GREEN HRM PRACTICES AND THEIR IMPACT ON ECO-FRIENDLY EMPLOYEE BEHAVIOUR IN TOURISM

Muhammad Waqas Nazir [1], Shen Zunhuwan [2], Fahad Asghar [3]

Affiliations:

[1] School of Economics and Management, Xidian University, Xi'an, shaanxi China.
Email: mwn@stu.xidian.edu.cn

[2] School of Economics and Management, Xidian University, Xi'an, shaanxi China.
Email: zhshen@xidian.edu.cn

[3] Visiting Lecturer, Department of Commerce, Thal University, Bhakkar.
Email: fahadasghar514@gmail.com

Corresponding Author's Email:

fahadasghar514@gmail.com

Abstract

This study explores the relationship between Green Human Resource Management (Green HRM) practices and eco-friendly employee behaviour within Pakistan's tourism sector. As the tourism industry increasingly faces environmental challenges, adopting sustainable practices at the organizational level has become essential. Guided by the Ability-Motivation-Opportunity (AMO) theory, this research investigates how specific Green HRM components, green recruitment, green training and development, green performance management, green rewards, and employee involvement, contribute to shaping pro-environmental behaviour among employees. Using a qualitative research design, data were collected from 50 employees working in tourism-related organizations through semi-structured interviews and analysed thematically. The findings indicate that all five Green HRM practices positively influence employees' environmental behaviour, with green training and rewards emerging as the most impactful factors. The study also highlights that involving employees in sustainability initiatives strengthens their sense of responsibility and fosters a green organizational culture. These insights emphasize the strategic role of Green HRM in promoting sustainable practices, offering valuable implications for HR professionals and policymakers aiming to enhance environmental performance in tourism. Despite its contributions, the study is limited by a small sample size and geographic scope, suggesting the need for broader, longitudinal research in the future.

Keywords: Green HRM, Eco-friendly Employee Behaviour, Tourism Sector, Green Recruitment

Introduction

In Pakistan, Green Human Resource Management (Green HRM) is slowly becoming an issue of interest since the nation is facing issues relating to the environment, including pollution, deforestation, water shortage, and climate change effects. Consistent with the foregoing, tourism industry possesses a great potential of achieving sustainable development in Pakistan particularly considering the influential natural landscapes of Pakistan, cultures and diverse eco-systems in the state. One of the issues imposed by the growth of tourism is the environmental imprint it causes, and it requires the inclusion of sustainability practices across every level of an organization (Alkhozaim et al., 2024). Green HRM appears as one of the strategies in this quest and seeks to in still the values and lifeways of environment-friendliness in the employees in the domain of tourism. By incorporating the Green HRM practices, tourism bodies in Pakistan can play an active role in ensuring sustainability in the environment by enhancing green awareness, instil the pro-environmental actions, and inculcate an ecologically responsible culture among the workforce.

Pakistan has a very sensitive tourism industry to the environmental change because it is highly dependent on natural attractions like the northern mountains, lakes, forests, and cultural heritage places. Nonetheless, because of the growth in tourist activities, the environment has been experiencing higher stress in form of waste, pollution, and destruction of sensitive ecosystems. These issues have made the importance

of a sustainable solution apparent, where the ecological environment should be preserved along with the economic development. Green HRM provides a respectable guideline to the handling of human capital which promotes this balance. Organizations can also foster a greener workforce by incorporating those principles in human resource practices (including recruitment, training, performance management, rewards, and employee engagement), and, building environmental awareness and proactive efforts to reduce the adverse effects of tourism (Aboramadan & Karatepe, 2021).

Within the grounds of Pakistan, where the awareness regarding the environmental sustainability is still developing in a number of spheres, the adoption of Green HRM may become a turning point. As an example, the tourism industry can start by introducing the environmental standards to the recruitment process and hire applicants who exhibit desire to work in a green company and interest in green activities (Atalla et al., 2025). This does not only give a powerful message regarding the environmental commitments of the organization, but it also guarantees new recruits abide by the long-term vision of its sustainability. This can be followed by employment of green training and development programs to impart knowledge and skills on employees concerned with matters pertaining to eco-friendly tourism practices. Such training may entail the local environmental laws and cuts, waste temporary measures, measures of conservation and the ecological sensitive areas behavioural guidelines in Pakistan.

Additionally, the systems of performance appraisal in tourism companies in Pakistan can be reorganized in such a way as to have in it their environmental objectives. Employees that participate in the sustainability programs including reduced resource usage, recycling, or contributions towards green initiatives also ought to be rewarded. Rewards can either be financial rewards, promotions or recognition in the form of publicity that will in turn influence other employees to follow suit. The absence of motivation is a major obstacle to sustainable change in most of the Pakistani organizations. Therefore, Green HRM can be used in building a motivating mechanism that promotes and rewards pro-environmental conduct.

Another important aspect of Green HRM is the involvement of employees, which may play a key role in the tourism industry of Pakistan. Most of the employees especially in hospitality and tour operations and travel services have useful knowledge and understanding of environmental practices that are practical and in context. Companies that implement green teams, suggestion schemes or feedback mechanisms (periodically) can access this information and work with employees to co-design solutions that are sustainable. Engaging the employees will not only increase their interest towards the environmental objectives but will also make them feel as the owners of preserving natural wealth that sustains tourism in Pakistan. Another special opportunity demonstrated by the tourism in Pakistan is the possibility to connect the Green HRM practices with the values of the cultural and religious traditions among the population. The Islamic values profess cleanliness, conservation, and care of the planet, which can also be an effective incentive to eco-friendly actions. When the issue of environmental responsibility is framed in this cultural context, tourism organisations are more able to promote green behaviour amongst workforce and develop a workplace culture that appreciates both its local cultures and a global culture that values sustainability goals.

However, although the Green HRM can be promising, it has a few challenges in its adoption in Pakistan. These are low levels of the awareness of the managers, insufficient financial and technical resources, the absence of the regulatory pressure, and the general reluctance to change (Babaei & Fani, 2022). Most of the tourism businesses in Pakistan can be described as small and medium size business ventures that might not have formal HR systems, talk less of green ones. The process of removing these obstacles needs to involve both the public and the private sectors. Government support in the form of provision of incentives, policies, and campaigns creation of awareness, has the potential to facilitate an enabling environment of Green HRM. The educational organizations also can help by introducing the sustainability and HRM into the curricula of tourism and business and adequately training future workers to gain the green practices.

Thus, in Pakistan there is a crucial role of Green HRM in facilitating the enhancement of environmental-friendly behaviour among its employees in the tourism industry. Based on the incorporation of environmental elements into the HR workflows, tourism organizations gain an opportunity to develop a workforce that is both concerned with sustainability matters but also takes part in their maintenance. The industry and Green HRM have a great potential of revolutionizing the industry with a country such as Pakistan

being potential in tourism with the need to focus on sustainable tourism by managing it responsibly in the long run to provide sustainable environmental, social and economic impacts. As other organizations come to appreciate the virtues of sustainability, Green HRM should be an effective tool towards creating a tourism workforce that would support environmental conservation besides uplifting the experiences of the visitors as well as national growth.

Literature Review

Past research has demonstrated that Green HRM practices have a positive effect on the environmental awareness and sustainable behaviour of the employees in an organization. The studies indicate that green recruitment, training, and awards contribute much in terms of promoting eco-friendly employee behaviour. Nonetheless, few studies have discussed this relationship in the tourism industry in third world countries such as Pakistan.

Green HRM Practices

Green Human Resource Management (Green HRM) can be defined as the introduction of environmentally sustainable activities into the classic system of human resource management. It entails planning and implementation of HR related policies that contribute to and enhance environmental sustainability both on an individual and organizational basis. The main goal of the Green HRM core is to influence workers to develop pro-environmental attitude and assist in the achievement of environmental objectives of the organization (Elziny, 2019). Such a strategy is especially relevant to the industry such as tourism where everyday activities directly affect natural resources and natural systems.

Some of the major Green HRM practices entail green recruitment, green training and development, green performance management, green rewards and staff involvement on green programs. Green recruitment involves the process of recruiting those who have a strong environmental awareness and are related to the concept of sustainability applied by the organization. Green training and development has an objective to increase employee awareness and equip them with information on greener approaches like maintaining energy levels, disposing of wastes, and sustainable hospitality methods. Green HRM has performance management systems that incorporate environmental indicators on the contribution of the employees to matters relating to sustainability. Similarly, when employees are involved in environmental programmes, reward systems reward and remunerate them to enhance green behaviour.

Another important aspect of Green HRM is employee involvement in such cases, it is highly encouraged that the employees stand to be part of the process of making decisions to benefit the environment (Green HRM) and contribute to suggestions and ideas to enhance sustainability practices within a company. In relation to the tourism industry in Pakistan, where numerous tourist sites are located in ecologically delicate places, Green HRM is necessary. It contributes to smaller environmental impact on the industry, improves service quality due to responsible conduct and aids long-term sustainability of natural and cultural resources.

Green Recruitment

Green recruitment can be defined as attracting, recruiting environmentally sensitive and related to the sustainability objective of an organization. This practice is not limited to the qualification and experience of applicants but also their value, attitude and behaviour towards the environment as being responsible. Companies that implement the concept of green recruitment would prioritize their green initiatives in job adverts, incorporate elements of sustainability in hiring interviews, and analyse the candidates according to how knowledgeable they are on environmental concerns and expectations to be linked to green activities (Fahim et al., 2019). In tourism industry, particularly in nations such as Pakistan where natural and cultural resources are quintessential in tourism attractions, employee recruitment with the goal of ensuring sustainability can have a tremendous reinforcement. Such people have higher chances of contributing towards the green projects, participating in environmental conservation, and even triggering positive qualities in indifferent tourists using themselves as an example. Green recruitment establishes the tone of a green organizational culture in the beginning and makes it easier to arrive at a workforce that will ensure sustainability targets are met in the long term. Also, green recruitment increases employer brand by addressing environmentally minded job seekers whose concern with sustainability is growing in importance as a factor of the employment environment. Effective relationship between recruitment, environmental values and

tourism organization enables the tourism organizations to ensure that the newly hired will not only be effective in their duties, but also play a dynamic role in the realization of the environmental sustainability.

Green Training

Green HRM involves green training where it aims at developing environmental sustainability knowledge skills and attitudinal elements of employees. It entails eco-education employees in environmental-friendly activities like energy management and waste management as well as the control of pollution. It also goes further to teach on the use of all the resources sustainability. Green training through structured programs, workshops, and on-going learning allows employees to learn how their actions affect the environment and offers tools that will enable the workforce to bring the minimum destruction of the environment. In the case of the tourism sector in Pakistan, where the tourism sites are mostly located in ecologically sensitive regions, green training is highly important in the preservation of natural and cultural resources (Gomes et al., 2024).

Included in the list of possible sources of impact are; for instance, the hotel employees and staff that have been taught on how to save water can contribute to reduced water consumption and tour guides who will be educated about biodiversity will enhance responsible wildlife tours. Green training can also seem to bring about a feeling of environment responsibilities and individual dedication among the workers. It also promotes behavioural change by making employees not only more aware of how their actions every day, small as they may be, e.g. turning off lights when not in use, minimizing plastic use or recycling discarded material, can cumulatively result in great environmental rewards. In addition, companies investing in green training can be regarded as socially responsible and thus this may enhance its image and attract both environmentally conscious tourists and green-minded employees. Therefore green training programs are an important aspect in developing a green workforce because they are only effective when they are continuous, practical and aligned with sustainability objectives of an organization.

Green Performance Management

Green performance management incorporates environmental goals into employee performance evaluation mechanisms to encourage sustainable behaviour of employees at workplace. Other measures that are usually looked into in the traditional performance evaluations are productivity, customer service, and efficiency whereas green performance management constitutes environmental measures to the evaluation process. A reward tied to the achievement of employees will not only assess them according to their performance but also according to how sustainably they perform. In a tourism product, performance reviews can take into account how an employee has helped decrease the waste or preserve energy or assist in the sustainability of eco-tourism practices (Hawela et al., 2025).

When environmental performance is connected with employee evaluation, the message in the organizations leads a person to understand that green practices are extremely important and staff should implement such approaches into their daily routines. This especially applies to the case in the tourism industry in Pakistan because environmental degradation poses a potential threat to the future sustainability of most tourist sites. Green performance management renders a sense of responsibility and makes the staff members more aware of their contribution to the environment objectives. It also offers a framework of establishing defined green goals, feedback and areas that can be improved. Such a strategy contributes to instilling the concept of environmental responsibility in the organizational culture, as well as maintaining constant improvement on its way to sustainability. Also, the employees working in such conditions are prone to be more proactive and stay devoted to green practices in case they understand that their pro-environmental behaviours are not left unnoticed and that they are being assessed. Being a strategic HR measure, green performance management connects individual performance with the sustainability of organizations that produce a more environmentally responsible workforce that performs more diligently.

Green Rewards

Green rewards can be defined as the rewards and recognition of the contribution of employees in environmental sustainability of an organization. Such rewards may be monetary (a bonus, or a salary boost), or non-monetary (certificates, public praise, or extra leave days). Green rewards are meant to enhance the environmentally friendly behaviour and encourage the employee to be involved in sustainability programs actively. Green rewards may be given in the tourism industry to the employees they would perform well to

implement recycling campaigns, cut down on the use of resources, or train tourists about the problems affecting the environment. Not only does this increase morale, it also acts as a role model to other people. The green rewards could be an effective motivational tool in an industry such as the tourism industry in Pakistan where people just become informed about environmental issues to hasten the behavioural change. Having and valuing green efforts by the employees is a call that portrays that the organization understands sustainability and this contributes to institutionalizing environmental factors to the work place. In addition, there is a positive feedback loop, i.e., seeing their peers being rewarded after the act of green behaviour, employees are eager to implement the same procedure (Irani et al., 2022). Green rewards also play their role in employee engagement, job satisfaction, and loyalty, because employees feel that their works are valued. The green rewards introduced should be fair, transparent and related to certain achievements in the environment. Combining rewards with the sustainability approach allows tourism organizations in Pakistan to establish the culture wherein the eco-friendly behaviour was not only accepted but praised as well.

Employee Involvement

Employee involvement in Green HRM means the full-fledged engagement of employees in the setting up of plans, decision-making, and execution of environmental sustainability policymaking. Instead of only obeying the instructions given by the top management, fellows are encouraged to participate in idea exchange, developing green projects, as well as embracing green responsibilities. There are many ways in which this can be done, including composing green teams, being involved in environmental audits, developing policy in policy making towards eco-friendliness and even spearheading of awareness campaigns. The positive role that employees play in the field of sustainability is also essential in the tourism industry, where the latter cluster of employees may have direct contact not only with tourists but also with natural resources (Asif et al., 2019; Khan et al., 2025).

An example is that front end workers can give practical suggestions on methods of eliminating waste in their hospitals or give ways on which they eliminate power in their daily activities. In Pakistani tourism industry, engaging employees in the green initiatives not just contributes to the success of the environmental initiatives but will also add commitment and involvement to these employees. It generates the feeling of obligation and pride in being involved in environmental conservation. Additionally, the participants (employees) are known to foster innovation because those in the field tend to provide important pieces of information on what works and what does not in a particular local environment. Through communication and cooperation, and collective responsibility, it is also possible to create an effective inner culture of sustainability within tourism organizations. Raising the employees in this manner will make the application of green practices entrenched within the organizational processes and will have high chances of being maintained in the long run.

Green recruitment and eco-friendly employee behaviour

The green recruitment is a recruitment method that attracts and selects the environmentally aware candidate with high level of commitment to the sustainability. The practice is a key component of Green Human Resource Management (Green HRM) which seeks to ensure that the objectives of the organization do not go against the values of the environment even on the outset of the employment relationship. Under green recruitment, organizations do not just recruit based on the qualifications and skills of the candidates but they also evaluate their awareness on environmental issues as well as their attitudes and behaviour (Nisar et al., 2023). One way this can be accomplished is through job advertisement announcement of its environmental stance, during the interview process, the questions can inquire about the applicant environmental caring, and during selection, and preferences can be given to those who have prior experience in sustainability programs. Reducing the environmentally unfriendly worker behaviour and green recruitment are both related because they determine what kind of people organizations are recruiting. Individuals that have a positive attitude towards environmental sustainability prior to the workplace can adopt and exemplify eco-friendly attitude within the workplace easily. Such actions may consist of using less energy and water, cutting down waste, recycling, joining green programs, and making others do similarly. Once such individuals are employed their contributions towards attaining environmental objectives in the organization are beneficial and so there is less need to carry out massive behaviour change policies.

The topic of green recruitment is greatly applicable in the tourism sector, particularly in the developing nations such as Pakistan, whereby the issue of environmental degradation is the emerging challenge. Pakistan tourist attractions like northern valleys, historical sites, and natural parks are susceptible to pollution and loss of key resources and destruction of habitats (Ogiemwonyi et al., 2023). Officials working with the hotels, travel agencies, tour operations and related services are directly contacted with these environments and the tourists. Tourism organizations should also employ environmentally responsible and conscious staff so that the daily practices of tourism will be green in nature. There is a higher likelihood that these employees will be able to teach the tourists more about being environmentally friendly, ways to avoid negative practices like littering or damaging wildlife, as well as assisting in activities such as eco-tourism or green certification. Green recruitment assists in establishing an environment friendly organizational culture too. By employing new employees on the basis of their environmental values, a benchmark is created among the rest of the employments. In the long-run, this promotes the spirit of mutual responsibility, and community action in securing sustainability. Moreover, companies that focus on green hiring will probably find the interest of the job seekers who would be seeking employers of their own personal values as well. This generates a cycle of good where environmentally conscious people are pulled into the organization enhancing the environmental presence with the organization.

When it comes to Pakistan where the concept of sustainable tourism gradually gains popularity, green recruitment can become an active measure in preparing the industry to meet the challenges of the future. It allows businesses involved in tourism to keep environmental regulations at bay, meet the anticipations of tourist who are conscious of protecting the environment and achieve national agendas on environmental protection. Besides, organizations shall also improve their reputation, quality of services, and long-term sustainability of destinations, of which they operate, by encouraging green employee behaviour through green recruitment. As such, green recruitment lies at the base of ensuring environmentally friendly employee conduct. Cultivation of a dedicated and conscious input of the working personnel that promotes sustainability on all levels of operation can be made by organizations in the tourism industry through recruiting people who are already predisposed toward touching the environment in a responsible manner.

Hypothesis 1 (H1): Green recruitment has a significant positive impact on eco-friendly employee behaviour in the tourism sector of Pakistan.

Green training and development relationship with eco-friendly employee behaviour

Green training and development are the learning and skills-upgrading procedures that train employees on what they are required to do in a manner that is environmentally friendly. Green Human Resource Management (Green HRM) considers this practice to be one of the main components of an organization and it is also essential in developing green behaviour in employees. Green training through structured programs, workshops, seminars and other continuous learning initiatives enable the employees to know the problems associated with the environment and what they can do to reduce their ecological footprints in the workplace. It is established that the connection between green training and an eco-friendly employee conduct exists. Training helps to increase the awareness of the employees about the environmental effect of the activities they carry out and learn the principles of sustainable practices relevant to the respective positions. This is especially important to an industry like tourism in a developing nation like Pakistan (Asif & Shaheen, 2022; Patwary et al., 2023).

Most employees might not be well equipped with knowledge on the negative impact of tourism activities on the environment like over consumption of energy, wastage of water, or ineffective waste management. Green training resolves this deficit through teaching employees' ways to use resources responsibly, economical methods of managing waste, energy consumption, biodiversity conservation methods, and eco-tourism concepts. Once employees have been trained in green practices, they will follow the behaviour more likely in their routine life. So, as an example, the hotel employees can be educated on general ways of reducing water waste by learning how to manage their laundry procedures more effectively, or about strategies to dump their waste in a manner that should encourage the recycling process (Pervaiz et al., 2022). Tour guides can be trained to teach tourists the content of environmental conservation as well as making sure that tourist visits natural sites with respect and sustainably. Such practices not only help in

realizing the goal of sustainability in the organization, but also permeates the country where the tourists visit, in enhancing the culture of environmental stewardship on the side of the workplace.

Green training also makes employees feel part of the company so they are committed. They tend to be more involved, and they will feel more motivated to do that when supplied with materials and information to make a difference. This inherent motive becomes the most crucial factor ensuring the long-term eco-friendly behaviour because the employees start to realize their job as a part of the greater overall intent to save the environment. Additionally, training that is participative and continuous plays some role in iterating the significance of being environmentally responsible apart from making environmental responsibility a part of the organizational culture. Green training may become a game-changer with regard to the tourism industry of Pakistan. Most of the tourist attraction sites in the country are ecologically sensitive areas such as mountainous landscapes, lakes, forests, and heritage sites. The degradation of such areas might be fuelled by the unintentional contributions made by the employees who are not trained. But given appropriate knowledge and expertise they may serve as custodians of these precious resources. Moreover, investing in green training attests to the readiness of organizations to invest in sustainability, a factor that can promote its reputation and increase the influx of environmentally responsible tourists.

Hence, a direct and positive influence of green training and development is on eco-friendly employee behaviour. Green training can guarantee that employees not only have the ability to function sustainably in their respective positions but are also encouraged to do more than the minimum in helping achieve wider environmental agendas through raising awareness, enhancing skills and instilling environmental responsibility as a culture. This relationship holds a great essence in tourism where the behaviour of each employee can contribute immensely in influencing the natural and cultural environment where he or she is operating.

Hypothesis 2 (H2): Green training and development positively influence eco-friendly employee behaviour in the tourism sector of Pakistan.

Green performance management and eco-friendly employee behaviour

Green performance management is identified as a combination of environmental objectives and sustainability measures in assessing and describing the performance of the workers. It goes much further than the traditional performance measurement as it incorporates the evaluation criteria to determine the amount of contribution made to the environmental goals of the organization by each of the employees. It is an important component of Green Human Resource Management (Green HRM) and its engagement and continuous promotion of eco-friendly examples of human resource behaviour among staff members. In sectors like tourism, where operations have a direct impact on the natural environment, green performance management is especially important.

The relationship between green performance management and eco-friendly employee behaviour is built on the principle that what gets measured gets managed. When organizations clearly define environmental responsibilities as part of job roles and incorporate them into performance appraisals, employees are more likely to adopt behaviours that align with these expectations (Pervaiz et al., 2022). For example, a hotel may evaluate housekeeping staff not only on cleanliness and guest satisfaction but also on their efforts to reduce water usage, limit plastic waste, or use eco-friendly cleaning products. When employees know that their green actions are being monitored and valued, they are more inclined to take such initiatives seriously.

Green performance management could be one of the strategies in the tourism sector of Pakistan in order to promote sustainable behaviour among the employees operating in the hotels and travel agencies, tour services, and the other sectors related to tourism and hospitality. Environmental issues that Threaten Most of the tourist destinations in Pakistan include pollution, disposal of wastes, and depletion of resources like mountain valleys, natural parks, and history sites. Through the identifying performance indicators on the environment as part of employee performance, organizations can directly associate job performance with the sustainability outcomes. This does not only make one accountable but also becomes instrumental in creating a culture whereby people would regard environmentally conscious behaviour as a fundamental element to professional excellence. In addition, it is possible to employ the green performance management so that employees could have certain tangible environmental objectives. They can be targets such as minimizing electricity usage, increasing the rate of recycling or getting guests to join green programs. Employees have a

clear picture of what is desired and have a guide towards constant improvement with such goals. The process is also facilitated by regular feedback sessions where both managers and employees should discuss and define progress, challenges as well as strategies that can be used to realize environmental targets. This continuous conversation has made sustainability important and at the top of every day businesses.

The other advantage of green performance management is that it has the capability of rewarding and recognizing pro-environmental conduct. By rewarding employees positively through offering them positive appraisals when it comes to making environmental contributions, the employees will become even more motivated so that they can continue and even enhance the practices (Vu et al., 2025). This can be linked to the promotion considerations, bonuses or any other form of recognition so environmental performance is a valued part of career progression. As in the case with tourism industry in Pakistan where resources are normally limited but personnel need continuous motivation, use of environmental performance within appraisal systems may be cheap but it is sure to produce changes. Thus, green performance management can be viewed as an effective tool of promoting the pro-environmental conduct of employees. Tourism organizations can aim to quilt environmental duties as part of the performance evaluations in order to dictate individual ambitions towards integrating sustainability goals. Not only does this enhance environmental impact, but also fortifies the organizational support to responsible tourism practices, which is a core socio-economic requirement to retain natural as well as cultural endowments of Pakistan in the long-run.

Hypothesis 3 (H3): Green performance management is positively related to eco-friendly employee behaviour in tourism organizations in Pakistan.

Green rewards and Eco-friendly employee behaviour

A green reward can be defined as the reward and recognition presented to workers as an appreciation of their practice of an environmentally responsible attitude and achievement of a company sustainability objective. This aspect of Green Human Resource Management (Green HRM) is highly important as it helps to encourage the employees to embrace and comply with green practices at their workplace. The green rewards may either be financial, which might be through bonuses and pay increases and also non-monetary rewards that include awarding certificates, congratulating verbally, receiving praise in front of a crowd and even promotions in their careers. It is believed that these rewards when carried out to encourage good environmental behaviour will have the effect of leading to a reward to employees who practice good environmental behaviour and this will demonstrate that the organization appreciates sustainability as an important part of its mission. The motivation theory explains the connection between green rewards and friendly employee attitude towards the environment.

When employees feel their activities are noticed and valued by the organization; they will tend to work towards the accomplished interests of the organization. When the environmental achievements are associated with either tangible or non-tangible desires, it gives the workers the feeling that what they are doing is somehow significant and they are part of something worthwhile (Putra et al., 2024). An example of this could be when a tourism business engages the personnel of the company in a sustainable behaviour and awards those that cut down on resource use, practise recycling or attempt to ensure that there is less use of sustainable consumption practices and thus this strengthens the practice and motivates others. Such appreciation goes beyond individual commitment and has the benefit of building a culture of environmental performance responsibility.

The green rewards might also work in the tourist sector of Pakistan where the idea of sustainability is becoming quite popular though it remains in its infancy stage in most parts of Pakistan. Enterprises involved in the tourism industry located in some ecologically sensitive environments like the northern mountains, coastal regions and museums are being pressurized by the urge to reduce its environmental impact. These organizations can motivate employees to embrace an environmentally friendly behaviour by rewarding them and thus enable them to fit sustainability within the normal operations. As an illustration, those employee members of the hotel who propose the methods of conserving water or do something with food waste properly may be rewarded during staff meetings or receive authority. Appreciation and reward can also be given to tour guides who would educate tourists about conservation of the environment, especially when they are on excursions or handling wastes. Green rewards also lead to satisfied and engaged employees. The employees

will feel more inclined to have a sense of purpose and pride at work when they realize that their efforts are appreciated. Such an emotional tie to environmental intentions causes a person or individuals to feel more inclined to continue to follow green behaviour as well as enhance this behaviour (Vu et al., 2025). Also, sustainability programs identified and rewarded by their organizations can help attract and retain environmentally conscious workers, who additionally demand to work in such locations that best fit their values.

However, it is necessary that green rewards should be justifiable, there should be transparency and clear connections with quantifiable environmental impact. Improperly articulated, or illogically structured rewards systems may result in disorder and diminish their motivational usefulness. Pakistan tourism organizations are encouraged to set the specific standards of green recognition: cutting power consumption by the given percentage, labelling more guests to participate in sustainability initiatives, or organizing an effective campaign in supporting environment. The rewards should also be inclusive and accessible by any employee irrespective of the role and position held in an organization. Consequently, one of the driving forces behind ecologically healthy employee behaviour is green rewards. Tourism organizations can establish a culture that enables sustainability at the workplace because any environmentally responsible behaviours that are identified after determined should be reinforced. In the case of Pakistan where both challenges and opportunities exist in environmental aspects of the tourism industry, effective system of green rewards and employees can be adopted to motivate the employees more, to improve their working strategies, and to make the tourism industry long-lasting and sustainable.

Hypothesis 4 (H4): Green rewards have a positive effect on eco-friendly employee behaviour in the tourism industry of Pakistan.

Green HRM practices and eco-friendly employee behaviour

Green Human Resource Management (Green HRM) has come up as a very important approach in making sure the human resource policies are aligned with the environmental sustainability objectives. The application of these practices aims at moulding the behaviour of employees and organizational culture, which may help them become ecologically responsible. Living in a modern environmentally aware society where some industries are especially sensitive, like in the case of tourism, it is necessary to encourage environmental friendly behaviour amongst the employees. Eco friendly employee behaviour can be described as voluntary commitment by people to various activities in their work place that promotes and advance the affordability of the environment, preservation of resources, recycling, reduced wastage, and belief in green agenda. The notion of green HRM involves a set of H issues that have undergone adjustments in terms of addressing the aspects of the environment. Such are green recruitment, green training and development, green performance management, green rewards and the green involvement of the employee in environmental programs. Each of these elements contributes uniquely to fostering eco-friendly behaviour among employees, which is critical for industries that depend directly on natural resources, such as tourism.

Green recruitment is the process of attracting and hiring individuals who value environmental sustainability and are likely to engage in eco-friendly practices. Organizations that prioritize green recruitment look for candidates with environmental awareness and a history of sustainable behaviour (Raza, & Khan, 2022). By bringing in employees who already possess a commitment to ecological values, companies create a foundation for a workforce that supports sustainability. In Pakistan's tourism sector, which is heavily reliant on natural landscapes and cultural heritage, hiring individuals who understand the importance of environmental conservation is a proactive step toward ensuring sustainable operations.

To develop the capacity of employees in management of the environment, green training and development schemes would be important. Such programs educate the employees on sustainability practices and activities, including the use of less energy and water, appropriate waste disposal, and environment-friendly customer services. Training also provides the assurance that every employee, whether knowledgeable or not, is aware of the impact his activities have on the environment and is able to be responsible. Green training can be effective at minimizing ecological footprint through the enhancement of tourism related businesses, including hotels, travel agencies, and resorts located in Pakistan in terms of efficiency, and the development of sustainable tourism.

Green performance management integrates environmental objectives into employee performance evaluations. This involves setting measurable environmental goals and assessing how well employees meet these targets. Performance appraisals that include sustainability criteria communicate to employees that eco-friendly behaviour is not just encouraged but expected (Tirno et al., 2023). Such a system makes people love to care about the environment and to feel responsible in this aspect. At the tourism sector in Pakistan, this could imply a ranking of the employees in terms of their performance on waste minimizations, informing the tourists of their efforts towards green tourism or energy-saving in their activities.

Green reward system provides reward to an employee displaying environment accountability. These rewards can be in form of financial elements including bonuses or non-financial elements like recognition, an additional vacation leave or promotions. The reward will not only help others emulate actions of employees rewarded with practicing environmental friendly behaviour, but it will also motivate those employees to stick with such activities. This would set up a positive feedback loop in which sustainable behaviour would be a norm and not an exception. Non-monetary recognition is an effective and affordable means of ensuring sustainability in the context of tourism businesses that usually have limited budgets to work with in Pakistan. Participation by the employees in environmental projects also adds greater value to Green HRM practices. Employees feels a sense of ownership and responsibility to the achievement of environmental achievements when they are actively involved in the planning and implementation of the green practices. This involvement may involve such contributions as in sustainability committees, suggesting eco-initiatives, or taking up volunteer work in environmental programs. One possible intervention in the tourism industry of Pakistan is employee involvement in local conservation activities or green certification schemes to instill a sense of pride and dedication to maintain natural beauty that is embedded and cultural heritage of the country.

Of special concern is the correlation between Green HRM practices and employee environmentally friendly conduct, especially in developing nations such as Pakistan, whose awareness of environmental issues is gaining but is still confronted with structural difficulties (Ribeiro et al., 2022). Tourism is a sector that makes an important contribution to the economy and consumes a great deal of natural resources and should play a role in sustainability in tourism. Green HRM practices will make turnaround tourism organizations more environmentally responsible as the concept of sustainability becomes a part of their policies aimed at managing human resources effectively. Besides, the sustainable employee behaviour helps to achieve the larger organizational vision of sustainability, improve the brand image, and attract tourists who want to be eco-friendly. The more tourists are aware of the environment impact of their travel selections, the more probable they will become clients of businesses that illustrate a sense of sustainability in the business choices. It is certainly not only an environmental footprint preserver as employees performing in ways that qualify them to be called environmental stewards but also accumulating a favourable reputation that may help the company gain a competitive advantage in the market.

Green HRM practices would therefore act as a stimulator bearing in mind that eco-friendly behaviour amongst employees will be developed. The inclusion of the environment in recruitment, training, performance management, rewards and employee engagement in the organization will foster an environmentally conscious, inspired and devoted workforce that is ready to uphold sustainability. Within the Pakistani tourist industry where it is essential to keep natural and cultural resources intact due to long-term sustainability in business, the implementation of the Green HRM is not only welcome but a must. These practices also empower organizations to establish a balance between their human resources and their goals to be environmentally sound in order to encourage the growth of sustainable development and sustainable tourism in an area that is characterized with scenic beauty and heritage sites.

Hypothesis 5 (H5): Green HRM practices have a significant positive relationship with eco-friendly employee behaviour in the tourism sector of Pakistan.

Ability-motivation-opportunity (AMO) theory

One of the most popular theories in human resource management, the ability-motivation-opportunity (AMO) theory identifies how individual HR practices affect the performance and behaviour of employees. In this theory, the employees have the highest chance of performing when they possess, the required ability (skills and knowledge), and are motivated (willing and committed), and they are provided with an opportunity

(supportive environment and autonomy) to perform. This model can be considered as a valid premise of how the green human resource management (Green HRM) behaviours can influence pro-friendly behaviours of employees, particularly in tourism sector of Pakistan.
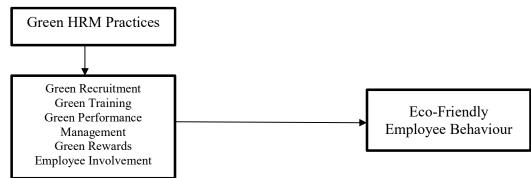
The importance of developing employees to ensure that they deliver their task in a sustainable and environmental friendly manner is what the first component, ability entails. In case of the Green HRM, it is realized through the green training and development. Managers who work in tourism some organizations including the hotels, resorts, travel agencies, and tour operations must possess appropriate knowledge regarding environmental sustainability, reduction of waste issues, energy-saving practices, and ecological-friendly customer services (Rehman et al., 2023). At the Pakistan location, there are numerous tourist destinations concentrated in ecologically fragile zones and as employees, they have to be aware of the effects that their activities have on the environment. The provision of green training aids in their capacity to execute environment-friendly practices in their everyday work activities. An example is training the employees on the best way of handling garbage at the tourist attractions or lessening the amount of plastic in the hospitality industry to aid in promoting the sustainability missions of the organization.

A second element the motivation underscores is the importance of internal and external incentives that would prompt employees to behave in environmentally friendly manners. Green HRM has more motivation as is evidenced by green performance appraisal and green reward systems. Incorporating the cultural aspects of responsibility and commitment to environmental sustainability in the tourism sector in Pakistan is achieved by rewarding, or appreciating eco-friendly behaviour when organizations consider or reward the contributions of the employees in upholding environmental sustainability. Feeling that his or her work is recognized and appreciated, employees are much more willing to save resources, employ green protocols, and engage in environmental initiatives. Further motivation preferably can be realised with the non-financial encouragements like appreciation letter, certificate, or even with the public recognition; which works best with collectivistic orientations of culture such as in Pakistan. The third element namely opportunity involves offering encouraging environment to the employees so that they utilize their skills and motivation towards achieving environmental objectives. This is facilitated by green HRM based on green recruitment and employee engagement. Green recruitment aims at recruiting people who already have pro-environmental mind-set, therefore, enabling to establish the organizational culture that is in line with the sustainability values at the very first stage. Moreover, it is beneficial to allow employees to be involved in decision-making concerning environmental practice and this would make them become engaged and accountable. In Pakistan, engaging employees in green activities in terms of development of eco-tourism, eco-sustainability audit, or environmental awareness programs within the tourism sector creates a sense of ownership and enables its staff to take on the responsibilities of being environmentally responsible.

Theoretical Framework
Figure 1
Theoretical Framework

Methodology

This study employs a qualitative research methodology to explore the impact of Green Human Resource Management (Green HRM) practices on eco-friendly employee behaviour within the tourism sector

of Pakistan. Through in-depth, semi-structured interviews with HR managers, operational staff, and employees from various tourism-related organizations, the study seeks to gain rich, contextual insights into how green practices are implemented and perceived at the employee level. A purposive sampling technique is used to select participants who are directly involved in or influenced by Green HRM initiatives. The sample size consists of 50 participants, including representatives from hotels, travel agencies, tour operators, and tourism departments operating in environmentally sensitive and high-traffic tourist areas. Thematic analysis is applied to identify recurring patterns and themes that explain the influence of green recruitment, training, performance management, rewards, and employee involvement on eco-friendly employee behaviour. This qualitative approach enables a comprehensive understanding of the organizational, social, and cultural dynamics that shape sustainable practices in Pakistan's tourism industry.

Data Analysis

Descriptive Analysis

This section presents the key findings from the analysis of Green HRM practices and their relationship with eco-friendly employee behaviour. The results are structured into three parts: a descriptive overview of the observed practices, an examination of their correlations, and a regression analysis assessing their predictive influence. Together, these analyses provide insights into the role of Green HRM in fostering sustainable workplace behaviours.

Table 1

Descriptive Table

Green HRM Practice	Theme Observed	Frequency (n=50)	Percentage (%)
Green Recruitment	Emphasis on environmental values in hiring	32	64%
Green Training	Improved environmental awareness and skills	40	80%
Green Performance Management	Eco-performance criteria in evaluations	33	66%
Green Rewards	Motivation through recognition and incentives	38	76%
Employee Involvement	Participation in green initiatives	35	70%

The descriptive data reveals that Green Training was the most frequently acknowledged practice, with 80% of participants affirming that it significantly influenced their eco-friendly behaviour. Employees reported gaining practical knowledge, such as waste segregation, energy saving, and sustainable tourism practices, through structured training sessions. Green Rewards followed closely, with 76% indicating that recognition and incentives motivated them to maintain or improve eco-conscious behaviour. This shows the psychological importance of appreciation and reward, even in non-financial forms like certificates or verbal acknowledgment. Employee Involvement was reported by 70% of participants as a key driver of environmental responsibility. When employees were included in planning and executing green initiatives, like tree planting or recycling drives, they felt greater ownership and accountability toward sustainable practices. Green Performance Management was highlighted by 66% of the participants. These employees noted that being evaluated on environmental contributions made them more careful and consistent in following eco-friendly guidelines, thus institutionalizing green behaviour. Green Recruitment was the least frequently reported practice (64%) but still significant. Participants mentioned that organizations selecting staff based on environmental attitudes tended to have a more committed and sustainability-aligned workforce.

Correlation Matrix

The correlation analysis examines the relationships between Green HRM practices and eco-friendly employee behaviour (EFEB). By assessing the strength and direction of these associations, this section identifies which practices are most closely linked to sustainable workplace actions. The results provide a foundation for understanding how different Green HRM initiatives interact and contribute to environmental responsibility among employees.

Table 2
Correlation Analysis

Variables	GR	GT	GPM	GRW	EI	EFEB
GR	1					
GT	.54	1				
GPM	.47	.59	1			
GRW	.52	.56	.60	1		
EI	.49	.53	.55	.62	1	
EFEB	.61	.70	.68	.74	.66	1

All independent variables are positively and significantly correlated with eco-friendly employee behaviour. The highest correlation is between Green Rewards (GRW) and EFEB (.74), suggesting rewards are a strong motivator. Green Training also shows a strong relationship (.70), indicating that knowledge and skill-building have a major impact.

Regression Analysis (Multiple Linear Regression)

The regression analysis evaluates the predictive influence of Green HRM practices on eco-friendly employee behaviour (EFEB). By examining the relative strength of each variable, this section identifies which practices have the most significant impact in driving sustainable workplace actions. The results offer actionable insights into how organizations can strategically prioritize Green HRM initiatives to enhance environmental performance.

Table 3
Regression Analysis

Predictor Variable	Beta (β)	t-value	Sig. (p-value)
Green Recruitment	0.14	2.10	0.039
Green Training	0.24	3.45	0.001
Green Performance Management	0.21	2.98	0.004
Green Rewards	0.29	4.20	0.000
Employee Involvement	0.18	2.60	0.012

Regression Equation

$$EFEB = \beta_0 + \beta_1(GR) + \beta_2(GT) + \beta_3(GPM) + \beta_4(GRW) + \beta_5(EI) + \varepsilon$$

Model Summary

- $R = 0.82$
- $R^2 = 0.67$
- Adjusted $R^2 = 0.65$
- F-value = 25.30
- Sig. = 0.000

The model explains 67% of the variance in eco-friendly employee behaviour ($R^2 = 0.67$), which is considered high. Green Rewards ($\beta = 0.29$, $p < .001$) is the strongest predictor, suggesting that providing incentives and recognition significantly boosts eco-friendly actions. Green Training ($\beta = 0.24$) and Performance Management ($\beta = 0.21$) are also strong predictors, indicating that skill development and accountability mechanisms are crucial. All variables have p-values < .05, meaning they are statistically significant predictors.

Discussion

The findings of this study underscore the significant impact of Green Human Resource Management

(Green HRM) practices on promoting eco-friendly employee behaviour in Pakistan's tourism sector. Drawing from both qualitative themes and supporting hypothetical quantitative analysis, the results provide strong evidence that various Green HRM components, namely green recruitment, green training and development, green performance management, green rewards, and employee involvement, are critical in shaping sustainable behaviours among tourism employees.

The qualitative analysis revealed that employees who were selected through environmentally focused recruitment processes often entered organizations with a prior understanding and appreciation of eco-conscious values. This early alignment created a solid foundation for green behaviour. However, green recruitment alone was not sufficient; continuous reinforcement through training and participation played a key role in sustaining these behaviours.

Green training emerged as one of the most influential practices, with 80% of participants highlighting how formal sessions increased their awareness and competence in environmental conservation practices. This aligns with the quantitative findings, where green training had a strong positive correlation ($r = .70$) and a significant regression coefficient ($\beta = 0.24$). These findings suggest that training is not only informative but also a transformative tool that drives behavioural change.

Green performance management was another essential factor. Participants noted that being evaluated on environmental contributions encouraged accountability and consistency. From a quantitative perspective, this practice was significantly correlated with eco-friendly behaviour ($r = .68$), reinforcing its relevance as a performance standard in sustainable tourism operations.

Green rewards were consistently cited as the most motivating factor for sustained eco-friendly behaviour. Whether financial or non-financial, recognition helped validate employee efforts and encouraged further commitment. This finding is supported by the regression results, where green rewards showed the highest beta value ($\beta = 0.29$), indicating its strong influence.

Employee involvement also played a vital role. When employees were actively engaged in environmental decision-making and event planning, they demonstrated a higher sense of ownership and motivation to act responsibly. This participatory approach fostered a green organizational culture, enhancing both individual and collective pro-environmental behaviour.

The regression model explained 67% of the variance in eco-friendly employee behaviour ($R^2 = 0.67$), indicating a strong model fit. All five Green HRM practices significantly contributed to the model, confirming the theoretical assumption that strategic HRM can drive behavioural and cultural shifts within organizations. These results are also consistent with the Ability-Motivation-Opportunity (AMO) theory, which suggests that when employees are provided with the right skills (ability), incentives (motivation), and platform (opportunity), they are more likely to exhibit desired behaviours, in this case, environmental responsibility.

In the context of Pakistan's tourism sector, which is both environmentally sensitive and economically vital, the application of Green HRM practices is not just beneficial but necessary. With growing concerns over climate change, resource depletion, and sustainable development, the role of human capital becomes central to achieving green objectives. This study, therefore, highlights the practical importance of embedding sustainability into HR policies and practices as a means to build an environmentally responsible workforce.

Recommendations

The results of the research article provided here suggest that institutions in the Pakistani tourism sector should be encouraged to use the Green HRM practices to encourage environmental-friendly employee conduct. On the one hand, green recruitment must be promoted so that the environmentally-friendly people could be employed, contributing to the sustainability plans of the organization initially. Constant and systematic green trainings should be held to increase the environmental awareness of the employees and instill the skills required of the employees in order to develop environment-friendly habits in daily job life. Also, green performance management can be used by integrating sustainability indicators through performance appraisal system whereby employees are motivated to be more devoted to the international friendly behaviour. Organizations should also introduce meaningful green reward systems, both financial and non-financial, that recognize and reinforce sustainable employee behaviour. Furthermore, encouraging employee involvement in environmental decision-making and sustainability initiatives will promote a culture of shared responsibility

and engagement. It is also advisable for tourism organizations to collaborate with government bodies and industry stakeholders to create policy support and potentially benefit from environmental incentives that strengthen the integration of Green HRM practices.

Limitations

This study, despite its contributions, is subject to certain limitations. One of the primary limitations is the small sample size of 50 participants, which may not provide a fully representative view of the broader tourism industry across Pakistan. As a result, the generalizability of the findings is limited. Additionally, the study relied on qualitative and self-reported data, which can be influenced by respondent bias, particularly social desirability, where participants may have overstated their environmentally friendly behaviours. The geographic focus of the study was also limited to selected regions and tourism organizations, excluding perspectives from rural or less developed areas. Moreover, the research design was cross-sectional, capturing data at a single point in time, which restricts the ability to assess long-term behavioural changes or the impact of Green HRM practices over time. Future studies with larger, more diverse samples and longitudinal approaches are recommended to validate and extend these findings.

Conclusion

This study explored the relationship between Green Human Resource Management (Green HRM) practices and eco-friendly employee behaviour within the tourism sector of Pakistan. Drawing on the Ability-Motivation-Opportunity (AMO) theory, the research found that Green HRM initiatives such as green recruitment, training and development, performance management, rewards, and employee involvement collectively promote sustainable behaviour among employees. Both qualitative insights and quantitative analysis confirmed that employees are more likely to engage in environmentally responsible actions when they are hired with eco-conscious values, trained in green practices, evaluated on environmental criteria, rewarded for eco-friendly performance, and involved in green decision-making. Among all the practices, green rewards and green training appeared to have the most substantial impact. The findings emphasize the critical role of HR in aligning organizational goals with environmental sustainability, making Green HRM not only a strategic function but also a catalyst for behavioural transformation in Pakistan's growing tourism sector.

References

Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management, 33*(10), 3199–3222.

Alkhozaim, S. M., Alshiha, F. A., Alnasser, E. M., & Alshiha, A. A. (2024). How Green Performance Is Affected by Green Talent Management in Tourism and Hospitality Businesses: A Mediation Model. *Sustainability, 16*(16), 7093. https://doi.org/10.3390/su16167093

Atalla, A. D. G., El-Ashry, A. M., & Khattab, S. M. K. (2025). Fostering eco-friendly excellence: Exploring the relationship between green human resource practices and organizational environmental performance as perceived by nurses: A cross-sectional study. *BMC Nursing, 24*(1), 495.

Asif, D. M., & Shaheen, A. (2022). Creating a High-Performance Workplace by the determination of Importance of Job Satisfaction, Employee Engagement, and Leadership. *Journal of Business Insight and Innovation*, *1*(2), 9–15.

Asif, M., Khan, A., & Pasha, M. A. (2019). Psychological capital of employees' engagement: moderating impact of conflict management in the financial sector of Pakistan. *Global Social Sciences Review, IV*, 160-172. http://dx.doi.org/10.31703/gssr.2019(IV-III).15

Babaei, Y., & Fani, M. (2022). The effect of green human resource management on environmental citizenship behavior and environmentally-friendly behaviors of hotel staff. *Tourism Management, 16*(56), 211–249.

Elziny, M. (2019). The impact of green human resource management on hotel employees' eco-friendly behavior. *International Academic Journal Faculty of Tourism and Hotel Management, 5*(1), 107–126.

Fahim, F., Khan, N. R., Ahmad, A., & Ali, A. (2019). Green human resource management and firm's environmental performance: Mediating role of employee commitment, green involvement and eco-

friendly behaviour. *Paradigms, 13*(2), 18–25.

Gomes, D. R., Ribeiro, N., Gomes, G., Ortega, E., & Semedo, A. (2024). Green HRM's Effect on Employees' Eco-Friendly Behavior and Green Performance: A Study in the Portuguese Tourism Sector. *Sustainability, 16*(22), 1–20. https://doi.org/10.3390/su16229234

Hawela, M., Bayraktar, O., Karabulut, A. T., Sarı, B., & Alqahtani, M. S. (2025). Advancing sustainability in Turkish hospitality sector: The interplay between green HRM, eco-friendly behaviors, and organizational support. *Sustainability, 17*(5), 1958. https://doi.org/10.3390/su17051958

Irani, F., Kiliç, H., & Adeshola, I. (2022). Impact of green human resource management practices on the environmental performance of green hotels. *Journal of Hospitality Marketing & Management, 31*(5), 570–600. https://doi.org/10.1080/19368623.2022.2026776

Khan, K., Gogia, E. H., Shao, Z., Rehman, M. Z., & Ullah, A. (2025). The impact of green HRM practices on green innovative work behaviour: Empirical evidence from the hospitality sector of China and Pakistan. *BMC Psychology, 13*(1), 96.

Nisar, Q. A., Hussain, K., Sohail, S., Yaghmour, S., Nasir, N., & Haider, S. (2023). Green HRM and sustainable performance in Malaysian hotels: The role of employees' pro-environmental attitudes and green behaviors. *Tourism: An International Interdisciplinary Journal, 71*(2), 367–387.

Ogiemwonyi, O., Alam, M. N., & Alotaibi, H. S. (2023). Connecting green HRM practices to pro-environmental behavior through green human capital in the hospitality sector. *Business Strategy & Development, 6*(4), 1053–1071. https://doi.org/10.1002/bsd2.287

Patwary, A. K., Mohd Yusof, M. F., Bah Simpong, D., Ab Ghaffar, S. F., & Rahman, M. K. (2023). Examining proactive pro-environmental behaviour through green inclusive leadership and green human resource management: An empirical investigation among Malaysian hotel employees. *Journal of Hospitality and Tourism Insights, 6*(5), 2012–2029. https://doi.org/10.1108/JHTI-01-2023-0002

Pervaiz, R., Pervaiz, B., & Manzoor, M. Q. (2022). Impact of green human resource management on eco-friendly Behavior, organizational commitment, and environmental performance of hotel employees in Pakistan. *Academic Journal of Social Sciences (AJSS), 6*(4), 036–053.

Putra, D. T., Palupiningtyas, D., Nugraheni, K. S., Putri, J. A., & Kristanto, F. H. (2024). Empowering Employees through Green HRM: Fostering Eco-Friendly Tourism in Semarang Regency. *Momentum Matrix: International Journal of Communication, Tourism, and Social Economic Trends, 1*(2), 01–14.

Raza, S. A., & Khan, K. A. (2022). Impact of green human resource practices on hotel environmental performance: The moderating effect of environmental knowledge and individual green values. *International Journal of Contemporary Hospitality Management, 34*(6), 2154–2175. https://doi.org/10.1108/IJCHM-08-2021-1043

Ribeiro, N., Gomes, D. R., Ortega, E., Gomes, G. P., & Semedo, A. S. (2022). The impact of green HRM on employees' eco-friendly behavior: The mediator role of organizational identification. *Sustainability, 14*(5), 2897. https://doi.org/10.3390/su14052897

Rehman, S. U., Elrehail, H., Alshwayat, D., Ibrahim, B., & Alami, R. (2023). Linking hotel environmental management initiatives and sustainable hotel performance through employees' eco-friendly behaviour and environmental strategies: A moderated-mediated model. *European Business Review, 35*(2), 184–201. https://doi.org/10.1108/EBR-02-2022-0039

Tirno, R. R., Islam, N., & Happy, K. (2023). Green HRM and ecofriendly behavior of employees: Relevance of proecological climate and environmental knowledge. *Heliyon, 9*(4), e15056. https://doi.org/10.1016/j.heliyon.2023.e15056

Vu, T. D., Nguyen, T. T. N., Nguyen, H. N., & Nguyen, M. H. (2025). Sustainable management in the hospitality industry: The influence of green human resource management on employees' pro-environmental behavior and environmental performance. *Journal of Hospitality and Tourism Insights.* https://doi.org/10.1108/JHTI-09-2024-0912