Research Paper

Sustainable Environment: Green Human Resource Management Practices and Green Organisational Behaviour in Pakistani Hotels

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Abstract

The study aims to investigate the attitudes toward sustainable practices in Pakistani hotels and evaluate the constructs of Green Human Resource Management Practices (GHRMP), Green Organisational Behaviour (GOB), and Sustainable Environment (SE) as valid measures of these attitudes. Using PLS-SEM and ecocritical analysis, the study provides valuable insights into the cultural understanding of the environment and our role within it. Ecocriticism theory provides the theoretical framework for this study. Ecocriticism centres around analysing how literature, culture, and the environment are interconnected and how this interplay influences our comprehension and viewpoint of the natural world. Results suggest that Pakistani hotels hold a positive attitude towards sustainable practices, with most respondents showing positive views towards GHRMP and GOB. Additionally, the majority of 99 total employees across different designations consider the sustainable environment in Pakistani hotels to be important and believe that steps should be taken towards an eco-friendlier environment. The constructs of GHRMP, GOB, and SE were found to be reliable and valid measures of attitudes toward sustainable practices, displaying strong associations between their items and high levels of internal consistency. The study highlights the need for future research and policy decisions to reduce the hospitality industry's impact on the environment by promoting the use of renewable energy sources and eco-friendly products, as it can positively impact both environmental sustainability practices and business performance in Pakistani hotels.

Keywords: *Green Human Resource Management Practices; Green Organisational Behaviour; Sustainable Environment; Pakistani Hotels; Tourism; Ecocriticism; Smart PLS*

INTRODUCTION

The COP27 meeting in Sharm El-Sheikh placed an emphasis on the addition of utilisation to carbon capture and storage (CCS) to form carbon capture, utilisation, and storage (CCUS) in order to protect the environment and reduce carbon emissions as outlined in Article 6 of the Paris Agreement from COP26. The goal is to shift from a black-based model of development to a green-based one through international efforts under the UN's framework for climate change. Human Resource Management (HRM) plays a critical role in promoting sustainability within organisations, and this includes "green HRM."

Jyoti (2019) emphasised that organizations have now responsibility to build green awareness. Furthermore, Jyoti (2019) mentioned that Green HR involves engaging every employee to promote sustainable practices, enhance their awareness, and foster a sense of responsibility towards sustainability issues. Environmental management and green HRM practices have become increasingly important due to the growing concern for the global environment and the development of international standards for environmental management. Green HRM policies, such as recruitment, performance management, training and development, employment relations, and pay and reward, are powerful tools for aligning employees with an organisation's environmental strategy. The human resource function plays a crucial role in driving the implementation of the organization's environmental policy to attain the goal of environmental sustainability (Govindarajulu & Daily, 2004).

The perception of employees is also crucial in promoting green practices in an organization.

In a study by Bansal and Hunter (2003), emphasis was placed on the pivotal role of the human resource function as a key driver for the preservation and conservation of the natural environment, achieved through the application of technical and managerial skills. Research has shown a strong correlation between employee engagement and their perception of an organisation's corporate social responsibility initiatives. In the hotel industry, green HRM practices have played a significant role in creating a more sustainable and eco-friendlier environment, and this is also true for the tourism industry. Tour companies are becoming increasingly aware of the need for sustainability, and some have advanced their sustainably managed product lines, which helps mitigate the negative impacts of tourism.

Ecocriticism, an interdisciplinary field analyzing literature and the environment (Buell, 2005), offers valuable insights for promoting sustainability within organizations. By examining narratives portraying human-environment relationships, organizations can gain a deeper understanding of their ecological footprint and identify areas for improvement (Glotfelty & Fromm, 1996). This aligns with green HRM, which integrates environmental considerations into human resource management practices (Chowdhury et al., 2022). By fostering pro-environmental behaviors and promoting a culture of sustainability, green HRM contributes to the development of green organizations that prioritize environmental responsibility and strive for a sustainable environment (Daily & Huang, 2001). Ultimately, ecocriticism empowers organizations to contribute to a sustainable future by changing internal practices and influencing the societal discourse around environmental issues.

These researchers underscore the significance of incorporating environmental practices as a vital aspect of organizational functioning, aligning it with the effectiveness of HRM practices (Jackson et al., 2011; Daily & Huang, 2001; Sarkis et al., 2010). In summary, the literature underscores the integral role of the human resource function in advancing environmental sustainability within organizations. Scholars, emphasize the use of technical and managerial skills to contribute to the preservation of the natural environment. Additionally, researchers highlight the importance of incorporating environmental practices into organizational functioning, highlighting the symbiotic relationship between these practices and effective green HRM strategies. This collective body of research emphasizes the critical connection between human resource practices and the adoption of environmentally responsible behaviors, positioning green HRM as a key driver in achieving sustainability goals within organizations.

The integration of eco-friendly practices through green HRM and green organizational behavior is an increasingly important issue. Following the commitments made at the COP 26 climate change conference in Paris and the COP 27 conference in Sharm El-Sheikh, there is a growing need for the hotel industry in Pakistan to adopt such practices, given the country's ranking among the top 10 most affected by climate change. Despite its relatively low contribution to carbon emissions, the impact of last year's floods highlights the vulnerability of Pakistan and the importance of researching this area. This study aims to be the first in Pakistan to examine the hotel industry and its employees from a green HRM perspective, looking at practices such as hiring, training, and rewarding employees, and their impact on promoting an eco-friendly environment and sustainable use of resources.

The aim of this study is to investigate the connection between green HRM practices, organisational behaviour, and sustainable environmental performance in Pakistani hotels. The study seeks to understand the nature of the concept and evaluate the influence of pro-environmental HR practices on sustainability. During the research, the hypothesis that GHRM practices influence green organisational behaviour and thereby contribute to a sustainable environment was tested.

LITERATURE REVIEW

Green human resource management and green organisational behaviour are the main contributors to preserving the ecology of human beings and other endangered species. The newly emerging eco-management discipline is green HRM, whose whole and sole function is to help in the preservation of the environment and solve the climate change problem. This section of the study elaborates on essential terms used in the study and has been vividly explained in this section.

Three-Prong Strategies to Save Ecosystem

The following three Environmental Management strategies may help to restore the ecosystem to some extent, which may prolong the life of the earth, species, and humans, i.e., Green HRM, Green organisational behaviour, and Sustainable Environment.

Green Human Resource Management (GHRM)

Green HRM is a field of study focused on promoting environmental protection through effective human resource management practices. The goal of Green HRM is to integrate environmentally friendly HR strategies and procedures for sustainable resource usage, resulting in increased efficiency, lower waste, improved job satisfaction, reduced costs, and better employee performance and retention. By implementing practices such as flexible work schedules, telecommuting, virtual interviews, energy-efficient office spaces, and recycling, organisations can reduce their employees' carbon footprints.

The HR department plays a crucial role in fostering a sustainable culture within a company and translating green HR policies into action. Key HR processes, such as selection, compensation, performance management, employee involvement, and training, are crucial for a company's success in achieving its environmental goals.

In recent years, there has been growing recognition worldwide of the need for environmental management efforts driven by the detrimental effects of pollution, particularly industrial waste. The United Nations' "Magna Carta" on the Human Environment, declared in 1972, recognises the importance of preserving the environment for future generations. The Green HRM literature is primarily based in the West, and there is a need for further study in the Asian context.

Green Organizational Behavior

The implementation of a green lifestyle by employees has a significant impact on their engagement in green organisational citizenship behaviour. Both managers and non-managers are willing to embrace and adopt environmentally friendly practices in their work, and they are motivated to promote a green lifestyle within the organisation (Genoveva & Syahrivar, 2020). However, it is crucial to keep in mind that the transition to a green lifestyle cannot be made overnight; instead, it should be implemented gradually and with consideration for employees (Chuah et al., 2021). Organisations that give priority to a green lifestyle are more likely to focus on encouraging environmentally conscious behaviours among their employees. This, in turn, leads employees to be more inclined to exhibit their green actions and integrate their green organisational citizenship behaviour with the green culture of the organisation (Hooi et al., 2022).

The AMO theory highlights the significant role organisations play in promoting green lifestyles among employees. By appreciating, rewarding, and empowering employees to engage in environmentally friendly practices, organisations can foster the development of green organisational citizenship behaviour. When employees feel that their green actions are valued and recognised by the organisation, they are more likely to become self-motivated and committed to promoting environmental stability. By providing opportunities for employees to engage in green activities, organisations can help create a sense of accomplishment and responsibility among

employees. The collective green behaviours of employees play a key role in building a green culture and promoting a green lifestyle, where employees feel a sense of obligation to adopt environmentally friendly practices.

Moreover, providing employees with green training and development programs can also increase their motivation to adopt green behaviours. This includes educating employees on the importance of environmental sustainability, the benefits of green practices, and how they can adopt these practices in their work and personal lives. Organisations can also establish a green code of conduct, which sets the standards for environmental responsibility and provides guidance on how employees can contribute to the organisation's green efforts (Yusoff et al., 2020). By encouraging and empowering employees to engage in green behaviours, organisations can create a positive green culture and promote a sustainable environment.

Sustainable Environment

The integration of environmental management into human resource management (HRM) has become increasingly important for businesses worldwide. Companies are now implementing "Green HR" initiatives, which help them save costs and retain top talent. There is a growing demand for strategic Green HRM among organisations, and HR professionals have reported that encouraging eco-friendly practices in the workplace is a top priority. These practices may include making double-sided photocopies, turning off computers after inactivity, using energy-efficient light bulbs, lowering blinds in summer to conserve energy, and donating used office furniture to employees or local charities. Additionally, companies are adopting Environmental Management Systems (EMS) as a strategic tool to gain a competitive advantage and better control their environmental impacts. EMS involves the planning, policy, implementation, measurement, assessment, review, and improvement of HR systems that align with the organisation's culture and long-term goals.

The concept of sustainable development was introduced in the United Nations Brundtland Report (WCED, 1987) as a type of growth that fulfils present requirements without hindering future generations from meeting their own. Unlike traditional growth approaches, sustainable development takes into account economic growth, social equity, and environmental preservation. There is a close relationship between the natural environment and organisational activities, with each affecting and being impacted by the other.

Assessing the environmental performance of a company through performance management (PM) in environmental management (EM) can be challenging, especially when it comes to establishing environmental performance standards that are consistent across all units of the organisation and collecting useful data on the environmental performance of managers. To tackle these issues, some companies have put in place company-wide environmental performance standards covering areas such as waste reduction, environmental audits, waste management, and on-site usage, as well as using green information systems and audits to gather information about managerial environmental performance.

Ecocriticism Model

The origin of the term "ecocriticism" is typically credited to the American literary critic and scholar William Rueckert, who first used the term in a 1978 essay (Rueckert, 1978). Since then, the field of ecocriticism has grown and evolved, with a wide range of scholars and critics contributing to its development. The central focus of ecocriticism is the examination of the relationship between literature, culture, and the environment and the ways in which these relationships shape our understanding and perception of the natural world. The field draws on a wide range of interdisciplinary perspectives, including literary and cultural studies, environmental studies, and

the natural sciences, and seeks to explore the cultural and literary representations of the natural world and the ways in which these representations shape our attitudes towards the environment and the ways in which we engage with it. Ecocriticism is a critical and interdisciplinary field of study that explores the relationship between literature, culture, and the environment. It emerged in the 1990s as a response to the environmental crisis and the need for a more holistic approach to environmental issues.

Ecocriticism draws upon theories and methodologies from fields such as ecology, environmental history, environmental philosophy, and literary theory to analyse and critique the ways in which humans interact with and understand the natural world. This can include analysing literary texts for their representation of nature and environmental issues, exploring the cultural values and beliefs that shape our relationship with the environment, and examining the ways in which literature and culture can contribute to environmental awareness and activism.

In ecocriticism, nature is not seen as a passive, inert background to human activity but as an active and vital force with its own agency and values. The field emphasises the importance of acknowledging and respecting the interconnectedness of all living beings and the complex relationships between humans and the natural world.

Ecocriticism is an important field of study because it helps to broaden our understanding of the cultural and literary dimensions of environmental issues and provides new ways of thinking about our relationship with the natural world. By exploring the cultural roots of our attitudes towards the environment, ecocriticism has the potential to inspire positive change and contribute to a more sustainable future.

Hypothesis Development

H1: Green recruitment, training, and performance are more likely to have a positive impact on environmental performance in the Pakistani hotel industry

H2: Green HRM practices are more likely to increase organisational behaviour, contributing to a sustainable environment

H3: Green organisational behaviour is more likely to enhance the drive for a sustainable environment

RESEARCH METHOD

The research adopts a quantitative approach and involves two steps of data analysis. The first step utilises the partial least squares structural equation modelling (PLS-SEM) software (version 4.0.8.7) for statistical analysis. The PLS-SEM method is considered appropriate for small to medium sample sizes (as stated by Hair et al., 2019). In this study, all latent variables are treated as reflective variables. The analysis consists of two phases: First, a conceptual model is measured through PLS-SEM (as described by Hair et al., 2019), which assesses internal consistency, convergent and discriminant validity, and reliability. The second phase employs the ecocriticism approach to analyse the data and determine the acceptance or rejection of the hypotheses. The data was collected from employees of various hotels in Pakistan, with a mix of genders, ages, educational backgrounds, and job titles. A questionnaire was administered to 99 hotel industry employees in the city of Lahore to gather information on green HRM practices, green organisational behaviour, and sustainable environmental goals.

Measurement of the Study

In this study, a five-point Likert scale was utilised to gauge the participants' responses.

Participants were asked to rate their preferences and experiences with the provided options, ranging from strongly disagree to strongly agree, without any outside influence. One hundred samples were collected and analysed for statistical purposes. The concept of Green Human Resource Management Practices (GHRMP) was evaluated through four practices - green recruitment, green compensation, green learning and development, and green empowerment - with a seven-item scale taken from previous studies (Renwick et al., 2013). Green Organizational Behavior (GOB) was measured through an eight-item questionnaire derived from prior research (Hooi et al., 2022), and Sustainable Environment (SE) was evaluated through an eight-item questionnaire mentioned by Saeed et al. (2021) in their study. The details of the questionnaires are available in the supplementary materials.

Sustainable Environment Conceptual Framework Model

Based on the development of the above hypotheses, Figure 1 shows the proposed research model that indicates green HRM practices to green organisational behaviour to a sustainable environment. Green HRM practices affect green organisational behaviour and a sustainable environment. Moreover, organisational behaviour affects the sustainable environment, which shows that both green HRM and green organisational behaviour (GOB) have a direct proportion to a sustainable environment. It means that if one increases, the other will also increase, and vice versa.
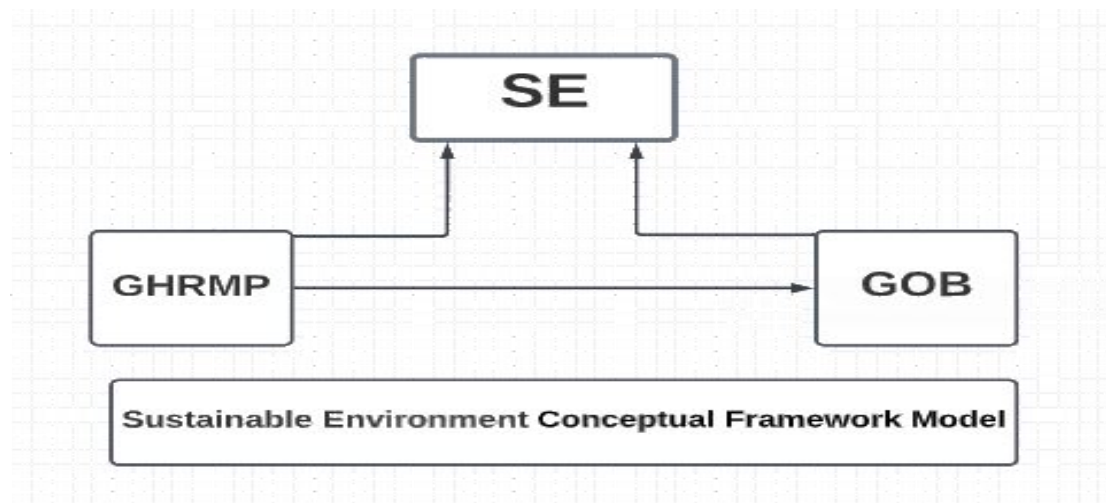
Figure 1. Conceptual Framework Model

Data Collection of the Study

The study was conducted in Pakistan's hospitality industry, focusing on human resource departments, employees, and managers. The data was collected from the city of Lahore in Punjab Province, which has approximately 92 hotels. The research was carried out using a cross-sectional design, with purposive sampling being used to select over 100 participants from the target population. The data was collected through a closed-ended questionnaire, which was used to maintain the anonymity of the participants. The questionnaire consisted of two sections, the first of which provided an introduction and instructions for the respondents and explained the purpose of the study. The second section included questions on the variables of green human resource management practices, green organisational behaviour, and sustainable environment. The confidentiality of the participants was guaranteed according to ethical laws.

Data Analysis of the Study

This study used two lyres of analysis: one is a smart-PLS analysis of the data, and the second is an ecocriticism analysis of the data. Smart-PLS (Partial Least Squares) is a statistical analysis method used in management research to analyse the relationships between a set of independent variables (predictors) and a set of dependent variables (criteria). It is particularly useful in situations where there is a large number of variables or where the relationships between variables are complex and difficult to model using traditional regression methods.

In the context of the study, Smart-PLS analysis was used to analyse the relationships between the independent variables (Green HRMP, Green Organizational Behavior) and the dependent variables (sustainable environment in Pakistani hotels). The results of the Smart-PLS analysis will be used to determine whether the hypotheses (H1, H2, H3) have been achieved in the study. According to Henseler & Fassott (2010), Smart-PLS is a useful tool for analysing complex relationships between variables and can provide valuable insights into the relationships between attitudes towards sustainable practices and environmental performance in Pakistani hotels.

FINDINGS AND DISCUSSION
Demographics of the Respondents

Table 1 shows demographic data for a group of people. It provides information about the distribution of the group based on gender, age, education, and experience. The gender distribution shows that 82% of the group is male, while 18% is female. The age distribution indicates that 62% of the group is between the ages of 20 and 30, 27% is between 30 and 40, and the remaining 11% is between 41 and 50 years old or above.

The education distribution shows that 58% of the group has completed intermediate-level education, 24% has graduated, and 18% has a master's degree. The experience distribution indicates that 47% of the group has 1 to 5 years of experience, 39% has 6 to 10 years of experience, and 14% has more than 10 years of experience.

Table 1. Demographic Data

Demographic Data			
Gender	M-82%		F-18%
Age	20-30/ 62%	30-40/ 27%	41-50/Above 11%
Education	Inter- 58%	Graduation- 24%	Master- 18%
Experience	1-5 years 47%	6-10 years 39%	Above 10years 14%

Model Measurement

Table 2 provides information about the construct reliability and validity of three constructs: GHRMP (Green Human Resource Management Practices), GOB (Green Organizational Behaviour), and SE (Sustainable Environment). The table presents four reliability and validity indices: Cronbach's alpha, composite reliability (rho a), composite reliability (rho c), and average variance extracted (AVE).

Cronbach's alpha is a commonly used index that measures the internal consistency or reliability of a scale. A higher alpha value indicates a higher level of internal consistency, with a value of 0.7 considered acceptable for most research purposes. Composite reliability (rho a) and composite reliability (rho c) are both measures of the internal consistency of a construct. These indices indicate how well the items in a scale are measuring the same construct. A value of 0.7 or higher is considered acceptable. Average variance extracted (AVE) is a measure of the validity of a

construct. It reflects the amount of variance in the items of a scale that is explained by the underlying construct. A higher AVE value indicates a higher level of validity. A value of 0.5 or higher is considered acceptable by Henseler et al. (2015).

Based on the data in Table 2, all three constructs have acceptable levels of reliability and validity. The GHRMP construct has the highest alpha value (0.712), composite reliability (rho a) (0.850), and AVE value (0.465). The GOB construct has the highest composite reliability (rho c) value (0.823). The SE construct has the highest composite reliability (rho a) value (0.888).

Table 2. Construct Cronbach's Alpha, Composite Reliability (rho-a, c), and AVE

Construct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho a)	Composite reliability (rho c)	Average variance extracted (AVE)
GHRMP	0.712	0.850	0.805	0.465
GOB	0.749	0.784	0.823	0.393
SE	0.753	0.888	0.844	0.486

Table 3 provided appears to represent a cross-loading matrix for a discriminant validity analysis. In a factor analysis, discriminant validity is used to assess whether the factors extracted from the data are distinct from each other and do not overlap in the variance they explain.

Table 3. Cross-loading of the Constructs

	GHRMP	GOB	SE
GHRMP1	0.744	0.191	0.204
GHRMP2	-0.213	-0.094	-0.034
GHRMP3	0.151	0.015	0.075
GHRMP4	0.831	0.219	0.091
GHRMP5	0.829	0.226	0.094
GHRMP6	0.754	0.193	0.229
GHRMP7	0.831	0.219	0.091
GOB1	0.028	0.465	0.400
GOB2	0.126	0.726	0.369
GOB3	0.059	0.713	0.356
GOB4	0.095	0.741	0.367
GOB5	0.272	0.728	0.483
GOB6	0.148	0.150	0.167
GOB7	0.244	0.502	0.369
GOB8	0.251	0.734	0.479
SE1	0.192	0.121	0.164
SE2	0.002	0.038	0.206
SE3	0.170	0.427	0.335
SE4	0.095	0.544	0.949
SE5	0.117	0.549	0.967
SE6	0.212	0.261	0.179
SE7	0.174	0.531	0.955
SE8	0.127	0.540	0.963

In this cross-loading matrix, the variables are represented by the rows (GHRMP1-GHRMP7, GOB1-GOB8, and SE1-SE8), and the factors (or constructs) are represented by the columns (GHRMP, GOB, and SE). The entries in the table represent the correlation or factor loading between

each variable and each factor. A high factor loading indicates that the variable has a strong association with the factor, while a low factor loading indicates a weak association. The goal of discriminant validity analysis is to assess whether the variables load primarily on one factor and not others, demonstrating that the factors are distinct.

In general, values closer to 1 indicate a strong association, while values closer to 0 indicate a weak association. Negative values indicate a negative correlation. To assess discriminant validity, the factor loadings should be high for one factor and low for all other factors.

Discriminant Validity

To establish the discriminant validity of the measurement model, we assessed the cross-loading of each indicator and found that none of the indicators showed higher loading on a different construct. Additionally, we used the Fornell-Larcker criteria and heterotrait-monotrait (HTMT) ratio to compare the correlation between constructs and the square root of the AVE. The diagonal values were significantly higher than those in the corresponding rows and columns, confirming that each construct was distinct from the others in the model. Furthermore, the HTMT ratio values were below the recommended threshold of 0.85, with the highest value being 0.791, thus meeting the criteria for discriminant validity. Tables 4-5 illustrate that all constructs met the criteria for discriminant validity.

Discriminant Validity (Fornell-Larcker Criterion)

The provided table displays a factor loading matrix used to assess discriminant validity in factor analysis. Discriminant validity is determined by whether or not the factors extracted from the data are separate from each other and do not overlap in the variance they explain. The Fornell-Larcker criterion is used to evaluate this, which compares the square root of the average variance extracted (AVE) for each construct to the correlations between the construct and any other constructs. The diagonal values in the matrix represent the AVE for each construct, and in this analysis, GHRMP has an AVE of 0.682, GOB has an AVE of 0.627, and SE has an AVE of 0.697. Using the Fornell-Larcker criterion, the square root of each construct's AVE value is compared to the correlation between that construct and all other constructs. For example, GHRMP's square root AVE value of 0.826 is greater than its correlation with GOB (0.265), demonstrating discriminant validity. Similarly, GOB's square root AVE value of 0.791 is greater than its correlation with SE (0.628), and SE's square root AVE value of 0.834 is greater than its correlation with GHRMP (0.188), indicating discriminant validity for both constructs.

The results suggest that each construct has discriminant validity, as the square root of the AVE values is greater than the correlations between the constructs. And yes, these values are still valid, as to date, no research is being done in this area in Pakistan.

Table 4. Discriminant validity (Fornell–Larcker criterion)

	GHRMP	GOB	SE
GHRMP	0.682		
GOB	0.265	0.627	
SE	0.188	0.628	0.697

Heterotrait–Monotrait ratio (HTMT)

The Heterotrait-monotrait ratio (HTMT) is a measure of discriminant validity that assesses the extent to which a construct (trait) measures what it is supposed to measure and not some other related construct. The HTMT ratio compares the magnitude of the inter-construct correlation to the average of the intra-construct reliability (i.e., the correlation of the construct with itself). Table 4

revelated that the HTMT ratios are computed for three pairs of constructs: GOB and GHRMP, SE and GHRMP, and SE and GOB. For the first pair, the HTMT ratio is 0.419, which means that the correlation between GOB and GHRMP is only about 41.9% of the average reliability of the two constructs. This suggests that GOB and GHRMP are only weakly related and that they likely measure different constructs. For the second pair, the HTMT ratio is 0.312, which means that the correlation between SE and GHRMP is only about 31.2% of the average reliability of the two constructs. This also suggests that SE and GHRMP are only weakly related and measure different constructs. For the third pair, the HTMT ratio is 0.791, which means that the correlation between SE and GOB is about 79.1% of the average reliability of the two constructs. This suggests that SE and GOB are more strongly related and that they may measure similar constructs to some extent.

In general, an HTMT ratio close to 1 indicates a strong overlap between two constructs and a potential issue with discriminant validity. HTMT values exceeding 0.5 in Table 5 indicate potential concerns regarding construct validity, multicollinearity, and discriminant validity. Addressing these implications might involve refining the measurement model, reconsidering the items, and conducting additional analyses to ensure the accuracy and reliability of the study's findings. An HTMT ratio less than 0.5 is considered evidence of good discriminant validity, and ratios less than 0.3 are considered strong evidence.

Table 5. Heterotrait–monotrait ratio (HTMT)

	Heterotrait-monotrait ratio (HTMT)
GOB <-> GHRMP	0.419
SE <-> GHRMP	0.312
SE <-> GOB	0.791

Structural Model

The adequacy of the structural model was assessed based on three indices: R^2, F^2, and Q^2 values. R^2 values of endogenous constructs were examined to determine how well the observed data points fit a line or curve. The R^2 values were categorised as small, medium, or large based on their magnitudes. The Sustainable Environment and green organisational citizenship behaviour constructs showed a medium fit with R^2 values of 0.070 and 0.395, respectively. The F^2 values were used to assess the model's explanatory power, with green human resource management practices showing a moderate effect on Sustainable Environment (0.595) and green organisational citizenship behaviour (0.075), while Green HRMP (0.001) had a negligible effect.
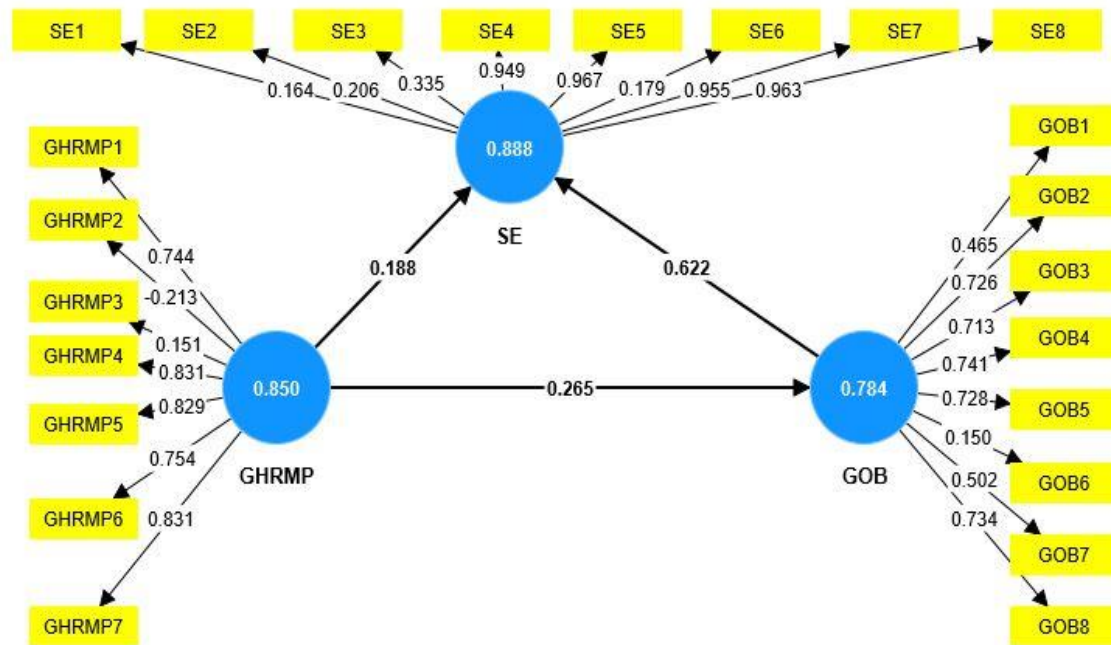
Figure 2. Structural Model of Sustainable Environment

Ecocriticism Analysis of Data

Ecocriticism is an interdisciplinary field of study that examines the relationship between literature and the environment. It seeks to understand how cultural representations of nature shape our understanding of the natural world and our place within it. To apply an ecocritical model to the above data, one could examine the representation of the environment and its relationship to human society. This could involve analysing the ways in which the environment is described, the values and attitudes towards nature expressed in the data, and the impact of human actions on the natural world.

Green Human Resource Management Practices in Pakistani Hotels

Table 6 represents the responses of individuals to a survey about their opinions on green human resource management practices in Pakistani hotels regarding a sustainable environment. The respondents were asked to rate their agreement with seven different statements on a five-point scale, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree". Based on Table 6, the majority of respondents seem to have a neutral to positive attitude towards green human resource management practices. Around 38-40% of respondents selected "Neutral" for GHRMP1, GHRMP2, and GHRMP3, while around 22-26% selected "Agree". Only a small portion of respondents, ranging from 1-9%, selected "Strongly Agree". On the other hand, around 26-36% of respondents selected "Disagree" for GHRMP1, GHRMP2, and GHRMP3, while around 5-9% selected "Strongly Disagree".

For GHRMP4, GHRMP5, GHRMP6, and GHRMP7, around 29-30% of respondents selected "Neutral", while around 22-23% selected "Agree". Around 8-9% of respondents selected "Strongly Agree". On the other hand, around 27-35% of respondents selected "Disagree", while around 5-9% selected "Strongly Disagree". Overall, the table suggests that the majority of respondents hold a positive attitude towards green human resource management practices in Pakistani hotels regarding sustainable environment, with a slight majority leaning towards a neutral stance.

Table 6. Green Human Resource Management Practice (GHRMP)

Question	GHRMP 1	GHRMP 2	GHRMP 3	GHRMP 4	GHRMP 5	GHRMP 6	GHRMP 7
1 Strongly Disagree	5.051	0.000	0.000	9.091	8.081	8.081	9.091
2 Disagree	26.263	36.364	26.263	30.303	27.273	27.273	30.303
3 Neutral	38.384	40.404	47.475	29.293	35.354	34.343	29.293
4 Agree	23.232	22.222	24.242	22.222	21.212	23.232	22.222
5 Strongly Agree	7.071	1.010	2.020	9.091	8.081	7.071	9.091
Total	100	100	100	100	100	100	100

Green Organizational Behaviour in Pakistani Hotels

Table 7 represents the responses of individuals to a survey about their opinions on green organisational behaviour in Pakistani hotels regarding a sustainable environment. The respondents were asked to rate their agreement with eight different statements on a five-point scale, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree". The majority of respondents seem to have a positive attitude towards green organisational behaviour in Pakistani hotels regarding a sustainable environment, which enhances the capability of the employees (Oshin, Ayanleke, & Gazal, 2023). Around 45-29% of respondents selected "Agree" or "Strongly Agree" for GOB1, GOB2, GOB3, GOB4, GOB5, GOB6, GOB7, and GOB8. The highest percentage of "Strongly Agree" responses was for GOB8, at 11%.

On the other hand, only a small portion of respondents, ranging from 2-9%, selected "Disagree" or "Strongly Disagree". The highest percentage of "Strongly Disagree" responses was for GOB1 and GOB5, at 5-2%. In conclusion, it suggests that the majority of respondents hold a positive attitude towards green organisational behaviour in Pakistani hotels regarding the sustainable environment, with a majority leaning towards agreement.

Table 7. Green Organizational Behaviour in Pakistani Hotels

Question	GOB1	GOB2	GOB3	GOB4	GOB5	GOB6	GOB7	GOB8
Strongly Disagree	2.020	4.040	2.020	3.030	5.051	0.000	2.020	0.000
Disagree	9.091	31.313	29.293	34.343	21.212	20.202	18.182	5.051
Neutral	29.293	40.404	43.434	38.384	39.394	44.444	35.354	41.414
Agree	45.455	20.202	21.212	20.202	24.242	32.323	34.343	42.424
Strongly Agree	14.141	4.040	4.040	4.040	10.101	3.030	10.101	11.111
Total	100	100	100	100	100	100	100	100

Sustainable Environment in Pakistani Hotels

Table 8 appears to be a survey results summary showing the respondents' opinions on the sustainable environment in Pakistani hotels regarding the eco-friendly environment. The survey consists of 8 questions, and the participants are asked to rate their agreement on a scale from "Strongly Disagree" to "Strongly Agree". The results are shown as the percentage of total respondents who selected each category.

The results suggest that the majority of respondents either agreed or strongly agreed that the sustainable environment in Pakistani hotels regarding the eco-friendly environment is a significant issue. Around 21% of the respondents strongly agreed, while 40% agreed. A total of 27% of respondents considered themselves neutral on the subject. On the other hand, only a small

percentage of respondents disagreed or strongly disagreed with the statement, with the majority of these being in the "Disagree" category (16%). Overall, the results suggest that the majority of the respondents consider the sustainable environment in Pakistani hotels regarding the eco-friendly environment to be important and consider it necessary to take steps towards an eco-friendlier environment.

Table 8. Sustainable Environment in Pakistani Hotels

Question	SE1	SE2	SE3	SE4	SE5	SE6	SE7	SE8
Strongly Disagree	1.010	2.020	1.010	0.000	1.010	6.061	1.010	1.010
Disagree	10.101	34.343	10.101	27.273	14.141	16.162	16.162	15.152
Neutral	27.273	34.343	27.273	37.374	39.394	28.283	38.384	37.374
Agree	40.404	23.232	34.343	31.313	34.343	31.313	33.333	35.354
Strongly Agree	21.212	6.061	27.273	4.040	11.111	18.182	11.111	11.111
Total	100	100	100	100	100	100	100	100

Discussion

The findings of the study, based on the data presented in the tables, can be summarised as follows: The constructs of Green HRMP, Green Organizational Behavior, and Sustainable Environment are reliable and valid measures of attitudes toward sustainable practices in Pakistani hotels. The GHRMP construct had the highest alpha value, composite reliability (rho a), and AVE value, indicating a strong association between the items in the construct and a high level of internal consistency. The GOB construct had the highest composite reliability (rho c) value, indicating a strong correlation between the items in the construct and a high level of internal consistency. The SE construct had the highest composite reliability (rho a) value, indicating a strong association between the items in the construct and a high level of internal consistency. Discriminant validity was assessed by examining the factor loadings and the HTMT ratios, and the results suggest that each construct has discriminant validity. The majority of respondents hold a positive attitude towards green human resource management practices and green organisational behaviour in Pakistani hotels, with a slight majority leaning towards a neutral stance. The majority of respondents also consider the sustainable environment in Pakistani hotels to be important and believe it is necessary to take steps towards an eco-friendly environment.

An ecocritical analysis of the data involved a close reading of the language used to describe the environment, and the values and attitudes expressed towards it, as well as a consideration of the larger ecological and environmental issues at play. This provides valuable insights into the cultural understanding of the natural world and our place within it. Based on the data, the constructs of Green HRMP, Green Organizational Behavior, and Sustainable Environment are reliable and valid measures of attitudes toward sustainable practices in Pakistani hotels.

The GHRMP construct had the highest alpha value (0.712), composite reliability (rho a) (0.850), and AVE value (0.465), indicating a strong association between the items in the construct and a high level of internal consistency. The GOB construct had the highest composite reliability (rho c) value (0.823), indicating a strong correlation between the items in the construct and a high level of internal consistency. The SE construct had the highest composite reliability (rho a) value (0.888), indicating a strong association between the items in the construct and a high level of internal consistency. Discriminant validity was assessed by examining the factor loadings and the HTMT ratios. The results suggest that each construct has discriminant validity, as the square root

of the AVE values are greater than the correlations between the constructs, and the HTMT ratios are less than 0.5, indicating good discriminant validity.

H1 findings show that green recruiting, performance and training have a very positive impact on a sustainable environment, as found by Mousa and Othman (2020). Moreover, the H2 hypothesis is backed by a majority of the respondents that Green HRM practices increase organisational behaviour, which may lead to a sustainable environment. The result is in line with Malik et al. (2021). The last hypothesis, H3, i.e., green organisational behaviour enhances the sustainable environment, is ba, asked by the respondent in a more positive way. They agreed that a sustainable environment is achievable when there is green behaviour in the organisation, as proved previously by Singh et al. (2020). Furthermore, a significant portion of intermediate-level employees indicates that the hotel industry tends to attract younger individuals. This aligns with the demographic composition of Pakistan, where approximately 64% of the population falls within the age group below 30 (Ahmad, 2023). On the other hand, individuals holding higher education degrees show less inclination towards the hotel industry, which accounts for their lower representation in the study.

In the context of discriminant validity, the results suggest that there might be some concerns about the distinctiveness of the constructs being examined in the study. When the discriminant validity is compromised, it becomes challenging to differentiate between the constructs and the potential for construct overlap or shared variance increases. This can raise questions about the accuracy and reliability of the study's conclusions. The fact that some of the HTMT (Heterotrait-Monotrait Ratio of Correlations) values exceed the threshold of 0.5 indicates the possibility of multicollinearity or shared variance between certain constructs. This could potentially lead to inflated correlations and challenges in accurately interpreting the individual effects of each construct on the outcomes of interest.

The results of the survey suggest that the majority of respondents hold a positive attitude towards green human resource management practices and green organisational behaviour in Pakistani hotels, with a slight majority leaning towards a neutral stance, showing their less interest, education and managerial lack of implementation of rules in a sustainable environment. It is evident now that green human resource management can enhance the management of the environment and make it sustainable for all species (Sherly & Nawangsari, 2022). The majority of respondents also consider the sustainable environment in Pakistani hotels to be important and believe it is necessary to take steps towards an eco-friendlier environment but subject to the treatment of the organisation's financial performance, which may hinder achieving a sustainable environment (Sudimas et al., 2023).

CONCLUSIONS

The attitudes towards sustainable practices in the context of Pakistani hotels have been thoroughly explored in this study. The study sheds light on the interaction between corporate attitudes and environmental consciousness through the examination of green organisational behaviour (GOB), sustainable environment (SE), and green human resource management practices (GHRMP). The study has offered insightful information about the cultural and organisational processes impacting views of sustainability through the use of partial least squares structural equation modelling (PLS-SEM) and ecocritical analysis. The results of this study confirm that hotels in Pakistan generally have a favourable attitude towards sustainable practices. The vast majority of responders have positive views of GHRMP and GOB and emphasise the value of a sustainable environment. The credibility of the results is further supported by the discovery of genuine and trustworthy measures inside the GHRMP, GOB, and SE constructs, indicated by significant relationships and internal consistency. The study highlights the potential for advantageous

environmental and commercial results by revealing the relationships between green HRM practises, organisational behaviour, and attitudes towards sustainability. Since these variables are correlated, it is possible that promoting green HRM procedures and environmentally responsible organisational behaviour will improve Pakistani hotels' financial performance as well as help the country's environment.

Based on the findings of the study and the use of the Smart-PLS software and ecocriticism model, the following recommendations are made: Pakistani hotels should focus on incorporating green human resource management practices, such as promoting environmentally friendly behaviours among employees and enhancing their sustainable environment. Organisations can also adopt green organisational behaviour, such as reducing waste, conserving energy, and reducing carbon emissions, to create a more sustainable environment. Hotels should educate employees and guests about the importance of sustainable practices, such as reducing water and energy usage, to encourage more eco-friendly behaviour. Hotels should also invest in renewable energy sources and use environmentally friendly products to reduce their impact on the environment. Regular monitoring and evaluation of the effectiveness of sustainable practices should be conducted to ensure continuous improvement. Collaboration between hotels, government, and non-government organisations can help to create a more sustainable environment and promote eco-friendly behaviour.

LIMITATION & FURTHER RESEARCH

The generalizability of the findings to a wider context may be constrained by the study's reliance on a particular sample size and demographic representation, such as focusing on a particular region or type of hotel. Using self-reported attitudes and behaviours as the basis for data collection could lead to social desirability bias, in which individuals give information that they believe conforms to social norms rather than reflecting their actual beliefs or actions. The level of understanding that could be attained through using mixed techniques or including qualitative data might be constrained if data collection is primarily based on surveys or questionnaires. Although efforts were taken to assure validity and reliability, constructs like attitudes and behaviours can be inherently subjective, and there may still be underlying biases or interpretations that affect the accuracy of the results. The subjectivity and interpretation of the researcher may have an impact on the ecocritical examination of language, which may result in variances in how various linguistic expressions are understood and categorised. Other unmeasured variables or factors that were not included in the study could have an impact on the associations that were looked at, potentially resulting in limited or incomplete results. Because of the study's emphasis on Pakistani hotels, the findings might not be transferable to hotels in other nations with differing economic, social, and cultural contexts.

Further research should be conducted to examine the relationship between sustainable practices, green human resource management, and green organisational behaviour in the hotel industry. By implementing these recommendations, Pakistani hotels can make significant progress in creating a more sustainable environment and promoting eco-friendly behaviour.

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Appendix

Sustainable Environment: Green Human Resource Management Practices and Green Organizational Behavior in Pakistani Hotels

<u>**QUESTIONNAIRE**</u>

Dear Respondent**,**

The purpose of this questionnaire is to gather valuable information for a research study on the relationship between green human resource management (HRM) practices, organisational behaviour, and sustainable environment performance. Your participation in this study is completely voluntary, and you can choose to withdraw at any time without any consequences. The survey should take only a few minutes of your time, and there are no known risks involved in participating. The data collected through this survey will be kept anonymous to ensure the confidentiality of your information. Your contribution to this research will be highly valuable and greatly appreciated. Thank you for considering participating in this study.

Kindly go through each of the following questions carefully and fill in the questionnaires that best matches to your response.

PERSONAL INFORMATION

Name of Organization/ Person:			
Gender:			
⬜ Male	⬜ Female		
What is your age?			
⬜ 20-30	⬜ 30-40	⬜ Above 40	
Education:			
⬜ Intermediate	⬜ Bachelor	⬜ Master	
Year of Experience:			
⬜ 1-5 years	⬜ 5-10 years	⬜ 10-15 years	⬜ Above 15 years

Five-Point Likert scale

Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree (SD)
5	4	3	2	1

Green Human Resource Management Practice (GHRM)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The job requirements take into account environmental considerations.	1	2	3	4	5
2. The hotel seeks applicants with a strong understanding of climate change for job	1	2	3	4	5

Green Human Resource Management Practice (GHRM)	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
openings.					
3. The recruitment advertisements of the hotel mention environmental qualifications.	1	2	3	4	5
4. The hotel offers environmental training to its members, including both employees and managers, to enhance their skills and knowledge.	1	2	3	4	5
5. The hotel incorporates environmental performance into the employee evaluation process.	1	2	3	4	5
6. The hotel is providing compensation based on environmental performance	1	2	3	4	5
7. Hotel award employees who perform green	1	2	3	4	5

Green Organizational Behavior	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. The organisation makes policies about ways to effectively protect the environment.	1	2	3	4	5
2. Organisation actively involves in environmental events which helps to educate the members in the organisation.	1	2	3	4	5
3. Organisation informs regularly its members about environmental initiatives and decisions.	1	2	3	4	5
4. The organisation undertakes environmental actions that contribute positively to the image of its members.	1	2	3	4	5
5. The organisation motivates its members to volunteer for projects, endeavours, or events that address environmental concerns in the organisation	1	2	3	4	5
6. The organisation encourages members to adopt environmentally conscious behaviour.	1	2	3	4	5
7. The organisation uses materials that to design environment-friendly product	1	2	3	4	5
8. Organisation gives reward in shape of money, product etc.	1	2	3	4	5

Sustainable Environment	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Hotel switched products for an ecological and more sustainable environment	1	2	3	4	5
2. The company has a shared set of environmental objectives.	1	2	3	4	5
3. The organisation has a unified and comprehensive approach towards sustainable environmental strategies.	1	2	3	4	5
4. All stakeholders in the organisation have a dedication to sustainable environmental initiatives.	1	2	3	4	5
5. Employees are encouraged to provide suggestions on ecological performance improvements and sustainable environmental advancements.	1	2	3	4	5
6. The performance of GHRM sustains the environment.					
7. Organisational behaviour is in line with a sustainable environment.					
8. A sustainable environment is the ultimate goal of the organisation.					