GREEN HUMAN RESOURCE PRACTICES ON PRO-ENVIRONMENTAL BEHAVIOR: ROLE OF TALENT ENGAGEMENT IN HOTEL INDUSTRY OF PAKISTAN

[1] Gulzaib Raza, [2] Arsalan Asif [3] Rehan Yousaf [4] Eman Zameer Rahman [5] Kamran Jamshed

ABSTRACT

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The absence of green initiatives and less interest of the management in environmental practices are big challenges in the hospitality industry of Pakistan. The majority of these hotels are not encouraging the pro-environmental behaviors of their employees however, little appreciation and implementation of green human resource management practices can help the hotels both financially and environmentally. The purpose of this study was to investigate the role of Green Human Resource Management Practices on the Pro-Environmental behaviors of employees through the mediation of talent engagement in the Hospitality industry of Pakistan. This study investigated talent engagement in two dimensions, which were organizational engagement and job engagement. Around 165 samples were taken from front-line employees of registered hotels in Pakistan. The results indicate that green human resource management practices positively affect the pro-environmental behavior of the employees while organizational engagement and job engagement mediate this relationship. The findings suggested that the management of these 3–5-star hotels should pay more attention to enhancing GHRM practices to protect the environment.

INTRODUCTION

It is now a worldwide issue that environmental sustainability be maintained, and consumers are placing a growing amount of pressure on businesses to provide evidence that they are committed to this goal by putting in place procedures that are favorable to the environment. Therefore, to achieve sustainable growth, businesses must adopt some environmentally friendly practices due to a variety of external forces, including customer demand and environmental regulations (Lestari, et al., 2021). One of the industries that uses the most

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[1] *MBA Scholar, Bahria University, Pakistan. gulzaibraza66@gmail.com*

[2] *M.Phil Scholar, Bahria University, Pakistan. arsalanasif@gmail.com*

[3] *MBA Scholar, Bahria University, Pakistan. rehanyousaf210@gmail.com*

[4] *M.Phil Scholar, Bahria University, Pakistan. emansadiya@gmail.com*

[5] *MS Scholar, Bahria University, Pakistan. kamran.jamshed32@gmail.com (Corresponding Author)*

energy and has the highest consumption of resources is the hospitality industry. The emission of carbon dioxide, the wastage by hotels and the water pollution is being spread by the hospitality industry (Javed, 2018). As a consequence of this, there is an increasing demand for the hospitality industry to implement Green Human Resource Practices (GHRP), which encourage environmentally responsible actions among workers. The GHRP calls for the incorporation of eco-friendly practices into the administration of human resources. These activities include talent engagement, staff training, and performance management. When a corporation has access to environmentally conscious human resources, it may be more likely to use preventative steps to reduce the amount of damage it causes to the environment. GHRM offer a win-win situation for the organization and its stakeholders while there is increasing pressure to respond to environmental challenges in a responsible manner (Yusoff, et al., 2020). The departments of human resources have a significant effect throughout an organization and may be a helpful resource for locating employees who are devoted to making eco-friendly lifestyle improvements in their personal lives (Ojo et al., 2020). The concept of "pro-environmental behavior" should be adopted by further enterprises for them to play an active role in the construction and maintenance of a healthy and sustainable ecosystem. The term "talent engagement" refers to the active involvement of employees in pro-environmental behaviors and projects, in addition to all of the tactics that are used to seduce, keep, and excite top performance. Pakistan is a developing country where the hospitality industry is bringing in 2.5% of GDP however it has the third number in most polluted air with a score of 59% PM2.5 from 196 countries (WPR, 2023). The people of Pakistan are continuing to feel the effects of climate change in their daily lives. Nevertheless, the nation is working to green the country and reduce the carbon imprint it has on the world (Farrukh et al., 2022).

According to an estimate provided by the Pakistan Institute of Development Economics, it would cost the government 45 billion dollars to carry out all of the essential reforms to fulfil the terms of the Paris Agreement. People living in rural areas now have access to public transportation, and solar panels have been installed on government buildings. These are just two instances of the many different initiatives the nation has taken to reduce its carbon footprint in recent years (Saeed et al., 2019). To further clarify the connection between green HRM and the pro-environmental behavior of employees in Pakistan's hospitality business, we can use green lifestyle, green commitment, green job satisfaction, and green inventiveness as mediators or moderators. The connection between green HRM and environmentally

conscious actions on the part of workers can be further explained by looking at other factors, such as green innovation and green shared vision (Farrukh, et al., 2022; Iftikhar, et al., 2022). The purpose of this is to reduce a company's negative impact on the environment through its day-to-day activities (Dakhan et al., 2020). For firms to successfully implement green HRM, they need to take into account the environmental awareness and commitment of their workforce. The hospitality sector, which includes the hotel business, is a significant contributor to the world's total energy consumption (Vanisree Katta, et al., 2021). Increased productivity, decreased costs, higher levels of employee engagement, and individual carbon footprints that are smaller are all outcomes that can be expected from the successful implementation of green HRM practices. Businesses are required to adhere to environmentally friendly policies and practices as of late; this is no longer a voluntary occurrence.

Hotels are taking the initiative to become leaders in environmentally friendly activities such as recycling, green cleaning, and reducing the amount of energy they use because they are aware of their social responsibilities. Because of their positive outcomes, green human resource management (HRM) and the promotion of environmentally conscious behavior are now among the most important challenges facing business management in the 21st century. The failure to address these concerns has resulted in extremely high costs for enterprises (Darban et al., 2022). In a survey of hotels in Islamabad that serve Continental, Chinese, and Pakistani cuisine, it was found that guests preferred these establishments and were more inclined to pay for them or stay there when they offered green options (Asma Javed & Hussain, n.d.). An organization's performance can increase if there is a decrease in the number of disengaged personnel who are environmentally conscious (Elshaer et al., 2021). A fresh approach to human resource management (HRM) that emphasizes preserving the natural world is an innovative strategy that has the potential to greatly raise Pakistan's standard of life (Naz et al., 2021).

Further participation in PEB practices affects a leader's effectiveness, financial performance, and employee satisfaction (Javed, 2018; Norton, et al., 2015). Hotels should foster an atmosphere where staff members feel free to share their thoughts on ways to use less energy and do more PEB (Shah et al., 2021). On the other side, talent management enables gifted individuals to participate equally in institutional decision-making processes and also enables the public service to have access to the knowledge that will increase its effectiveness (Kahn, et al. 2010). Green human resource management is a major contribution to Pakistan's more

environmentally friendly posture, and it is one of the country's most promising areas of environmental reform. Since social exchange theory is the preeminent conceptual paradigm in the field of management, it will serve as the foundation upon which our inquiry is built.

According to the Social Exchange Theory (SET), social interactions are centered on the sharing of resources including support, love, and material possessions. In the context of talent management, it is clear that businesses provide employees with resources like training, development, and career progression chances in exchange for their skills, knowledge, and expertise. This exchange of resources is a two-way process where both parties gain from the partnership. In the case of the hospitality sector, green human resource management (GHRM) procedures like offering eco-friendly training, rewarding eco-friendly behavior, and promoting eco-friendly initiatives can be seen as resources provided by the organization. Employees that practice environmentally friendly behavior, such as cutting back on trash or energy use, can be seen as delivering resources to the company. The relationship between GHRM and pro-environmental behavior can be mediated by talent management. By offering resources like training and development opportunities, which can improve employee skills and knowledge linked to sustainability, talent management strategies can influence employee behavior. The promotion of sustainability may boost employees' capacity and desire to act in an environmentally sustainable way. The relationship between GHRM and pro-environmental behavior may be mediated through talent management. For instance, GHRM practices like green training can improve staff members' knowledge and expertise in sustainability, but this may not be enough to motivate staff to take pro-environmental actions on their own. Employees may be encouraged to engage in environmentally sustainable behavior through talent management practices like career advancement opportunities and recognition. This could start a positive feedback loop where talent management practices reinforce employee skills and knowledge, which in turn encourages more pro-environmental behavior. As a result, SET offers a theoretical framework for comprehending the resource exchange between businesses and employees. This framework can also be applied to talent management, GHRM, and pro-environmental behavior in the hospitality sector. By providing resources that improve staff members' sustainability-related knowledge and skills as well as by rewarding pro-environmental behavior, talent management can serve as a bridge between GHRM and pro-environmental behavior. In the long run, this may support organizational sustainability in the hotel sector. Every organization should support green human resource management since

it will increase the pro-environmental behaviors of its employees. This is something that the positive association between GHRMP and PEB strongly suggests (Eniola, et al., 2022).

Whether they are aware that they are doing so or not, people make decisions based on the comparative advantages and disadvantages of various behaviors and relationships, regardless of whether or not they are doing it consciously. According to Ansari et al (2021), one of the most important factors that stimulate eco-friendly actions is "green human resource management". In the meanwhile, this study is being conducted because, among other reasons, earlier research that investigated the connection between green human resource management and environmentally conscious behavior did not include talent engagement as a mediator. Because this topic hasn't received a lot of attention in Pakistan's academic community in the past, it's important to understand the relationship that exists between the two of them (Naz et al., 2021).

The purpose of this study is to investigate whether or not talent engagement offered by green HRM has an effect on environmentally conscious behaviors in the hospitality industry in Pakistan. The vast majority of these hotels do not encourage the environmentally conscious behaviors of their staff members, and there is little awareness for and adoption of green human resource management strategies, which can help the hotels financially and improve their impact on the environment. Organizations need to implement green HRM practices if they want to lessen their impact on the environment and contribute to environmental sustainability. Research suggests that the benefits of implementing these practices are significant and can lead to improved organizational performance, increased productivity, and reduced costs. Although there may be costs associated with the implementation of these practices, the research also suggests that there may be costs associated with the implementation of these practices. There is a need for additional research to understand the connection between Green HRM and pro-environmental behavior in Pakistan's hospitality sector. In particular, the hotel industry has demonstrated leadership in adopting environmentally friendly practices; however, the hotel industry has also shown that it is a leader in this area. This study focuses on the impact that talent engagement plays in fostering environmentally friendly behaviors in the hotel industry of Pakistan through the use of GHRP.

LITERATURE REVIEW

Green HRM:

Human resource management (HRM) that prioritizes environmental sustainability is increasingly being used by environmentally conscious companies (Karatepe et al., 2022). Green HRM is an approach to human resource management with the primary goal of inspiring workers to adopt more eco-friendly behaviors at work. It can be put into reality in a variety of ways, including the use of renewable energy sources, waste reduction, and reduced carbon footprints (Elshaer et al., 2021). The main objective of Green HRM is to boost the use of eco-friendly practices in the workplace by inspiring workers to adopt new habits that lessen their impact on the environment (Pinzone et al., 2019). Training and education, however, have been proven to have the opposite effect on employees' inclination to leave a firm than human resources policies (Beh, L. S., & Shah, S. H. A., 2017; Shah et al., 2020). Recent studies have indicated that environmentally sensitive policies and procedures are more prevalent in companies with a strong environmental culture. The environmental performance of a company can be improved if its employees are motivated to do so (Rubel et al., 2021). Keeping employees enthusiastic and involved in their work is crucial. Some companies have installed solar panels and rainwater collection systems, to name just two eco-friendly upgrades to their buildings. Human resource management strategies that are gentler on the environment include going paperless, recycling, composting, using sustainable products, and buying green goods (Saeed et al., 2019). Companies may help the environment by using more eco-friendly products, recycling more often, and reducing waste. Businesses can save money on printing and mailing expenses while also doing their part for the environment by making these changes (Farrukh et al., 2022). Green management innovation and pro-environmental behavior are increased via green leadership and training in the Pakistani hospitality industry as explored by Jamshed et al (2022) and further variables can be explored to understand the depth of GHRM impacts.

Pro-Environmental Behavior:

To be an environmentalist, one must first understand what the word "environment" means: "the aggregate of all living and nonliving items in a specific location, especially one regarded to impact the growth or behavior of living things." Remembering this word is important since it establishes standards for proper conduct in a certain situation (Ari et al., 2020). According to some academics, each person's involvement in PEB practices has an impact on the company's financial performance, employee satisfaction, and leadership effectiveness. Some

things are not explicitly stated for the staff, but they naturally engage in pro-environmental behaviors like turning off the air conditioning or lights when not needed, using less paper for printing, and frequently choosing other greener options. Reducing the amount of trash that needs to be hauled away is another environmental benefit of recycling. Some shoppers are also interested in purchasing electronics and apparel made from recycled materials. CSR has a positive effect on the environment and the moral consideration and ethical leadership of companies (Shah et al., 2023; Mansour, et al., 2022). By reducing resource consumption and boosting recycling rates, we may have a smaller impact on the planet (Ojo et al., 2020). The PEB of workers who can be influenced by green management, green leadership, green training, and green process innovations is greatly impacted by the quality of their leadership (Jamshed et al. 2022). Employees' efforts to do their part for the environment benefit from a company's transformative leadership (Jamshed, et al. 2023b). There are several options for people who want to show they care about the environment. One approach to reducing your influence on the environment is to use recycled paper for your printer (Dakhan et al., 2020). The importance of protecting the environment is something that no one, not even ecologists, should ignore (Farrukh et al., 2022).

Talent Engagement and Dimensions:

Talent management techniques can contribute to an organization's sustainability by increasing employee engagement, contentment, and dedication, all of which benefit the environment. Talent management is credited in the literature with increasing staff dedication and service output (Igweh, F. K., & Kifordu, A. A, 2022). More than that, research indicates that talent management methods boost worker happiness, emotional investment, and productivity (Gül et al., 2022; Sadek et al., 2022; DP et al., 2020). These results indicate the importance of talent management in influencing employee actions and output. Furthermore, talent management has been discovered to mediate the connection between leadership, strategic agility, and organizational results (Kafetzopoulos, et al., 2022). Employees are more likely to practise environmentally responsible actions if their workplace promotes employee engagement, dedication, and happiness through talent management. Effective utilization of people resources and the development of a strategic advantage can result from implementing additional talent management methods (Knap-Stefaniuk, A., & Karna, W. J., 2022). It has been argued that talent management can serve as a mediator between GHRM and pro-environmental behavior, but a recent study indicated that talent perception congruence cannot explain the effect of talent management on employee retention (Madurai et al., 2022).

Instead, it hints at a deeper complexity in the interplay between talent management and employee retention. Employees that buy into the company's vision and values are also more dedicated to their work. The minimal effort of workers will be maximised, and their job happiness will rise (Marybeth et al,.2019). The backbone of any successful business is its dedicated and enthusiastic staff, who also happens to be its greatest competitive advantage. When workers bring their whole selves to their jobs minds, hearts, and bodies they are said to be engaged. Two aspects of participation are examined and explored in this research.

i.   Job engagement

ii.   Organization engagement.

It's crucial to remember that there are two dimensions to employee engagement: the job and the organization as a whole. Employees who feel valued and respected at work are more likely to put in extra effort on the job (Shah, et al., 2016). There is a risk of employee turnover if workers do not feel valued or appreciated. Employees are less likely to leave their existing employers if they are provided with motivational workplace practices such as those involving recognition, remuneration and benefits, performance evaluation, promotion and development opportunities, job stability, and manageable workloads (Shah, S. H. A., & Beh, L. S., 2016). An element of talent management called job engagement can mediate the link between green human resource management (GHRM) and environmentally friendly behavior in the hospitality sector. The use of GHRM techniques in the workplace can improve employee engagement, which in turn can encourage pro-environmental behavior. Additionally, personnel management strategies like career progression chances, recognition, and awards can serve as personal resources that boost employee engagement, which in turn encourages more environmentally friendly behavior. According to research, job engagement can be applied to the context of GHRM and pro-environmental behavior in the hospitality business.

Relationship among all variables:

Recent years have seen an uptick in studies exploring the link between green HRM, environmentally conscious actions, and dedicated staff. Employees that demonstrate pro-environmental behaviors like recycling and utilizing public transit may or may not be more interested in their work, but a talent who engages in these behaviors is more dedicated to their careers (Elshaer et al., 2021). The growing green movement has had a tremendous impact on environmental activism, and Green HRM offers many advantages, including financial savings for businesses (Ojo & Raman, 2019). Green human resource management is an approach to

HR that emphasizes environmental responsibility and conservation. Survival of businesses depends on employee participation in ecologically responsible practices. This article provides a critical analysis of the literature on the topic of talent engagement and its relation to environmentally positive behaviors. It draws attention to the link between energizing talent and eco-friendly actions. This study investigates the concept that worker motivation shown in high levels of job satisfaction predicts behavior that benefits the environment. The literature review also examines how green HRM encourages productive acts for the environment (Dakhan et al., 2020). Green HRM is a relatively new approach to HR that places equal importance on both employees and the environment. Employee interest in environmental concerns and green practices can be increased through green HRM. Furthermore, the CSR activities help strengthen the company's identity, which in turn motivates employees to advocate for the environment (Shah, et al., 2021). Employees were far more likely to implement new ideas thanks to transformational leadership ((Shah, et al., 2020). This literature looks at current research on green HRM, employee engagement, and environmentally responsible business policies. The importance of offering incentives to employees who adopt more environmentally friendly behaviors inside the workplace is rising. Increasing numbers of companies recognize the positive effects on employee morale, productivity, and well-being that can result from supporting their workers' professional growth. To encourage their employees to be more environmentally conscious, some companies have implemented eco-friendly programmers. For instance, one Toronto-based company has implemented a recycling programmer that encourages all employees to dispose of any unused items. The potential for employee excitement to motivate environmentally responsible behavior in the workplace has been the subject of numerous studies (Elshaer et al., 2021).
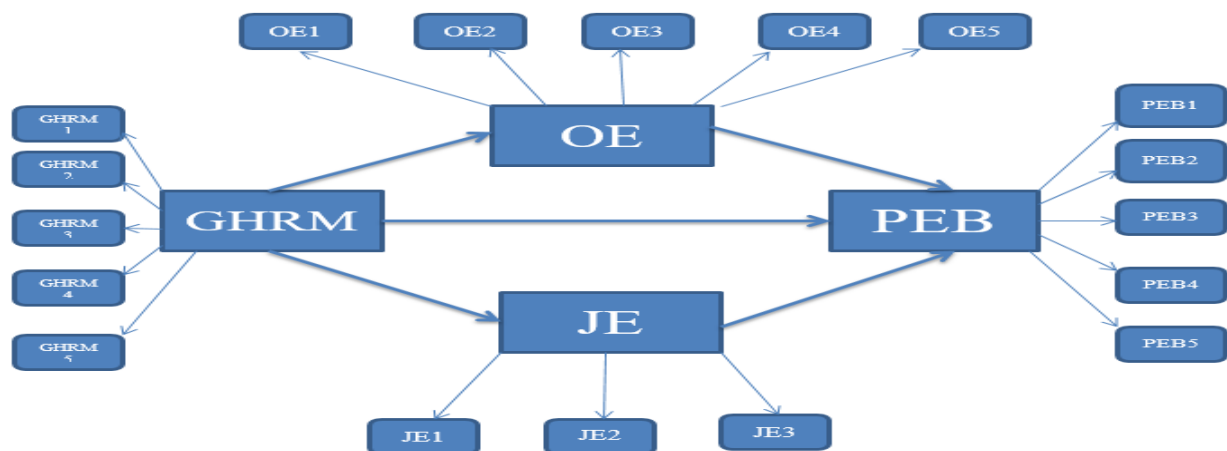

Figure 1: Theoretical framework

METHODOLOGY

To collect data for the current study, which is quantitative and cross-sectional, surveys were given to respondents who worked at the front desks of hotels that were registered participants. The survey questionnaires were distributed physically to the registered hotels under the 3–5-star category from twin cities. It is necessary to design a plan, a layout, and a structure to address the research challenge (Bhatti and Rehman, 2020). The importance of research methods for achieving study goals has also been confirmed by researchers (Rehman et al., 2020). The final sample size of 169 respondents (Pakistani workers) is determined using Morgan's Table. The unit of analysis in this study is the individual front desk staff members working in Islamabad hotels. 300 people were working as front desk staff members in those hotels, 205 of whom were contacted, and 178 of whom gave consent for their data to be analyzed. Six responses were having missing values of more than 30% so these were discarded, while four responses were having missing values of less than 25% which were filled with the average response values, a process given by Uma Sekaran (Research methods for business, p276). Male respondents accounted for over 50% of the total sample (N=328, 64.7%) and the majority were in the age group between 30-40 years of age. In Pakistan, the male population exceeds the female population, and over two-thirds of the country's total population is under the age of 35, which is consistent with the broader demographic trends (Islam et al., 2021). Regarding qualification, most of the respondents (73.2%) were having 16 years of Education and lastly, the highest tenure of the employees in these organizations was reported at 16.4%.

Instruments

A questionnaire adopted from previous research studies used for data collection is based on a five-point Likert scale (1 represents "Strongly Disagree", 2 represents "Disagree", 3 represents "Neutral", 4 represents "Agree" and 5 represents "Strongly Agree"). The scale for GHRM was adopted from the author of the GHRM questionnaire (Amitnpatel1). The questionnaire on Pro-environmental behavior was adapted from an article which was written by (Florian Lange & Siegfried Dewitte) in 2019 and also has 5 items. And the questionnaire of job engagement and organizational engagement was adopted by the study (Saks, 2006) which was conducted in 2006 where Organizational engagement has 5 items but job engagement has 3 items as mentioned in table 1.

Table 1: Instruments

Variable	Author	No of items
Green Human Resource Management	Amitnpatel1	5
Pro-Environmental Behavior	Florian Lange & Siegfried Dewitte	5
Job Engagement	Saks (2006)	8

RESULTS

Table 2: Frequency table and demographics

variables	categories	*f*	(%)
Gender	Male	126	74.55%
	Female	43	25.44%
Age	20-30	105	62.13%
	31-40	45	26.62%
	41-50	11	6.50%
	51-60 and above	08	4.73%
Qualification	10 years	17	10.05%
	12 years	40	23.66%
	14 years	60	35.50%
	16 years and above	52	30.76%
Experience	1-3 years	88	52.07%
	4-6years	50	29.58%
	7-9 years	17	10.05%
	10-12 or above	14	8.28%
Position	Front line employees	169	100%

Table 2 clearly shows the frequencies and percentages of demographic characteristics of the study where male participants were (74.55%) and women were (25.44%) and the rest of the details of age, educational level, experience and position.

Table 3: Reliability Analysis of All Variables

Variables	Composite reliability
GHRM	0.765
JE	0.703
OE	0.702
PEB	0.815

In table 3 The reliability of GHRM is 0.765, JE is 0.703, OE is 0.702 and PEB is 0.815 which is greater than the threshold value of 0.6. The reliability of variables was measured by the different items, GHRM was measured through the 5 items, OE and PEB were also measured

by the 5 items each but JE was measured by the 3 items because 2 items were deleted due to the low factor loading (<0.600).

Table 04: Discriminant validity

	GHRM	JE	OE	PEB
GHRM				
JE	0.594			
OE	0.379	0.674		
PEB	0.483	0.559	0.432	

Table 4 shows the discriminant validity of all variables.

Table 5:

	Heterotrait-monotrait ratio(HTMT)
JE <-> GHRM	0.594
OE <-> GHRM	0.379
OE <-> JE	0.674
PEB <-> GHRM	0.483
PEB <-> JE	0.559
PEB <-> OE	0.432
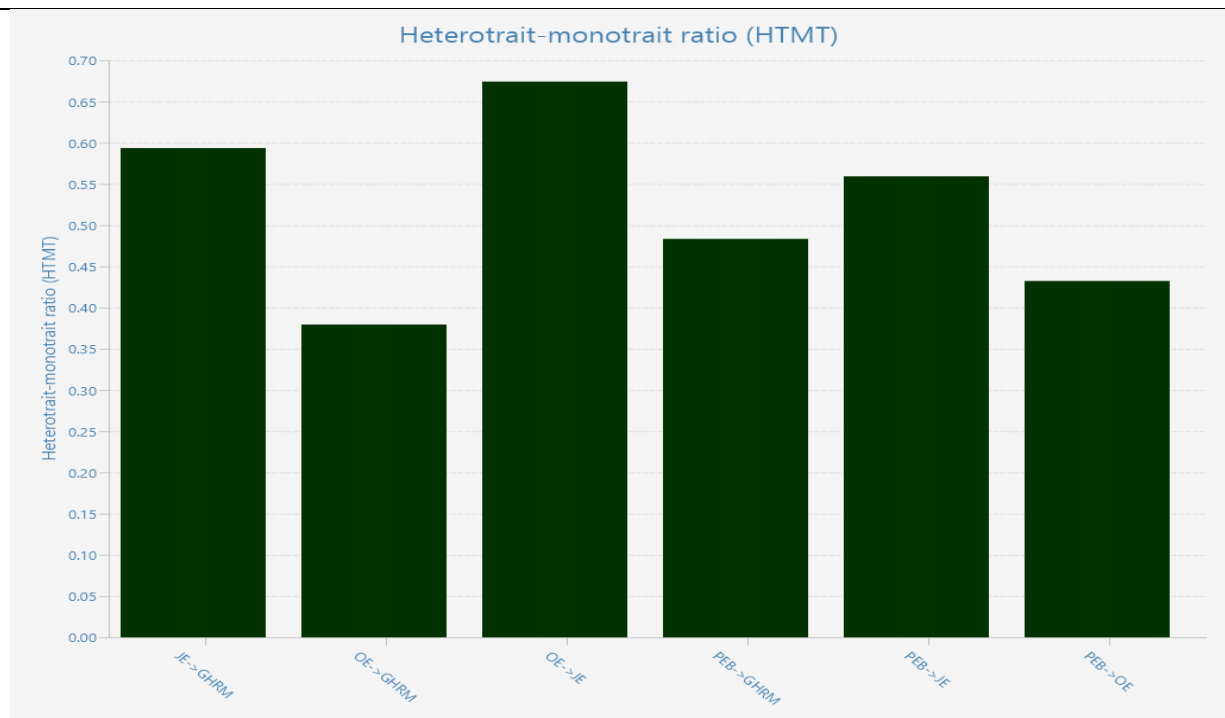
Table 6: Descriptive Statistics

Variables	Mean	Median	Mode	Standard deviation	Minimum	Maximum
GHRM	4.0686	04	04	0.5237	01	05
PEB	4.0792	04	04	0.5048	01	05
JE	4.142012	04	04	0.4336	01	05
OE	4.319527	04	04	0.3737	01	05

Table 6 shows the descriptive statistics of the variables which include the mean of all the variables which shows the mean of OE is higher than all other variables and median is 4 and

the mode is also 4. The standard deviation of GHRM is 0.5237 which is more among all variables. The minimum response is 01 which is the same as all variables and the maximum was 05 which is also the same as all variables.

Table 7: Skewness and kurtosis

	GHRM	PEB	JE	OE
Skewness	-0.64033	-1.03094	-0.32177	-0.47898
Kurtosis	0.454304	1.804471	0.759117	0.337653

Table 7 shows the skewness and kurtosis of the variables. The Skewness of all the variables is negative which means data has negatively skewed the curve in the graph will be high on the right side of the graph and will be skewed towards the left side. Kurtosis of variables was GHRM has 0.454304, PEB has 1.804471, JE has 0.759117, and OE has 0.337653.

Table 8: Correlation

Variables	GHRM	PEB	JE	OE
GHRM	-	.333**	.238**	.228**
PEB		-	.290**	.273**
JE			-	.231**
OE				-

Reporting Pearson correlation

The green HRM has a favorable and statistically significant connection with the PEB (r=.333, p.001). Therefore, H1 is correct. The correlation between GHRM and PEB also increases with job satisfaction, which plays an important impact (r=.290, p.001). However, pro-environmental actions are more likely to result from employee participation than through green HRM alone.

Mediation analysis

Table 9: *Direct and indirect effects*

Paths	Relationship	Co eff	P-value	T-value	LLCI	ULCI	Decision
A	GHRM→JE	0.1604	0.0046	2.8746	0.0502	0.2705	Supported
B	GHRM→PEB	0.2831	0.0001	3.9885	0.1429	0.4232	Supported
C	JE→PEB	0.2376	0.0144	2.4727	0.0479	0.4273	Supported
D	GHRM→OE	0.1626	0.0029	3.0243	0.0565	0.2688	Supported
E	OE→PEB	0.2801	0.0053	2.8246	0.0843	0.4759	Supported
Paths	**Relationship**				**LLCI**	**ULCI**	**Decision**
F	GHRM→JE→PEB				0.0015	0.1103	Supported
G	GHRM→OE→PEB				0.0036	0.1097	Supported

The table above shows the direct and indirect effects of the variables of the study in which relationships GHRM with JE, GHRM with PEB, JE with PEB, GHRM with OE and OE with PEB all are supported because the p-value of all variables is less than 0.05, T value of all relationships is positive and signs of LLCI and ULCI are the same. If we see the mediation

analysis then it is seen that effect of JE as and mediator is 0.512 on GHRM and PEB. And the effect of OE as a mediator is 0.450 on GHRM and PEB.

DISCUSSION

The goals of the study were as follows: (1) to examine the connection between green HRM practices and pro-environmental behavior in Pakistan; (2) to analyse the role of job engagement as a mediator of this connection; and (3) to investigate the connection between job engagement and organizational engagement as a mediator of this connection. These were the hypothesised outcomes of the research, and these were the ones that were initially explored at length. After that, we read all we could get our hands on that was related to our goals and provided support for our theory. Islamabad's hotel was selected for this study, with front desk employees as the primary unit of analysis. Surveys were handed out in person at the front desks of 3-star, 4-star, and 5-star registered hotels in Islamabad to collect the necessary information. The information we and they have gathered from the respondents has been analyzed statistically. The majority of the data included in this analysis was gathered from employees at the strategic, tactical, and operational levels.

Several employee-specific criteria, such as employee objectives, position clarity, process clarity, and work-life balance, are strongly connected with talent engagement at three-star hotels and employee job satisfaction (Marybeth et al,.2019). Positive associations were found between pro-environmental attitudes and behaviors and GHRM, between work engagement and pro-environmental behaviors, and between organizational engagement and pro-environmental behaviors. Given the wide gap between GHRM and PEB, it's reasonable to assume that green HRM practices have the potential to increase employee engagement, positive attitudes about the environment, and pro-environmental behavior. Employees' job engagement is crucial in guiding GHRM practices and molding pro-environmental behavior and organizational engagement considerably mediates the relationship between GHRM and Pro-environmental behavior and has a very essential contribution in making the pro-environmental behavior.

Numerous research has investigated the role of job engagement as a mediator and discovered a favorable association between job engagement and organizational outcomes. Jiatong et al. (2022), for instance, discovered that employee engagement mediates the relationship between transformational leadership, affective organizational commitment, and job performance to some extent. Similarly, Li et al. (2022) proposed job engagement as a mediator of responsible leadership's impact on people's career achievement at varying levels of self-enhancement

motives. The findings of their study validated the role of work engagement as a mediator between the investigated antecedents and consequences as well as the offered hypotheses.

The PEB conducted research and found GHRM activities (Ansari et al, 2020). The purpose of this study was to investigate the role of job satisfaction (as evaluated by employee engagement) as a moderator between GHRM and environmentally conscious actions taken by organizations. According to the results, hotels that adopt GHRM policies can help the environment by getting their employees to change their ways. Employee happiness and corporate dedication will be significantly impacted by environmentally friendly actions. The level of commitment shown by both workers and employers moderates the association between GHRM and environmentally friendly actions. Work engagement serves as a mediator between workplace resources and personal resources for performance, according to Gupta et al. (2022). They found evidence to support their assumptions that performance, job resources, and personal resources are all mediated by work engagement. Additionally, Heryanto et al. (2022) discovered that work engagement could act as a mediator between professional and personal resources for performance.

The purpose of this research was to examine the mediating function of organizational and job engagement in the connection between green human resource management (GHRM) practices and pro-environmental behavior (PEB) of employees in Pakistan's hospitality industry. The study found that GHRM practices have a beneficial effect on workers' PEB, with organizational and job engagement serving as mediators of this association. Employees who believe their company has excellent GHRM policies are more inclined to take actions that benefit the environment, according to the survey. Engagement in one's work and one's organization serve as important moderators of this connection. Furthermore, the results imply that workers who are invested in their work and have a strong sense of belonging to their firm are more likely to take actions that benefit the environment.

There are some ways in which this research contributes to our understanding of the correlation between GHRM and PEB. First of all, the findings of this research show that GHRM practices are successful in encouraging eco-friendly actions among workers in Pakistan's hotel sector. Second, it emphasizes the role of organizational and work engagement as mediators of this relationship, implying that companies should prioritize increasing employee engagement to get the most out of their GHRM initiatives. Further hospitality companies should prioritize employee involvement in their efforts to maximize the efficacy of their GHRM processes and encourage employees to engage in pro-

environmental conduct. The relationship between GHRM practices and PEB can be studied in the future via the lens of several mediators, such as perceived organizational support, employee trust, and perceived environmental performance of the firm. The current study was conducted in the hospitality industry; therefore, additional studies are needed to determine whether or not GHRM practices are helpful in fostering PEB in other industries and locations.

Theoretical and practical implications

Talent engagement was found to mediate the relationship between GHRM and PEB, and the study concluded that its implication would have a bigger impact on employees' pro-environmental behavior. One lesson to be learned from this is that people are the lifeblood of any business and that when talent is engaged effectively, all of an organization's resources mental, emotional, and physical are dedicated to the tasks at hand. Their enthusiasm for the task will consequently increase. This research also reveals a link between talent engagement characteristics and GHRM procedures. Employees that are invested in their jobs are more likely to take GHRM principles seriously and work hard to achieve organizational goals. Employees will be more invested in the company, and they will have more loyalty to the company as a result. Employees who take environmental responsibility seriously will help the business as a whole and contribute to its success.

While the hospitality sector in Pakistan is expanding rapidly, it is also one of the main polluters in the country. As a result, hotels in the country have a responsibility to reduce their environmental impact by adopting green practices like implementing GHRM policies and educating their staff on how to reduce their carbon footprint. Their pro-environmental actions will reflect well on the company and enhance its reputation. This research has important policy and management implications, as it suggests that GHRM practices can be an effective tool for promoting pro-environmental behavior among employees, and that organizational and job engagement can play a critical role in this process, particularly among younger workers.

Limitations and recommendations

The sample used in this research does not represent the whole hospitality sector; rather, it focuses on the 3-, 4-, and 5-star hotels in Islamabad that are members of the Pakistan Hotels Association. One-star hotels should be the primary focus of all future investigations. Second, only front-line hotel staff were surveyed for this study; future research should expand its

scope to include other levels of staff. The quantitative method also has its drawbacks, which is why qualitative methods should be used in future investigations.

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