

The Effect of Green Human Resources Management on Green Outcomes among Selected Hotels in the Philippines towards Enhancing Environmental Strategies

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Abstract: *Environmental management is increasingly becoming a global issue, necessitating the development of sustainable business strategies. Despite the worldwide popularity of Green Human Resources Management (GHRM) as one of the green practices to achieve sustainable growth and competitive advantages, there is a paucity of empirical literature on its effects in the Asian context, particularly in the Philippines. This study contributes to the body of knowledge by investigating the effects of green HRM practices such as green recruitment and selection, green training and development, green performance management, and green compensation and reward on green outcomes. A total of 450 responses from green hotel employees were gathered and analyzed using PLS-SEM with SmartPLS software. According to the findings, GHRM is positively related to Green Human Capital (GHC), Environmental Performance (EPe), Environmental Passion (EPa), and Green Citizenship Behavior (GCB). The role of GHC in mediating the relationship between GHRM and EPe has been supported. EPa acts as a mediator between GHRM and GCB. Green Knowledge Sharing (GKS) does not moderate the relationship between GHRM and GCB. This is the first study in the Philippines to provide managerial implications applying GHRM practices to improve the environmental strategies of green hotels.*

Keywords: Green HRM, Green Citizenship Behavior, Green Knowledge Sharing, Green Practices

Introduction

The Philippines is at the bottom of the list of countries that encourage sustainable tourism, while Manila, the country's capital, was ranked one of the least sustainable cities in the 2018 Sustainable Cities Index (Gomez, 2018). For international tourists, the Philippines has the most significant emission factor, with an average of more than three, indicating that foreign visitors to the Philippines contribute much more carbon dioxide to the atmosphere than residents (Arora, 2021). The Philippines' tourist sector has a significant negative influence on the environment, accounting for 39.3% of total carbon dioxide emissions in 2019 (Bersales et al., 2019). According to UNEP (2019), the only way to make the Philippines a globally recognized tourist destination is through a more environmentally sustainable tourism sector; the National Economic and Development Authority (NEDA) launched the Philippine Development Plan (2017–2022) to "green" high-energy-consuming industries such as the hospitality industry (NEDA, 2021). Hotels in the Philippines have recently begun incorporating green practices into their operations due to increased worldwide customer awareness of environmental issues (Haldorai et al., 2022).

Firms that prioritize environmental management reap considerable benefits, including the ability to explore new initiatives, improve their green public image, and gain market competitive advantages (Nejati et al., 2017; Wu et al., 2018). Green human resources management (GHRM) is a critical driver of an organization's sustainability (Dumont et al., 2017; Yong et al., 2020). According to research performed in the Philippines by Ragas et al. (2017), GHRM has become an essential aspect of organizations' environmental initiatives, alongside using green products, minimizing waste, and utilizing water recycling. Huelgas & Arellano (2021) discovered that GHRM practices had a direct influence on green innovation in a study of selected port management offices in the Philippines. Furthermore, they have shown that GHRM has a mediation impact between green transformational leadership and green innovation, as well as a substantial mediating effect between green transformational leadership and environmental performance.

Hospitality companies that effectively integrate environmental management activities with human resource management systems get improved organizational and employee outcomes (Tanova & Bayighomog, 2022). Green hotel management should promote GHRM principles to increase employee participation in ecologically friendly activities (Irani et al., 2022). Recent research has clearly highlighted that there is a need to investigate GHRM in a multitude of locations and geographical places. Even though the economic conditions of developing nations are equivalent, there exist discrepancies due to cultural differences, making this an important research subject to improve understanding of GHRM (Yong, Yusliza, & Fawehinmi, 2019). GHRM is common in other nations, although it is less well-known in the Philippines (Huelgas & Arellano, 2021; Ragas et al., 2017). As a result, the present study intends to examine the effect of GHRM on green outcomes among selected hotels in the Philippines in enhancing environmental strategies.

Theoretical Framework

GHRM functions have been comprehensively discussed in AMO Theory, as well as how employees' ability, motivation, and opportunity contribute to organizational success (Appelbaum, 2000; Renwick et al., 2013). From the theory, having appropriate knowledge and skills by workers, constant employer motivation, and providing chances for employees to participate in decision-making processes in companies are favorable to smooth organizational operations (Waqas et al., 2021).

AMO theory covered human resources management (HRM) strategies that improve an organization's human capital via greater human capabilities, which lead to more productivity, reduced waste, better quality, and higher profitability (Appelbaum, 2000). The major impact of HRM practices on overall organizational performance and its associated environmental consequences may be easily understood in light of AMO theory (Boselie et al., 2005). HRM practices that promote employees' abilities, motivation, and opportunities lead the organization to capture the intellectual and psychosomatic possession of its employees, which improves not only employee performance but also organizational performance (Appelbaum, 2000). To achieve environmental sustainability, firms should establish innovative GHRM practices based on the AMO framework to match workers' behavior and attitudes with corporate green goals (Dumont et al., 2017; Jia et al., 2018; Pham et al., 2019). In this research, we consider that companies that exhibit widespread implementation of GHRM practices will have a beneficial influence on green human capital (Ali et al., 2021; Shoaib, Abbas, et al., 2021; Shoaib, Zámečník, et al., 2021) and boost the hotel's environmental performance (Irani et al., 2022; Kim et al., 2019; Umrani et al., 2020).

As shown by HRM literature, human resource management practices have an effect on individual attitudes and behaviors not just directly but also indirectly through certain motivational and sociopsychological processes (Kehoe & Wright, 2013). According to social identity theory, individuals gravitate toward renowned social groupings in order to increase their self-esteem (Hogg & Abrams, 1988) and establish a positive self-concept (Tajfel, 1982). Adopting GHRM with the goal of attaining environmental sustainability is likely to improve an organization's external image as a good corporate citizen (Chaudhary, 2020). The company's elevated status and reputation strengthens employee self-concept and, therefore, self-esteem, which in turn increases their affiliation with the business (Ashforth & Mael, 1989). Organizational studies often apply social identity theory to describe employee identification in the social context of a company (Kim et al., 2019). Employees, as organizational members, adhere to organizational beliefs, take pleasure in organizational activities, and are devoted to the organization (Ashforth & Mael, 1989).

Thus, organizational identity strengthens employee loyalty to an organization, even more so when the organization has a favorable effect on employee behaviors (O'Reilly & Chatman, 1986). Implementing GHRM practices, such as conducting green training and rewarding employee contributions to green efforts, is likely to help employees improve their abilities and create chances to engage in green activities (Shen et al., 2018). Employees will be more psychologically available and feel their job more meaningful as a result of skill development and engagement in green initiatives, which will strengthen their organizational identity (Chaudhary, 2020). Organizational identification is a kind of social identification in which a person develops an emotional attachment or sense of belonging to a particular organization (Ashforth & Mael, 1989; O'Reilly & Chatman, 1986). Organizational identification may be predicted to create a solid foundation for GHRM, since when people identify favorably with their company, they may not only inspire environmentally responsible conduct, but also improve environmental performance (Chaudhary, 2020).

When firms demonstrate their commitment to environmental management practices through the provision of clear green objectives, green training and development, effective green performance evaluation, and green incentive systems, workers are expected to reciprocate by exhibiting green behaviors (Aboramadan, 2022). The present study, guided by social identity theory, postulates that implementing GHRM positively impacts employees' environmental passion (Jia et al., 2018; Nida Mohammad, 2020), which happens when an employee has pleasure, enjoyment, and a feeling of success as a result of environmentally friendly actions such as saving energy, and using green goods (Jia et al., 2018). Additionally, GHRM methods may be used to promote green citizenship behavior (Aykan, 2017; Islam et al., 2021). Finally, green knowledge sharing, which occurs naturally as a result of management and staff cooperating closely on GHRM (Rubel et al., 2021), will act as a moderator of the positive relationship between GHRM and green citizenship behavior.

Related Literature and Studies

Green Human Resources Management (GHRM) Practices

GHRM is promoting sustainability through human resource management strategies that integrate environmental management and conventional human resource management (Bombiak & Marciniuk-Kluska, 2018). Additionally, it refers to policies and activities that contribute to the development of a green workforce in order to benefit people, organizations, and the natural environment, and is seen as a subset of corporate social responsibility (Nida Mohammad, 2020). Renwick et al. (2013) developed a framework that encompasses human resource management functions such as

recruitment & selection, training & development, reward system, performance management system, and employee, all of which are viewed as effective tools for connecting employees to the organization's environmental strategy.

GHRM and Green Human Capital

The concept of GHRM evolved in response to the increasing pressure on enterprises to include sustainability into their internal operations and decision-making (Alfred & Adam, 2009; Howard-Grenville et al., 2014). Essentially, GHRM is the process of converting non-green workers into green employees in an organization who help the natural environment and society by using green practices in the development of a system (Arulrajah et al., 2016). It has been stated that employees' skills and knowledge about sustainability play a vital role in GHRM integration (Campbell et al., 2012). Green human capital may be defined as "the accumulation of workers' knowledge, skill, experience, wisdom, creativity, and dedication, among other things, to environmental preservation or green innovation, which was rooted in individuals, not companies" (Chen, 2007). Green human capital has been labeled a major concept in organizational science (Yong et al., 2019) due to its role in the implementation of GHRM practices (Chen & Chang, 2013).

While the GHRM concept reflects a strategic approach to enhancing an organization's sustainability, the literature has struggled to provide a comprehensive or adequate picture of the antecedents, dynamic processes, boundary conditions, and outcomes of GHRM such as green human capital, necessitating additional research, particularly in the Asian region (Ren et al., 2018).

Green human capital and Environmental performance

Green human capital (GHC) is widely recognized as one of the most critical components that people must cultivate in an age of environmental deterioration (Ma et al., 2021). It is a critical strategic resource for corporate performance, since people are critical to company sustainability in today's fast changing business environment (Subramaniam & Youndt, 2005). While the knowledge-based age requires firms to recruit intelligent personnel, decision makers, and problem solvers, it is worth noting that organizations now also consider environmental factors, leading in the examination of GHC's contribution to corporate sustainability (Shah et al., 2021).

There is much disagreement on the precise definition, operationalization, and scope of environmental performance (Phan et al., 2018). While some studies focus exclusively on environmental effects such as emission and waste disposal (Burnett & Hansen, 2008; Mungai et al., 2020), others advocate for broader definitions based on both firm-level environmental ratings and multidimensional, subjective evaluations developed by external groups (Henri & Journeault, 2010; Lisi, 2015). Environmental performance, as defined by Judge & Douglas (1998), is "a firm's efficacy in meeting and surpassing society's expectations with regard to environmental problems." Taking into account the internal implications, GHC may help businesses reduce environmental costs; increase employee knowledge and awareness of green thinking and energy-saving technologies; and effectively comprehend the standards and expectations of government environmental regulations (Asiaei et al., 2022). Environmental performance can be improved by the organization's active pursuit of green-related knowledge and resources (Chuang & Huang, 2018).

Chang & Chen (2012) established a relationship between GHC and green innovation performance. Even with this, scientific research on green human capital and its relationship to other factors is scant (Yong, Yusliza, Ramayah, et al., 2019).

GHRM and Environmental Performance

Numerous firms have acknowledged the need of including workers in their efforts to achieve sustainable performance via innovation aimed at reducing waste and ensuring efficient use of energy and other resources (Lukin et al., 2022; Tortia et al., 2022). GHRM practices, such as "green recruiting and selection," "green training," "green performance assessment," and "green remuneration," are critical strategies for improving an organization's environmental performance (Yusoff et al., 2020). A study of ISO 14001 certified firms showed that those with effective human resource management procedures had greater environmental performance (Jose Chiappetta Jabbour, 2011). Employees who are directly or indirectly impacted by changes in the workplace and personal life are critical to the effective implementation of GHRM principles (Dezdar, 2017). Likewise, Ma et al. (2021) said that providing green training to workers improves their skills, abilities, knowledge, commitments, and attitude toward environmental management. As per Haldorai et al. (2022), GHRM encompasses environmentally friendly human resource management practices that lead to increased efficiency, cost savings, and better environmental performance. Numerous studies have proven a relationship between GHRM and environmental performance (Latan et al., 2018; Ren et al., 2022; Yusoff et al., 2020). It has been established in recent studies that GHRM results in improved environmental performance in the hotel business (Kim et al., 2019; Pham et al., 2020). Despite previous researchers' attempts to explore the influence of GHRM firms' environmental performance, empirical studies across a variety of sectors and regions remain few (Narayanamma et al., 2022).

GHRM and Environmental Passion

GHRM is a critical component of the company's environmental stewardship approach (Jia et al., 2018). It is primarily concerned with the characteristics of HRM methods that motivate employees and their degree of commitment to greening activities (Nida Mohammad, 2020). It educates employees on the importance of environmental protection and its social effect (Mishra et al., 2014). Environmental passion, according to (Robertson & Barling, 2013), is a positive feeling that motivates an individual to participate in pro-environmental actions. They argue that leaders that exhibit inspiring motivation will arouse workers' harmonious environmental passion, urging them to look beyond their immediate demands for the greater good and pressuring them to do more. When workers are aware of the benefits and drawbacks of environmental conservation and destruction, participation in environmental activities may arouse environmental passion (Nida Mohammad, 2020).

Gilal et al. (2019) discovered that GHRM improves environmental performance via the environmental passion of individuals. When employees perceive their employer as implementing a set of GHRM practices that span multiple human resource attributions (e.g., rewards for environmentally friendly behaviors, high levels of empowerment for employees to engage in pro-environmental initiatives, and strong employee involvement in green decision-making, take initiative on environmental issues), they are more likely to demonstrate a high level of environmental passion (DuBois & Dubois, 2012). Employee environmental passion is increased when firms recognize and appreciate their employees' efforts and contributions to environmental sustainability practices via green pay and incentives (Tang et al., 2018).

Employees' perceptions of GHRM would arouse their environmental passion for environmental sustainability (Chen et al., 2021). GHRM is critical and useful in igniting environmental passion (Jia et al., 2018).

Environmental Passion and Green citizenship behavior

Positive emotions such as pleasure, contentment, satisfaction, and spiritual well-being all affect an employee's pro-environmental behavior (Fineman, 1996), and environmental passion is a positive emotion (Robertson & Barling, 2013). When individuals are motivated, they go beyond their job description and engage in behaviors that benefit the business (Bass & Riggio, 2006). Environmental passion may be anticipated by corporate environmental management strategies (Wei et al., 2017) and is a strong predictor of environmental behavior (Afsar et al., 2016; Li et al., 2020). Green citizenship behavior refers to acts taken voluntarily by workers that help the company and society in order to protect the environment (Yin et al., 2021). Green citizenship is a self-sustaining habit that may contribute to an organization's greening initiatives (Organ, 1988). The purpose of environmental passion is to convert this positive feeling toward environmental protection into environmental protection behavior (Vallerand et al., 2007), and green citizenship behavior is a common kind of environmental protection behavior practiced by organization personnel (Yin et al., 2021). Environmental passion is a moral experience, and this kind of moral encounter with the environment has been shown to have a major effect on workers' green behavior (Stern, 2000). As a result, environmental passion may help enhance employees' green citizenship behavior (Yin et al., 2021). Additionally, prior research has shown that positive emotions may influence workers' green behavior (Williamson et al., 2006). Given that environmental passion is a positive emotion toward the environment, it may motivate employees to engage in green citizenship behaviors (Li et al., 2020).

GHRM and Green citizenship Behavior

Scholars perceive GHRM as a novel field of study with the objective of examining organizational environmental management via the use of human resource management principles (Jabbour et al., 2015; Jackson & Seo, 2010). GHRM is a term that refers to when a company's environmental concerns and human resource objectives are aligned (Yong et al., 2020). The human resource component is critical in controlling the entire performance of the firm while addressing the various operations necessary for industry expansion (Gardas et al., 2019). Green activities assist businesses in mitigating environmental difficulties, which will occur when employees become aware of environmental issues and their relevance (Malik et al., 2020). Human resource professionals are particularly interested in hiring and maintaining skilled employees, particularly those who are environmentally conscious (Tang et al., 2018). Employees want to work for companies that demonstrate a commitment to sustainability (Renwick et al., 2013). Numerous researches have shown that environmentally friendly recruiting and selection practices have a favorable and substantial effect on green citizenship behavior (Alnajdawi et al., 2017; Sinaga & Nawangsari, 2019). Green training strengthens workers' essential environmental abilities, skills, and knowledge in order to help the firm achieve its environmental objectives (Jabbour et al., 2010). Thus, green training enables workers to save energy, minimize their reliance on natural resources, and maximize their efficiency (Alnajdawi et al., 2017). Green training has been shown to improve employees' environmental performance (Muster & Schrader, 2011) and has a positive correlation with green citizenship behavior (Niyomdechcha & Yahya, 2019; Phan et al., 2018). Green performance management strategies help organizations improve their environmental performance by aligning employee behavior with environmental goals and engaging employees to participate in environmental initiatives (Harvey et al., 2013). Green performance assessment places a premium on environmental cases, compliance with environmental duties, environmental challenges, and policy

communication (Malik et al., 2021). Evaluation programs are often used to manage pay, identify an employee's strengths and weaknesses, and offer feedback on outcomes in order to increase operational efficiency (Malik et al., 2020). Arulrajah et al. (2016) discovered a statistically significant link between performance appraisal and green citizenship behavior. Green incentive programs are an excellent way to practice GHRM (Jackson et al., 2011). Green rewards are described as "the construction of a system of financial and non-monetary incentives for personnel who demonstrate the capacity to manage environmental issues" (Jabbour et al., 2010). Green incentives are the most often employed tools for connecting people and also the organization's aims (Malik et al., 2021). Anwar et al. (2020)'s study discovered a substantial link between green motivating strategies such as green rewards and green citizenship behavior. GHRM practices have been shown to favorably influence green citizenship behavior (Alnajdawi et al., 2017; Boiral et al., 2014; Pinzone et al., 2016).

Green Knowledge Sharing as a Moderator

It is widely observed that knowledge management has an impact on a variety of performance outcomes, including enhanced customer connections, service quality (Tseng, 2016), and innovation performance (Bhatti et al., 2020). Researchers acknowledge the importance of knowledge management in the workplace (Dezi et al., 2021). Knowledge and its dissemination are seen as critical pillars on which firms may build a sustained competitive advantage (Gope et al., 2018). Green knowledge sharing is the practice of communicating environmentally friendly information among employees in order to help a business achieve its sustainable goals (Rubel et al., 2021). Thus, successful green knowledge management entails better knowledge infrastructure and transmission capacities among organizational members about environmental challenges (Lin & Chen, 2017). Human resource management is a significant determinant of how workers share their expertise (Bhatti et al., 2020). According to Rubel et al. (2021), GHRM may be utilized as an organizational approach to promote and ease the sharing of green information among workers. Additionally, GHRM serves as a platform and a valuable indication of a company's dedication to environmental issues, ultimately enabling workers to share their green expertise and assist the firm become greener. Ritala et al. (2015) discovered a statistically significant positive correlation between knowledge sharing and performance among workers. Rubel et al. (2021) identified that employees' green knowledge sharing within the organization is positively related to their green citizenship behavior. Because it entails exchanging information and assisting others in order to accomplish organizational goals, it contains an element of identity force in that employees would share knowledge in order to work collaboratively toward the organization's green image.

Knowledge sharing has been identified as a moderator in previous studies. According to AlShalabi & Judeh (2012), knowledge sharing acted as a key moderator in the association between strategic human resource management and continuous improvement. Amaranti et al. (2019) demonstrated that knowledge sharing acts as a moderator in the link between prospective absorptive capacity (a firm's ability to acquire and assimilate external information) and actual absorptive capacity (a firm's ability to use absorbed knowledge). Montani & Stagliano (2022) discovered that knowledge sharing moderated the link between COVID-19-induced work stress and employee creativity, such that the association was negative at low levels of knowledge sharing but turned positive at high levels of information sharing. In the context of the hospitality industry, Lim and Ok's (2021) recent meta-analysis demonstrated that knowledge sharing is critical in how hospitality firms establish a sustained competitive advantage. Nonetheless, despite its relevance, and after studying 275 relationships from 54 primary research, the moderating role of knowledge sharing on various linkages remains unexplored.

Green human capital as a Mediator

According to Saeed et al. (2019), GHRM promotes environmental sustainability through supporting sustainable use of organizational capital via human resource management strategies, ideas, and procedures, as well as by avoiding any environmental concerns inside the business. GHRM enables organizations to achieve better environmental performance by focusing on "green recruiting and selection," "green training," "green performance assessment," and "green remuneration" (Haldorai et al., 2022). In an age of environmental stewardship, green human capital is critical to a company's success (Chen & Chang, 2013). It has been argued that employees' skills and knowledge regarding sustainability play a significant role in the adaptation of GHRM (Campbell et al., 2012); moreover, it has also been demonstrated that employees' knowledge and skills improve when employees perceive the organization's commitment to environmental sustainability (Chahal & Bakshi, 2014), which directly contributes to increasing employee commitment to the organization. Tonial et al. (2019) discovered that Brazilian enterprises that managed human capital in addition to structural and relational capital were able to optimize their sustainability-related activities and performance. Similarly, Mansoor et al. (2021) established a strong correlation between a firm's environmental performance and its green human capital. Wright & McMahan (2011) contended that human capital acts as a mediator between human resource strategies and performance. Green human capital serves as a link between corporate environmental ethics and two of its outcomes: green relationship learning and green innovation performance (Chen & Chang, 2013).

Environmental Passion as a Mediator

The functions of GHRM, such as green performance, green recruitment, selection, and reward management, green training and development, and green engagement, encourage employees and increase their environmental passion, encouraging them to participate in developing green ideas for green activities (Jia et al., 2018). GHRM initiatives, such as green training and evaluation, may help employees increase their environmental passion, competitiveness, and environmental performance (Jabbour et al., 2013).

Additionally, the literature suggests that an employee's passion results in green citizenship behavior (Cardon et al., 2009). Environmental passion generates positive emotion, which acts as a motivator, eliciting further pro-environmental action among employees (Choong et al., 2020). Environmental passion has been found to have a significant direct effect on pro-environmental behavior in previous studies (Afsar et al., 2016; Robertson & Barling, 2013), but also acts as a mediator between leadership styles (i.e. environmental-specific transformational leadership styles and spiritual leadership) and pro-environmental behavior. Nida Mohammad (2020) demonstrated that environmental passion had a crucial role in mediating the link between GHRM and green citizenship behavior and advised that this relationship be further investigated in other organizations and industries.

6

Conceptual Framework

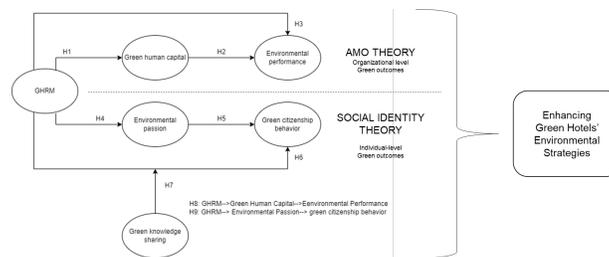


Figure 1: Conceptual framework

Figure 1 depicts the conceptual paradigm of the present study, which is looking at the direct impacts of green human resource management practices on organizational green outcomes (green human capital and environmental performance) as well as individual green outcomes (environmental passion and green citizenship behavior). The role of green human capital in mediating the link between GHRM and environmental performance will be investigated. Moreover, the role of environmental passion in mediating the relationship between GHRM and green citizenship behavior will be examined. Finally, the role of green knowledge sharing as a moderator between green human resource management and green citizenship behavior will be evaluated. The findings of this research will be utilized to develop specific initiatives to enhance green hotels' environmental strategies.

Methodology

Methods of Research

The current study employed a quantitative technique, namely a descriptive-correlation research design, to address the aforementioned research objectives and test the proposed hypotheses (Okumus et al., 2022).

According to Creswell (2015), the quantitative descriptive-correlation approach is beneficial when researchers seek to construct a study subject based on field patterns or explain why something happens. Moderating interaction is required in the proposed model, which requires the usage of a survey-based questionnaire that will be pilot-tested prior to data collection.

Population and Sample Size

Employees at green hotels in the Philippines who have obtained the Department of Tourism's "ANAHAW-Philippine Sustainable Tourism Certification" comprised the study's population. The Anahaw-Philippine Sustainable Tourism Certification was created in collaboration with the Department of Tourism (DOT) in accordance with the DOT's National Tourism Development Plan 2016-2022, which aims to "develop highly competitive, environmentally sustainable, and socially responsible tourism that promotes inclusive growth" (Business Mirror, 2019). ANAHAW evaluates and reduces waste, energy consumption, and water consumption in hotels. Corporate social responsibility is also taken into account, with enterprises that hire locals and buy local goods faring better in the grading system (PNA, 2021).

Twenty seven Philippine hotels and resorts have received Anahaw Philippine sustainable tourism certification (Talavera, 2018). The total number of employees employed by these firms is expected to be five thousand (AHRM, 2021).

Sampling Technique and Sample Size

The current study used multi-stage sampling (also known as multi-stage cluster sampling), which is a more complex form of cluster sampling that incorporates two or more phases in sample selection (Dudovskiy, 2022). Multi-stage sampling, in an essence, breaks large population clusters into smaller clusters in a series of steps to make primary data collection more manageable.

Cluster sampling, also known as area or geographical sampling, was the first phase in the sampling process. A specific region is divided into clusters, and the main data from each cluster is gathered to represent the overall perspective. We chose green hotel clusters in Luzon, Visayas, and Mindanao in this case. The second phase is stratified sampling, which involves breaking down a population into smaller sub-groups known as strata. This study's stratification will be based on job level, which includes rank and file and managers.

Table 1 reveals that 450 employees from the eight green hotels (three luxury, two premium, and three mid-range hotels) that agreed to engage in this research participated in the actual data collection. According to the Raosoft sample size calculator, this figure is higher than the suggested sample size of 357, with a 95% degree of confidence and a 5% margin of error.



Table 1: Cluster and Stratified Sampling Distribution

Philippines Clusters	Total Number of Selected Green Hotels	Strata (Job Level)		
		Rank and File	Managers	Total
Luzon	4	120	120	240
Visayas	3	80	80	160
Mindanao	1	25	25	50
Total	8	225	225	450

Description of the Respondents

The criteria for this current study's respondents are as follows:

1. regular employees in green hotels;
2. all participants should have at least one year of experience in the present firm and be aware of the hotel's environmental efforts; and
3. managers (e.g., general managers, human resource directors, sustainability directors, owners, and other senior executives) should be directly responsible for establishing and executing green policies.

Research Instrument

The first part details the respondent's demographic profile, which include gender, number of years worked, age, education level, and department.

The survey proper will be the second part. In general, the survey instrument developed was based on questionnaires used in the works of previous scholars who researched GHRM and its different implications. Green human resource management (GHRM) is evaluated in Section 1 using four dimensions adapted from Jose Chiappetta Jabbour (2011): "green recruitment and selection" (four items); "green training and development" (five items); "green performance management and appraisal" (three items); and "green compensation and rewards." Section 2 includes five questions to assess Green human capital (GHC), which are based on Chen's (2007) research on the beneficial influence of green intellectual capital on corporate competitive advantages. Section 3 explores the impact of GHRM on hotel workers' eco-friendly behavior and environmental performance, with seven questions modified from Kim et al. (2019)'s research to assess Environmental performance (EPe). Section 4 investigates the environmental passion (EPa) factors used in the Robertson and Barling (2013) study, and ten questions were adopted for use in this current study. Section 5 generated seven questions based on Raineri and Paillé (2016)'s research as the foundation for assessing Green citizenship behavior (GCB). Finally, Section 6 evaluates Green knowledge sharing (GKS), with five questions derived from the Bock et al. study (2005).

The final survey questionnaire has 49 questions. All variables were assessed on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Data Gathering Procedure

The following are the data collection methods employed in this study:

1. The researcher enlisted the help of his thesis advisor in examining the study instrument and officially endorsed the survey instrument for approval to the panel members and chairman of the Oral Examination Committee.
2. In addition, the content validity was assessed using literature and expert opinion. The Q-sort approach was utilized, which is an iterative system that evaluates validity based on the level of agreement among judges (Nahm et al., 2002). The method is broken into two stages. The inter-judge agreement is measured in the first

phase by asking three judges to order the questionnaire items according to the study's constructs. Questionnaire questions deemed very confusing in the first stage are reworded or removed in the second stage in order to increase the judges' agreement.

3. The researcher obtained permission to conduct a survey by sending an official letter to the green hotels on the Department of Tourism's list, through their respective HR heads.
4. Prior to data collection, the survey instrument was validated with thirty-one responses in a pilot test to assess accuracy and consistency, as well as data validity and dependability.
5. The pilot research findings, as shown in Table 2, confirmed the instrument's content validity and internal consistency. The specified Cronbach's alpha values for the six constructs were greater than 0.70, demonstrating satisfactory content validity and reliability (Nunnally & Bernstein, 1994). With these findings, the panel members and the head of the Oral Examination Committee approved the launch of actual data collection.

Table 2: Cronbach's alpha of the pilot study

Construct	Number of Items	Cronbach's Alpha
Section 1: GHRM	15	0.954
Section 2: GHC	5	0.896
Section 3: EPe	7	0.903
Section 4: EPa	10	0.924
Section 5: GCB	7	0.918
Section 6: GKS	5	0.866

6. Data was collected from August to September 2022, after the survey instrument was approved and the researcher received approval from the Oral Examination Committee. The researcher completed the survey collection in person, in close collaboration with the HR directors of the selected green hotels. Employee data confidentiality and anonymity were secured via the Informed Consent Form, and participants were guaranteed that their responses would be available only to the study team.
7. The researcher collected completed surveys, tallied them, and analyzed the data.

Statistical Treatment of Data

The current study employed PLS-SEM with SmartPLS software (Ringle et al., 2015). Smart PLS has been utilized in recent GHRM-related studies (Anwar et al., 2020; Fernando et al., 2019; Haldorai et al., 2022; Pham et al., 2019).

The frequency distribution was carried out to analyze the respondents' demographic profile. The partial least square structural equation modeling (PLS-SEM) approach was chosen with Smart PLS 3.2.8 to evaluate and test the following:

1. The impact of GHRM on organizational green outcomes in terms of green human capital and environmental performance.
2. The influence of green human capital on environmental performance.
3. The effect of GHRM on individual green outcomes in terms of environmental passion and green citizenship behavior.
4. The influence of environmental passion on green citizenship behavior.
5. The moderating role of green knowledge sharing on the relationship between GHRM and green citizenship behavior.
6. The mediating role of green human capital on the relationship between GHRM and environmental performance.
7. The mediating role of environmental passion on the relationship between GHRM and green citizenship behavior.

The PLS-SEM can handle complex mediation models (Hair et al., 2019), and it does not require exact normality (Chin et al., 2003). It also allows for statistical efficiency when dealing with several dependent linkages represented by unobservable ideas at the same time (Hair et al., 2019). Furthermore, the bootstrapping approach will be used to determine the significance levels of the loadings, weights, and route coefficients.

Using bootstrap confidence interval testing, the coefficients, also known as the index of moderated mediation, can be examined to see if they are statistically distinct from zero (Hayes, 2015). The PROCESS macro in SPSS can be used to do regression-based moderated mediation experiments (Hayes, 2018). The PROCESS macro can generate all of the model coefficients, standard errors, test statistics, and bootstrap confidence intervals, as well as the index of moderated mediation, using a single line of syntax (Edwards & Konold, 2020).

Results

Descriptive Statistics

The respondent profile is shown in Table 3. The majority of the 450 participants (61%) are male, with nearly half (47%) aged 25 to 34. More than half of those polled (71%) hold a college degree. The hotel industry experience of the employees ranged from 1 to 42 years, with an average of 12.4 years. Experience with the current hotel firm ranged from 1 to 6 years, with an average of 3.7 years. The majority (34%) work in the Food and Beverage department.

Table 3: Profile of the respondents

Details (n = 450)	Frequency	Percentage %
Gender		
Male	275	61%
Female	175	39%
TOTAL	450	100%
Age (in yrs)		
25 years old and below	92	20%
25-34	212	47%
35-44	92	20%
45-54	43	10%
Above 55	11	2%
TOTAL	450	100%
Education		
High school graduate and below	87	19%
College level	35	8%
College graduate	319	71%
Post-graduation	9	2%
TOTAL	450	100%
Total years of experience in the hotel industry		
1-5 yrs	120	27%
6-10 yrs	112	25%
11-15 yrs	80	18%
16-20 yrs	57	13%
21-25 yrs	35	8%
Above 26 yrs	46	10%
TOTAL	450	100%
Total years of experience in the current hotel		
1yr	9	2%
2 yrs	29	6%
3 yrs	177	39%
4 yrs	140	31%
5 yrs	74	16%
More than 5 years	21	5%
TOTAL	450	100%
Department		
Front office	54	12%
Housekeeping	44	10%
Food and beverage	153	34%
Food production	25	6%

Marketing and sales	50	11%
Human resources	13	3%
Maintenance	44	10%
Other Departments	67	15%
TOTAL	450	100%

Measurement Model Assessment

Table 4 presents the measurement model's outcomes and analyzes internal consistency to ensure that constructs are homogeneous (Blumberg et al., 2011). According to Hair et al. (2017), the measurement model evaluates the study's reliability and validity. Cronbach's alpha values range from 0.874 to 0.966, all of which are greater than the required limit of 0.7 (Hair et al., 2019). The composite reliability of the constructs GHRM (0.969), GHC (0.929), EPe (0.948), EPa (0.955), GCB (0.931), and GKS (0.908) is greater than 0.7 (Kline, 2016).

Table 4: Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
GHRM	0.966	0.969	0.679
GHC	0.904	0.929	0.722
EPe	0.935	0.948	0.721
EPa	0.948	0.955	0.679
GCB	0.913	0.931	0.657
GKS	0.874	0.908	0.664

The average variance extracted (AVE) and factor loadings were used to assess convergent validity (Hair et al., 2017). Table 4 shows the extracted average variance, with values ranging between 0.722 and 0.657. Table 5 shows that the factor loadings of each item are greater than the threshold limit of 0.70. The loading of each construct should be at least 0.70 in order to satisfy the index reliability (Hair et al., 2019). However, according to Henseler et al. (2015), values of 0.4 or higher are also acceptable when doing an exploratory study. As an outcome, all of them have statistically significant positive correlations, demonstrating that an empirical link between these factors and convergent validity has been established.

Table 5: Factor loading

	GHRM	GHC	EPe	EPa	GCB	GKS
GHRM1	0.833167					
GHRM10	0.833914					
GHRM11	0.831067					
GHRM12	0.834553					
GHRM13	0.835928					
GHRM14	0.824286					
GHRM15	0.837983					
GHRM2	0.799423					
GHRM3	0.811693					
GHRM4	0.815937					
GHRM5	0.812090					
GHRM6	0.821729					
GHRM7	0.838168					
GHRM8	0.824373					
GHRM9	0.804876					
GHC1		0.847993				
GHC2		0.852912				
GHC3		0.841843				
GHC4		0.843941				
GHC5		0.861391				
EPe1			0.859017			
EPe2			0.853246			
EPe3			0.857482			
EPe4			0.830617			
EPe5			0.859281			
EPe6			0.846790			
EPe7			0.835469			
EPa1				0.825375		

Passion is positively related to Green Citizenship Behavior.				
H6: GHRM will have a positive relationship with Green Citizenship Behavior.	GHRM -> GCB	6.0637	0.001	Supported
Moderated Relationship				
H7: Green Knowledge Sharing will moderate the positive relationship between GHRM and Green Citizenship Behavior such that the relationship will be stronger at higher values of Green Knowledge Sharing.	GHRM*GKS -> GCB	0.9839	0.005	Not supported
Mediated relationship				
H8: Green Human Capital will mediate the relationship between GHRM and Environmental Performance.	GHRM—GHC—EPe	95% CI [0.1613, 0.3365]	0.001	Supported
H9: Environmental Passion will mediate the relationship between GHRM and Green Citizenship Behavior.	GHRM—EPa—GCB	95% CI [0.1164, 0.3334]	0.001	Supported

Hypothesis 1 postulated that GHRM is linked to GHC in a favorable way. H1 was supported ($\beta=17.15$, $p<0.001$). GHC was shown to be positively associated to EPe ($\beta=5.39$, $p<0.001$), confirming H2. GHRM showed a beneficial effect on EPe ($\beta=9.21$, $p<0.001$), hence supporting H3. EPa was strongly influenced by GHRM ($\beta=29.2$, $p<0.001$). As a result, H4 was supported. H5 was not supported since the link between EPa and GCB did not obtain empirical evidence ($\beta=0.07$, $p>0.05$). GHRM showed a favorable effect on GCB ($\beta=6.06$, $p<0.001$), which supported H6. H7 argued that GKS moderates the positive association between GHRM and GCB, making the relationship stronger at higher GKS levels. It was, however, not supported ($\beta=0.98$, $p>0.005$). H8 suggested that GHC will mediate the relationship between GHRM and EPe. This was reinforced by the fact that the 95% CI did not straddle a zero (95% CI [0.1613, 0.3365]). As a result, H8 was accepted. Similarly, it was proposed that EPa will mediate the relationship between GHRM and GCB. The 95% CI did not include a zero indicating that H9 was also supported (95% CI [0.1164, 0.3334]).

Discussion

The present research intends to add to the scant GHRM literature in Asia, particularly in the Philippines (Huelgas & Arellano, 2021; Ragas et al., 2017), by investigating its impacts on hotel environmental performance and green citizenship behavior.

According to the findings, GHRM practices have a direct and positive influence on GHC, as referenced in H1. This conclusion confirmed the findings of earlier studies (Y.-S. Chen & Chang, 2013; Yong et al., 2019) that found a favorable relationship between GHRM and GHC. According to Chen (2007), GHC is the accumulation of workers' knowledge, skill, experience, wisdom, creativity, and dedication to environmental preservation or green innovation, among other things; thus, the present study's results demonstrated that GHRM will significantly affect these aspects. Ren et al. (2018) urged studies to delve into the various outcomes of GHRM, such as GHC. To the best of our knowledge, this is the first empirical data that substantiated the favorable effect of GHRM approaches (green recruitment and selection, green training and development, green performance management, and green pay and reward) to GHC in the Philippines.

The data verified H2's hypothesis that GHC is favorably connected to EPe. This reaffirms the conclusions of prior studies (Subramaniam & Youndt, 2005; Ma et al., 2021; Shah et al., 2021) that, in an age of depletion of natural resources, having employees who are informed about environmental preservation is a valuable advantage in attaining corporate success and sustainability. Yong, Yusliza, Ramayah, et al. (2019) highly urged researchers to investigate the association of GHC to other factors, and the present study offered empirical evidence of a favorable relationship between GHC and EPe.

The findings supported H3's hypothesis that GHRM has a positive link with EPe. This conclusion is consistent with the conclusions of other research that have shown the link between GHRM and environmental performance (Latan et al., 2018; Ren et al., 2022; Yusoff et al., 2020). Furthermore, the present research added to the expanding body of knowledge on the favorable relationship between GHRM and EPe in the hotel industry, particularly in the Asian context (Kim et al., 2019; Pham et al., 2020).

H4's assumption was confirmed that GHRM would have a strong correlation with EPa. This result is consistent with the findings of Chen et al., (2021) and Jia et al., (2018), which revealed that GHRM practices may ignite workers' environmental passion for environmental sustainability. Environmental passion may be ignited when employees become aware of the advantages and downsides of environmental conservation and destruction as a result of GHRM practices, which leads to engagement in environmental activities (Nida Mohammad, 2020).

H5 suggested that EPa is positively connected with GCB, however, the current study did not support this claim. EPa, as a positive emotion (Robertson & Barling, 2013), has to be cultivated over time using corporate environmental management practices (Wei et al., 2017) before it can be used to influence GCB (Afsar et al., 2016; Li et al., 2020). The study by Yin et al. (2021), in which EPa was found to optimize GCB, involved employees from a manufacturing firm where green initiatives were already practiced at a mature level, which is the total opposite in the context of the Philippines, as highlighted by Haldorai et al. (2022), where hotels have only recently begun incorporating green practices into their operations due to increased global customer awareness of environmental issues. According to the conclusions of this study, hotel companies should be more proactive and persistent in implementing sustainable practices such as GHRM in order to strengthen and positively stimulate employees' EPa, which will impact their GCB.

The study's results confirm H6 that GHRM would positively improve GCB, which is consistent with the findings of earlier research (Alnajdawi et al., 2017; Boiral et al., 2014; Pinzone et al., 2016). This essentially states that GHRM practices including green recruitment and selection, green training and development, green performance management, and green pay and incentive favorably impact employees' GCB to voluntarily act and aid the firm and society to safeguard the environment.

H7 projected that GKS will moderate the positive association between GHRM and GCB, making the relationship stronger at greater levels of GKS, however the present study's findings did not support this assumption. According to a recent research by Rubel et al. (2021), organizations may accomplish their sustainable objectives via sustained GKS among workers, and GHRM practices can be used to encourage and facilitate the sharing of green knowledge in the workplace. The effectiveness of GKS, as well as its impacts on employee behavior and performance, is dependent on the supply of improved knowledge infrastructure and transmission capacity (Lin & Chen, 2017), as well as ongoing support from top management, particularly human resources management (Bhatti et al., 2020). In the Philippines, the adoption of GHRM practices is still in its early stages (Huelgas & Arellano, 2021; Ragas et al., 2017). Thus, GKS as a practice among employees is relatively new in the country, and its impact on the relationship between GHRM and GCB warrants further investigation, particularly given the government's Philippine Development Plan (2017-2022), which aims to "green" high-energy-consuming industries such as the hospitality industry, which has been severely impacted by the pandemic (NEDA, 2021).

The findings validated the partial mediation effect of GHC on the link between GHRM and EPe as proposed in H8. This extended Wright and McMahan's (2011) argument that human capital functions as a mediator between human resource strategies and performance, proving that in the era of sustainable stewardship, GHC mediates the link between GHRM and EPe. This demonstrates that employees' GHC based on their abilities and knowledge plays a key role in GHRM adaptation (Campbell et al., 2012), which has a direct impact on environmental sustainability (Chahal & Bakshi, 2014).

According to H9, the present study's results illustrate that EPa partly mediates the link between GHRM and GCB. This is consistent with Nida Mohammad's (2020) recent findings, which showed that EPa played a critical role in mediating the relationship between GHRM and GCB. The outcomes also addressed a recent study by Rubel et al. (2021) that recommended investigating EPa as a potential mediator in the link between GHRM and GCB. This study presents empirical evidence that, in the context of hospitality firms, adopting and implementing GHRM policies increases workers' commitment to their environment, which in turn influences their GCB at work.

Conclusions

Despite the fact that hotel firms in the Philippines have only recently responded to global pressure to become more "green," the findings showed that using GHRM practices as one of the green initiatives can significantly improve environmental performance. As a result, hotels should prioritize the adoption of GHRM practices in green recruitment and selection, green training and development, green performance management, and green compensation and reward in order to support the government's green initiative plan and achieve sustainable environmental performance.

However, the findings showed that environmental passion does not influence green citizenship behavior. The initial five-year development plan for "greening" hotel companies in the Philippines is only the first step in igniting

environmental passion among employees, emphasizing the importance of continued implementation of GHRM practices in conjunction with other green initiatives that aim to further evoke this positive emotion on environmental preservation.

The current study's novel contribution shows that green knowledge sharing does not moderate the favorable link between GHRM and GCB. According to this, GKS may be cultivated over time if it is matched with GHRM practices such as green training and development, green performance management, and green compensation and incentive, which would positively affect employees' GCB.

This study is the first attempt from the perspective of the Philippine hospitality industry to investigate the link between GHRM practices and green outcomes through the lens of AMO theory, and the findings revealed that companies that exhibit widespread implementation of GHRM practices will have a beneficial influence on green human capital, which will boost the hotel's environmental performance. Furthermore, this is the first study to utilize social identity theory in a Philippine context, and the outcomes demonstrated that implementing GHRM positively influences employees' environmental passion and promotes green citizenship behavior.

Recommendations

There is no doubt that greener hotels at the heart of the tourism industry are needed. Hotel guests are becoming more aware of environmental issues and are beginning to consider them when choosing a hotel. The hotel industry is now aware of this new trend and has put policies in place to deal with it. The existing environmental strategies of the Philippines' selected green hotels show that they are focused on specific environmental domains. The first approach is to rationalize raw material use, which includes water and energy. The second step is to reduce waste volume while also improving waste management. Adopting a more environmentally friendly purchasing policy and improving logistics are the third steps. Fourth is improving the quality of the hotel's internal environment, and finally raising staff awareness of the importance of environmental issues.

However, other green strategies must be implemented immediately in order to continually improve hotel environmental performance. The current study's findings strongly suggest that GHRM will improve the environmental performance of the hotel

Hospitality human resources managers should explore institutionalizing GHRM strategies to ensure that they will help the firm accomplish its sustainability goals while also improving its environmental performance. In terms of "green recruitment and selection," the interview checklist and assessment should contain questions and scenarios that assess the applicants' environmental values. Sustainability subjects and courses must be included in the onboarding program, and continuous refresher subjects must be regarded as part of the company's training calendars for "green training and development." Employees' performance goals must incorporate environmental sustainability targets such as "going paperless" or water conservation measures in the office for "green performance management." As part of "green compensation and reward," the organization should also design a reward scheme to recognize employees who have fulfilled their green goals or promoted sustainable deeds.

Top management must provide funding for GHRM programs initiated by the HR department and, ultimately, role model the expected environmental green behaviors among employees. If done consistently, this will instill environmental passion and commitment in employees, which will have a direct impact on positive employee green citizenship behavior.

In conjunction with other green initiatives, top management must lead the green knowledge-sharing culture. Additionally, existing technologies that improve the efficiency of information sharing and dissemination must be considered.

Finally, this study has important theoretical and practical implications, but it also has certain limitations. Because the respondents in this study are from green hotels in the Philippines, the findings can be generalized by performing further studies in different industries, cultures, and nations, which can also assist validate the research model. Furthermore, while this study was examined through the lenses of AMO theory and social identity theory, future scholars may investigate other theories to provide a new perspective. Finally, longitudinal studies are required to capture changes in environmental passion and its effect on GCB following GHRM implementation, as well as the moderating effect of GKS in the GHRM and GCB relationship over time.

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