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Green HRM pursuit of social sustainability in the hotels: AMO theoretical perspective

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Abstract

This study empirically examines green HRM practices within social sustainability. Employee green behaviour and green self-efficacy as a micro-level perspective towards social sustainability is under-researched and lacking aspect in the existing literature on human resource management therefore the study addresses this research gap. Drawing from the ability motivation opportunity (AMO) theoretical perspective, it is hypothesized that employee green behaviour and green self-efficacy serve as moderators and mediators between green HRM and social sustainability in organizations. This study used a survey design method and partial least squares structural equation modeling (PLS-SEM) was run for the data analysis. We collected data from 142 employees working in the hotels located in the metropolitan city of Karachi (Pakistan) by using a purposive sampling technique. The significance and novelty of this study lay in multiple outcomes such as employee green behavior mediates a positive relationship between green HRM practices and organizational social sustainability meanwhile green HRM practices showed an insignificant direct relationship with organizational social sustainability. Furthermore, the moderating impact of green self-efficacy on green HRM practices and organizational social sustainability was insignificant in the current study. Based on these findings, hotels need to foster the green attitudes and behaviors among employees related with corporate green priorities in order to foster organizational social sustainability. Hotels have to incorporate green policies into their HRM to remind and facilitate green attitudes and behaviors.

Keywords: Green HRM, Employee Green Behavior, Green Self Efficacy, Organizational Social Sustainability, AMO theory.

1. Introduction

Management literature is increasingly acknowledging the need of addressing the social concerns of our day, such as the United Nations Sustainable Development Goals to eradicate poverty, safeguard the environment, and provide prosperity for everyone (George et al., 2016). In contrast to the

extensive literature on green HRM, which considers not only environmental but also economic factors, there is only a small body of work dedicated to social sustainability (Gilal et al., 2019; Anwar et al., 2020).

Previous empirical studies have shed light on the environmental performance in the manufacturing and services sectors (Ren et al., 2021). Debatably, recent study identified relationship of green HRM with environmental sustainability through mediation mechanism of corporate social sustainability in small and medium sized enterprises (SMEs) in the Pakistani context (Wen et al., 2021). Conversely, there is lack of research on green HRM and social sustainability especially in the hotel industry in Pakistan (Umrani et al., 2020). Consequently, there are growing calls in the literature for integration of green HRM with social performance or sustainability (Amrutha & Geetha, 2020; Mousa & Othman, 2020). Interestingly, the concept of social sustainability is relatively new phenomenon in the developing country context (Weingaetner & Moberg, 2014).

Green HRM and social sustainability is at infancy stage in the existing literature on human resource management (Amrutha & Geetha, 2020). Subsequently, the relation between GHRM and social sustainability is not as much studied as compare to the environmental and economic sustainability (Aboramadan, 2020). This is consistent with the prior research findings which states that social component is not yet discussed a lot and it rests the weakly support among researchers and practitioners (Saeed et al., 2019) owing to the current ambiguities about the difficulties of evaluating this social sustainability construct (Staniškienė & Stankevičiūtė, 2018), while the aspects of economic sustainability and environmental sustainability can be articulated conveniently and simply.

Debatably, many researchers have argued that talks of "win-win" circumstances and sustainability programmes frequently overlook social advantages in favour of ecological and economic ones (Simola, 2012). It follows that a company can only be more sustainable if it works to maintain or increase its competitiveness while also addressing social elements of sustainability. Prior study has seldom focused on social sustainability (Hutchins & Sutherland, 2008) and its effect on company success. Social sustainability has become a strategic focus for firms to take care of their employees' health and wellbeing at the workplace (Lin, 2013; Luxmore & Hull, 2011)

Arguably, environmental safety and social sustainability are considered world's most pressing issues nowadays for hospitality and tourism industry (Al-Romeedy, 2019; Singjai et al., 2019). It has been said, for instance, that it is vital to understand environmentally and socially conscious and productive decision-makers in various organizations to rise in environmental issues, conservation of the natural eco-system and tackle employee health and wellbeing issues (Howard-Grenville et al., 2014). Consequently, hotel industry is now working in a fully competitive world, which allows them to explore different forms and places in which their most critical corporate properties, such as green human resource management can be strengthened, as HR is an integral activity and serves as a success factor for the introduction of strategies, systems, procedures and the improvement of sustainable results (Umrani et al., 2020). Subsequently, Kim et al., (2017) examined the role of HRM in environmental productivity have concentrated on the behavior of environmentally friendly workers as a core factor in the successful application of environmental policies in the workplace. GHRM practices relate to the sustainability principles of socioeconomic inclusion, health, well-being of enterprises and their staff, in order to achieving economic growth and environmental balance (Pham & Paillé, 2020).

There is growing acknowledgment that green human resource management would increase employee engagement in the hotels (Ababneh et al., 2021). In addition, they found that employees' willingness to engage in sustainable initiatives lags behind how companies create green employee competency and give them through resources in order to contribute in corporate green management efforts.

Research also indicates that green activity and citizenship behavior of workers were closely connected to GHRM attitudes (Pinzone et al., 2016), an essential component of an organization's holistic view of longterm health. To yet, there has been little evidence linking green workplace activities with social sustainability, despite the fact that GHRM practices have been posited to promote a green work-life balance (Celma et al., 2018).

Despite extensive research on green HRM with green and non-green outcomes (Shen et al., 2018). Consequently, previous studies focused only on the two pillars of sustainability such as environmental and economic performance with green HRM (Ren et al., 2021; Bhatti et al., 2021). Also, prior study revealed social sustainability dimension is treated as the weakest “pillar”. However, there is currently a lack of study in the domain of social sustainability with green HRM (Amrutha & Geetha, 2020). For this reason, this study responds to aforementioned call to examine green HRM on social sustainability to get better understanding of social equity, wellness, health and wellbeing of employees. This study's key contribution to the literature is to perform theory-based empirical research to examine how green HRM impacts non-green workplace outcomes (Organizational social sustainability). It is possible that the green HRM literature is still in its infancy, given the paucity of research on this connection. The existence of this relationship remains unexplored and largely unknown, which indicates that the green HRM literature is somehow in the beginning stage. Therefore, there is significant gap that this research is aiming to bridge is in the area of sustainable development (Blake-Beard et al., 2010), in which the social dimension will be addressed, targeting the advancement of corporate and business sustainability (Gao and Bansal, 2013; Klettner et al., 2014), while placing greater emphasis on social sustainability as an overall sustainability driver. This research provides new theoretical framework.

A number of organizations have adopted green human resource management have learned from this, according to Aragón-Correa et al., (2013), contributing to higher results and high productivity of workers, and these organisations have done very well financially. Improving labour efficiency by introducing and following environmentally sustainable strategies lets businesses benefit from reducing harmful environmental impacts by (Delmas & Pekovic, 2013). A plethora of research on green HRM and social sustainability is salient in the existing literature (Ali et al., 2021). Therefore, in order to explain how organisations utilize green HRM activities for peace, this analysis in the context of a developing nation, Pakistan, this study tries to find the answer of the following questions:

RQ1: To what extent does GHRM practices (green recruitment and green selection) impact on an organizational social sustainability?

RQ2: To what extent does employee green behavior at workplace mediates a relationship between green competence building practices and organizational social sustainability?

RQ3: To what extent does employee green self-efficacy moderates a relationship between employee green behavior and organizational social sustainability?

2. Literature Review

2.1 Ability Motivation Opportunity theoretical perspective

In the context of Ability, Motivation, opportunity (AMO) theory, green human resource management techniques are largely formulated. An application of AMO theory to greening focuses on HR policies and actions connected to environmental conservation that develop human capabilities, results in sustainability development via increased human resources and environmental values. Environmental sustainability and recycling activities have compelled companies to seek out personnel with green

values who can aid in the creation of environmentally friendly careers (Renwick et al., 2013). In general, it has been discovered that organisations seek for green positions, while applicants are looking for greener enterprises (Gully et al., 2013). People want to work for organisations that have a green culture and values because they believe that these enterprises will have a long-term future of employment security, greater job prospects, and long-term survival. Thus, firms might become environmental champions via the creation of a green brand image (Chaudhary, 2018; Wehrmeyer, 1996).

In order to grow and attract top green talents and address the complexity of the competitive business landscape, green talent procurement becomes more meaningful (Longoni et al., 2018) when accompanied by green preparation for environmental conservation practices (Gardas et al., 2019). The 'Ability' component of AMO theory includes the development of green skills via education. Retaining high-performance personnel with green values involves special training and education suited to the climate (Madsen & Ulhoi, 2001; Teixeira et al., 2012). As Guerci et al. (2015) demonstrate, green planning and development enhance an organization's ethical framework, increase employee involvement and loyalty, and ultimately lead to increased corporate social responsibility and sustainability (Garavan & McGuire, 2010; Cheema & Javed, 2017; Batista & Francisco, 2018).). Eco-sensitive, resource-efficient, and socially aware workforce development companies (Ulus & Hatipoglu, 2016) use environmental consciousness workshops and seminars as the primary ecological project, however the effects of these activities have yet to be thoroughly studied.

Identifying and increasing green competences, according to the AMO theory is one of the primary needs for optimizing operational efficiency. Green talent is highly valued by organisations, which is why they go out of their way to train people in environmental stewardship (Cabral & Dhar, 2019). Similarly, Kim et al. (2019) discovered in the context of the principle of social identification, that if workers are environmentally conscious, they are more inclined to change a company's green human resource management strategies that improve their green actions at work, which in turn would impact the company's environmental efficiency.

2.2 Organizational Social Sustainability

Social sustainability issue is in the spotlight and has captured the attention of academics in recent decades. Vallance et al (2011) suggest the research on social change tends to be rooted in the 1987 Brundtland Report, Our Common Future. "sustainable development in a way that stresses human livelihoods as essential to the achievement of environmental objectives by economic change that "meets the needs of the present without undermining the capacity of potential generations to fulfil their own needs". In the literature on social sustainability, there is still no unanimity on what social sustainability really is (Colantonio, 2008).

In reality, Wagner (2013) concluded that there is evidence that certain firms that have engaged in social responsibility have achieved tangible benefits in terms of consumer and employee loyalty, excellent recruiting of workers and creativity, variables that are likely to consolidate the social success of an organisation. A recent research found corporate social responsibility has been considered valuable tool for small and medium sized enterprises especially in western context (Belas et al., 2021).

2.3 Green Recruitment, Green Training and Organizational Social Sustainability

Green human resource management (GRHM) approaches provide companies with a realistic means of improving human resources that can boost the company's environmental efficiency (EP) and

sustainable sustainability (Jaramillo et al., 2018). The GHRM concepts recognized in the literature review are as follows: Green HRM activities apply to green recruitment & training initiatives in order to increase worker environmental information and abilities (Teixeira et al., 2012). Employment applicants tend to operate in companies that have a strong environmental image, according to Renwick et al. (2013). Similarly, since he/she is more likely to invest in eco-initiatives, recruiters tend to select an applicant with environmental awareness and a constructive environmental mindset (Jabbour et al., 2010). Green training helps increase the awareness of the value of environmental conservation by an individual, increases their capacity to respond towards the change, and supports them to acquire fundamental methods of saving resources at the workplace (Jabbour, 2015).

A research by Yong et al. (2019) on the GHRM-sustainability relation utilizing a resource-based view (RBV) the principle indicates that renewable recruiting and green teaching lead significantly to sustainability. It's not only about increasing efficiency; it's also about growing green workers, helping daily people modify their behaviours, and eventually changing the culture of work via green HR methods including green recruitment and selection and performance appraisal (Pinzone et al., 2019). The following theory is posited, based on the aforementioned arguments:

H1. Green Recruitment has a positive relationship with organizational social sustainability.

H2. Green Training has a positive relationship with organizational social sustainability.

2.4 Green Recruitment, Green Training and Employee Green Behavior

Employee green behaviour can be characterized as employee activities which results in useful impact on the eco system (Unsworth, Dmitrieva, & Adriasola, 2013). It include practices such as water management, resource usage, unused saving & recycling, energy saving (Norton et al., 2015). For the following factors, GHRM may be assumed to control the green conduct of workers. Second, it is likely to raise employee sustainability knowledge and appreciation by expressing the preference of the company for green through recruiting and recognizing the environmental standards of individuals in the employee selection phase (Renwick et al., 2013). Second, it is possible that employee participation in the introduction of green policies and the provision of green training would strengthen employee awareness, expertise, and capacities. Also, HRM hypotheses indicate that the HRM success is in producing correct habits in the workplace relies on the perception of the need and urgency of workers to follow those practices (Nishii, Lepak, & Schneider, 2008).

According to Saeed et al. (2019), GHRM initiatives in Pakistan have a positive effect on the environmentally friendly behaviors of employees across a wide variety of businesses. Another study revealed that GHRM shows a positive relationship with the execution of green tasks, the empowerment of green workers, green work formation and environmental corporate citizenship (Fawehinmi et al., 2020; Luu, 2019; Chaudhary, 2018). The following theory is posited, based on the aforementioned arguments:

H3. Green Recruitment is positively related to employee green behavior.

H4. Green Training is positively related to employee green behavior.

2.5 Employee Green Behavior and Organizational Social Sustainability

Previous study has found that a favourable association between corporate practices and employee actions does not inherently occur (Whitmarsh, 2009). Such contradictory outcomes due to attributed towards the lack of mental powers that cause interaction among rules and actions. These psychological processes were incorporated by (Norton et al., 2014) in their analysis and it found out that workers' expectations of existence of corporate sustainability strategy are seems to be definitely linked towards their employee green conduct, this result is compatible with the research findings of (Bissing et al., 2013). The following theory is posited, based on the aforementioned arguments:

- H5.** Employee green behavior is positively related to organizational social sustainability.
- H6.** Employee green self-efficacy is positively related to organizational social sustainability.
- H7.** Employee green behavior mediates a positive relationship between green recruitment and organizational social sustainability.
- H8.** Employee green behavior positively mediates a relationship between green training and organizational social sustainability.
- H9.** Green Self - Efficacy moderates a positive relationship between employee green behavior and organizational social sustainability.

3. Methodology

3.1 Objective of the research

This empirical study is conducted to study the relationship between GHRM and organizational social sustainability, also to identify if employee green behavior at workplace, a mediating variable introduced is relevant to organizational social sustainability and to find whether green self-efficacy moderate a relationship between employee green behavior and organizational social sustainability.

3.2 Research design and measurement scales

This study used a survey design method (quantitative & cross-sectional research); the questionnaire was adapted and divided into three parts. The first part of the questionnaire included a scanning question for the respondents. The second part included demographic questions regarding gender, age, employment status, organization type experience, business sector and monthly household income. The third part of the questionnaire included the questions related to four different constructs including OSS as the dependent variable, GHRM practices as independent variable, EGB as a mediating variable and GSE as a moderator. Also, all of the measurement items will appear in a positive statement. The instrument was adapted from the following sources:

Table 1: Measurement of Scales

Construct	Items	Source
Green Training	5	Tang et al., (2018)
Green Recruitment	3	Jabbour, (2015)
Employee Green Behavior	5	Cabral & Dhar, (2019)
Green Self-Efficacy	5	Chen et al., (2015)
Organizational Social Sustainability	4	Awan et al., (2018).

3.3 Sampling strategy and data collection method

Data was collected from employees and managers working in hotels of Pakistan are considered to be sampling units using a non-randomized form of sampling, mainly purposeful sampling (Tongco, 2007). The reason for employing this technique is that only certain organisations that implement GHRM practices were targeted by the researchers. The number of respondents requested to have answers and engage in the analysis was roughly 142 and we even carried out bootstrapping to render our sample size ideal.

3.4 Estimation methods for data analysis

To gauge hypothesized model, this study used PLS-SEM, a prevalent method of statistical examination used in social sciences and HRM studies (Ringle et al., 2020) along with IBM-SPSS (Holt, 2002). To evaluate the performance, the Smart PLS 3.0 edition was used. The software G*Power 3.1.9.2 was used to perform a priori analysis to determine the size of the sample. The power analysis revealed a minimum of 83 measurements, in this study, (n=142) used is over the lowest size of the sample.

4. Results

4.1 Descriptive analyses

Univariate normality was calculated using the method of skewness and kurtosis. No values crossed the range of -1 and + 1, meaning that univariate normality was not broken (Hair, Sarstedt, Pieper, & Ringle, 2012). Two approaches were used to measure multivariate normality: "Mardia's multivariate kurtosis test" and "Mardia's multivariate skewness test" (Mardia, 1970), p. 519. All tests denied H0 (all four $p < .0001$), indicating that there was no breakage in multivariate normality.

4.2 Reliabilities and validities

The outcome show that all constructs are displaying a good CR for employee green behavior (0.935), green recruiting and selection (0.940), green self-efficacy (0.928), green training (0.937) and corporate social sustainability (0.926), suggesting high internal consistency performance as shown in Table 2. Rule is that the external load must reach to 0.708, If the other indicators have an AVE of 0.5 or greater, low-load indicators (0.4 to 0.7) may be retained without standing (Hair et al., 2017). The CV results indicate that all indices have adequate loads, as seen in Table 3, the AVE scores have been checked by

the CV of the evaluation model: employee green behavior (0.743), green recruitment and selection (0.838), green self-efficacy (0.720), green training (0.747) and organizational social sustainability

Table 2: Convergent Validity. Source: own research

Constructs	CA	rho_A	CR	AVE
EGB	0.913	0.918	0.935	0.743
EGB*GSE	1.000	1.000	1.000	1.000
GR	0.904	0.905	0.941	0.838
GSE	0.903	0.903	0.928	0.721
GT	0.915	0.916	0.937	0.747
OSS	0.893	0.894	0.926	0.759
Note: Employee Green Behavior (EGB), Green Self-Efficacy (GSE), Green Training (GR), Green Training (GT), Organizational Social Sustainability (OSS)				

A recent and enhanced criterion for determining discriminant validity has been shown to be the Hetrotrait Monotrait ratio (HTMT). To explain it, the cut-off values are suggested below 0.90 (Teo et al., 2008). Table 3 indicates that all the values are below the cut-off mark, thereby maintaining discriminant validity.

The calculation model had, thus, acceptable discriminant validity. Moreover, because the calculation model of this study showed a reasonable degree of reliability and validity, it was possible to carry out further studies to determine the conceptual model, accompanied by testing of hypotheses.

Table 3: Hetrotrait Monotrait Ratio (HTMT) Discriminant Validity. Source: own research

Constructs	EGB	EGB*GSE	GR	GSE	GT	OSS
EGB	0.862					
EGB*GSE	-0.480	1.000				
GR	0.809	-0.480	0.916			
GSE	0.830	-0.564	0.716	0.849		
GT	0.871	-0.458	0.736	0.785	0.864	
OSS	0.813	-0.487	0.669	0.813	0.794	0.871
Note: Employee Green Behaviour (EGB), Green Self-Efficacy (GSE), Green Training (GR), Green Training (GT), Organizational Social Sustainability (OSS)						

4.3 Structural equation modeling - SEM

To evaluate the structural model, path coefficients, (R2), (f2) and (Q2), were used (Hair et al., 2017). R2 shows the model's overall statistical accuracy (Hair et al., 2014). A strong R2 (0.738) for organizational social sustainability, mediator R2 (0.820) for employee green behavior are seen in the effects of the systemic model, as seen in Table 4.

To produce Q2 values, Blindfolding was run. A Q2 value above 0 reveals the statistical importance for the based structures of a model (Cha, 1994). The Q2 values for employee green behavior and organizational social sustainability are above 0, hence demonstrated acceptable strong predictive relevance. As shown in Table 4.

Table 4: Predictive Relevance. Source: own research

PLS	RMSE	MAE	MAPE	Q ² _predict	LM	RMSE	MAE	MAPE	Q ² _predict
EGB1	0.686	0.537	17.798	0.729	EGB1	0.849	0.641	21.545	0.585
EGB2	0.795	0.636	24.485	0.634	EGB2	1.194	0.924	33.235	0.166
EGB3	0.69	0.536	18.111	0.749	EGB3	1.105	0.798	26.908	0.333
EGB4	0.62	0.534	18.024	0.768	EGB4	0.761	0.584	19.711	0.651
EGB5	0.813	0.573	20.918	0.653	EGB5	1.069	0.766	29.547	0.467
OSS1	0.787	0.63	23.425	0.533	OSS1	0.933	0.715	24.569	0.345
OSS2	0.795	0.586	21.839	0.514	OSS2	0.868	0.656	20.864	0.42
OSS3	0.823	0.626	22.745	0.526	OSS3	1.041	0.786	26.146	0.243
OSS4	0.734	0.548	18.654	0.588	OSS4	0.89	0.674	19.563	0.394

Note: Employee Green Behaviour (EGB), Green Self-Efficacy (GSE), Green Training (GR), Green Training (GT), Organizational Social Sustainability (OSS)

4.4 Hypothesized direct relationship

The bootstrapping technique (5,000 subsamples, one-tailed significance) was applied. The findings show that H1 green recruitment was not supported with organizational social sustainability. However, H2 green training ($O=0.432$, $t=5.124$, $p=0.000$). Similarly, H3 green recruitment ($O=0.366$, $t=7.048$, $p=0.000$) and H4 green training ($H3$, $\beta 0.602$, $t=11.751$, $p=0.000$) was positively related with employee green behaviour. Likewise, H5 employee green behaviour ($O=0.292$, $t=2.654$, $p=0.008$) and H6 green self-efficacy ($O=0.382$, $t=4.425$, $p=0.000$) was supported with organizational social sustainability. According to the findings of H1 which suggests that green recruitment does not influence organizational social sustainability. This result contradicted the findings of previous researches (Yong et al., 2020; Renwick et al., 2016). The findings of H2 and H4 green training were positively with employee green behaviour and organizational social sustainability. This research suggests that those hotels which provide green training to their organizational employees results in promoting employee's green behaviours and social sustainability at the workplace. These results are aligned with recent studies (Amrutha & Geetha, 2021; Amoako et al., 2021). The finding of H3 shows that green recruitment was positively related with employee green behaviour. This finding is consistent with previous research (Pham & Paillé, 2020), they found green recruitment supports employee green behaviours in the organizations for promoting greening workplace culture. Also, H5 result demonstrate that employee green behaviour has a significant impact on organizational social sustainability. This implies that employee green behaviour promotes social sustainability initiatives at the workplace. This result is aligned with the research findings of (Paillé et al., 2018; AISuwaidi et al., 2021), they discovered that there is a link between employee green behaviour and social sustainability also with corporate social responsibility. The result of H6 shows that green self-efficacy was positively related with organizational social sustainability.

Table 5: Hypothesis Testing Direct Effect: Source: own research

	Regression Paths	SRW (β)	SE	T	P Values
H1	GR -> OSS	0.065	0.062	1.05	0.294
H2	GT -> OSS	0.432	0.084	5.124	0.000
H3	GR -> EGB	0.366	0.052	7.048	0.000
H4	GT -> EGB	0.602	0.051	11.751	0.000
H5	EGB -> OSS	0.292	0.11	2.654	0.008
H6	GSE -> OSS	0.382	0.086	4.425	0.000

4.5 Mediation analyses

Mediation analysis used to test H7 and H8, which hypothesized a mediating effect of employee green behavior in the relationship between with employees green HRM practices (employee green recruitment and employee green training) and organizational social sustainability. The results of the indirect effects indicate that H7 employee green recruitment ($\beta = 0.107$, $t = 2.297$, $p = 0.022$) and H8 employee green training ($\beta = 0.176$, $t = 2.665$, $p = 0.008$) have significant indirect effects on organizational social sustainability via employee green behavior. The finding of H7 suggests that employee green behaviour positively mediates a relationship between green recruitment and organizational social sustainability. This is aligned with previous research (Renwick et al., 2013), they found sustainability research based in this theory has mostly focused on green behaviours and attitudes of employees in the private sector. The result of H8 employee green behaviour mediates the significant link among green training and organization social sustainability. This finding is consistent with prior research (Saeed et al., 2019; Chaudhary, 2020).

Table 6: Mediation analysis. Source: own research

	Regression Paths	SRW (β)	SE	T	P Values
H7	GR -> EGB -> OSS	0.107	0.046	2.297	0.022
H8	GT -> EGB -> OSS	0.176	0.066	2.665	0.008

Note: H7-H8 decision: Supported, H7-H8 Prob (indicates $p < 0.05$) = 0.000.

4.6 Moderation analyses

For moderation analysis, H9 results suggest an insignificant relationship impact of green self-efficacy on employee green behavior and organizational social sustainability ($\beta = -0.022$, $p = 0.600$) as shown in Table 7. Thus, the finding showed that green self-efficacy did not moderate relationship between employee green behaviour and organizational social sustainability. This result contradicted with prior study (Guo et al., 2019).

Table 7: Moderation analysis. Source: own research

	Regression Paths	SRW (β)	SE	T	P Values
H9	EGB*GSE -> OSS	-0.022	0.042	0.525	0.6

Note: H9 decision: Supported, H9 Prob (indicates $p < 0.05$) = 0.000.

5. Conclusion

This study evaluated the impact of green HRM practices within organizational social sustainability by focusing on a microlevel perspective of employee green behaviour and green self-efficacy which were found to be under-researched areas within human resource management. Thus, this study tried to address the identified gap through the lens of ability motivation opportunity (AMO) theory. This research concludes that if organizations practice green HRM practices such as green recruitment and green training, it will result in employee green behavior at the workplace which leads to organizational social sustainability. Therefore, it is vital that companies foster the creation of green attitudes and behaviors among workers associated with corporate green priorities in order to achieve organizational social sustainability effectively and in order to meet their ecological performance targets, organisations can integrate appropriate "green" policies into the HRM system to evoke and facilitate those attitudes and behaviors at the workplace.

5.1 Theoretical, Practical and Societal Implications

This research is noteworthy since very few studies have undertaken between GHRM and corporate social sustainability, so it will fill the gap in literature. It would also assist the service sector in enforcing their organization's green human resource strategies by having and employee's regular green roles and responsibilities, achieving green targets, employee appraisal of environmental conservation programmes, green incentives focused on green results, green teams to encourage corporate greening, accepting employee feedback. This research would also help to increase the productivity, motivation, happiness, and retention of workers. This study would assist researchers and clinicians in identifying the function of green employee behavior non-green and the green organizations.

The study has important consequences for HR policymakers in order to keep sustainability at the forefront of prospective HRM paradigm shifts. The research can help policymakers design strategies that promote the introduction of GHRM activities by organisations by advancing the awareness of how HRM will lead to successful environmental management. Many researchers such as; (Khan, Rasli, & Qureshi, 2017; Dumont et al., 2017) also proposed that green HRM activities could be implemented by organisations to enforce corporate green strategies efficiently and successfully.

Green policies may be effectively implemented if employees are given the necessary training to comprehend the importance of green management as well as the necessary expertise and experience to carry out their green responsibilities in an efficient manner. In addition, firms should recognize and reward employees for their efforts to show green behaviors. In order to reap more benefits and be able to contribute more creatively to the achievement of green goals, employees should be given the opportunity to participate in and engage in sustainability programs inside and outside the firm in order to benefit the society also. The study's findings also have implications for corporate internal communications, where employees may be kept regularly informed about the company's green actions in order to foster a good attitude of green practices among employees.

5.2 Limitations and potential areas of future studies

This research has few limitations: First, the primary drawback of this research applies to the generalizability of the data. As this research comprised a small number of respondents employed at various hotels in Pakistan. Future research may collect data from more respondents and from other regions/areas in order to provide a broader sampling size and to collect more generalized data. Second,

we only obtained cross-sectional data and conducted causal analysis between four variables due to the lack of time. There is a suggestion for the potential, though, that in order to verify the influence of green HRM activities on corporate social sustainability, empirical evidence (time series) would need to be obtained.

For future studies, if we use different moderators to see the effect of green HRM activities on organizational sustainability, there is sufficient research available in this sector. Psychological environment, CSR and OCB can be the proposed moderators. Aside from that, different mediating processes might be investigated in order to reveal even more about how the variables in the research are interconnected and how these interactions develop such as green engagement, career satisfaction, and green lifestyle would be the proposed mediators.

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