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Do human resource management practices facilitate employee green behaviors? Evidence from Marsa Alam deluxe resorts

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Abstract

This paper examines the underlying linkage between green human resource management (GHRM) and green behaviors (EGB). Data were gathered from 341 employees at 11 deluxe green resorts at Marsa Alam. This paper develops a structural equation model to offer insights into how GHRM practices promote EGB through perceived green organizational support (PGOS). Findings revealed that an employee's perception of training, rewards, and recognition significantly contributes to increasing employees' levels of PGOS and EGB. Our findings assist HR managers in developing a practical framework to enhance the levels of PGOS and EGB for the effective sustainability promotion of green resorts.

1. Introduction

Since achieving environmentally friendly goals depends on the HR function, GHRM is a critical component of environmental management (Muisyo et al., 2022). According to Chaudhary (2019), the relational perspective of GHRM should be this paper's focus, and it is crucial to consider how GHRM affects EGB. By analyzing GHRM through ability, motivation, and opportunity (AMO) theory, this paper seeks to considerably improve green performance. Employees who feel their employer is dedicated to environmental protection and practices GHRM make a contribution by remaining loyal to the resort (Yusliza et al., 2019). Numerous methods for promoting EGB in the hotel setting were investigated by Aboramadan et al. (2021), as well as a range of mediators for evaluating underlying mechanisms. Additional study is needed to properly evaluate the potential of GHRM and its ecological effects (Kim et al., 2019; Saeed et al., 2019).

More notably, Shafaei et al. (2020) drew attention to the dearth of evidence about GHRM's effects on frontline employees. According to Aboramadan et al. (2021), resorts are embracing green strategies like GHRM to promote organizational environmental stewardship behavior and green creativity. To address the issues of sustainable management, resorts should concentrate on GHRM (Chaudhary, 2019; Kim et al., 2019). There has not been much research on GHRM and EGB in Egyptian resorts. As such, this paper seeks to examine the mediating role of PGOS, drawing on organizational support theory (OST). This theory considers the origins, development, and outcomes of PGOS and is the theoretical underpinning of our framework employed to check the GHRM-EGB linkage via PGOS in deluxe resorts, as shown in Figure 1.

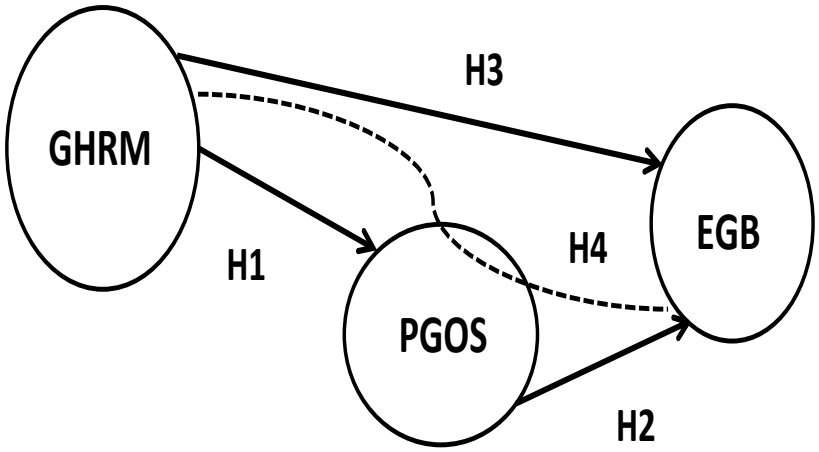

Figure 1. Proposed model

2. Literature review

2.1. Theoretical basis

Creating a psychologically green environment has a positive effect on motivation to engage in in- and out-of-role green activities (Dumont et al., 2017). Employee psychological environments have an effect on EGB performance and are influenced (Saeed et al., 2019). GHRM initiatives may affect EGB for a variety of social and psychological reasons. Fawehinmi et al. (2020) utilized the AMO theory to explain EGB. The literature on GHRM and EGB has to be strengthened with more details regarding the underlying processes by which GHRM affects EGB. According to Spence's (1973) signaling theory, employees could pick up on the signals from the resorts' managerial methods for managing their green human resources.

According to Chaudhary (2019), these signals may be thought of as training programs aimed at raising employees' environmental knowledge and comprehension. Paillé and Raineri (2015) asserted that PGOS played a part in bridging the connection between organizational environmental policy and employee eco-initiatives. PGOS is based on GHRM (Pinzone et al., 2019), where resort employees feel required to repay the firm through improved job engagement when GHRM practices are followed, in accordance with OST theory. Good work environments and human resource policies are said to support PGOS (Garcia-Chas et al., 2016).

2.2. GHRM practices

According to Jabbour (2013), GHRM is the deliberate, intentional alignment of customary practices in managing employees with their environmental objectives. Guerci et al. (2016) claim that GHRM promotes environmentally friendly behavior by enhancing pro-environmental information, increasing their incentive to adopt environmentally friendly practices, and providing chances for employee green participation. The enhancement and maintenance of each employee's awareness of how to optimize their impact on the environment can be facilitated by GHRM practices (Peerzadah et al., 2018). GHRM practices encourage the development of green knowledge (Chaudhary, 2020). Ubeda-Garcia et al. (2021) discovered that the positive effect of corporate social responsibility on job performance was moderated by GHRM.

2.3. Employee green behaviors (EGB)

Green behaviors are frequently characterized as employee acts that promote environmental management initiatives (Saeed et al., 2019). The hospitality industry supports employee green behavior by utilizing natural resources, energy, and human talent to conserve materials while safeguarding the environment in accordance with environmentally conscious objectives (Su & Swanson, 2019). Recently, there has been a lot of interest in examining the factors affecting green behaviors. Zhang et al. (2019) demonstrated that GHRM positively affected green behaviors. Additionally, implementing GHRM practices involves recognizing their contributions to sustainability and giving them opportunities to engage in environmental activities (Shen et al., 2018).

2.4. Hypothesis development

GHRM strategies deliberately enhance pro-environmental behaviors to enhance green performance (Ansari et al., 2021). Resorts currently recognize and promote eco-friendly practices (Kim et al., 2019), and they comprehend GHRM advantages. GHRM principles significantly influenced employee participation in environmental sustainability projects (Yong et al., 2020). According to Hameed et al. (2021), PGOS appears to mitigate the relationship between GHRM and green inventiveness in Pakistani catering firms. PGOS acted as a mediator between GHRM and the benefits it had on environmentally friendly behaviors (Aboramadan et al., 2021). Yusoff et al. (2020) demonstrated how green recruiting and remuneration affected resort employees' environmental performance. GHRM may involve shortlisting candidates based on green standards (Yusoff et al., 2020). Green recruiting, training, and reward practices show that the company values the contributions of its workers to environmental sustainability (Yusliza et al., 2019).

Employees' perceptions of GOS have increased, and as a consequence, they are more likely to reciprocate the goodwill of resorts by doing pro-green acts (Hameed et al., 2021). Because of GHRM programs, employees feel that resorts assess their efforts in environmental sustainability (Paillé & Meija-Morelos, 2019). In turn, employees who are exposed to GHRM are more likely to be inclined to participate in EGB (Fawehinmi et al., 2020). GHRM positively affected job commitment and environmentally friendly habits in Thailand (Kim et al., 2019). In China, Shen et al. (2018) argued that GHRM was associated with OCB and turnover intentions through organizational identity. According to OST theory, employees who feel that their employer values and compensates them for their efforts are more inclined to contribute to business success. Therefore, this paper assumes that:

H1. GHRM practices positively affect PGOS.

H2. PGOS positively affects EGB.

H3. GHRM practices positively affect EGB.

H4. PGOS mediates the association between GHRM and EGB.

3. Methods

3.1. Sampling procedures

Six five-star resorts and five four-star resorts in Marsa Alam, the majority of which are managed by major international chains, were given questionnaires to provide to their employees. To gauge how employees felt about the efficacy of GHRM practices, PGOS, and EGB, the resorts were specifically picked using a quantitative approach and survey technique. Marsa Alam is a Red Sea port city in Egypt's Southern Eastern Desert. Due to its close proximity to the lucrative European market, it has developed a strong reputation as a "pure"

ecotourism destination with a wealth of biodiversity, including turtles, marine life, tropical trees, palm trees, mangroves, and a seacoast full of great barrier coral reefs (Egyptian Tourism Authority, 2022). The green resorts of Marsa Alam are ideally situated to successfully compete for diving activities and desert excursions.

Purposive sampling, which enables selections that are relevant to the research and is useful in instances when a researcher wishes to swiftly obtain the desired sample, was shown to be more appropriate. Instead of selecting units at random, purposeful sampling proposes selecting participants based on their own judgment or their knowledge with respect to the issue under inquiry. Since these resorts have well-developed infrastructure, leadership from headquarters, and professional HRM support, they are more likely to practice formal and appropriate GHRM than other independent resorts. The sample received a total of 600 questionnaires; we obtained 372 cases of which 341 were certified to be acceptable for statistical reasons.

3.2. Instruments and data analysis

Measures from prior studies were used to assess each issue in this investigation. The questionnaire was reviewed by five academics and professionals. The phrasing and description of the items were modified to ensure that they measured all intended constructs. Seven-point Likert scales were used to evaluate each response. The 22-item scale was employed to assess GHRM practices created by Jabbour (2011) and Masri and Jaaron (2017). This scale consisted of five sub-constructs: recruitment/selection, training/development, performance management with five items each, reward/compensation with two items, and empowerment/participation with five items. To assess PGOS, seven items from Eisenberger et al. (1986) were modified. Employee green behaviors were assessed using a six-item scale developed by Bissing-Olson et al. (2013), which included three items for extra-role voluntary green conduct and three items for in-role green behavior.

SPSS 24 and AMOS 22 statistical software programs were used to test the study hypotheses. Frequencies and descriptive statistics were employed to analyze all scales. To verify the outer model, confirmatory factor analysis (CFA) was employed. Convergent and discriminant validity were evaluated using average variance extracted (AVE). The construct's reliability was examined using Cronbach's alpha and composite reliability (CR) (Hair et al., 2013). The Sobel test with boot-strapped standard errors and the proportion of mediation test were conducted on the basis of 10,000 additional samples.

4. Results

4.1. Respondents profile

According to our dataset, 98.2% of the respondents were men, and 58.1% of them worked for five-star hotels. The results indicated that 71.3% of respondents had a median age of 25, and 23% were in the 25–34 age range. Among them, 39.1% hold bachelor's degree, 47.6% hold high school diplomas or equivalent intermediate vocational degrees, 13.3% hold two-year diplomas, and 76.2% of them have worked at resorts for five years or less, 17.6% have worked at resorts for six to ten years, and 6.2% have worked at resorts for more than ten years. Food and beverage employees accounted for 55.1% of respondents, followed by those working in housekeeping (17.9%), kitchen (12.8%), maintenance (5.6%), front office (4.7%), and recreation (3.9%).

4.2. Reliability and validity analyses

Despite prior verification of the scales' reliability, it was decided that additional testing was required due to the peculiar resort context. The descriptive statistics in Table 1 show that

the range of the items' mean values was 4.11 to 4.86. The skewness and kurtosis coefficients of each item were acceptable.

Table 1. Factor loadings of scale items.

Items	Mean	SD	Loadings
Green human resource management			
Environmental considerations are included in job specifications.	4.34	1.58	.872
Highly competent workers are drawn to our resort because of its environmental performance.	4.41	1.51	.865
An essential screening factor is the applicants' knowledge of environmentally friendly methods.	4.28	1.54	.891
Environmental behavior and commitment criteria are included in recruitment messaging.	4.82	1.66	.876
Aspects of the resort's environmental management are the subject of certain job titles.	4.54	1.69	.825
Employees at our resort receive training on environmental issues.	4.31	1.68	.843
When evaluating the training required, our resort takes environmental concerns into account.	4.19	1.57	.847
New hires at our resort receive introductory instruction on environmental concerns.	4.21	1.53	.860
Employees may access all training materials online, saving money on paper.	4.39	1.54	.843
Our resort places a high premium on environmental training.	4.74	1.57	.817
Employees are informed of their own green objectives, targets, and duties.	4.80	1.65	.865
Performance evaluations take into account an employee's involvement in environmental management.	4.29	1.75	.881
Performance evaluations take into consideration an employee's contribution to the attainment of green goals.	4.56	1.71	.854
Recommendations on environmental activities should be given by managers to their employees.	4.23	1.65	.889
Performance evaluations take environmental management goals into account.	4.86	1.64	.821
Innovative environmental initiatives suggested by employees are recognized and rewarded.	4.25	1.68	.825
Based on environmental accomplishments, employees are given both non-financial and financial prizes.	4.23	1.57	.898
The public is made aware of environmental performance through awards, dinners, or publicity.	4.34	1.65	.854
For the purpose of assisting green efforts, our resort has established channels of contact and helplines.	4.57	1.52	.869
To effectively manage and raise public awareness of the resort's environmental challenges, top managers work together.	4.21	1.69	.849

To help employees become more environmentally conscious and share their unspoken knowledge, our resort conducts courses or forums.	4.67	1.78	.834
Our environmental approach has the input of our employees.	4.59	1.67	.864
Perceived green organizational support			
My involvement in green management problems is valued by our resort.	4.11	1.60	.811
Our resort genuinely takes into account my environmental ideals and objectives.	4.56	1.53	.891
My views on environmental management concerns are important to our resort.	4.27	1.51	.887
My contributions to green management concerns have made our resort proud.	4.38	1.55	.874
My complaints about concerns with green management would not be disregarded by our resort.	4.53	1.75	.876
I put forth additional effort on green management challenges since our resort appreciates it.	4.22	1.78	.853
My satisfaction with the green management concerns at our resort is important to them.	4.49	1.54	.857
Employee green behaviors			
I effectively perform the tasks given to me in a sustainable manner.	4.20	1.50	.864
I follow green practices to carry out the duties listed in my job description.	4.73	1.63	.853
I carry out my responsibilities in an ecologically sustainable	4.28	1.66	.896
I decide to actively participate at work in environmental conservation.	4.40	1.61	.882
I make an effort to conduct myself in an ecologically responsible manner at work.	4.27	1.57	.886
I go above and above what is asked of me at work in terms of environmental stewardship.	4.21	1.54	.869

Models properly fit the dataset, per the first assessment of CFA. Findings indicated that each variable's factor loadings were higher than 0.8. A scale with a higher Cronbach's alpha coefficient value (Churchill, 1979), has a better degree of internal consistency. All variables and their dimensions are highly reliable in terms of internal consistency.

Table 2. Internal consistency estimates.

Constructs	CR	AVE	Cronbach's alpha
GHRM Practices	.984	.734	.851
Perceived green organizational	.954	.747	.831
Employee green behavior	.951	.766	.857

Table 2 demonstrates that all variables have good levels of internal consistency. Across all dimensions, the composite reliability was higher than 0.7. Strong discriminant validity was shown by AVE values, which ranged from 0.734 to 0.766 and were all above the recommended standard of 0.50 (see Table 2). This shows that the conditions for convergent validity were met. Because our dataset was acquired from a single source, the common

method variance (CMV) was decreased. When the questionnaire was issued, participants were urged to provide truthful responses to all of the questions. All items were modified and pretested in a pilot study to eliminate participant confusion.

According to the findings of Harman's single-factor test, the single factor only accounted for 33.17% of the variation (Podsakoff et al., 2003). Correlation coefficient estimations and constructs' reliability confirmed the minimal probability of CMV issue. The means, standard deviations, and correlations are contrasted in Table 3. Results indicated that workers had positive perceptions of GHRM, resulting in exceptional PGOS and EGB. Moreover, the positive correlations between EGB and GHRM (r = .728, p < .01), PGOS and EGB (r = .823, p < .01) were significant.

Table 3. Inter-construct correlations and AVE values.

Variables	*Mean*	*SD*	1	2	3
1.GHRM practices	4.446	1.54	.856**		
2.Perceived green organizational support	4.366	1.58	.801	.864**	
3. Employee green behavior	4.348	1.76	.728	.823	.875**

4.3. Structural model

The measurement model's fit indices demonstrate that it is an excellent match for the dataset (CMIN/df = 4.814, CFI = .961, GFI = .955, TLI = .923 and RMSEA = .054), satisfying the corresponding benchmarks and validating our theoretical model. Figure 2 displays the tested iteration of the proposed structural model together with the results. We discover that GHRM positively affects PGOS (β = .532, p < .001), and PGOS positively affects EGB (β = .611, p < .001); thereby, H1 and H2 are supported by these findings. Findings demonstrated that GHRM positively affected EGB (β = .456, p < .001), which supported H3's prediction that GHRM will have a positive effect on EGB (see Table 4).

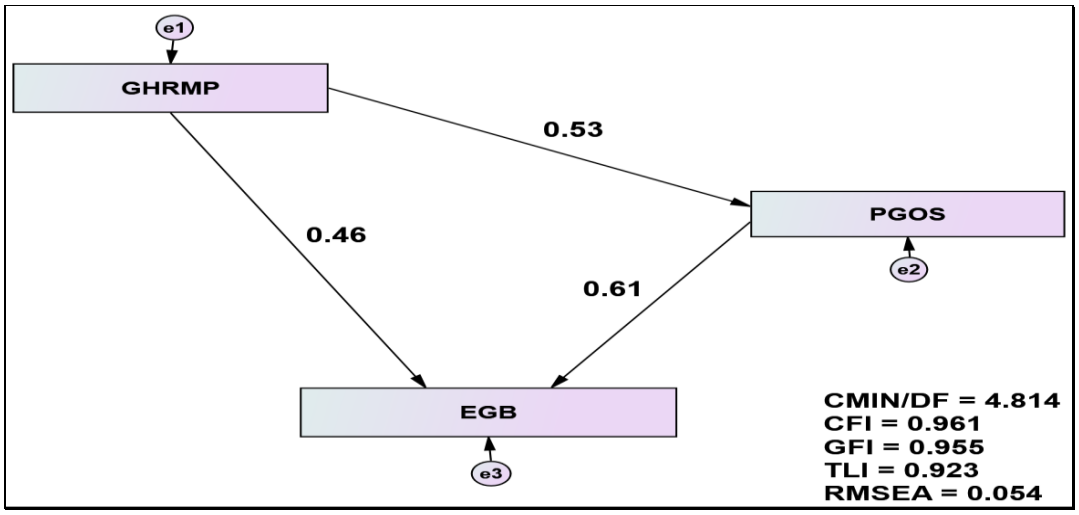

Figure 2. Structural model findings.

Table 4. Hypotheses testing results.

	Paths	B-value	S.E.	T-value	Supported
H1	GHRM → PGOS	.532***	.034	14.654	Yes
H2	PGOS → EGB	.611***	.027	23.328	Yes
H3	GHRM → EGB	.456***	.048	17.521	Yes

To assess if PGOS had a mediation effect, the proportion of mediation tests was utilized (Iacobucci et al., 2007). Findings revealed that there was a substantial indirect impact on the association between GHRM and EGB ($Z = 12.870$, $p < .001$). The variation that has been taken into consideration, which is 0.416, was found to corroborate partial mediation. H4 is supported because PGOS mediates the linkage between GHRM and EGB.

The indirect path coefficient of GHRM from PGOS to EGB (see Table 5) was significantly different from zero, and the indirect impact to total effect ratio was equal to 0.416 (Sobel test = 12.870, $p < .001$). This demonstrates that of the EGB variation described by GHRM practices and PGOS, the direct approach accounted for 41.6%, while the indirect path via PGOS explained the remaining EGB variance. This proves that PGOS facilitates the association between GHRM and EGB. The straight path predominated despite some partial mediation, which is consistent with hypothesis 4 (see Table 5).

Table 5. Results of mediation analysis.

	Path	GHRM-PGOS	PGOS-EGB (b)	GHRM-EGB (c´)	Ratio of indirect-to-total
H4	GHRM → PGOS →	0.532***	0.611***	0.456***	0.416

5. Conclusion

5.1. Discussion

This paper investigated how PGOS acts as a mediating factor in how well GHRM predicts EGB behavior. The findings revealed that GHRM positively affected how employees build their moral responsibilities environmentally. The results also supported the strong association between GHRM and EGB, with GOS serving as a mediating factor. Our findings demonstrate that GHRM significantly affected PGOS (accepting H1). According to the OST theory, which holds that good working conditions and GHRM practices form the foundation of PGOS, the results addressing the association between GHRM and PGOS are in line with this theory.

Green training, incentives, and selective recruiting are just a few of the GHRM techniques that management may use. To put it another way, when employees perceive that their resorts support sustainable ideas, they act in a more ecologically responsible manner. The results are consistent with Jung and Yoon's (2016) conclusion that POS can encourage resort employees to act in an organized manner. When GHRM develops training programs that successfully increase appropriate attitudes, beliefs, and knowledge, employees will also exhibit green behavioral intentions (Dumont et al., 2017). It is agreed upon that perceived GOS will positively affect EGB, contrary to the second research hypothesis.

Our results are in line with Ansari et al. (2021) that GHRM influences EGB and motivates workers to perform sustainably at work. Green initiatives are likely to increase as a result of GHRM that promote participation in the environment, familiarize new hires with environmental issues, provide feedback to help them improve their environmental performance, and provide opportunities for them to participate in environmental suggestion programs (Saeed et al., 2019). Moreover, implementing GHRM practices in the resort

context, such as informing employees about environmental concerns and rewarding them for practicing environmental stewardship at work, will assist in guiding employee attitudes and behaviors toward more environmentally friendly practices. The findings back up the social exchange theory, which contends that employees are enticed to take part in EGB if resorts' reciprocate by giving them fair perks and addressing their training and development needs. This paper provides resorts with a better understanding of how GHRM works and how selection, training, and rewards might raise EGB.

As for mediation, PGOS acts as a mediating factor for the effects of GHRM on employee EGB. Our findings agreed with those of Pinzone et al. (2019), who proved that PGOS mediated the GHRM-EGB relationship to some extent. According to Saeed et al. (2019), GHRM boosts employees' knowledge of, motivation for, and commitment to engaging in environmentally beneficial behaviors. The primary objectives of GHRM are to create environmentally conscious employees that inspire them to learn about the environment (Cheema et al., 2020).

5.2. Implications

Our paper fills a key knowledge gap in the GHRM literature by taking into account prospective employee outcomes in green resorts. It also advances research into employees' pro-environmental behaviors. Our research revealed how GHRM affected employees' commitments and excitement for the environment. Our results will assist the green resort industry in retaining and expanding environmentally conscious workers while encouraging greater eco-friendly behavior among employees. This paper persuades resorts to reassess their approach to enhancing GHRM practices and EGB. To improve employees' views of resort context responsibility and make it easier for them to adopt environmental ideals that lead to green behaviors, resorts should implement relevant rules and regulations based on GHRM.

For the purpose of fostering and maintaining green innovation, resort managers should hire newcomers who are actively involved in environmental initiatives. Employee behavior may be matched with environmental objectives with the help of green performance management and remuneration. Employee performance in turning green should also factor into their advancement, compensation, and perks. Resorts should also make sure that employees are aware of the objectives of GHRM practices and encourage them to engage in more green behaviors. A fair green performance assessment system should be used by resort management, and employees should be commended for their EGB. The core drivers of GHRM practices are green recruiting guidelines and training, a system of green performance evaluation, and effective green reward and pay systems.

To effectively manage and raise public awareness of environmental concerns, managers should provide their employees with constructive feedback on their environmental projects. Through suggestion and feedback mechanisms, employees should be involved in developing resorts' environmental strategies, and resorts should be concerned with their thoughts or grievances on green management issues. Resorts should appreciate the efforts of their workers, be proud of their green achievements, and provide them with the inspiration and chances to participate actively in environmental protection activities.

5.3. Limitations and future needs

Our findings are restricted to the examined sample and are unable to extrapolate to the Egyptian beach resorts as a whole because our dataset was gathered from suburbanites at Marsa Alam. A further limitation of using surveys that are self-reported is that respondents are more inclined to give socially acceptable responses, which can lead to excessive or underestimated associations between parameters. Hence, future research may offer additional

mediating factors. Future research will have to look at additional GHRM practices that could have particular effects on EGB and utilize a control factor—like demographic information—to see whether there are variances in employees' expectations.

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هل ممارسات إدارة الموارد البشرية تسهل السلوك الأخضر للموظفين؟ شواهد من منتجعات مرسى علم الفاخرة

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معلومات المقالة

الكلمات المفتاحية
المنتجعات الخضراء؛
الدعم التنظيمي المُدرك؛
سلوكيات الموظفين؛
مرسى علم.

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الملخص

تبحث هذه الورقة في العلاقة الكامنة بين ممارسات إدارة الموارد البشرية الخضراء والسلوكيات الخضراء لموظفي المنتجعات في مرسى علم. تم جمع البيانات من ٣٤١ موظفًا في ١١ منتجع أخضر بمدينة مرسى علم. تُطور هذه الورقة نموذج معادلة بنائية لتقديم رؤى حول كيفية قيام ممارسات إدارة الموارد البشرية الخضراء بتعزيز السلوكيات الخضراء من خلال الدعم التنظيمي المُدرك الأخضر. كشفت النتائج أن تصور الموظف للتدريب والمكافآت يساهم بشكل كبير في زيادة مستوياتهم من الدعم التنظيمي الأخضر وتعزيز سلوكياتهم الخضراء. تساعد النتائج التي توصلنا إليها مديري الموارد البشرية في تطوير إطار عملي لتعزيز مستويات الدعم التنظيمي المُدرك الأخضر والسلوكيات الخضراء بهدف تعزيز الاستدامة الفعالة للمنتجعات الخضراء.