

Journal of Management Sciences

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Manuscript Information

Submission Date: July 03, 2023

Reviews Completed: September 24, 2023

Acceptance Date: October 02, 2023

Publication Date: October 06, 2023

Citation in APA Style:

Wu, P., Ahmed, M., & Hakim, F. (2023). Can Socially Responsible Human Resource Management Boost Employees' Environmental Performance? Moderating Role of Moral Reflectiveness, *Journal of Management Sciences*, 10(2), 20-40.

DOI: <https://doi.org/10.20547/jms.2014.2310202>





Can Socially Responsible Human Resource Management Boost Employees' Environmental Performance? Moderating Role of Moral Reflectiveness

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Abstract: Socially responsible human resource management in tourism and hospitality has been the focus of modern research because individuals have become more aware of the need to adopt environmentally friendly tourist and hospitality services. Hence, the need to focus on environmental performance has been accelerated in the present era. Therefore, the present research is designed to explore how employees' environmental performance is enhanced through Socially Responsible HRM practices. For this purpose, "Partial Least Squares Structural Equation Modeling (PLS-SEM)" has been employed through Smart PLS. The model is developed on the Social Cognitive Theory. The outcomes portray that socially responsible human resource management is positively and significantly linked with employee environmental commitment, employee green motivation, and employee environmental performance. Further, employee environmental commitment fosters their environmental performance, but employee green motivation does not improve their performance. Moreover, this study discovers the mediating roles of employee environmental commitment and employee green motivation. Also, the moderating role of moral reflectiveness has been employed in the research framework.

Keywords: Socially Responsible HRM, Employee Environmental Performance, Hotel Sector, Smart PLS.

Introduction

Green sustainability has increased stress on the industrial sector worldwide and is an alarming concern for humans. This pressure is used to report environmental issues and conduct an accountable management system (Celma, Martinez-Garcia, & Raya, 2018). Due to the intense pressure, industrialists must provide satisfactory services with the least resources that affect the environment. According to Shen and Zhang (2019), minimum resource usage leads to environmental effectiveness, employee motivation, and morality. However, an organization's environmental growth depends on the flexible actions of employees since they are expected to accept the strategies of environmental growth.

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Considering the importance of an organization's role and employees' actions, conducted research associates socially responsible human resource management (SRHRM) to employee environmental performance (EEP) in the hotel, hospitality, and tourism industry.

SRHRM is commonly known as employee-centered human resource management (HRM); this concept is originated from the literature on Corporate Social Responsibility (CSR) and HRM. SRHRM is a socially responsible concept in human resources that are executed through HRM and CSR practices. They improve HRM efficiency by combining employees' demands into organizational needs, resulting in increased employee participation and satisfaction. It generates an understanding and safe atmosphere for the workforces through diverse stages of HRM (Macke & Genari, 2019). These stages of HRM include social and psychological actions. SRHRM embraces a socially conscious methodology to HRM implemented by personal practices within the boundary of HRM and CSR. In the study of Abdelmotaleb and Saha (2020), it has been observed that various industries have practically adopted green practices, CSR initiatives, and environmental strategies. Organizations are now encouraged to practice socially responsible activities. Updated economic goals pursue these practices by controlling their impacts on societies. These practices change their position in the market as it changes their way of responding to the industrial pressure related to the environment and the degree of defiance with environmental requirements (Miao & Wei, 2016).

Several empirical studies exist on the importance of SRHRM and its relation with environmental commitment, green motivation, and environmental performance (Barrena-Martínez, López-Fernández, & Romero-Fernández, 2017). Most of these studies are conducted with the mainstream variables that include CSR. The study conducted by Newman, Miao, Hofman, and Zhu (2016) claims that SRHRM is the significant dimension of CSR. Similarly, according to Bandura (1991), SRHRM includes recruiting socially responsible employees, conducting timely CSR training, performance appraisals, and compensations. Overall, Ansari, Farrukh, and Raza (2021) claim that the involvement of CSR activities has a successful effect on employees and their behaviors. Thus, the purpose is to address the literature gap by examining the role and importance of SRHRM to boost the employees' environmental performance. The involvement of green HRM and environmental perspective is to add the missing literature in the HRM field. As far as HRM is related, it is a field with continuous growth and update; adapting its rules in the new system is appreciated. In this reference, over the past few years, a debate has emerged in academia that highlights the link between CSR and HRM. This debate includes the effects of HRM based on the orientation of Socially Responsible behaviors in an organization, the impact of SRHRM on employees, and patterns of SRHRM on the behaviors of employees. In this regard, the research highlights how SRHRM boosts the employees' environmental performance with the moderating effect of moral reflectiveness. This paper aims to study the importance of SRHRM in enhancing the employees' environmental performance in this reference.

The link with green HRM includes the mediators involved in this study, i.e., employee environmental commitment and employee green motivation. According to Zhao and Zhou (2021), the employee environmental commitment is considered an approach, rules, and responsibilities used to prevent and manage the environmental issues that could be

controlled from an employee's end. Employees' commitment to the environment is practical for the organization and the environment in the long run. As [Aladwan, Bhanugopan, and D'Netto \(2015\)](#) highlighted in the study of the effects of HRM practices on employees' organizational commitment, they claim that the EGM results from organizations' green culture and values that work to develop EEP ultimately develops motivation in employees.

Several studies addressing the SRHRM concerning employees' green practices in the hotel industry have been conducted. For example, [Miao and Wei \(2016\)](#) identified the link between socially responsible HRM and the intellectual capital used in organizations. Besides, [Abdelmotaleb and Saha \(2020\)](#) showed the underlying mechanisms of green HRM and pro-environmental behaviors of the workforces. Subsequently, [Celma et al. \(2018\)](#) highlighted the social cognitive perspective of SRHRM and OCB of hotel employees. Furthermore, [Abdelmotaleb and Saha \(2020\)](#) did an empirical examination of green policy perceptions and green behaviors. Moreover, a study by [Mbasera, Du Plessis, Saayman, and Kruger \(2016\)](#) presented the effects of moral reflectiveness on employees' green behavior.

The hotel industry is a broad field and a part of the hospitality industry due to its multidisciplinary nature. The hotel industry is the most significant segment of tourism and hospitality. Hotels worldwide provide accommodation according to the range of customers temporarily with a variety of benefits including food. With various positive contributions, there are some negative impacts of the hotel industry—for instance, the emissions of gases, high consumption of water, and extreme energy consumption. According to [Yu, Kim, Chen, and Schwartz \(2012\)](#), a hotel room usually discharges 200kg of carbon every year. The water consumption is up to 400 liters per night by a single guest.

Moreover, 1 kg of waste per night by a guest with high energy consumption is also a risk. This is the reason the hospitality and hotel industry are affecting the global environment. These ratios are regularly increasing ([Miao & Wei, 2016](#)). These issues have put pressure on hotel owners to develop new green practices. Some of these advised practices are the adoption of Socially Responsible Human Resource Management (SRHRM), Employee Environmental Commitment (EEC), Employee Green Motivation (EGM), and Employee Environmental Performance (EEP). These adoptive actions are also known as environmentally related behaviors beneficial for organizations, employees, and the environment.

Previous studies have discovered Socially Responsible Human Resource Management in developing countries. Several works of literature have been directed from the perspective of both developed and developing countries with employee-friendly hotels and the tourism industry. In the context of a developed country, the study of [Bombiak and Marciniuk-Kluska \(2019\)](#) has confirmed the importance of SRHRM. Most of the mentioned studies have either used system or user-related models for highlighting the importance of moral reflectiveness. To the best of the authors' understanding, limited studies discussed the Moderating role of Moral Reflectiveness in the Pakistani context.

Moreover, no studies were found in developing countries that reflected and discussed the impact of SRHRM on Employee Environmental Commitment, Employee Green Motivation, and Employee Environmental Performance. Thus, the research has two contribu-

tions to the literature. First, to clarify how SRHRM enhances the employees' environmental performance in the hospitality industry. Second, it highlights the impact of SRHRM practices on the commitment and motivation of employees. To address the objectives, the research first examines how SRHRM facilitates the employees' environmental performance. This study underlines the relationship of SRHRM with Employee Environmental Commitment and Employee Green Motivation. Subsequently, moral reflectiveness will be introduced as the moderator to illustrate how SRHRM occurs in the hotel industry.

Literature Review

Theoretical Background

Social Cognitive Theory (SCT)

Albert Bandura advanced this theory as an extension to his previously proposed theory of social learning. The Social Cognitive Theory (SCT) used a "triadic reciprocal causation model" to describe the psychosocial functions (Bandura, 1986). In its model, behavior, cognition, and other personal factors are environmental events that are the causes of shared influence that influence one another in a bidirectional way. SCT claims that when individuals notice a model performing behavior and the consequences of that behavior, they remember the classification of different occasions and guide the succeeding conduct. In other words, individuals do not learn new actions exclusively by trying them and either with success or failure. Instead, the existence of humans depends upon the imitation of actions performed by others. Depending on the outcome of said behavior, the observer may choose to replicate the modeled behavior. Due to the "triadic reciprocal causation," people are environmental products and produces. In morality, SCT highlights interactionism, which includes and influences moral thought, emotional self-reaction, moral behavior, and environmental factors. The theory has been used in various researches. The theory (Zhao & Zhou, 2021) specified that saliency, vividness, and accessibility determined attention. SCT validates that the cognitive process forms distinct behaviors of people. Moreover, the decision-making process in SCT involves the individuals to begin encoding information that is based on the significant factors of attention from the environment. Wang, Hung, and Huang (2019) acclaimed that chronic source accessibility is likely to influence cognition and ultimately cause an involuntary moral judgment of the incoming stimuli.

It theorizes that learning occurs in a social context with a dynamic and reciprocal interaction of an individual, environment, and behavior. It emphasizes the social influence and its emphasis on external and internal social reinforcement. It further considers a unique way people acquire and maintain behaviors while also considering the social environment in which people perform a particular behavior. Various research has shown that chronic personal concepts raise diverse objective conduct (Ayub, Kokkalis, et al., 2017; Wang et al., 2019). Social Cognitive Theory is appropriate for the study as it emphasizes the interrelation between individuals, behaviors, and how it impacts the environment.

Likewise, the research interrogates how SRHRM can impact the employees' behavior related to environmental performance, commitment, and motivation.

Hypotheses Development

Zhao and Zhou (2021) have explained SRHRM as a practical action of HRM division approved by an organization to fulfill the successful implementation of CSR. About service industries, such as the hotel industry, SRHRM concerns environmental management features through HRM (Ansari et al., 2021; Godil, Usman, & Siddiqui, 2021).

As Zailani, Jeyaraman, Vengadasan, and Premkumar (2012) claimed, Employee environmental commitment in an organization is the outcome of HRM that shows employees' attitudes, the shared values in an organization, acceptance of the organizational goals, and an employee's efforts in the organization. This highlights the internal motivation and morale commonly not revealed in the job requirements presented by the organization. In an environmental context, (Ramayah, Mohamad, Omar, Marimuthu, & Leen, 2013) addressed that employee's internal commitment towards the environment is internally built-up. Similarly, the study of Liu, Li, Zhu, Cai, and Wang (2014) highlighted the sense of connection and accountability of employees towards the environment. Thus, this idea reflects that commitment towards the environment is viewed as the employees' discretionary sense. Hence, the research aims to contribute to the relevant literature by presenting the relationship between SR-HRM and EEC. Therefore, the hypothesis is stipulated as:

H1: There is a significant relationship between SR-HRM and EEC

On the other hand, the SRHRM is also related to employees' green motivation. Several studies have addressed the environmental issues about green motivation and behavior. For example, Zailani et al. (2012) recognized the association of eco-friendly organizational design and environmental performance. The study of Ramayah et al. (2013) also highlighted how green practices in an organization influence the performances of SMEs. Subsequently, Rusinko (2007) studies sustainable industrial practices with positive manufacturing. Similarly, Tan, Zailani, Tan, and Shaharudin (2016) study how positive environmental practices improve organizational practices and motivate employees. Hence, the research aims to contribute to the relevant literature by presenting the relationship between SR-HRM and EGM. Therefore, the hypothesis is stipulated as:

H2: There is a significant relationship between SR-HRM and EGM

The hotel industry faces various pressures from the shareholders to adopt green practices (Paillé, Chen, Boiral, & Jin, 2014). According to Lober (1996) Employee, Environmental Performance is evaluated by several interrelated indicators and is beneficial to the environment. Such as; low waste release in the environment, prevention of pollution, minimization of unnecessary waste, and the activities related to recycling. The literature on SRHRM in the hotel industry has already highlighted the importance of practices that are beneficial for the environment. The literature includes the studies of Jiang

and Bansal (2003); Lengnick-Hall, Lengnick-Hall, Andrade, and Drake (2009); Branzei, Ursacki-Bryant, Vertinsky, and Zhang (2004). More recently, the studies of Renwick, Redman, and Maguire (2013); Wagner (2013) have proposed better alternatives in workplace practices to overcome environmental issues.

Moreover, the literature on the environment suggests that various practices influence employees' roles in preventing the negative impacts. One of them is the practice of SRHRM in organizations. Thus, this study extends the research by showing their relationship between SR-HRM and EEP. Therefore, the hypothesis is stipulated as:

H3: There is a significant relationship between SR-HRM and EEP

Employee environmental performance is related to the green practices that are adopted voluntarily by an employee. The adopted activities are commonly related to the commitment towards the environment. According to the human resource literature, EEP motivates the responsible behavior of employees that includes their attitude and commitment towards their surroundings (Saeed et al., 2019). Active participation in maintaining the environment is all about an employees' commitment and motivation towards improving the environment. This performance shows how an employee feels about their organization. According to Pham, Hoang, and Phan (2020) research, the EEP is considerably an outcome of organizations' green values, an employee's effort towards their organization, and the attitudes towards bettering the environment by the employees. With the help of organizations' willingness towards employee's commitment and motivation, the employee's environmental performance increases. The standard practices between these variables are green contribution, green training, green staffing, and green rewards and appreciation.

Furthermore, when an organization adopts environmentally green practices, it results in better performance for employees. Roscoe, Subramanian, Jabbour, and Chong (2019) highlight that when an organization embraces environmentally friendly practices, employees' attachment, responsibility, and commitment increase towards their organization. Thus, the hypothesis is stipulated as:

H4: There is a significant relationship between EEC and EEP

H5: There is a significant relationship between EGM and EEP

The Mediating Role of Employee Environmental Commitment and Employee Green Motivation

On the authority of Raineri and Paillé (2016), EEC is defined as a positive mentality of an employee described by a desire to support their organizations' struggles towards environmental advancement and safety. However, the current literature on green HRM does not contain much knowledge about the development of EEC. A deep-rooted history of EEC is considered a key feature in understanding the relationship between an organization and its employees. Keogh and Polonsky (1998) are considered the first researchers to discover

the relevance of EEC in the organization's role to maintain a sustainable environment. Grant, Dutton, and Rosso (2008) believe that EEC results from personal identification of employees with the environmental values executed within their organizations; these values are related to the concerns of the ecosystem.

The regular involvement of organizations develops EGM. The setup of green approaches and accepting them is why employees are motivated. Further, the effects of EGM includes; being conscious for the environment, providing support to employees, plans to achieve the goals, loyalty, and commitment towards the organization, appreciating the efforts of employees, effectiveness towards the organization, responsibility, and concerns towards green behavior, the time employees spend to fulfill the responsibilities (Ar, 2012).

Therefore, the hypotheses are stipulated as:

H6: EEC mediates the relationship between SR-HRM and EEP

H7: EGM mediates the relationship between SR-HRM and EEP

The Moderating Role of Moral Reflectiveness

According to Reynolds (2008), moral reflectiveness is considered the individual modifications in the number of morally guided considerations in an individual's daily life. It is the deliberate procedure in which people frequently contemplate moral issues. It is a mindful and self-controlled process that motivates employees to regulate their behaviors. More studies have shown that moral reflectiveness and employee's fulfillment of responsibilities is interconnected. Moreover, Becker (1998) has also confirmed how moral reflectiveness occurs in more responsible environments. In an organizational context, it is also defined as the process in which an employee dictates their workplace behavior with a sense of responsibility. For instance, an employee often performs their duties timely in a hotel, with a sense of responsibility.

Similarly, according to Barrick, Stewart, and Piotrowski (2002), a responsible employee tries to fulfill the responsibility by fulfilling their organization's expectations. The existing literature shows that the environmental behaviors of employees (be it EER, EGM, or SRHRM) are related to the moral reflectiveness of employees. Therefore, this research proposes the mentioned assumptions as a hypothesis.

H8: MR moderates the relationship between SR-HRM and EEC

H9: MR moderates the relationship between SR-HRM and EGM

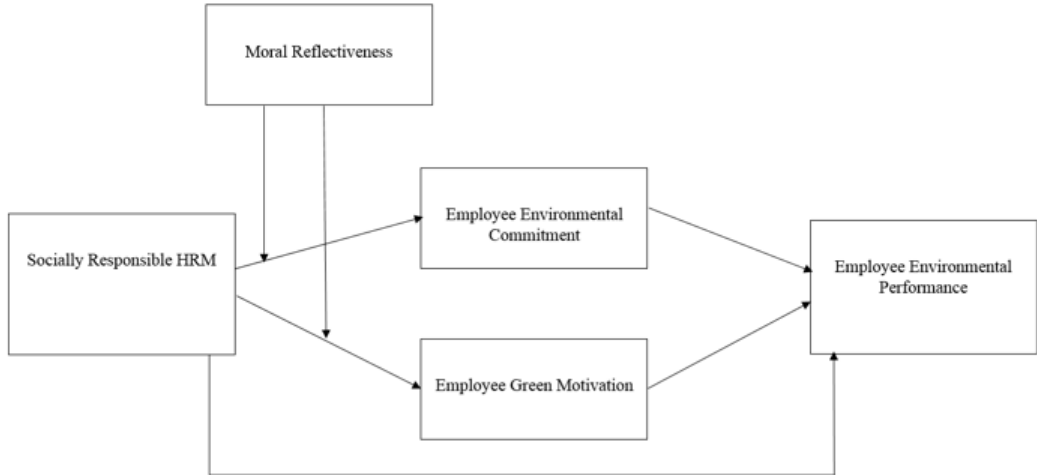
Research Methodology

Research Model

Figure 1 demonstrates the model of the study. This model portrays the SRHRM and its impact on EEP. This further explores the mediating value of EEC and EGM. Moreover,

MR serves as a moderator.

Figure 1
Conceptual Model



Data Collection and Measurement of Variables

Quantitative data is composed through a well-stabled questionnaire. A five-point Likert scale was used for data collection that ranges from strongly disagree to strongly agree. We targeted the employees of a hotel for the survey. Survey questionnaires were distributed online in Karachi, Pakistan, due to Covid-19 precautions and the absence of research on SRHRM in the hotel industry of Pakistan. 406 respondents contributed, and after screening the collected information, 27 responses were deleted because of extreme values. The final sample size used in the study was 379. The sample size selected is based on the guidelines presented by [Raza, Umer, Qazi, and Makhdoom \(2018\)](#).

The data collection instrument was established by the items adapted from prior studies. For instance: SRHRM was adapted from prior studies ([Ansari et al., 2021](#); [Zhao & Zhou, 2021](#)). The items of EEP were adapted from [Ansari et al. \(2021\)](#). The items of EEC were adapted from the study of [Ansari et al. \(2021\)](#). The following studies have been used for the items of EGM, i.e., [Liu et al. \(2014\)](#). Lastly, items of MR were adapted from [Zhao and Zhou \(2021\)](#).

The independent variables of the study include SRHRM. Moving further, the EEC and EGM; are the mediators. The moderating variable of the study includes MR, respectively. Moreover, the research questionnaire comprised six sections. The Independent variable is mentioned in section A. section B has a moderator. Further, sections C and E include the mediating variable items. Section D has the dependent variable. At last, section F consists of demographics items such as gender, age, and education. The survey questionnaire was developed in English to guarantee that it was transparent for the participants. The survey

was sent online due to the pandemic. The objectives of the research and the right to quit the survey were primarily specified to the respondents. Hence, contribution to the survey was completely voluntary.

Demographics

Table 1 Shows the demographics of the respondents who participated in the questionnaire. The gender ratio analyzed in demographics shows that the percentage of males is 72.0 percent, while the percentage of females is 28.0 percent. In demographical information of age, 2.1 percent of individuals are less than 25 years, 48.8 percent of respondents are between the 25-30 age group, 30.1 percent of respondents are between the 31-36 age group, and 17.4 percent respondents fall at the age bracket of 37-42, and remaining 1.6 percent are above 42. Educationally, .8 percent of respondents are undergraduate, 94.5 percent are graduate, 2.6 percent are postgraduate, and 2.1 percent are at the option of others.

Table 1
Demographics

	Frequency	Percent	Valid Percent	Cumulative Percent
Gender				
Male	273	72	72	72
Female	106	28	28	100
Total	379	100	100	
Age				
less than 25	8	2.1	2.1	2.1
25 to 30	185	48.8	48.8	50.9
31 to 36	114	30.1	30.1	81
37 to 42	66	17.4	17.4	98.4
More than 42	6	1.6	1.6	100
Total	379	100	100	
Education				
Undergraduate	3	0.8	0.8	0.8
Graduate	358	94.5	94.5	95.3
Postgraduate	10	2.6	2.6	97.9
Others	8	2.1	2.1	100
Total	379	100	100	

Source: Author's estimation.

Data Analysis

The Structural Equation Modeling technique is used to support statistical facts. According to [Henseler, Ringle, and Sarstedt \(2015\)](#); [Chin et al. \(1998\)](#), PLS-SEM suitable for this approach. The hypothetical model is presented using the variance-based method. Thus, Smart PLS 3.2.9 software has been adopted for research. For bootstrap resampling, the benchmarks of [Hair, Ringle, and Sarstedt \(2011\)](#); [Raza, Qazi, and Umer \(2017\)](#); [Raza et al. \(2018\)](#) are applied. The estimation of studies is established on a two-step approach, i.e. (i) measurement model and structural model ([Anderson & Gerbing, 1988](#)).

Measurement Model

The measurement model includes constructing reliability, individual item reliability, convergent validity, and discriminant validity to evaluate the model's competency.

Cronbach's Alpha, Composite reliability, Average Variance Extract (AVE) with the standards 0.7, 0.7, and 0.5 are considered to evaluate results. As seen in Table 2, all the variables have Cronbach's alpha and composite reliability, higher than 0.7, which meets the criteria. The convergent validity is assessed through average variance extracted (AVE), and all variables have the lowest value of 0.50, which is similar to the standard suggested by [Fornell and Larcker \(1981\)](#).

Table 2
Measurement Model Results

	Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted
EEC	EEC1	0.751	0.811	0.876	0.638
	EEC2	0.820			
	EEC3	0.821			
	EEC4	0.803			
EEP	EEP1	0.814	0.845	0.890	0.619
	EEP2	0.772			
	EEP3	0.83			
	EEP4	0.803			
EGM	EEP5	0.711	0.845	0.890	0.618
	EGM1	0.731			
	EGM2	0.835			
	EGM3	0.794			
MR	EGM4	0.782	0.818	0.892	0.733
	EGM5	0.785			
	MR1	0.894			
	MR2	0.845			
SRHRM	MR3	0.829	0.811	0.876	0.639
	SRHRM1	0.759			
	SRHRM2	0.854			
	SRHRM3	0.799			
	SRHRM4	0.783			

Notes: SR-HRM = Socially Responsible HRM, EEC = Employee Environmental Commitment, EGM = Employee Green Motivation, EEP = Employee Environmental Performance, MR = Moral Reflectiveness

Table 3
Fornell-Larcker criterion

	EEC	EEP	EGM	MR	SRHRM
EEC	0.799				
EEP	0.695	0.787			
EGM	0.763	0.703	0.786		
MR	0.565	0.627	0.580	0.856	
SRHRM	0.710	0.692	0.715	0.565	0.800

The diagonal elements (bold) represent the square root of the average variance extracted (AVE).

This discriminant validity is measured by cross-loading analysis, the Fornell and Larcker criterion, and the Heterotrait-Monotrait ratio of correlations (HTMT). The square root of AVE in the diagonal form and applies Fornell and Larcker's (1981) criteria are evaluated in table 3. Table-4 also displays the loadings and cross-loadings. Every construct's

items are displayed higher in their relevant constructs than the other constructs, and the cross-loading gap is, therefore, higher than the recommended 0.1 difference. As a result, the discriminant validity of adequacy is explained. The heterotrait-monotrait ratio of correlations (HTMT) values is not higher than 0.85 (Henseler et al., 2015; Kiran, Sultan, & Nawaz, 2023) presented in Table 5.

Table 4
Loadings and Cross Loadings

	EEC	EEP	EGM	MR	SRHRM
EEC1	0.751	0.551	0.785	0.482	0.668
EEC2	0.820	0.569	0.536	0.475	0.522
EEC3	0.821	0.558	0.539	0.437	0.515
EEC4	0.803	0.539	0.554	0.403	0.548
EEP1	0.555	0.814	0.588	0.608	0.576
EEP2	0.554	0.772	0.554	0.464	0.552
EEP3	0.557	0.830	0.619	0.492	0.615
EEP4	0.556	0.803	0.514	0.466	0.513
EEP5	0.511	0.711	0.480	0.432	0.455
EGM1	0.499	0.529	0.731	0.387	0.752
EGM2	0.605	0.566	0.835	0.433	0.854
EGM3	0.568	0.547	0.794	0.505	0.799
EGM4	0.588	0.569	0.782	0.475	0.783
EGM5	0.751	0.551	0.785	0.482	0.668
MR1	0.506	0.575	0.496	0.894	0.483
MR2	0.502	0.535	0.542	0.845	0.529
MR3	0.439	0.499	0.445	0.829	0.431
SRHRM1	0.505	0.531	0.736	0.391	0.759
SRHRM2	0.605	0.566	0.835	0.433	0.854
SRHRM3	0.568	0.547	0.794	0.505	0.799
SRHRM4	0.588	0.569	0.782	0.475	0.783

All self-loading is significant (bold).

Table 5
Impact of CSR communication interactivity on brand attitude

	EEC	EEP	EGM	MR	SRHRM
EEC					
EEP	0.838				
EGM	0.769	0.830			
MR	0.689	0.752	0.695		
SRHRM	0.869	0.833	0.766	0.689	

The measurement model approves the convergent and discriminant validity; it endorses and confirms the variable distinctiveness. Therefore, it can be used to examine and study the structural model.

Structural Model

In the structural model, hypotheses are verified in which the relationship between proposed constructs is observed. The structural model is determined based on regression. Additionally, the standard significance level is 0.1, and it can be seen in Tables 6, 7, and 8. There are 9 hypotheses. Table 6 shows the results of path analysis, where out of 5, 4

are positive and significant. Table 7 shows the results of the mediation analysis. There are 2 hypotheses in mediation analysis. The results show that EEC has a partial mediation between SRHRM and EEP. The other hypothesis shows that EGM has no mediation on the relationship between SRHRM and EEP.

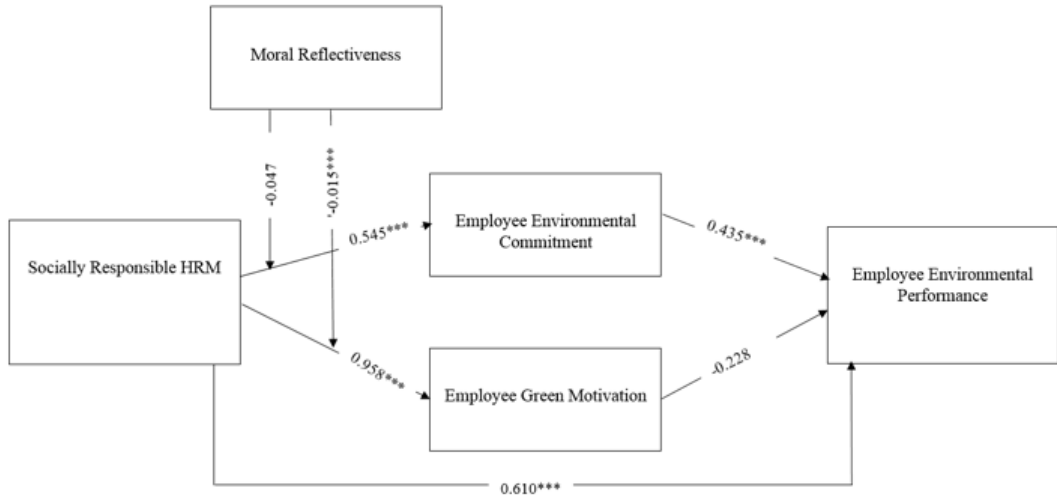
Furthermore, table 8 shows the moderating role of moral reflectiveness. The results depict that MR does not moderate the relationship between SRHRM and EEC. However, it does support the relationship between SRHRM and EGM.

Regression Results

Hypothesis	Regression Path	Effect type	SRW	Remarks
Table 6- Results of Path Analysis				
H1	SRHRM ->EEC	Direct Effect	0.545***	Supported
H2	SRHRM ->EGM	Direct Effect	0.958***	Supported
H3	SRHRM ->EEP	Direct Effect	0.610***	Supported
H4	EEC ->EEP	Direct Effect	0.435***	Supported
H5	EGM ->EEP	Direct Effect	-0.228	Not Supported
Table 7- Results of Mediation Analysis				
H6	SRHRM ->EEC ->EEP	Indirect Effect	0.237***	Partial Mediation
H7	SRHRM ->EGM ->EEP	Indirect Effect	-0.219	No Mediation
Table 8- Moderating Role of Moral Reflectiveness				
H8	SRHRM ->EEC	Indirect Effect	-0.047	Not Supported
H9	SRHRM ->EGM	Indirect Effect	-0.015***	Supported

***p<.01, **p<0.05, *p<0.10.

Figure 2
Results of Path Analysis



Discussion of the Results

Results of hypothesis H1 (SRHRM → EEC) show that SRHRM has a positive and significant impact on EEC ($\beta = 0.545$, $p < 0.01$). Thus, H1 suggests that this result supports the

impacts of SRHRM on EEC. The literature supported the results of Zhao and Zhou (2021) and suggested that employee commitment and socially responsible HRM are interconnected. Similarly, the study of Ansari et al. (2021) showed that employee commitment towards their organization is increased when the organization follows a responsible set of practices. In the context of the environment, the results of Ramayah et al. (2013) found that employees' commitment to the environment is built up internally, thus sharing a positive impact. Similarly, a positive impact of variables by Liu et al. (2014) found that employees had a solid commitment to and responsibility for environmental issues. As a result, this concept symbolizes the employees' discretionary feeling of environmental commitment.

Results of hypothesis H2 (SRHRM $\rightarrow$ EGM) show that SRHRM has a positive and significant impact on EGM ($\beta = 0.958$, $p < 0.01$). Thus, H2 suggests that this result supports the impacts of SRHRM on EGM. The prior literature of Zailani et al. (2012) supports the mentioned result; there is a significant relationship between the green activities of employees and the practices adopted by their organization. Moreover, the findings and results of Tan et al. (2016) highlight how an organization's responsible practices could increase the loyalty and motivation of employees. With the positive results, Ramayah et al. (2013) found that green practices in a company impact the performance of SMEs. Following that, Rusinko (2007) results investigate positive manufacturing and sustainable industrial methods. The positive findings which analyses how diverse fields have embraced sustainable strategies to create and build new services, dig further into environmental aspects.

Results of hypothesis H3 (SRHRM $\rightarrow$ EEP) show that SRHRM has a positive and significant impact on EEP ($\beta = 0.610$, $p < 0.01$). Thus, H3 suggests that this result supports the impacts of SRHRM on EEP. The results from prior literature of Hanna (2000) suggest that various practices influence employees' roles in avoiding the negative impacts on the environment. One of them is the practice of SRHRM in organizations. Thus, the results extend the research by showing the relationship and significance between SR-HRM and EEP. Positive findings in the study of Renwick et al. (2013); Wagner (2013) have advocated improved workplace practices to address environmental challenges more recently. Furthermore, existing environmental literature demonstrates that diverse practices, including SRHRM in firms, affect workers' responsibilities in reducing harmful consequences.

Results of hypothesis H4 (EEC $\rightarrow$ EEP) show that EEC has a positive and significant impact on EEP ($\beta = 0.435$, $p < 0.01$). Thus, H4 suggests that this result supports the impacts of EEC on EEP. The results of Saeed et al. (2019) are also similar as they claim that EEP in any organization is an outcome of commitment and motivation. Moreover, Pham et al. (2020) also claim that employees' performance improves and benefits the organization if an environment adopts environmentally friendly actions. Results of hypothesis H5 (EGM $\rightarrow$ EEP) show that SRHRM has a negative and insignificant impact on EEP ($\beta = -0.228$, $p > 0.1$). Thus, H5 suggests that this result does not support the impacts of EGM on EEP. The prior literature supports that (Roscoe et al., 2019) has also shared similar results in their study. However, according to the opposite results shared by Pham et al. (2020), the EEP is essentially a product of an organization's green values, an employee's effort towards their organization, and employees' attitudes toward environmental improvement. The environmental efficiency of employees improves due to organizations' ability to support

employee commitment and inspiration.

The Mediating Role of EEP

Preacher and Hayes (2008) conducted a mediation analysis that explains the values of mediators. According to the analysis, the full model analysis measured that c' (independent variable) must be less than c (dependent variable), subsequent from added M as the mediator among the dependent and independent variables. Thus, the model presented with mediators suggests that the effect of c should not be significant. The partial mediation occurs when the c' is statistically significant. Relatively, full mediation occurs when c' is statistically significant.

As the hypothesis 6 and 7 depict the results of mediation, results of the hypothesis H6 (SRHRM $\rightarrow$ EEC $\rightarrow$ EEP) are ($\beta = 0.237$, $p < 0.01$). Thus, H6 suggests that this result has partial mediation. Hence EEC as a mediator is significant and creates a mediation between the variables. The results of the hypothesis H7 (SRHRM $\rightarrow$ EGM $\rightarrow$ EEP) are ($\beta = -0.219$, $p > 0.1$). Thus, H7 suggests that this result has no mediation. Hence EGM as a mediator is insignificant and does not create any mediating effect between the variables. The prior literature for the mediators supports these results. The study of Klein, Cooper, Molloy, and Swanson (2014) claims that although these variables are useful for the green development of an organization, they are not considered strong mediators. As Roscoe et al. (2019) suggest, the presence of these variables is beneficial but not necessary for valuing employees' performance.

The Moderating Role of MR

The moral reflectiveness as moderator moderates its relationship in hypotheses 8 and 9. Results of the hypothesis H8 (SRHRM $\rightarrow$ EEC) are ($\beta = -0.047$, $p < 0.01$). Thus, H8 suggests that MR as a moderator does not moderate the impacts of SRHRM on EEC. While, the results of hypothesis H9 (SRHRM $\rightarrow$ EGM) show MR has a negative yet significant impact on the relation between SRHRM and EGM ($\beta = -0.015$, $p < 0.01$). Thus, H9 suggests MR has a moderating effect. The prior literature supports these results. The study of Yang (2019) highlights that moral reflectiveness is part of an employee's ethical values.

Moreover, the presence of these values increases or decreases the commitment and motivation of hotel employees. Limited research has been conducted both in developed and developing countries on the moderating role of moral reflectiveness. However, positive results were found in the study of Yang (2019) that has taken moral reflectiveness as a mediator. It reflects that MR has a positive relationship with the green behaviors of employees. A study by Yang (2019) claims that due to MR, employees fulfill their responsibilities, leading to increased motivation. The study further claims that employees with a higher amount of morals are more inclined to adopt green behaviors at their workplace. On the other hand, employees with a lower MR are not committed and motivated towards the socially responsible practices adopted by the organization.

Conclusion & Recommendations

Conclusion

The current research intended to explore the impacts of socially responsible HRM in boosting the employees' environmental performance. Provide greater clarity for the link between SRHRM and EEP, the mediating role of EEC and EGM is also discussed. Significant relationships were found among some generated hypotheses. It makes several theoretical contributions. It implies the possibility of enhancing EEP through SRHRM. It highlights the understanding of the effects of moral reflectiveness concerning the relationships of SRHRM with EEC, SRHRM with EGM, and SRHRM with EEP. The study also realizes that some employees are more attentive towards their hotel duties if the management system is more ecofriendly. It suggests that the employees' eco-friendly behaviors are determined by their hotels' influences and practices to create an advancing value in the environment. The research balances the literature representing the relationships between SRHRM and employees' commitment, motivation, and performance towards their environment.

As environmental issues are being a major issue and concern to the hotel industry, they are adopting much more corporate practices that are environmentally friendly. The first step in this adoption is to adopt socially responsible human resource practices beneficial for both hotels and their employees. Undoubtedly, environmentally friendly practices are necessary for maintaining an ecological environment. The primary objective of this research is to address the hotel practices that are beneficial in transforming the environmental performances of hotel employees. While addressing the relationship between SRHRM and EEC, ([Ansari et al., 2021](#)) highlight that employees' commitment towards the environment is buildup due to the green practices that the organization observes. Moreover, EEC is viewed to be a discretionary sense built-up in an employee. While addressing the relationship between SRHRM with EEC, ([Raineri & Paillé, 2016](#)) claims that socially responsible practices adopted by human resources increase the commitment and motivation of their employees.

This paper also examines the mediating role of EEC and EGM. Both the variables are considered to be adopted voluntarily by the employees. [Grant et al. \(2008\)](#) believed that EEC is considered to be the key feature to understand the environmental values that are involved in the organization. Moreover, EGM as a mediator includes the practices that are environmentally friendly and ultimately motivates the employee to be more loyal towards the hotel they are employed in. Some of the activities that motivate the employees are; struggles in achieving environmentally-friendly goals, positive CSR towards the environment, and operative environmental commitment.

Implications

The literature has numerous theoretical implications. It indicates the impacts of SRHRM in enhancing the employee's environmental performance that eventually develops the HR activities in a hotel. It provides practical implications for policymakers of the ho-

tel industry. The developed model examines the variables and factors that are effective and influential for the hotel industry. By adopting this model, hotel managers and Human Resource professionals could recognize the approaches, tactics, and organizational initiatives that can provide evidence related to the selected variables to normalize environmentally friendly practices. Furthermore, the literature and the findings provide evidence to policymakers and administrators of the hotel industry in Pakistan to initiate green practices. There are practical implications for educationalists, managerial officials, and researchers in Pakistan. The research has importance for the hotel industry and individuals concerned with it. Based on the literature related to HRM practices in the hotel industry, the study helps increase the environmental performance of employees through SRHRM. The study provides concrete evidence for policymakers of the hotel industry to provide some updated yet actionable policies that are useful for the environment. Such policies would develop the existing practices of the hotel industry.

The increased importance of SRHRM in the hotel industry shows that the study has significant implications for organizations determined to implement SRHRM initiatives. Based on the literature of [Shen and Zhang \(2019\)](#), our study delivers concrete recommendations. First, organizations working in the hotel industry should implement updated practices related to SRHRM to develop employees' commitment, motivation, and performance towards improving their surroundings. A more positive attitude towards human resource practices can be achieved by considering the work values of candidates in the process of recruiting. Ethical training opportunities could be given to existing employees.

Moreover, adopting practices that fulfill the needs of employees also leads to increased satisfaction and commitment towards the organization. Second, the organizations must address the interests of employees and other stakeholders to develop a more positive relationship. This act is fulfilled by providing adequate support and justice to employees, leading to more involvement of employees with their organization. Additionally, in light of the stakeholders and shareholders of the hotels, the results mentioned are helpful to initiate new strategies and guidelines to balance the needs and wants of hotel employees. Furthermore, this research is also helpful for the educational sector. For instance, those higher education institutions providing degrees in hotel management and hospitality studies could utilize researchers like these to provide a practical idea of the hotel industry.

Limitations and Future Recommendations

Although the study provides practical implications in theory and practices, some areas still need recognition for future studies. At the practical level, the research only focuses on the hotel industry of Karachi. Thus, it is difficult to cite relevant literature as there is limited literature available in this context. Future studies could test the currently presented framework in the context of different industrial fields. Secondly, the study only investigates the hotel industry in the context of SRHRM. There could be more environmentally friendly practices in boosting the EEP of hotel employees. Third, the study revolves around the quantitative model of data. However, a similar framework could be used for the qualitative research methodology after the pandemic by employing in-

interviews and focus groups. Moreover, the moral reflectiveness as a moderator could be used as a mediator for future studies. Although, the targeted hotel group has a significant value in the research with its practices. Therefore, future research could collect data from multiple hotels at once. Finally, based on this literature, future research could be conducted on the implications of SRHRM in light of social cognitive theory.

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