HRM Practices' Influence On Organizational Citizenship Behavior In Hotel Industry: Green Innovation And Culture As Moderators And Mediators

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Abstract

Research investigates Pakistani hotel industry and the way green HRM influences company environmental citizenship behavior through innovation and culture as moderation-mediation analysis. The study conducted through cross-sectional fashion and utilized questionnaires as part of the research strategy. The study's participants were employees from Karachi hotel industry. But in order to get to the bottom of things, primary data utilized from 205 people provided information regarding the population. There was no missing or incomplete data among the 205 hotel employees whose responses were analyzed. Finally, 205 replies were analyzed using SEM through AMOS. The investigation demonstrated GHRM showed its effect on the OCB. Green culture significantly moderates the relationship, while Green Innovation mediates it in a similar fashion, according to the results. Due to a dearth of research in the green HRM area, particularly in Pakistan's hotel industry, this study addresses to offer new innovative features. Beyond that, the study offers practical contributions and recommendations to the hotel sector on how to effectively incorporate green practices into HR policies of organizations, which can boost environmental performance. This research is important because it sheds new light on green HRM, and also offer implications and limitations.

Keywords: HRM practices; Organizational citizenship behavior; Green innovation; Green culture; Hotel industry.

Introduction:

Using framework of Ability-Motivation-Op[1]portunity theory, the study clarify connections among green HRM and OCB (Yong et al., 2020). Also, using a quantitative research look at hotels in a developing but under-researched context country like Pakistan and also to see how GHRM practices affect OCBE. Accordingly, this study applies green innovation (Wang et al. 2021) hotel sector green principles. Hameed et al. (2020) noted in recent decade, green environmental impact has been viewed major concern for society. Hotel chains industry

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becomes more environmentally conscious and knowledgeable in recent years due to heightened consumer and market demands and new rules and regulations (Kuo et al., 2022). The term green HRM can be called as synthesis of human resource management strategies later on invented topic of study of management literature (Lu et al., 2023). Also, green behaviors has been specifically observed, OCBE is very much necessary for enhancing environmental performance (Hameed et al., 2020). This is because green behavior helps with both environmental problems and the sustainable organizations development (Calisto et al., 2021). Hotel industry wants to improve its environmental performance and keep its competitive edge, must implement environmental sustainability management strategies (Liu et al., 2020). In addition, hotels can reap benefits of environmentally conscious practices in terms of human resources, such as increased environmental knowledge and staff members' awareness (Elshaer et al., 2024) This, in turn, encourages green behavior and projects desire to incorporate company environmental initiatives (Usman et al., 2023).

Several facets of GHRM and OCBE have been covered in academic publications thus far. GHRM literature is being studied theoretically (Yue et al, 2023), as well as empirically to determine how GHRM contributes to OCBE (Hameed et al., 2020), performance (Yong et al., 2020), and green SCM (Lu et al., 2023). Research on organizational citizenship behavior (OCBE) has mainly focused on the connections between OCBE and employees' job satisfaction and organizational commitment, and multi-level factors like leadership behavior.

Nevertheless, the following gaps in knowledge remain unfilled by the existing literature in this field. Firstly, according to social exchange theory (Malik et al., 2021), green activities are more likely to be voluntarily participated in by employees if they perceive support for and advantages from them (Muisyo et al, 2022). Additionally, few researchers have looked at this from the perspective that green HRM techniques could encourage employees to engage in environmentally conscious discretionary actions (Ali et al, 2020). For example, within the Pakistan healthcare system (Hameed et al., 2020) research GHRM practices impact on OCBE. Furthermore, (Irani et al., 2022) present model grounded in Ability-Motivation-Opportunity theory. This model greatly elucidates ways in which human resource management strategies contribute to performance gains of organizations.

In addition, the mediation affects that result from the interaction of green innovation, highlighted by (Shahzad et al., 2023). These effects contribute to larger explained variation of performance. However, no researcher has yet shown that GHRM practices have any interactive impacts on performance or OCBE within green setting, including mediating effects. Lastly, while there have been studies on the importance of GHRM in relation to benefits like hotel performance, green culture and OCBE (Aboramadan et al., 2022), however GHRM practices in this sector has been understudied. For instance, Arasli et al. (2020) explains GHRM affect OCBE performance. Lastly, GHRM techniques applied to hotels is an emerging field that has just lately gained traction. Given the complexity of the study problem, a quantitative approach strategy would be most suitable (Ye et al., 2023). This approach has the potential to yield better findings (Aboramadan et al., 2022). GHRM practices research and OCBE have not been adequately addressed in prior empirical research due to the absence of AMOS-confirmatory fit model. Still, this study provides answers to the following research inquiries. Do the OCBE directly benefit from GHRM practices? Do GHRM practices influence OCBE in a moderating way? Are there any moderating impacts of GHRM practices on OCBE? Also, several novel contributions to theory and practice are presented in this paper. One theoretical addition of our study is that it examines GHRM practices construct on OCBE using the Ability-Motivation-Opportunity hypothesis. Second, paper contributes by examining the interaction effects of these practices on OCBE, a topic that has not been examined in previous studies. Thirdly, in terms

of practical contributions, this study stands out as one of the rare investigations that investigate these connections within the framework of the hotel sector. GHRM practices' impact on OCBE in workplace would be better understood with aid of new viewpoint, which is supported by the quantitative methodology that was chosen (fourth point). In addition, this study enhances our understanding of mediating effect on GHRM and OCBE through bootstrapping influence (Hayes et al., 2013). Lastly, this research sheds fresh light on how developing nations like Pakistan are being more environmentally conscious in hotel sector.

Theoretical background

GHRM & OCBE

The concept of OCBE was developed by Saputro et al. in their research paper published in 2021. Thus, "individual and discretionary social behaviors that are not explicitly recognized by the formal reward system and that contribute to a more effective environmental management by organizations" refers to OCBE (p. 175). In similar vein, the organizational citizenship behavior for environment (OCBE) is emphasized including an individual's voluntary actions that aim to improve the environment but are not mandated by organization (Lu et al., 2023). Individual employees' discretionary actions contribute to a more sustainable society and organization, even when they are not explicitly stated in job descriptions (Islam et al., 2021).

Since it was initially presented by Amrutha et al. (2020), green HRM is commonly recognized to include all environmental management domains that are relevant to HRM. Numerous GHRM research have focused on the application of HRM techniques in organizational environmental management (Yusoff et al., 2020). The Ability-Motivation-Opportunity theory is introduced by (Yong et al., 2020)and is utilized to explain the role of GHRM activities. There has been a recent uptick in research (Hameed et al., 2020) into practical implementation of GHRM's and OCBE practices in organization. So, hypothesis that:

H1: GHRM has positively influence on OCBE practices.

Green innovation and OCBE

"Green innovation" (GI) refers to efforts made to lessen low influence of production and operations on the environment, whereas "innovation" refers as organization's skill to accept and effectively relate new ideas and tangible products and services (Wang et al., 2021) The setting, with an emphasis on improving management practices, systems, products, and procedures (Soewarno et al., 2019) Greener raw materials, less material usage during product design, design measures, and a desire to reduce emissions, water, power, and other natural material consumption are some of the creative approaches that GI employs (Wang et al., 2021).

To increase their market share, hotels must constantly innovate new offerings (Soewarno et al., 2019). In response to rising consumer awareness of environmental issues, several hotels have shown their dedication to green innovation and other eco-friendly practices as a competitive strategy (Arasli et al., 2020). When it comes remanufacturing goods and services to make them more eco-friendly, green innovation is a sure bet (Wang et al., 2021)

Since both OCBE and innovative behavior typically require employees to go above and beyond their normal duties, research shows that there is a favorable correlation between two (Saputro & Nawangsari, 2021) There is some evidence that OCB and individual innovation go hand in hand, according to certain research (Singh et al., 2020). Green innovation is the starting point

for organizational novelty and a critical first step in the innovation process (Sibian & Ispas, 2021) in hotel sector. So, it stands to reason that hotel workers high in OCBE would be more likely to engage in green innovation activities, which seek out and propose novel approaches to reducing environmental harm (Ye et al., 2023). Thus, proposed that.

H2: Green innovation has positively influence on OCBE practices.

Green innovation, GHRM & OCBE

"Green innovation" refers to the organizational collective cognitive framework that molds workers' behavior (Obeng et al., 2023). Thus, innovation may lead to new products or processes, as stated by Singh et al. (2020). To put it another way, process innovation deals with improving the organization's production methods, whereas product innovation deals with enhancing the organization's products or services. When an organization adopts a sustainable culture, its employees are more likely to exhibit OCBE by actively participating in environmental efforts and supporting the company's GHRM. GHRM approaches lay the groundwork for this culture by integrating sustainability into HR policy (Iqbal et al., 2023). This concept provides a more thorough approach to studying employee behavior at work. However, the research has examined the relationship between GHRM and OCBE after the Elshaer et al. (2024) analysis. As per the Ability-Motivation-Opportunity paradigm, this study makes the case that green innovation mediates the association between GHRM and OCBE. The theory supports the assertion that employees are more inclined to accept an OCBE responsibility if they have gotten the proper training in GHRM procedures (Mostafa & Saleh, 2023). Environmental sustainability is the aim of GHRM practices and policies, as this enhances an organization's external image and reputation as a good corporate citizen. Furthermore, green innovation promotes GHRM and OCBE processes by fortifying the ties that bind employees to the company and instilling in them a stronger sense of purpose and worth in their job (Muisyo et al., 2022). Ever since Amrutha et al. (2020) introduced the concept, green HRM has come to be seen as including all environmental management domains pertinent to HRM. The use of HRM strategies in corporate environmental management has been the subject of numerous GHRM studies (Yusoff et al., 2020). Thus, this study proposes the hypothesis:

H3 Green innovation as mediator between GHRM & OCBE

Green Culture, GHRM & OCBE

Individual attitudes and behaviors that contribute to green innovation have been highlighted in the literature on modern green culture (Liu & Lin, 2020). An important factor influencing people's eco-friendly actions is their concern for green culture (Khan et al., 2022). Previous studies (Pham et al., 2018) demonstrated a clear connection between green culture and OCBE. According to Ahmad et al. (2023), the theory further proposed that the behavioral activation process of GHRM practices has produced a synergistic green culture within firms. In order to provide more OCBE efforts, the model describes GHRM practices and particularizes these ideas as well as each person's green culture. More specifically, one particular notion about green culture influences green innovation, GHRM, and OCBE behaviors about ecological concern. Thus, each person's thoughts and actions related to green innovation have two effects. As such, they help cultivate environmentally conscious behaviors and practices by supporting the establishment and maintenance of a green culture within an enterprise. Conversely, they are also essential in advancing the adoption of green human resource management (GHRM) strategies, which support environmental citizenship behaviors inside organizations (OCBE). Green culture and OCBE are therefore stimulated by individual green innovation attitudes and

activities. Hence,

H 4 Green culture as moderator between GHRM & OCBE

Figure 1: The conceptual framework

Methodology

While some academics have carried out GHRM-related empirical research (Iqbal et al., 2023),

205 hotel staff members (such as 5 star Karachi hotels) randomly chosen to recognize the value of GHRM, GI, and GC in managing OCBE (Lu et al., 2023). In order to better comprehend the intricacy of this study subject, a quantitative methodology is preferred (Obeng et al., 2023). Thus, in order to evaluate our four hypotheses, confirmatory factor analysis was done first, and further methods were subsequently used to confirm them. For the current study at this specific moment, cross-sectional research design utilized (Khan et al., 2022). The survey was first created in English and then translated into Urdu. Furthermore, a pilot research was conducted to verify the validity and reliability of the questionnaire. According to Irani et al. (2022), the study also makes use of a Likert scale, which ranges from 1 (completely disagree) to 5 (absolutely agree).

Measurement Scale:

GHRM

We devised a 12-item scale to measure GHRM, drawing on existing literature on green training (Daily et al., 2012), performance green management (2017), and employee green participation (2017). Items like "Employees' are involved in problem-solving groups related to environmental matters" are examples of sample questions. Decisions on environmental issues might be made with the consent of employees.

OCBE

To assess OCBE, Boiral and Paillé (2012) scale utilized. The items were chosen for their versatility and ability to be used in various contexts, as they are not limited to just one (Raineri & Paillé, 2016). For example, Zientara and Zamojska (2016) used it in a tourist-related context before. For instance, "I volunteer for initiatives or events that handle the hotel's environmental concerns" and "I urge my coworkers to embrace more ecologically responsible behaviors" are examples of possible answers.

Green innovation

GI was measured through Tseng et al. (2012) scale adopted. Examples of green innovation included investing in environmentally friendly machinery and technology and assisting with the execution of the all-inclusive material-saving plan.

Green organization culture

Green culture has three dimensions: degree, spread, and depth of cultural greening within the organization. The questionnaire for these characteristics was derived from the Aggarwal and Agarwala scale (2021). GOC has three dimensions, each with 17 components.

Common method variance

This research data was confirmed by the standard common procedure variance. There are a number of things that could make explanatory and regressive factors either too little or too large. When more than one structure satisfies all the criteria, or when all information versions are described in the original structure, then CMV difficulties may develop, according to Harman's solo review, which analyzed CMV concerns. With a main component that accounted for % of the variance and factor loadings above one for the majority of components, there were no major issues with the data.

Measurement model

Verifying the constructs' model was advised by Anderson & Gerbing (1988) before assessing the offered conceptual framework. Therefore, the study examined the measurement model's numerous attributes, including validity and reliability, using CFA. The model's fit was evaluated using a variety of computed indices, such as Cmin/DF, RMSEA, SRMR, and comparative fit index. Hu and Bentler (1999) stated that the model fit indices with the following values: 0.084 for SRMR, 0.056 for RMSEA, 0.904 for CFI, and 1.862 for Cmin/DF all fall within the threshold limits. Everything in Table 3 with factor loadings larger than 0.5 and $p < 0.001$ is considered significant and appropriate, according to Hair et al. (2010). Every construction met the composite reliability standards set forth by Bagozzi and Yi (1991) with a composite reliability of better than 0.7. Convergent validity is thought to be shown by an AVE value more than 0.5 (Hairet al., 2010). Because the AVEs of each construct were more than 0.5, they all satisfied the convergent validity requirements. The scale is said to have discriminant validity if the observed items are able to sufficiently describe the latent component. To detect it, compare MSV to AVE, where AVE is meant to be greater than MSV. Furthermore, the square root of AVE should be greater than that of inter-construct correlations (Hair et al., 2010).

Table 4 illustrates that the model has no problems with discriminant validity because the square root of AVE is greater than the inter-construct correlations and AVE is larger than MSV for all variables.

Table1 Validity and reliability analysis

Items	CR	AVE	MSV	ASV
GHRM	0.80	0.79	0.26	0.08
OCBE	0.71	0.64	0.17	0.11
GI	0.91	0.82	0.22	0.05
GOC	0.73	0.63	0.18	0.09

Table 2 Correlation Analysis

	GHRM	OCBE	GI	GOC
GHRM	(0.80)			
OCBE	.21**	(0.71)		

GI	.15**	.39**	(0.91)	
GOC	.17**	.25**	.18**	(0.73)

Testing of Hypothesis

Every hypothesis was statistically significant, and the results are shown in the table below. Accepting H1 is justified by the results, which show that GHRM has a substantial and favorable influence on OCBE practices ($\beta = 0.192$, t = 3.078, p = 0.002). Furthermore, H2 was interpreted to indicate that GI influences OCBE practices ($\beta = 0.361$, t = 5.624, p = 0.001), yet, the outcomes favorably impacted OCBE practices. However, 5000 subsamples were used in the bootstrapping approach (95% C.I.) to test the indirect association hypothesis. GHRM and OCBE are positively and significantly influenced by a GI, according to H3 data ($\beta = 0.031$, t = 2.184, p = 0.024). Additionally, there was a significant relationship between the influence of green culture on GHRM and OCBE ($\beta = 0.033$, t = 2.654, p = 0.004). As a result, H4 was also validated, suggesting that GI influences GHRM and OCBE in a moderating manner.

Table 3 Path Analysis

	Path	β	T	P-value
H1	GHRM-OCBE	0.192	3.078	0.002
H2	GI- OCBE	0.361	5.624	0.001

Table 4. Moderated Mediation Analysis

	Path	β	T	P-value
H3	**GI-GHRM-OCBE**	0.031	2.184	0.024
H4	**GOC-GHRM-OCBE**	0.033	2.654	0.004

Discussion

Using GI as a mediating variable and green culture as a moderating variable, the study aims to investigate the effect of GHRM on OCBE. According to H1, GHRM procedures have a big impact on OCBE. Our results are consistent with earlier research findings (Hameed et al., 2020). Effective GHRM, which is mostly practiced, has a major impact on raising employees' OCBE advancement. The H2 results also shows a strong positive relationship between GI and OCBE practices and green innovation. Accordingly, our findings are consistent with earlier research (Singh et al., 2020). The study concludes that OCBE and GHRM procedures are essential for a business to implement. Moreover, it has been discovered that particular GHRM practices—like employee training and development initiatives, ethical and socially conscious performance management systems, and reward schemes that encourage and acknowledge pro-environmental conduct that have determine a major impact on workers' Organizational Citizenship Behavior for the Environment (OCBE). These procedures foster an environment at

work that is empowering and encouraging, it also motivates staff members to take volunteer initiatives that improve the environment and the atmosphere of the company.

Using the Ability-Motivation-Opportunity theory, the findings above are investigated for the moderating mediation impact of green innovation and green culture on GHRM and OCBE. Most earlier studies on mediation analysis followed the methodology of Baron and Kenny (1986). A more sophisticated method that simultaneously calculates the direct, total, and indirect effects was proposed by Hayes and Preacher (2013).

The results of the H3 study suggest that GI mediates the link between GHRM and OCBE. These results align with studies by Calisto et al. (2021), which found an indirect relationship between GI and GHRM and OCB. These claims are supported by GHRM research, which shows that while there is a direct association between OCB, there is also an indirect relationship between the relationships in question and GI.

This groundbreaking study looks at the association between OCBE and GHRM in the context of the hoteling business, along with the mediating variables of GI. Additionally, the outcomes verified that GI somewhat mediates the link between the variables. As a result, GI significantly enhances GHRM procedures in the hoteling sector by reducing carbon emissions and providing consumers with improved GHRM services regarding energy and paper savings.

Finally, the findings indicate that GOC has a moderating effect on the influence of GHRM on OCBE. To address the fourth research question, this bolsters the argument made by (Muisyo et al., 2022), who used the Ability-Motivation-Opportunity theory to investigate the moderating function of GOC. Our results are in line with Wang's (2019) assertion that GOC is required for green banking personnel. Green banking enables workers to acquire the necessary knowledge to simulate applying their skills to successful environmental activities and motivates them to become more aware of GHRM and OCBE practices. Major theoretical and practical contributions are then further addressed.

Implications of study

Green HR and OCBE have typically evolved in tandem with other avenues in the hoteling sector. However, most environmental management concerns have been identified as a crucial component of hotel greening initiatives. Therefore, a deeper comprehension of the subject would benefit the hotel business since it currently faces significant knowledge gaps in Pakistan. Furthermore, needs to be more research on GHRM in the hotel business pertains to the multidisciplinary subject of GHRM. Nonetheless, the study findings have some practical ramifications. According to Usman et al. (2023), the business needs to do more to promote sustainability due to a lack of support from employers.

Consequently, management would increase staff involvement in the incentive program. Hotel management should seriously think about how GHRM procedures match up with staff output following green standards. To enhance GHRM and OCBE, hotel management should, therefore, invest in staff involvement, training, and engagement. In addition to improving the hotel's reputation and environmental performance, this will help the organization in the long run.

Additionally, GHRM techniques enable hotel managers to enhance staff practices through consistent training and environmental initiatives. Employees could provide the knowledge and skills needed to recognize waste and maintain a clean atmosphere. Pakistani hotel managers would also oversee environmental performance and engage in initiatives to track workers'

environmental performance. Western-style hotels introduce novel ideas such as suggestion boxes, green groups, and monthly clean-up days. Managers should be empowered in GHRM practices based on the analysis of the interactive effects, as doing so would significantly increase staff members' voluntary green performance in hotels.

Limitations and Future Studies

Our study has several limitations that should be taken into account. First, other variables like staff motivation, green training, and GHRM policies in the hotel business do not show moderating roles in the quantitative data, more research on GHRM and OCBE practices in hotels to engage staff in more environmentally friendly performance will be compared in future studies. Furthermore, Iqbal et al. (2023) emphasize the need to research hotel staff's engagement in green initiatives while ignoring hotel patrons' green behavior. Future studies on GHRM and OCBE efficiency may be carried out to ascertain the effects of various factors, including organizational culture and leadership styles, on the connection between GHRM practices and OCBE efficiency. These research results would give firms important information about how to create HRM policies and procedures that maximize organizational performance and encourage employee engagement.

Therefore, Elshaer et al. (2024)'s emphasis on enduring cultural distinctions is compatible with Arasli et al. (2020)'s assertion that green organizational culture plays a significant role in OCBE. The second point is that, based on the Ability-Motivation-Opportunity theory, more research could delve deeper into the three components of ability, motivation, and opportunity. These components may influence firm performance (e.g., environmental and financial performance) through organizational citizenship behavior. According to the green context, OCBE can mitigate the effects of GHRM practices on both economic and environmental performance. Based on the findings of this study, future research should investigate moderated mediation models to elucidate these impacts. Third, Lu et al. (2023) suggest that green HR practices include green rewards and corporate cultures, among other things, beyond the three examined here. The green reward is also covered by Luu (2018) in a study about GHRM. The qualitative findings also imply that green incentives may raise hotel OCBE, so more research needed.

Nevertheless, our study should have taken this issue into account. The green reward is one GHRM technique that might be examined in a future research to find out how GHRM practices affect firm performance generally and OCBE in particular. Fourth, the results of this study may only apply to some areas because it was carried out only in Pakistani hotels with four or five stars. Therefore, future studies should use this model to different nations to obtain better generality. Lastly, Iqbal et al. (2023) draw attention to the possible impact of social desirability bias on research about sustainability (Kuo et al., 2022).

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