Linking Green Human Resource Management Practices to Green Creativity in the Hotel Industry of Pakistan

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ABSTRACT

Keywords:

Green human resource management practices, green self-identity, green shared vision, green creativity, social cognitive theory, environmental management, green passion..

This study purposed to examine how green human resource management practices can increase green creativity. It assesses the mediating role of employees' green self-identity and green shared vision which was nearly unobserved in the previous studies. Moreover, moderating effect of green passion was also examined. Data were gathered from the employees and HR managers of 4-star, and 5-star hotels of Pakistan. As they are directly involved with the implementation of "green human resource management practices". 400 questionnaires were distributed and 267 usable responses were used for data analysis through Smart PLS 3.0. The systematic findings showed that the "green human resource management practices" adequately affect the green creativity of employees which also mediates by green self-identity. Moreover, the mediation of green shared-vision was rejected by the results. Employees green passion can strengthen their green identity and creativity. This research is an addition to previous knowledge by adding the constructs i.e., green self-identity and green shared vision to measure the green creativity of employees. This study offers valued practical implications for policymakers and upper management, ensuring the obligation of employees towards the application of green HRM practices and green creativity to accomplish environmental goals.

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INTRODUCTION

In this current century, the global environment is facing serious challenges. These environmental issues are not only creating problems in present but increasing serious threats to the sustainability of the world (Farooq, Zhang, Talwar, & Dhir, 2021). There's an extreme need to overcome all the environmental challenges to create a green environment for a healthy life. Therefore, many organizations are taking action to astound these environmental challenges by creating a green environment. Moreover, the academic studies of

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environmental effects and their influence on people are highly increasing these days (Al-Ghazali & Afsar, 2021).

According to the World Travel & Tourism Council, (2019) contribution of the tourism sector is increased by 3.5% in the last five years. Therefore, it is inferred that the hospitality sector is one of the largest contributors and energy-demanding sectors of the tourism industry (Farooq et al., 2021). According to international and national economists, Pakistan is one of the countries having a bright future in the hospitality sector with persistent growth and is attractive for foreign investment, due to its geographical location (Council, 2019; Shah, 2019). However, multiple challenges are being faced by this industry due to commercial activities, resulting in environmental unsustainability (Mak & Chang, 2019) that may be reduce with green creative ideas. The threats to the sustainable environment include the consumption of major resources by the hotels, resulting in waste creation which could be harmful to the environment (Han & Yoon, 2015; Hu, Huang, Chen, Kuo, & Hsu, 2015).

Environmental management is becoming a serious element of business strategies (Masri & Jaaron, 2017). The Human Resource Management (HRM) department, (Baumgartner & Winter, 2014) among various other departments of an organization plays a vital role in the environmental management of any organization particularly in the context of the hospitality sector (Ababneh, 2021). Because all the procedures and policies are driven by the HRM department. Saeed et al. (2019) coated that linking HRM practices with EMS resulted in green human resource management (GHRM). GHRM creates environmental sustainability by combining HRM practices like hiring, benefits, training, developments (Tang, Chen, Jiang, Paille, & Jia, 2018) with the organization's goals and objectives. Hence GRHMPs are the key to engage employees to adopt such work patterns that are conducive to create a sustainable work environment. Due to its importance, green HRM research is gaining high importance, however, many studies (Dumont, Shen, & Deng, 2017; Renwick, Redman, & Maguire, 2013) are limited to its conceptualization only. Further relational studies are required to explore the term and its extensive implications (Ababneh, 2021; Al-Ghazali & Afsar, 2021; Amjad et al., 2021; Farooq et al., 2021; Saeed et al., 2019). Moreover, there are still quite a few studies on individual green attitudes, behaviours at the workplace, however, more studies need to investigate the full prospective of GHRM and its outcomes (in terms of both non-green and green) with different moderators and mediators, such relations will strengthen green behaviours at the workplace.

According to Tang et al. (2018), companies are highly dependent on employees' green creative behaviours to meet a sustainable environment. Al-Ghazali and Afsar (2021) examined some other ethical and job-related mediating variables. Grounded by the Theory of planned behaviours (TPB) and support of social identity theory (SIT), the current study investigates the role of green HRM practices on employee green creativity in the hospitality sector Pakistan, as well as with the dual effect of employee green self-identity and organizational shared vision. Previous studies have also examined environmental knowledge (Saeed et al., 2019), individual green values (Al-Ghazali & Afsar, 2021), green knowledge sharing (Rubel, Kee, & Rimi, 2021), personality traits (Ababneh, 2021), employee involvement (Pham, Tučková, & Jabbour, 2019) as moderating variables among various green HRMP and individual green creativity and suggested some moral implications (i.e., green passion), but the literature is narrow in terms of moderating influence of green passion among green self-identity, green shared-vision, and green creativity. Therefore, with the support theory of planned behaviours (TPB), this study examined the mediating effect of green self-identity (individual) and green shared-vision (organizational) among the relationship between GHRMPs and green creativity. Moreover, this study also investigated the moderating impact of green passion between green self-identity, green shared-vision, and green creativity. The major contribution of the study is bringing together employee-related factors (green self-identity, green passion, and green creativity) and organizational related factors (green HRMPs and green shared-vision) to provide new visions to understand how the hospitality industry can enforce its procedures and make shared visions to enhance the green creativity of employees. Moreover, the findings of this study expand the literature on GHRM in terms of individual behaviours.

The following questions are addressed while conducting this study, (i) Do green HRM practices influences employees' green creativity? (ii) Does green passion increase/decrease the effect of green self-identity and green shared-vision on green creativity or not? (iii) What is the impact of green self-identity and green shared-vision among GHRMP and green creativity? The remaining sections of the current study are as follows, section 2 consists of a literature review with underpinning theory and hypotheses development. The methodology section is covered in section 3. Section 4 included results and analysis and section 5 renders a detailed discussion of results, practical and theoretical contributions, limitations of the study. Finally, section 6 provides the conclusion of this study.

LITERATURE REVIEW

Though TPB is a popular theory for examining the behavior of employees of an organization (Al-Ghazali & Afsar, 2021). Grounded in the paradigm of The Theory of planned behavior suggests that green HRM practices and green creativity are correlated with mediating and moderating effects. This theory suggests that the real behaviours of individuals are resolute by behavioral targets rather than attitudes toward behaviours. The TPB proposes that actual behavior is caused by behavioral intentions. Employees ' green self-identity and shared vision refer to the pledge to behave in an ecofriendly friendly manner (Norton, Zacher, Parker, & Ashkanasy, 2017). This theory hypothesizes that attitude, objectives, goals, subjective norms, and visions determine a person's commitment to engage in any particular behavior (Al-Ghazali & Afsar, 2021).

Social identity theory (SIT) is the "classification of oneself into a group based on various unique characteristics e.g., cognitive abilities, interests, beliefs, physical attributes, etc. in various companies membership is the most important classification that employees of an organization do" (Maxwell & Knox, 2009). Social identity theory (SIT) proposes that individuals are vulnerable to categorize themselves into various affiliations or groups to make an optimistic identification Employees identify themselves with the companies having the advantageous image in front of customers (Ashforth & Mael, 1989). This argument is supported as employees identify themselves with organizations having social standings and high reputations that will eventually improve their self-worth, self-image, and self-concept. Though, it is vowed that organizations investing in environmental and ecological concerns in its practices, like Green HRM, bring a positive image both inside (employees) and outside (stakeholders) (Farooq et al., 2021).

Kramar (2014) defined green HRM practices as "HRM activities which enhance positive environmental outcomes" (p. 1075). Literature indicates that organizations around the world are changing their organizational mechanisms and adopting more sustainable business procedures (Al-Ghazali & Afsar, 2021). Many studies indicated the impact of HRM policies on employees' behaviors (Al-Ghazali & Afsar, 2021; Saeed et al., 2019). GHRMP has the potential to change the behaviors and attitudes of employees and making them proactive for environmental sustainability. Such environment friendly practices results in sustainable business practices, as these activities of GHRM are evaluating the pro-environmental attitudes and behaviors of candidates at the time of hiring while other's maybe after evaluating employees green behaviors through appraisals, developments, and training

(Al-Ghazali & Afsar, 2021; Renwick et al., 2013). As per SIT people are subject to classify themselves into different affiliations, memberships, and groups, to make a positive image of themselves. Social identity theory is suitable to describe the underlying mechanism by which GHRM leads to significant outcomes one of which is green creativity (Al-Ghazali & Afsar, 2021).

According to the definition of Amabile (1988), Green Creativity is the development of green services, green practices, green procedures, green products, and green processes that are more useful, original, unique, efficient, and effective. Numerous researchers highlighted the importance of green creativity for the organization's sustainable development and increasing competitive advantages (Provasnek, Sentic, & Schmid, 2017; Saeed et al., 2019). Therefore, in the context of the hospitality industry of Pakistan, this study investigated the green creative behavior of employees originated by both individual and organizational factors. GHRMPs like evaluating applicants at the time of hiring, benefiting from green behaviours at the workplace, and train them (Al-Ghazali & Afsar, 2021) about the environmental concerns help in modeling employees' behaviours and attitudes towards green practices, and these also make a positive appearance of an organization. Same as SIT indicates that employees increase their self-worth and self-image in such organizations and their ownership enhances and as a result, they originate environment-friendly, unique, best solutions to problems faced by organizations, that's why green creativity enhanced. Therefore it is suggested that GHRMP will increase the green creativity of employees.

H1: Green Human Resource Management practices are positive and significantly associated with Green Creativity

Christensen, Rothgerber, Wood, and Matz (2004) describe self-identity in two terms, one is when a person differentiates his/herself from others, and second, to imitate the beliefs, behaviours, and values of the groups he/she belongs to. Many researchers have explored green or environmental identity from different angles. Green self-identity is defined by Clayton (2003) as, ''a sense of connection to some part of the nonhuman environment, based on history, emotional attachment, and/or similarity, that affects how we perceive and act toward the world'' (pp. 45-46).

Green HR practices such as hiring, development, training, rewards, performances, participation, empowerment, and participation may be used by applying some compression on employees by promoting their subjective norms, attitudes, creativity, and other perceived behaviours (Al-Ghazali & Afsar, 2021). For example, hiring employees based on their

knowledge, beliefs, attitude towards the environment or providing employees systematic training, empowering them about green awareness will lead them towards showing some creativity and they might develop such attitudes that help to be more creative towards the environment. Eco-friendly policies and higher management support are significantly related to employees' eco-creativities. Green policies in human resource management can efficiently and effectively line up companys' employees with their environmental strategies (Ahmad, Donia, & Shahzad, 2019).

In other terms, an organization can bring innovation based on knowledge by generating new and unique green ideas that are helpful to satisfy customers and bring change to the organization (Ancona & Caldwell, 1987; Anderson, Potočnik, & Zhou, 2014). By associating this literature to the current study, it is suggested that when employees consider green practices in the organization, they identify themselves as part of that green practice, and as a result, they genuinely engage in green creativity. The green policies at the organizational level encourage employees towards their green behavior i.e., green identity and they tend great efforts to produce more actions, approaches, and ideas. All those efforts lead towards green creativity. Thus following are the hypotheses stated from the literature,

H2: Green human resource management practices are significantly associated with green self-identity.

H3: Green self-identity is significantly associated with green creativity.

H4: Green self-identity mediates the relationship between green human resource management practices and green creativity.

Vision is termed as the insight, foresight, common knowledge, and image of the wanted future (Chen, Chang, & Lin, 2014). According to Hofmann, Margull, Dittrich, and Düntsch (2012), green shared-vision for any non-industrial and industrial sector, is the use of green expertise, skills, knowledge, and capabilities to reduce the energy, mass, minimize refinish, Scarpe and information consumption to protect enviroment, services and product lives, for example to design enviroment friendly products and services. In the study of Line and Hanks (2016), it was observed that the hotels that adopt strategies like reuse of items like towels, revamping of bathrooms, reutilizing initiatives, less use of plastic materials, effective electricity management system, organic eating options, temperature control devices, are considered to be eco-friendly hotels by the customers and they set the positive image of such hotels.

TPB indicates that the stronger the motivation level of employees (Fishbein & Ajzen, 1977; Fishbein, Jaccard, Davidson, Ajzen, & Loken, 1980) is the more likely perform better.

If we apply this knowledge to current studies, it is therefore suggested that when organizations consider Green HRMP the organization is more likely to participate in the green environment, eco-friendly activities, as a result, employees' attitudes, believes and behaviours positively affect its intentions to become more environmentally friendly. A common thought not only line-up the organizational green shared vision with the individual green vision but also contributes to the sense of work, organizational empathy, and other work-related behavior (Al-Ghazali & Afsar, 2021; Paarlberg & Perry, 2007).

GHRMP has a positive impact on the natural environment and therefore employees would be motivated and enthusiastic towards green shared vision and creativity.

Therefore, the hypothesis for these mediating relationships is as follows,

H5: There is a significant relationship between green HRM practices and green shared vision.

H6: Green shared vision is positively associated with green creativity.

H7: Green HRM practices and green creativity is mediated by a green shared vision.

Many previous studies focused on the influence of various individual features on the creativity of employees (Bledow, Rosing, & Frese, 2013; George & Zhou, 2007; Tierney & Farmer, 2011) but green passion is not considered a moderating factor yet (Mohammad, Bibi, Karim, & Durrani, 2020). Green passion can be defined as a positive sentiment of an employee of an organization to involve in any voluntary activities considering the environment (Mohammad et al., 2020). According to (Jia et., 2018) employees' green passion is an optimistic behavior towards the environment occurring from encouraging organizational conditions and appraisals. Involvement in eco-friendly practices can call upon green passion when the workforce is aware of the advantages and disadvantages of the degradation and protection (Mohammad et al., 2020). Green passion keeps moderating the effect among GHRM and employee's green behaviours (Mohammad et al., 2020). The moderating role of green passion among green identity and green creativity can be described with the TPB.

According to TPB, the actual behaviours of people i.e., creativity are determined by people's social intentions rather than (Ajzen, 1991) attitudes concerning those perceived behaviours. The Green self-identity of employees motivates them to increase their green passion towards producing new green ideas for environmental activities. According to Afsar, Cortez, and

Santos (2015) experiencing self-identity in a green organizational environment leads towards strong passion, the individual will be more motivated, energized, and efficiently complete their task with a new and flexible scope. As a positive feeling towards green self-identification, employee green passion will motivate employee green creativity. Thus we propose the following hypothesis,

H8: Green passion moderates the relationship between green self-identity and green creativity.

Green Passion help to understand the positive and negative emotions and values of employees (Mohammad et al., 2020). However, Individual green passion is an ignoring variable (Choong et al., 2020). According to Bonneville-Roussy, Lavigne, and Vallerand (2011) employee's symphonic green passion is a motivating experience that enthusiast them to make a difference and inspires them to participate in different voluntary activities. When an organization's vision is to introduce green procedures into its system, the effect of such procedure passionate them to introduce novel ideas for the betterment of the organization.

Yukl and Mahsud (2010) suggested that the shared vision helped to build a sense of unity and provide consistency for different activities of an organization. Upper management can provide a shared vision clearly to all the staff members that how to achieve the company's goals, objectives, exhibit confidence, and positivity, and enthusiastically promote beliefs and norms of the companies to the employees (Chen et al., 2014). A shared vision can be used to indicate the ideal objectives for the employees of the organization so that they may successfully go through challenges (Bass, 1990). Moreover, a shared vision also motivates the employee's passion to perform beyond expectations (Sosik, Kahai, & Avolio, 1998). Green Passion is the emotional state of the employee that comes from the organization's green vision. It creates strong feelings and intense interest of employees towards any green activity (Russell, 2012), therefore, it is stated that green passion may increase the level of creativity when green shared vision is applicable in an organization. Hence it is suggested that

H9: Green shared- vision and green creativity are moderated by green passion.
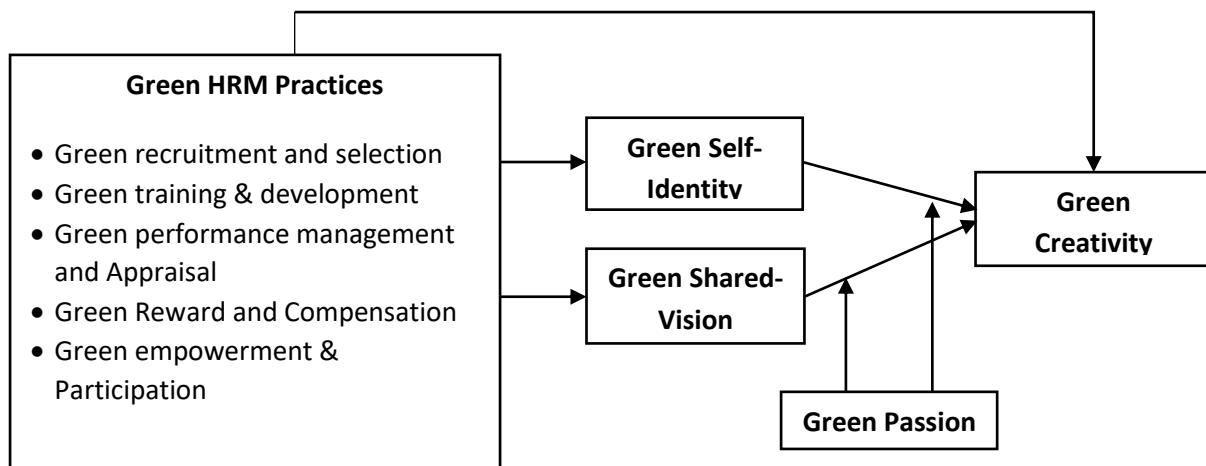
Figure 1. Research Framework

Source: Authors Developed

METHODOLOGY

Questionnaire and pre-test

The items to test the hypothesis of all the variables were adapted from previous research work. The 5-Lickert scale was used to measure the constructs from strongly agree (5) to strongly disagree (1). This current study adapted scales from previous studies for GHRM practices related to employees mentioned in the proposed model. This study used the five-item scale of "green recruitment and selection", the five-item scale for "green training and development", the three-item scale for "green performance management and appraisal", a three-item scale for "green reward and compensation" and a five-item scale for "green empowerment and participation" (Al-Ghazali & Afsar, 2021; Jabbour, 2011; Masri & Jaaron, 2017). To measure the green creativity six-item scale (Chen & Chang, 2013) is used. Further, this study adapted the 5-item scale of (Shaw, Shiu, & Clarke, 2000) to measure the green self-identity of the employee. The author used the scale to measure the green self-identity. A Four-item scale developed by (Jansen, George, Van den Bosch, & Volberda, 2008) is used to measure the mediating effect of the green shared vision. To measure the moderating variable i.e., green passion a 10-item scale of (Robertson & Barling, 2013) was used.

To test the content validity the instruments were submitted to six experts out of which three managers were selected from the hotels and three assistant professors with HRM specialization. Minor changes were made as per their suggestions. Furthermore, reliability

analysis by using SPSS was also conducted to check the internal consistency of scales of this study.

Design and Participants

Keeping in view the research objective of the study, a quantitative research technique is used to examine the proposed hypothesis. The research design of the study is a single sector (hospitality) and single country (Pakistan) based. The data was collected from the hospitality sector of Pakistan i.e., hotels. The purposive sampling method was used. Only 4-star and 5-star hotels' were selected because such hotels are more environment friendly (Creswell & Clark, 2017; Ferguson, 2016).

According to travel myth, Pakistan has 161 hotels (98 - 4stars, and 63 - 5stars). A three-stage sampling mechanism was used to collect the data from suitable respondents. First, websites of all hotels were visited manually and only 50% of hotels were shortlisted as they communicated environmental commitment on their websites. Second, the Upper management of those hotels was contacted via emails, phone calls, and other references, briefed them about the purpose of research and their importance to participate. A formal letter was also sent after contact and with the promise to keep the respondents' anonymity, only 24 hotels were agreed to participate in this research formally. The third stage included the distribution of questionnaires. 400 questionnaires were distributed among employees of these 37 hotels, out of which 317 questionnaires were returned. After eliminating various questionnaires due to various missing components, 262 questionnaires were used for final analysis, with a response rate of 66%.

ANALYSIS

The current study aimed to explain and predict the studied underlying constructs grounded with social cognitive theory. According to Naz, Jamshed, Nisar, and Nasir (2021) Partial least squares structural equation modeling (PLS-SEM) is the most widely used and modern assessment method in all business segments, particularly in the tourism and hospitality sector, therefore, this study used Smart PLS 3 to test the proposed hypothesis. PLS-SEM has been developed as an efficient and effective method when research questions or objectives are to be tested for the perseverance of applying the structural modeling is explanative and the estimating of variables (Ababneh, 2021). Moreover, PLS-SEM is the most flexible technique for model testing (Silaparasetti, Rao, & Khan, 2017). The technique is also appropriate in assessing multidimensional and complex relationships in a single systematic method (Al-Ghazali & Afsar, 2021).

Another reason for the adoption of this technique is due to its minor requirements w.r.t. sample size in comparison to SPSS, normality of data, and Amos (Naz et al., 2021). This is the reason, the current research used PLS-SEM to lessen the data normality problems and sample size. Additionally, bootstrapping technique and PLS algorithm are accompanied to find factor loading of the studies variables' "internal consistency reliability" and construct validity (Naz et al., 2021), corresponding significance level, and path coefficients to test the proposed hypotheses. Initially, the measurement model was checked, estimations were calculated via structural model assessment.

Common method bias

The nature of the research design cross-sectional and the data was collected from single respondents; managerial staff of the hotels, therefore there's a chance for common method bias (CMB). Previous studies claimed that the full collinearity test is useful to find the common method bias of the data while using the "structural equation model (SEM)" in the "partial least square (PLS) technique" (Kock, 2015). By following Kock (2015), the current study attempted to evaluate common method biased by observing "variance inflation factor (VIF)" calculated via full collinearity test. The VIF value higher than 3.3 indicates that the model of study might have a CMB issue and in the case of lesser than 3.3 value designated that the study model could be sated as CMB free. The results verified that the scores of VIF of all the studied variables are below 3.3, therefore no CMB error was found in the current research. It is concluded that CMV is not the issue and can further proceed with hypothesis testing.

Measurement model assessment

The measurement model of the current study was assessed by satisfying the conditions of convergent validity by using Cronbach's alpha, comparative reliability (CR), average variance extract (AVE), and factor loadings. The reliability of the variables was confirmed as Cronbach's alpha values of all variables were more than 0.70 as presented in table 1. Besides, all the variables had significant loading exceed the recommended value i.e., 0.6 (Figure 2). Similarly, all the composite reliability values are greater than 0.70. vales of all the "average variance extract" AVE is greater than 0.5 (Naz et al., 2021). The same, results of "Heterotrait-Monotrait Ratio" (HTMT) validity for the 1st order constructs and 2nd order constructs in Table 2, had values less than 0.85 as discussed by Kline (2011). It is concluded that discriminant validity is not a risk in this research.

Table 1

Convergent Validity

1st Order Construct	2nd Order Construct	Items	Loadings	Alpha	CR	AVE
Green Recruitment and Selection		GRS1	0.733	0.779	0.849	0.53
		GRS2	0.745			
		GRS3	0.748			
		GRS4	0.728			
		GRS5	0.683			
Green Training & Development		GTD1	0.747	0.799	0.861	0.557
		GTD2	0.814			
		GTD3	0.72			
		GTD4	0.829			
		GTD5	0.6			
Green Performance Management and Appraisal		GPMA1	0.699	0.809	0.868	0.57
		GPMA2	0.831			
		GPMA3	0.661			
		GPMA4	0.745			
		GPMA5	0.823			
Green Reward and Compensation		GRC1	0.822	0.743	0.855	0.663
		GRC2	0.869			
		GRC3	0.747			
Green Empowerment & Participation		GEP1	0.837	0.861	0.9	0.644
		GEP2	0.727			
		GEP3	0.791			
		GEP4	0.8			
		GEP5	0.85			
	Green HRM Practices	GRS		0.923	0.934	0.504
		GTD				
		GPA				
		GRC				
		GEP				
Green Creativity		GC1	0.733	0.87	0.902	0.606
		GC2	0.75			
		GC3	0.816			
		GC4	0.781			
		GC5	0.812			
		GC6	0.774			
Green Self-Identity		GSI1	0.799	0.852	0.894	0.627
		GSI2	0.774			
		GSI3	0.781			
		GSI4	0.819			
		GSI5	0.785			
Green Shared-Vision		GSV1	0.833	0.838	0.892	0.674

	GSV2	0.867			
	GSV3	0.779			
	GSV4	0.802			
Green-Passion	GP1	0.774	0.86	0.893	0.545
	GP2	0.718			
	GP3	0.794			
	GP6	0.716			
	GP8	0.768			
	GP9	0.728			
	GP10	0.659			

Note: CR-Composite Reliability; AVE-Average Variance Extract; Alpha-Cronbach's Alpha

Table 2
Discriminant Validity (HTMT Ratio)

	GC	GEP	GP	GPMA	GRC	GRS	GSI	GSV	GTD
GC									
GEP	0.471								
GP	0.729	0.565							
GPMA	0.618	0.616	0.532						
GRC	0.566	0.773	0.508	0.778					
GRS	0.513	0.641	0.525	0.714	0.675				
GSI	0.753	0.543	0.795	0.53	0.501	0.46			
GSV	0.591	0.738	0.698	0.529	0.609	0.586	0.697		
GTD	0.573	0.701	0.59	0.726	0.753	0.727	0.513	0.533	

**Figure:2. Measurement Model Assessment**
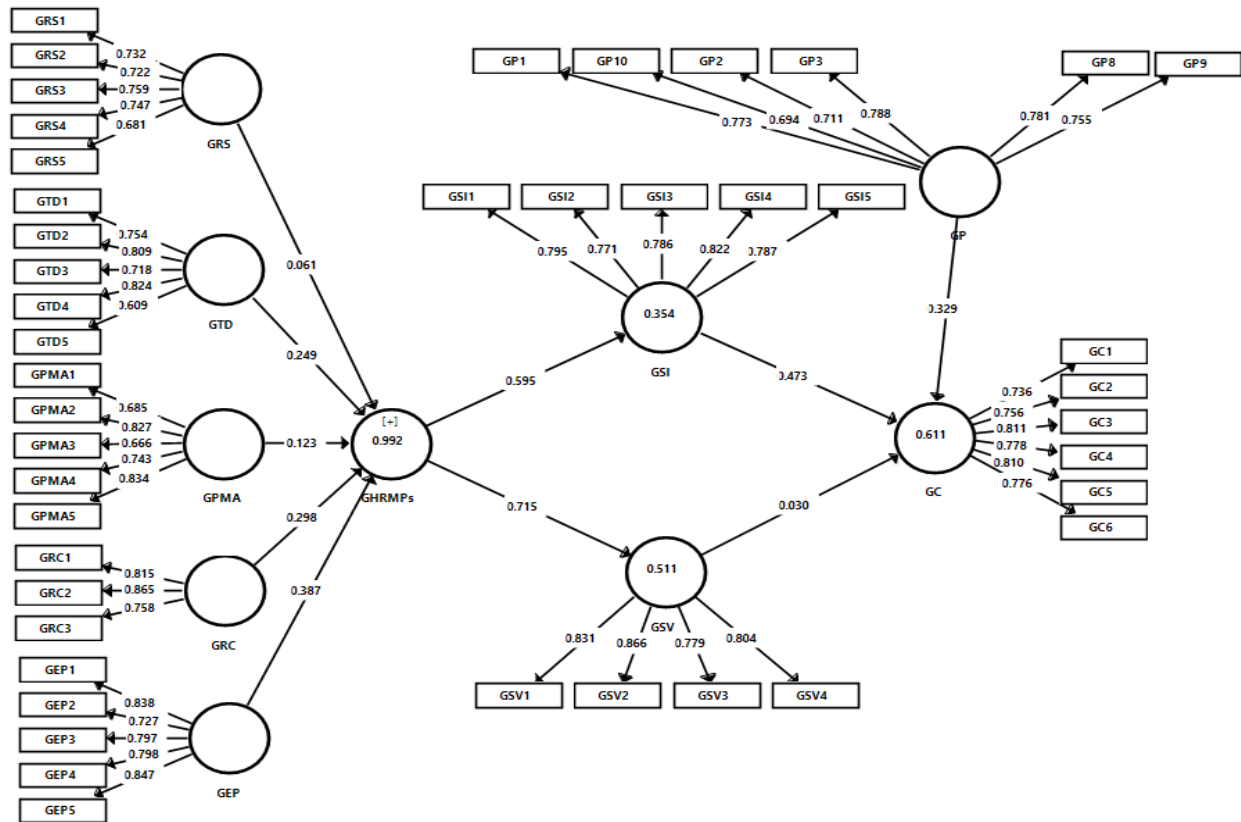
Structural Model Assessment

Structural modeling was executed to evaluate the hypothesis of current study after checking the validity and reliability of the proposed model. T-vales, path coefficients, standard errors and beta vales were calculated to determine the study variables' relationships significance with the collected data. Based on the values of the path coefficients the hypothesized relationships were concluded with as supportive or not supportive. Furthermore, in Smart-PLS, bootstrapping technique was calculated to evaluate the direct and indirect effects of variables (Ringle, Wende, & Will, 2005). As presented in Table 3, green HRM practices are positively and significantly associated with green creativity (β = 0.261, S.D = 0.076, t = 3.184; LL = 0.344, UL = 0.426), therefore, H1 is supported. The results of green HRM practices and green self-identity also showed significant relationship (β = 0.584, S.D = 0.049, t = 11.602; LL = 0.485, UL = 0.675), so H2 is supported. Moreover, green self-identity and green creativity also represented positive and significant relationship (β = 0.472, S.D = 0.081, t = 5.173; LL = 0.369, UL = 0.664), thus, H3 is supported. Further the study also indicated that green self-identity has a mediation affect among green HRM practices and green creativity (β = 0.564, S.D = 0.05, t = 4.851; LL = 0.342, UL = 0.786), hence H4 supported. Refer to Table 3, it could be perceived that green HRM practices and green shared vision are significantly associated with each other (β = 0.663, S.D = 0.045, t = 15.06; LL = 0.622, UL = 0.78), so H5 is statistically supported. In addition, p value of the relationship among green shared vision and green creativity was above 0.15 limit and lower significance level didn't meet (β = -0.056, S.D = 0.11, t = 0.896; LL = -0.078, UL = 0.239), thus the H6 statistically did not supported. Green shared-vision did not mediate the among green HRM practices and green creativity (β = 0.107, S.D = 0.074, t = 0.374; LL = -0.056, UL = 0.175) thus H7 rejected. As per results green passion partially moderate among green creativity and green self-identity (β = 0.453, S.D = 0.103, t = 0.501; LL = 0.5, UL = 0.54) therefore, H8 is accepted. Lastly, the moderation of green passion among green shared-vision and green creativity also not exit (β = -0.027, S.D = 0.079, t = 0.655; LL = -0.149, UL = 0.069) thus, H9 is rejected.

Table 3

Path Analysis

	Relationships	Beta	S.D	t-value	p-value	L.L	U.L	Decision
H1	Green HRM Practices -> Green Creativity	0.261	0.076	3.184	0.001	0.344	0.426	Supported
H2	Green HRM Practices -> Green Self-Identity	0.584	0.049	11.602	0	0.485	0.675	Supported
H3	Green Self-Identity -> Green Creativity	0.472	0.081	5.173	0	0.369	0.664	Supported
H4	Green HRM Practices -> Green Self-Identity -> Green Creativity	0.564	0.05	4.851	0	0.342	0.786	Supported
H5	Green HRM Practices -> Green Shared-Vision	0.663	0.045	15.06	0	0.622	0.78	Supported
H6	Green Shared-Vision -> Green Creativity	-0.056	0.11	0.896	0.371	-0.078	0.239	Not Supported
H7	Green HRM Practices -> Green Shared-Vision -> Green Creativity	0.107	0.074	0.89	0.374	-0.056	0.175	Not Supported
H8	GSI*GP -> GC	0.453	0.086	2.272	0.039	0.5	0.54	Supported
H9	GSV*GP -> GC	-0.027	0.079	0.655	0.513	-0.149	0.069	Not Supported

Figure:3. Measurement Model Assessment
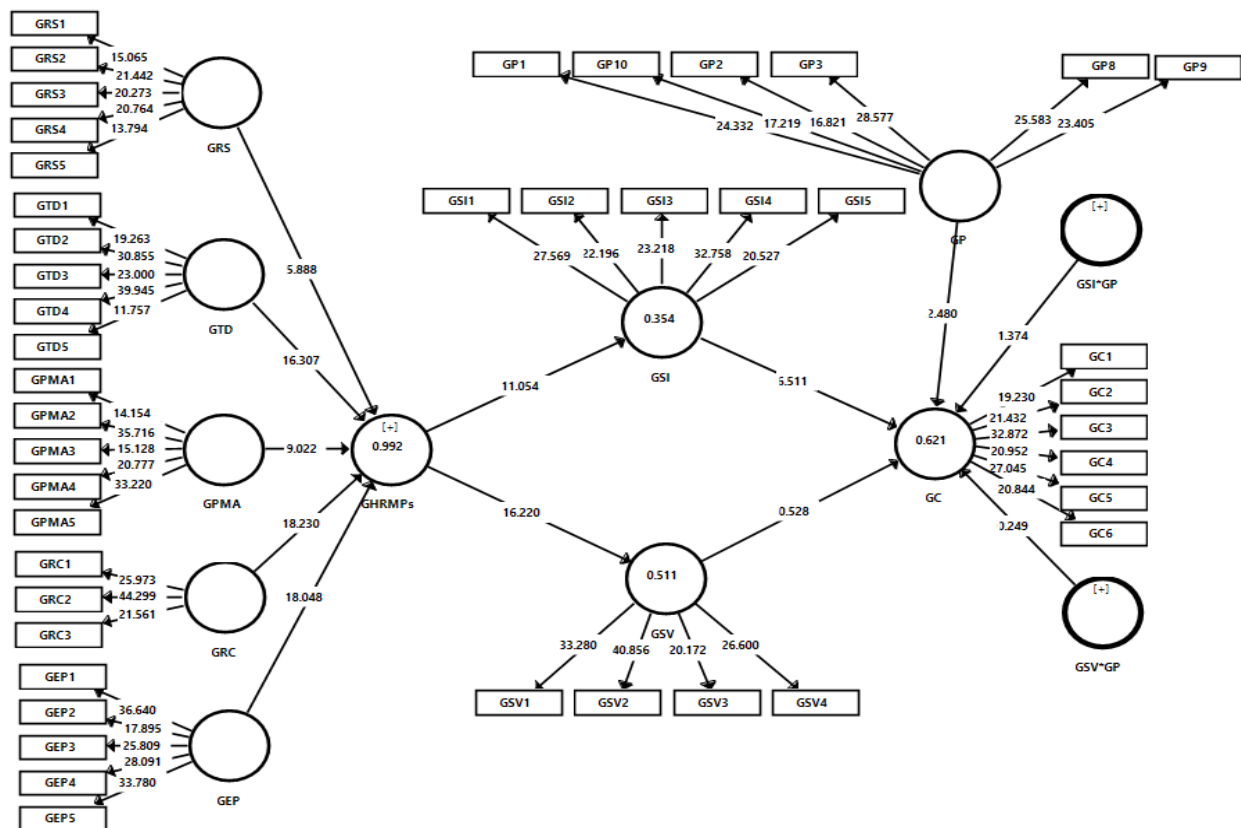
DISCUSSION

The model of this study proposed nine hypotheses with the support of Theory of Planned Behavior and Self-Identity Theory, proposed nine hypotheses. The first three hypotheses proposed direct and positive connection among GHRMPs with GC, GHRMPs with GSI, and GSI with GC were statistically accepted, and compatible with previous research findings (Ababneh, 2021; Al-Ghazali & Afsar, 2021; Mittal & Dhar, 2016; Renwick et al., 2013). The outcomes of the study were also linked with the TPB, according to which collaboration of personal factors with environmental factors came with behavioral outcomes. Particularly, the positive effect of GHRMPs on GC was accepted by the results, suggesting that the hotels can successfully use green HRM practices i.e., green recruitment, hiring, training, developments, compensations, empowerments on their employees to increase green creativity. Based on this, when employees observe organizations' green values and then they improve their knowledge and skills for green management and suggest new and creative solutions to attain ecological goals. Similarly, the relationship between GHRMPs and GSI is also supported by the results. This suggests that GHRM initiatives as mentioned above enhance the recognition ability of employees, they identify themselves as green-oriented, their abilities to achieve objectives and overcome environmental-related problems increased. Furthermore, the outcome specifies that the self-identification of employees in overwhelming challenges related to ecological concerns efficiently and successfully will enterprise their tendency to create novel solutions to accomplish eco-friendly goals. Moreover, the study also tested the mediation effect of GSI among GHRMPs and GC. The result showed partial mediation by GSI, which proposes that GHRMPs cause GC, but that GSI mediates the effect.

The other three hypotheses proposed a significant relationship among GHRMPs with GSV, GSV with GC, and GSV mediation among GHRMPs and GC. The association of green HRM practices and GSV was accepted by the results which means, hotels should take initiatives to support a green shared vision. However, an association between GSV and GC did not find. Moreover, the mediation among GHRMPs and GC was also not found by the results. The reason for the rejection of H6 and H7. Though, this is not believable, theoretically. Hence, this association needs to be discovered further by using diverse target groups. Green self-identity is the important variable that strengthens the relationship between green HRMPs and green creativity. Hence this study examined the moderating effect of green passion among green self-identity and green creativity. The testing supported the moderation and concluded that green passion enhances employee creativity. Last but not least, the moderation effect of

green passion was also checked among green shared vision and green creativity and results showed it null. It is therefore suggested that green shared-vision is not an important variable for the green creativity of employees. It is concluded from the results that the organizational factor has less impact on employee creativity than the personal factor.

Conclusion

In this current century, environmental responsiveness in the hospitality sector is becoming dependent on creative programs, corporate strategies, and green procedures as consumers are now environment conscious (Sourvinou & Filimonau, 2018). This is relevant as hotels' daily activities have a large impact on the environment as highlighted by several case studies. Hotels can motivate employees by providing green policies via self-identification for the creative ideas by the employees. In response to this, the current study inspected and confirmed the positive relationship between GHRMPs and GC of hotel employees in Pakistan. Moreover, the model was proposed based on SCT, which observed the relationship between GHRMPs and GC while considering other constructs in their relationship. The model was tested through a questionnaire survey. These results confirmed the mediation of green self-identity between GHRMPs and GC. The mediation effect of GSV was also checked among GHRMPs and GC, although this hypothesis was rejected. Green passion can moderate green self-identity and green creativity but cannot play as a moderating variable among green shared-vision and green creativity. However, GHRPMs have an impact on GSV. The findings of this paper provide future scholars to examine such instruments to reduce environmental challenges by increasing green creativity among employees.

Theoretical Contribution

As previously discussed, green human resource management has become a prominent issue due to growing concerns about the environment. The GHRM practices have evolved over the past decade and with the passage of time its need turnaround and becoming a challenge, the new change world in epidemic whether accept it to develop green HRM practices or is it directed for a blockade (Paulet, Holland, & Morgan, 2021). Despite many studies conducted on this subject, it remains unclear how environmental and personal factors enhance the behaviours of employees which lead towards the achievement of green organizational goals to protect the environment (Al-Ghazali & Afsar, 2021). The current study contributes a lot theoretically. People who learn more about the environment tend to be more engaged in green practices and behavior (Zareie & Navimipour, 2016). First of all, this study integrated employees (GSI and GC) and organizational (GHRMPs and GSV) factors in the same model to better understand the mechanism by which the hospitality industry can increase employee

participation and contribution in ensuring the accomplishment of eco-friendly objectives. Secondly, researchers have eminent that employee involvement is important for successfully executing environment-related initiatives (Ababneh, 2021; Carter, Nesbit, Badham, Parker, & Sung, 2018) the findings of the paper contribute useful theoretical understandings that can advantage future research. The green HRM practices are influencing employee's willful behaviours towards the environment, which ultimately contributed to the hotel's drive of sustainability (Hameed, Khan, Islam, Sheikh, & Naeem, 2020). Secondly, the current research theoretically contributes by evaluating the study hypothesis under the paradigm of SCT in the Pakistani hotel industry context. Thirdly, the current study fills the research gap and gets deep knowledge about the complex occurrence of human behavior related to environmental outcomes. Hence, this study advances the literature by evaluating the significant and positive role of GHRMP and green creativity via green self-identity. Fourthly the current study is the rejoin to a research work accompanied by (Al-Ghazali & Afsar, 2021) who supported that GHRMPs are important for individual behaviours via green pro-climate and green values. Hence this research is the addition by adding constructs of green self-identity as a significant antecedent of employees' behavior to fill the gap in previous studies (Ababneh, 2021). The suggested finding that top tiers of management and HR professionals working for the hotel sector might one of the key activist and major decision and policy makers to promote pro-environment behavior, environmental knowledge and green HR practices by engaging existing or new manpower's to develop their mindset of green environment. Such activities routes through the top tiers and managerial level encourages employees to agree upon or embrace green creativity and green behavior which will ultimately leading towards optimize sustainable performance.

Practical Contribution

This study has some practical implications to share with the policymakers and top management. Employee green creativity may be boosted by focusing on Green HRM activities like recruiting and selection, empowerment, participation, training, and development. Multidisciplinary researchers are introducing tolls to monitor pro-environment behavior (Lange & Dewitte, 2019). Firstly, it tells that engaging employee with remarkable green HR procedures is an efficient path for the hospitality industry to not only come with environmentally friendly initiatives but also make employees believe to imply eco-friendly initiatives in their everyday work. Aside from increasing employees' awareness and understanding of environmental concerns, training allows for career progress, instilling a

feeling of duty to contribute to desired company goals. Organizations must pay close attention to training workers' environmental management skills. The findings provide the road map for management to improve the green orientation of their employees (Farooq et al., 2021). People who are concerned about their environment are inclined to participate in safeguarding their environment through using organic and natural products, buying green goods, reprocessing surplus, and involving themselves in green activities. Secondly, the research discloses that organizational green shared visions raise the positive influence of GHRMPs employees' conviction that they can effectively accomplish environmental objectives, solve environmental issues, and perform green missions. Therefore, topmost management should guarantee that green HRM practices are reinforced by appropriate green visions. Third, our findings indicate that GSI positively upturns GC, which captures the employee's propensities to propose different solutions to green subjects, spread green ideas to others, e.g., a study suggests that hotels, should recognize a 'green champion' from their employees on the monthly, quarterly or yearly basis, based on their environmental behavior. Fundamentally, the hotel owners must propose a framework based on strategic performance management so that it can be linked with green behaviours along with the pay and promotion of employees. The management can attract the employees even more by including it in annual appraisals. In this way, they can involve the employees in green activities. Employee engagement will be increased which will be resulted in the green behavior of organization (Hameed et al., 2020). The concern regarding sustainability, green behavior, and green creativity must be integrated into HR policies; which will make the managers responsible for applying GHRM policies. Consequently, the management will be liable for performing GHRM practices with chief concern (Naz et al., 2021). Moreover, to measure sustainable performance, corporate sustainability strategies must be flowed within the hotels by making performance goals that will be regulated by Green Performance Management and Compensation policy and system. These types of regulatory policies always befitting hotels' social, environmental, and social outcomes.

Limitations and future directions
Green HRM, employee green creativity, green behaviors, and green values are all incorporated into this study. From the past few years, despite of the increase in the body of literature of GHRM practices, more studies should aim to conceptualize Green Human Resource Management practices as core resources that can be used to encourage employee pro-environmental behaviors from the employees perspective (Ojo, Tan, & Alias, 2020).

First, because this study was done solely in the Pakistan context, its generalizability to other countries may be restricted however the presented model may be applicable in other cultural or economic contexts as well. Second, because Green HRM is a novel idea, it may take some time to affect employees' behavior outcomes. Third, the study overlooked this idea and collected data at a single moment in time, raising concerns about causation but it is recommended to collect data from multi-source in the future for different measures and conduct longitudinal studies. Fourth, further research on the roles of factors such as green psychological environment, green identity, and green vision is required. The fifth, future researcher can use mixed-method research in the pursuance of future studies in the area of GHRMP and green creativity in the context of Pakistan. Sixth, future researchers can research differentiation between awareness of sustainable performance and environmental protection laws and their effects. Finally, the study focused solely on green outcomes, such as green creativity, although other non-green outcomes may be influenced by Green HRM practices. As a result, future studies on Green HRM should investigate its effects on employees' non-green attitudes and actions. The green psychological climate and green work are some of the other connections to our model as studied in several recent studies. This can be the basis on which a conceptual model might be developed, with substantial theoretical and management consequences.

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