a significant relationship with Environmental Consciousness.

Relationship between (GHRM) and Employees' Eco-friendly Behavior

Different studies conducted in the recent past have adopted several methodological methods to try and establish the association between GHRM and eco-friendly behaviour. AlKetbi and Rice (2024) used SEM to show how GHRM practices affect the levels of eco-friendly response through the intermediating roles of green organizational culture and employee behaviours. Such methodological approaches used in the research offer robust findings that confirm the correlation between GHRM and the propensity to behave eco-friendly. GHRM has a constructive association with green commitment which confirms that green HRM practices increase employees' engagement towards the environmental objectives. Environmentally specific servant leadership enhances the connection between green commitment and GHRM, showing that leadership is critical in promoting environmental principles in organizations. Also, green commitment has a positive effect on green innovative WIPB, thus confirming the hypothesis that employees committed to ecological goals act more innovatively to ensure environment-friendly practices in the work (Alnaqbi et al., 2024).

Jabeen et al. (2024) highlighted the importance of (GHRM) for the enhancement of green ambidexterity (GA) and green behaviour (GB). Through the recreation of GHRM practices, organizations can improve the employees' capability of searching for new, greener practices and, at the same time, reap improvement of the already existing practices, besides instilling environmentally sound manners. Thus, the current study develops the following hypothesis in light of this review of the literature.

H2: GHRM has a significant relationship with EEB.

Relationship between GHRM and Environmental Performance

Due to increasing environmental pressures, sustainability concerns need to be managed by means of GHRM to mitigate these pressures. Thus, large industries need to change to GHRM systems in order to realign green values, culture as well as attitudes. This consists of staffing people with an environmental sensitivity, orienting them to environmental affairs, and rewarding them based on environmentally friendly practices. This paper asserts that such practices encourage green innovation, and they are complemented by servant leadership. Altogether, these approaches help to guarantee that green activities are expressed in employees, which leads to the proper actions and significant environmental results (Mittal & Kaur, 2023). A study by Khan et al. (2024) presents a work on the affiliation between GHRM, Green Behavior, Employees' Environmental Knowledge, and CSR on EP. Specifically, the present study's results suggest that all the identified factors influence EP in a meaningful way, providing new insights and valuable theoretical contributions to the field. Thus, the presented study pays to the existing literature and helps to

reveal the potential interactions between these variables to improve the EP. Shakil et al. (2024) investigated the effect that Green Human Resource Management has on an organization's EP. The paper also affirms a positive relationship between GHRM and EP as a means of supporting environmental improvement. Besides, the study also confirms CSR as a full mediator between GHRM and EP, which underlines the significant function of CSR in both connecting and enhancing the effects of GHRM on environmental improvement. Thus, the current study develops the following hypothesis in light of this review of the literature.
H3:GHRM has a significant relationship with EP.

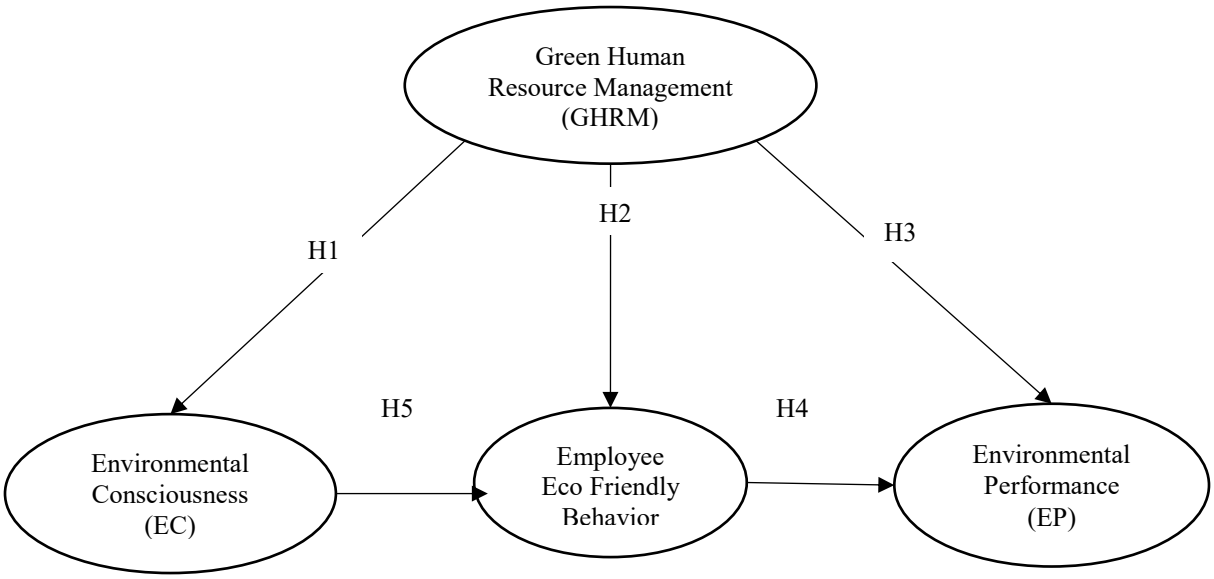
Mediating impact of EEB on the relationship between GHRM and EP
GHRM strategies have a profound impact on fostering EEB. Key elements such as green training, rewards and compensation, and empowerment emerge as the driving forces behind enhanced ecological behaviour in the workplace (Farooq et al., 2024). As green practices gain traction, the study by Liaquat et al. (2024) investigates how motivational features and green behaviours influence environmental performance among bank employees. Using a numerical approach with a survey of 300 employees and PLS-SEM analysis, the research reveals that both extrinsic and intrinsic motivations positively impact employee environmental performance. Naz et al. (2023) highlight the restraining part of ecological knowledge on the link between environmental behaviours and organizational conduct, offering practical insights for management and policymakers. Hence, it can be hypothesized that
H4: There exists a Mediating impact of EEB on the relationship between GHRM and EP.

Mediating impact of Environmental Consciousness and EEB on the relationship between GHRM and Employee Eco-Friendly Behavior
Research indicates a strong correlation among the variables under consideration. Suppose the organizations make intelligent choices while hiring employees, i.e., hiring employees who are already conscious of increasing environmental pollution. In that case, they are more likely to exhibit Green Behavior (GB). Naturally, they will establish self-beliefs that they can make more significant contributions to environmental protection and environmental performance. This research by Masood et al. (2024) aims to examine the impact of various green HRM practices on employees' task-related and voluntary green behaviours within India's IT industry. The findings reveal that green employee involvement, green performance management, green rewards, compensation, and training significantly influence both task-related and voluntary green behaviours. However, green employee discipline management only affects voluntary green behaviour and not task-related behaviour. The study by Li et al. (2023) investigates the influence of organizational green culture on employees' green behaviour by applying the stimulus organism response theory. It posits a model where organizational green culture (stimulus) affects employees' environmental awareness (organism), which in turn influences their green behaviour (response). According to the study, there are two forms of green culture in scholarly research: Cognitive green culture and emotional green culture both of which improve the employees' extent of environmental consciousness and hence encourage them to embrace green behaviors. Ahmed et al. (2023) focus on Green HRM practices and organizational sustainable performance in Pakistani HEI, with the roles of mediators including environmental consciousness and green intellectual capital. Therefore, if educational institutions and organizations want to sustain the creation of green intellectual capital in the long run, they need to develop such a culture by promoting environmental

consciousness in their curricula, legislation, and human resource management. The findings of the studies quoted here help in generating the following hypothesis.

H5: There exists a Mediating impact of EC and EEB on the relationship between GHRM and EP.

Figure 1: Research Framework



Methodology

The deductive method is used for this quantitative research study, which involves collecting data at a specific point in time due to its cross-sectional time horizon (Thompson et al., 2005). The study targets professionals working in the hospitality industry of Pakistan, and Purposive Sampling technique is used for its obvious benefits for research of this nature (Nyimbili & Nyimbili, 2024). Specific organizations, such as Ramada, Avari, The Nishat Hotel, Dragon Wok, London Courtyard, Belmoris, Flatties Grand Multan, and Bundu Khan, were selected based on their ability to provide the necessary responses. Data was collected using an online self-administered questionnaire including a total of 25 items (Campbell et al., 2020). According to Hair et al. (2019), a sample size of 100-200 responses is sufficient to examine the proposed research model. Statistical analyses (i.e., SEM-PLS), including correlation and mediation analyses, examined the relationships between GHRM, EEB, EP, and Environmental Consciousness (Hair et al., 2018).

Research Instrument and Scale Measures

The 5-point Likert Scale was used to measure the responses of all the variables' items. The six-item questionnaire was adopted to measure GHRM from the study of (Kim et al., 2019). The seven-item questionnaire was adopted from the study of Kim et al. (2019) to measure Employee Eco Friendly Behavior (EEB). The seven-item questionnaire to measure Hotel Environmental Performance was adopted from the study of (Kim et al., 2019). The five-item questionnaire to measure Environmental Consciousness (EC) was adopted from the study of (Chen et al., 2014).

Empirical Analysis

Response Rate

A total of 200 online survey forms were sent to the respondents. The respondents were asked to recall their job practices and SOPs and answer the questions related to GHRM, EEB, Environmental Consciousness (EC), and Environmental Performance (EP). After receiving the responses careful examination was conducted and responses were eliminated due to incomplete responses or the respondents had given the same responses to all questions. In the end, 156 valid responses were considered for analysis.

Table 1: Response Rate

	Circulated	%
	200	100%
Finalized	156	78%

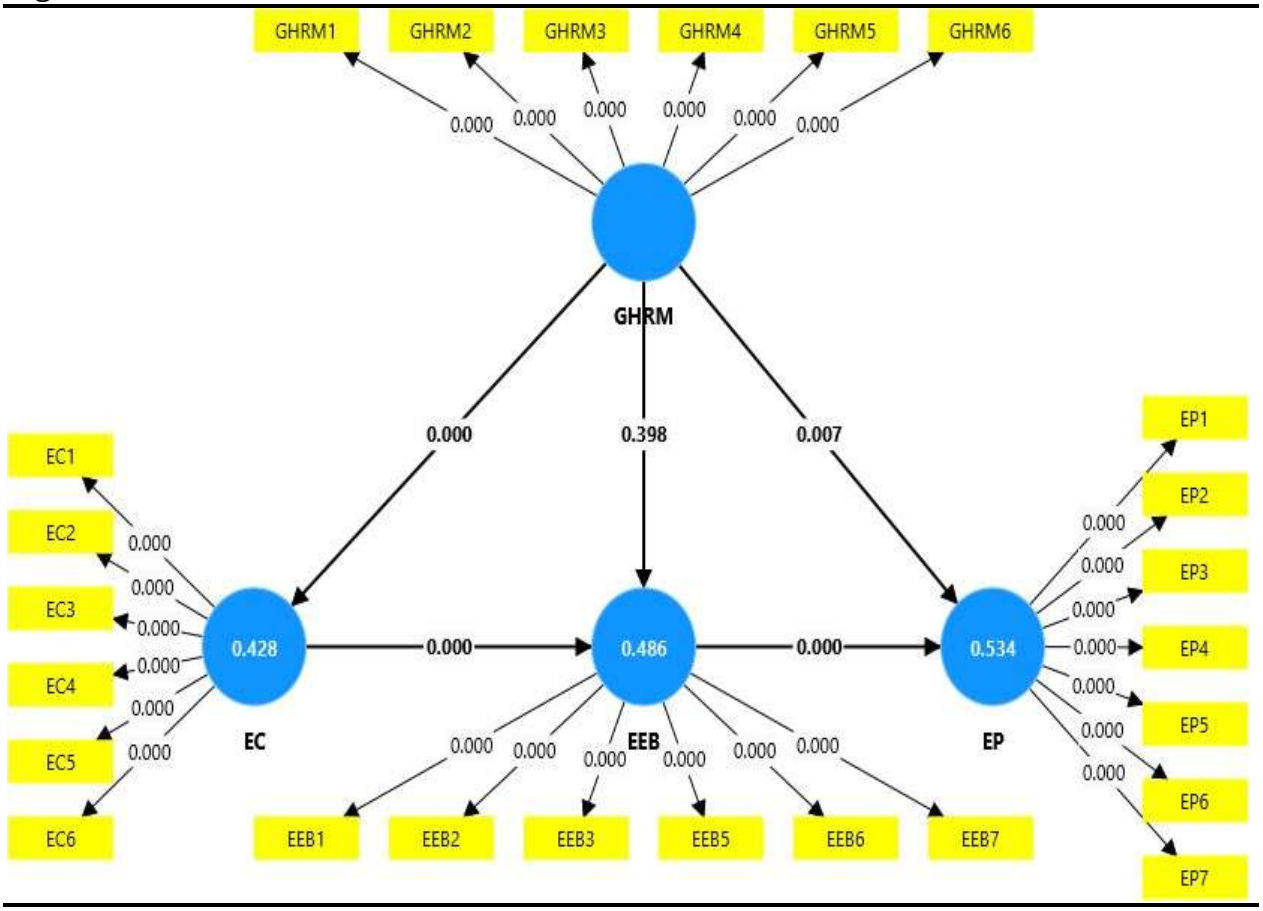
Demographic Profile of the Respondents

The demographic analysis of the respondents revealed that 65.90% of the total 156 were male and 34.10% were females. More than 85 percent of the respondents (85.30%) were hospitality diploma holders, 12% of the respondents held graduate degrees, and 2.70 % held Masters Degrees. The demographic profile of the respondents is shown in table 2.

Table 2: Demographic Profile of the Respondents

Characteristics	Percentage
Gender	
Male	65.90%
Female	34.10%
Level of qualification	
Diploma	85.30%
Graduate	12%
Masters	2.70%
Job Position	
Guest Service Manager	25.80%
Guest Service Supervisor	24.10%
Guest Service Associate	50.10%

Figure 2: SEM-PLS Structural Model



Construct Reliability & Validity

Table 3 consists of reliability and validity measures. The factor loadings of all the items considered for analysis are greater than 0.5 (Hair et al., 2019). To measure composite reliability (rh_c), a measure is considered. The composite reliability (rh_c) measures having values greater than 0.8 suggest excellent internal consistency and reliability (Hajjar, 2018). One common way to check if the formative indicators are collinear is with the variance inflation factor (VIF). There are serious problems with collinearity among the indicators of constructs when the VIF value is 3 or above (Becker et al., 2015). The ideal VIF values are less than 3 (Hair et al., 2019). For internal consistency, Cronbach's alpha measure is used. The corresponding values for Cronbach's alpha for all variables are well above the threshold value, indicating good internal consistency (Bujang et al., 2018). Moreover, the values of AVE are above the standard of 0.5, indicating a good convergent validity (Alarcón et al., 2015).

Table 3: Validity & Reliability

Constructs	Items	Factor Loadings	VIF	Average Variance Extracted (AVE)	Composite Reliability (rho_c)	Cronbach's Alpha
EC	EC1	0.709	1.543	0.579	0.892	0.854
	EC2	0.741	1.659			
	EC3	0.776	2.534			
	EC4	0.792	2.662			
	EC5	0.805	2.245			
	EC6	0.738	1.842			
EEB	EEB1	0.831	2.109	0.475	0.840	0.772
	EEB2	0.796	1.938			
	EEB3	0.571	1.205			
	EEB5	0.546	1.272			
	EEB6	0.545	1.247			
	EEB7	0.776	1.631			
EP	EP1	0.746	2.064	0.597	0.912	0.887
	EP2	0.785	2.285			
	EP3	0.790	2.037			
	EP4	0.761	2.045			
	EP5	0.744	1.950			
	EP6	0.746	1.851			
	EP7	0.832	2.440			
GREEN HRM	GHRM1	0.626	1.612	0.528	0.870	0.821
	GHRM2	0.799	2.115			
	GHRM3	0.713	1.682			
	GHRM4	0.703	1.494			
	GHRM5	0.773	1.745			
	GHRM6	0.735	1.731			

Discriminant Validity

For assessing the discriminant validity of the constructs, two measures were adopted. Firstly Heterotrait-Monotrait criterion was adopted to measure the discriminant validity of our constructs. The results in Table 4, indicate the values are less than the threshold of 0.85 indicating the establishment of discriminant validity Henseler et al. (2015). Secondly, the Fornell-Larker Criterion is also used to assess discriminant validity Fornell and Larcker (1981). Table 5 demonstrates that the constructs have strong discriminant validity as the square roots of the AVE of every construct are larger than the correlation coefficients between the constructs Henseler et al. (2015). Effective discriminant validity is established as reflected by both the Fornell-Larker Criterion and HTMT ratio Alarcón et al. (2015).

Table 4: Heterotrait-Monotrait HTMT Ratio

	EC	EEB	EP	GHRM
EC				
EEB	0.815			
EP	0.741	0.826		
GHRM	0.769	0.608	0.621	

Table 5: Fornell-Larker Criterion

	EC	EEB	EP	GHRM
EC	0.761			
EEB	0.692	0.689		
EP	0.649	0.699	0.773	
GHRM	0.654	0.516	0.544	0.727

Co-efficient of Determination (R^2)

R square (R^2) in PLS-SEM reflects the amount of variation explained by the endogenous constructs in the structural model. It gives insights into the predictive capacity of the model and the fraction of variance in the dependent variables that can be assigned to the independent variables. Higher R square values imply a stronger link between the independent and dependent variables, suggesting more explanatory power of the model. The value of R^2 explains the in-sample predictive power (Rigdon, 2012). The R^2 values are as follows: EC (42%) EEB (48%), and EP (53%) respectively.

Table 6: Co-efficient of Determination (R^2)

	R-square	R-square adjusted
EC	0.428	0.424
EEB	0.486	0.479
EP	0.534	0.528

Hypotheses Testing

The study employed the specialized statistical software Smart-PLS 4.0 to comprehensively assess these models. The decision to choose PLS-SEM as the analytical methodology in this investigation was not arbitrary. The decision to employ it was justified by its extensive usage and demonstrated efficacy in previous research (Hair et al., 2017). Structural Equation Modeling outperforms conventional statistical methods by enhancing the effectiveness and precision of statistical analysis. This method integrates confirmatory factor analysis (CFA) with multiple linear regression to effectively utilize both measurement and structural models simultaneously (Hair et al., 2011).

Table 7: Hypothesis Testing

Relationships	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Path Coefficient β	Results
GHRM -> EC	0.654	0.643	0.124	5.259	0.000	0.654	Accepted
GHRM -> EEB	0.110	0.138	0.130	0.846	0.398	0.110	Rejected
GHRM -> EP	0.250	0.268	0.093	2.689	0.007	0.250	Accepted
GHRM -> EEB -> EP	0.062	0.072	0.067	0.929	0.353	0.062	Rejected
GHRM -> EC -> EEB -> EP	0.231	0.221	0.088	2.625	0.009	0.231	Accepted

Results and Discussion

H_1 stated that GHRM has a significant relationship with Environmental Consciousness. This hypothesis is accepted because ($t=5.259$, $p<0.000$, $\beta=0.654$). This significant relationship underscores that organizational practices under GHRM indeed foster heightened ecological awareness among employees, affirming prior research by (Ali et al., 2024). The strength of this correlation suggests that proactive GHRM initiatives encourage workers to adopt environmentally responsible behaviors, embedding sustainability at the heart of corporate culture. Hence, the hypothesis stands accepted due to its alignment with empirical data and prior scholarly findings. H_2 Stated that GHRM has a significant relationship with EEB and is rejected as ($t=0.846$, $p<0.398$, $\beta=0.110$). While GHRM may establish a foundational framework for ecological initiatives, the findings imply that these efforts do not necessarily translate into observable environmental behaviors at the employee level. The result diverges from the conclusions of AlKetbi and Rice. (2024) indicating a potential disconnect between GHRM practices and individual actions. One plausible explanation is that while policies might exist, their implementation may lack the engagement or incentives required to shift actual behaviors, thus leading to the hypothesis's rejection. H_3 stating GHRM has a significant relationship with EP is accepted ($t=2.689$, $p<0.007$, $\beta=0.250$). The findings corroborate earlier studies by (Shakil et al., 2024) suggesting that organizations embracing GHRM are likely to experience enhanced environmental outcomes. This improvement in EP could stem from the systematic integration of sustainable practices within human resource processes, such as recruitment, training, and performance evaluation, all geared towards ecological goals. The acceptance of this hypothesis is thus grounded in the tangible benefits GHRM brings to organizational environmental strategies. H_4 stated that there exists a mediating impact of EEB on the relationship between Green Human Resource Management and Environmental Performance. The hypothesis is rejected as ($t=0.929$, $p<0.353$, $\beta=0.062$). Contrary to expectations, EEB does not appear to act as a significant conduit through which GHRM influences EP. This outcome is at odds with (Naz et al., 2023), whose study suggested a more direct mediating role for EEB. One possible interpretation is that individual behaviors, while essential, may not exert sufficient impact on overall environmental performance, which could instead rely more on systemic and organizational-level changes. Thus, the hypothesis is rejected, emphasizing the need for broader organizational strategies beyond individual actions. H_5 stated that there exists a mediating impact of EC and EEB on the relationship between GHRM and EP. This hypothesis is accepted as ($t=2.625$, $p<0.009$, $\beta=0.231$). The data aligns with the findings of (M. Li & Rabeeu, 2024)indicating that these mediators jointly facilitate a stronger connection between GHRM practices and EP. This suggests that fostering both awareness (EC) and behavior (EEB) plays a

critical role in translating GHRM policies into improved environmental outcomes. Organizations focusing on nurturing both cognitive and behavioral components are thus likely to see a more pronounced impact on their environmental performance, affirming the hypothesis's acceptance.

Conclusion

This study confirms that (GHRM) significantly enhances (EP) in the hospitality industry of Pakistan, primarily through environmental consciousness. However, the direct relationship between GHRM and (EEB) was found to be insignificant, indicating that other mediating factors, like environmental consciousness, play a more critical role in promoting eco-friendly behavior. The results contribute valuable insights into the potential of GHRM strategies to foster sustainable practices and achieve organizational environmental goals. Moreover, future research could dive deeper into the roles of other mediating elements, such as the organization's fundamental culture, leadership dynamics, or green innovation capabilities. Investigating how leadership styles, particularly responsible and transformational leadership, facilitate the translation of GHRM strategies into actual environmental performance results could provide a more detailed knowledge of the underlying mechanisms driving sustainable practices.

Managerial Implications

Managers should focus on cultivating a culture of environmental consciousness within their organizations to bridge the gap between GHRM policies and employees' eco-friendly behaviors. Additionally, managers can more effectively achieve their environmental goals by enhancing training and linking green behavior to rewards and recognition systems. The gap between Green Human Resource Management (GHRM) principles and the sustainable, eco-conscious actions of employees can be effectively bridged if executives cultivate an attitude of environmental stewardship a top priority inside their organizations. Managers can make better progress towards their environmental goals if they narrow the focus of training programs and link eco-conscious actions to specific incentives like praise and financial bonuses. Accelerating the adoption of green practices and embedding environmental responsibility at the heart of organizational dynamics are both achieved through this holistic approach.

Theoretical Implications

This research expands the theoretical understanding of GHRM by highlighting the mediating role of environmental consciousness in enhancing environmental performance. It contributes to the literature by demonstrating that GHRM alone may not directly influence eco-friendly behaviors unless employees develop a strong environmental awareness. This research enhances the theoretical framework of Green Human Resource Management (GHRM) by examining the pivotal mediating function of environmental consciousness in improving environmental performance. The findings indicate that although GHRM regulations lay the groundwork for sustainable practices, their effect on genuine eco-friendly behaviors depends on employees' awareness and individual dedication to environmental sustainability. This highlights that GHRM alone cannot directly promote green behaviors without establishing a mentality of environmental responsibility within the workforce. Furthermore, the study highlights the imperative of instilling environmental consciousness through training and organizational culture, enabling employees to comprehend the significance of sustainability and incorporate it into their daily practices. By creating this environmental consciousness, firms may link their workforce’s behavior with broader sustainability goals, ensuring that GHRM programs translate into actual gains in environmental

results. Additionally, the research reveals that a holistic strategy, where GHRM practices are linked with efforts to nurture individual and collective environmental responsibility, greatly boosts the overall ecological performance of the business. This highlights the significance of proactive actions to combine green HR initiatives with personal and organizational eco-consciousness.

Practical Implications

For hospitality managers, this study emphasizes the importance of integrating GHRM practices such as green training, environmental performance-based appraisals, and rewards to boost environmental consciousness and improve overall environmental performance. Hotels should ensure that employees understand and align their roles with the organization's environmental objectives to maximize the impact of green HR initiatives. Hospitality managers should not just adopt specific GHRM practices like green-training or environmental performance appraisals. There is a need to make these the practices seamless to ensure that they are properly integrated to form effective strategy. For instance, green training programs must be developed in a way that the training not only delivers environmental awareness and effects training to the workers but also reflect on the company's environmental policies and objectives within training context and appraisals. This means that managers should ensure that employees are trained regularly to ensure that they grasp the new developing practices, technologies as well as industrial standards that are environmentally friendly. One of the ways through which different employees can be motivated to change their behavior is by engaging them in green decision making since this would improve their level of stewardship on such issues. To measure the success of GHRM practices the hospitality managers are obliged to set the unambiguous, measurable performance indicators related to the environment. Some of these indicators should be applied when assessing the employees' performance of green goals of the firm in the course of the performance evaluations. For instance, this can also include; In addition, energy savings, waste stream reduction and evidence that the guests appreciate the efforts in conserving environmental resources can be included in appraisal. Besides linking green practices to performance appraisals, there should be sound reward strategies that motivate a green culture. Finances, recognition and promotions correlated with environment performance enhance compliance to green practices by employees.

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Annexure

Table 1: Research Instrument of GHRM	
1	My hotel provides adequate training to promote environmental management as a core organizational value.
2	My hotel considers how well an employee is doing at being Green as part of their performance appraisals.
3	My hotel relates employees' Green Behavior to rewards and compensation.
4	My hotel considers personal identity-environmental management fit in recruitment and selection.
5	Employees fully understand the extent of corporate environmental policy.
6	My hotel encourages employees to provide suggestions for environmental improvement.

Table 2: Research Instrument of Employee Eco Friendly Behavior (EEB)	
1	Before I get off work, I turn off the electric appliances, such as computers, TV monitors, etc.
2	When I leave a room that is unoccupied, I turn off the light.
3	I sort and recycle the garbage in the workplace.
4	I conserve materials at work.
5	I limit water use in toilets to save water.
6	I pay close attention to water leak
7	I reuse materials at work.

Table 3: Research Instrument of Hotel Environmental Performance	
1	Environmental management within our hotel has reduced wastes.
2	Environmental management within our hotel has conserved water usage.
3	Environmental management within our hotel has conserved energy usage .
4	Environmental management within our hotel has reduced purchases of non-renewable materials, chemicals, and components.
5	Environmental management within our hotel has reduced overall costs.
6	Environmental management within our hotel has improved its position in the marketplace.
7	Environmental management within our hotel has helped enhance the reputation of our hotel .

Table 4: Research Instrument of Environmental Consciousness (EC)	
1	We feel we can succeed in accomplishing environmental ideas.
2	We can achieve most of the environmental goals.
3	We can perform effectively on environmental missions.
4	We can overcome environmental problems.
5	We could find out creative solutions to environmental problems.