



Exploring the Relationship between Green Human Resource Management and Green Creativity: The Moderating Influence of Green Behavioral Intention

Muhammad Aqib Shafiq¹, Muhammad Ramzan², Malik Muhammad Faisal³, Saba Iqbal⁴

¹ Ph.D. Scholar, Department of Business Administration, Ghazi University, Dera Ghazi Khan, Pakistan.
Email: mastoiaqib@gmail.com

² Ph.D. Scholar, Business School, Central South University, Changsha, Hunan, China.
Email: ramzan_chandio787@hotmail.com

³ Assistant professor, Department of Business Administration, Ghazi University, Dera Ghazi Khan, Pakistan.
Email: mmfaisal@uaar.edu.pk

⁴ MS Scholar, Department of Business Administration, Ghazi University, Dera Ghazi Khan, Pakistan.
Email: sabaarslan100@gmail.com

ARTICLE INFO

Article History:

Received: January 08, 2023

Revised: March 27, 2023

Accepted: March 28, 2023

Available Online: March 29, 2023

Keywords:

Green Human Resource Management

Individual Green Values

Green Psychological Climate

Green Behavioral Intention and Green Creativity

Funding:

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

The research's goal was to investigate how green human resource management promotes the growth of green creativity through the mediating role of individual green values and green psychological climate. Green behavioral intention work as a mediator in the connection between green human resource management and green creativity. Quantitative research was done in Pakistan to cover this issue. A questionnaire was used to collect the data from 450 respondents, including government officials, workers from the private sector, and firm leaders. The suggested framework for this research uses SPSS to generate statistical results such as demographics, reliability, descriptive statistics, and correlation. Smart PLS 4 was used to apply the SEM-Structured Equation Model approach to the provided framework. Green human resource management characteristics, individual green values, green psychological environment, green behavioral intention, and green creativity were shown to have a substantial positive correlation. Discussions and potential ramifications are presented after the conclusion of this paper.

© 2023 The Authors, Published by iRASD. This is an Open Access article distributed under the terms of the Creative Commons Attribution Non-Commercial License

Corresponding Author's Email: mastoiaqib@gmail.com

1. Introduction

Green human resource management, also recognized as GHRM, is a common strategy among many hotels to interact with their employees, who are becoming more environmentally conscious. Previous research (Alreahi et al., 2023) indicates that green human resource management involves the deliberate and organized orientation of HRM practices with organizational social and ecological objectives in various industries. It is widely accepted in the contemporary discipline of HRM that green human resource management contributes to an organization's broader environmental initiative, such as corporate social responsibility, by incorporating social and ecological issues into HRM procedures and guidelines (Kanan et al., 2023). Green HRM also places a premium on educating individuals about environmental goals and establishing competitiveness based on ecological factors Zada, Khan, Saeed, Zada, and Jun (2023). GHRM is especially crucial for firms whose ecological impact has been recognized as problematic by most individuals in the past three decades (Swanson, Kim, Lee, Yang, & Lee, 2020).

The definition of "GHRM" has developed as a critical belief of environment-conscious HRM strategies (AlZgool, Ahmed, Shah, Alkadash, & AlMaamary, 2021). Green HRM takes a moral stance and strives to enhance a green business culture in the hopes of moving workers to decrease the environmental impression of their actions (Paulet, Holland, & Morgan, 2021). According to present green HRM regulations and ideas, the business organization promotes

employee environmental behavior and tries to hire, appreciate, encourage personal growth, and inform employees about the industry's specific goals (Islam, Hussain, Ahmed, & Sadiq, 2021). GHRM is vital to the administration's commitment to ecologically responsive processes. It is an essential element of the whole greening procedure because it impacts all aspects of the association, including distribution networks, manufacturing, techniques, beliefs, customs, and employee attitudes (Benevene & Buonomo, 2020). GHRM has a multifaceted impact, such as reduced material, power consumption, and junk creation, as well as education of staff and consumers on the significance of environmental preservation. The benefits of Putting GHRM into an exercise in businesses extend beyond the traditional objective of financial gain to include environmental protection and increased green human capital (Surya, Budarma, & Mudana, 2020).

Green creativity differs from conventional inventiveness because it focuses on environmental protection and environmentally friendly products and offerings (Karatepe et al., 2020). Furthermore, green innovation is essential for dealing with worldwide environmental issues to establish a strategic benefit (Pham, Tučková, & Jabbour, 2019). Separate actions are the bedrock of long-term growth at the macro scale (Tuan, 2020). Prior literature on green creativity has concentrated on the concept at the personal (Wan, Chan, & Huang, 2017) or cooperative (Pham et al., 2019) levels only after integrating the two elements into a single research. Furthermore, while environmentally friendly inventions can improve the conversation about sustainable practices, most research has focused on environmentally friendly behavior and attitude (Franke & Sarstedt, 2019), disregarding green creativity, a sharper kind of green behavior. However, specific creativity can advance sustainability (Gabarda-Mallorquí, Fraguell, & Ribas, 2018). Academic research focuses on alternative techniques that inspire environmentally aware behaviors and practices in different sectors (Roscoe, Subramanian, Jabbour, & Chong, 2019).

However, there is currently a shortage of GHRM studies. Few research papers Gill (2012); Guerci, Longoni, and Luzzini (2016) address how to incorporate the green idea into organization management operations and examine the connection between GHRM and environmentally friendly growth at the organizational strategy and operation level. For instance, Guerci et al. (2016); Jabbour, Santos, and Nagano (2008) discovered that case studies of industrial firms in Brazil and Italy showed how GHRM supports organizational environmental success. Even so, more studies must be done on how GHRM influences green creativity. The GHRM technique's controlling elements are ignored in the meantime. Although some academics in China have observed that TMT supports an organization's plan for environmental preservation and ecological innovation, There isn't much talk of the effect of TMT on GHRM in (Cao & Chen, 2017; Peng & Wei, 2015). The organization's plan should align with the current scenario and surroundings correctly. Whether GHRM can advance the company's green creativity and accomplish its sustainable development objectives is still being determined.

Moreover, because GHRM literature is fragmented and still regarded as an emerging investigation sector (Aboramadan, Kundi, & Becker, 2022), our investigation seeks to fill this gap by investigating how and when GHRM help fosters the growth of green creativity. Furthermore, inquiry into the causes and consequences of green workforce participation is limited (Karatepe, Aboramadan, & Dahleez, 2020). Workers with greater green workforce participation are more committed to green activities and can help the organization's green development through environmentally responsible behavior (Luu, 2019). The mediating effect of the motivational construct has to be examined to adequately understand the relationship between green human resource management and green creativity thus, directed by the job demands-resources theory, (Bakker & Demerouti, 2017), Our research investigates the influence GHRM on green creativity through the mediating role of individual green values and green psychological climate, green behavioral intention moderates the effect of GHRM on green creativity.

1.1 Research Questions

- What is the impact of GHRM on IDV
- What is the impact of GHRM on GPC
- What is the impact of GHRM on GC
- What is the Impact of IGV on GC
- What is the Impact of GPC on GC

- What is the impact of GBI in the relationship of GHRM and GC.

2. Literature Review

2.1. Impact of Green Human Resource Management on Individual Green values

Dumont, Shen, and Deng (2017) investigated the connection between GHRM and in-role and other behavior, utilizing individual green values as a moderator and psychological green climate as a mediator. Because of this, more studies are required to explore the impact of other emotional and situational variables on the GHRM-green results connection (Hameed, Khan, Islam, Sheikh, & Naeem, 2020; Pham, Thanh, Tučková, & Thuy, 2020; Tanova & Bayighomog, 2022). Karadag and Kayabasi (2013) state that values are "what individuals accept to be essentially either true or false." As a result, they are "similar to 'basic elements of behavior' in that they provide the groundwork for perceptions, which in essence offer grounds for movement" (Schminke, Arnaud, & Taylor, 2015). Individuals' environmental suspicion has a powerful effect on their behavior (Chou, 2014). IGVs are essential in creating creative concepts for industry advancement and continuous innovation focused on organizational success (Chou, Chen, & Wang, 2012).

H1, GHRM positively influences IGV.

2.2. Impact of Green Human Resource management on Green Psychological Climate

It is becoming extremely relevant as the healthcare system becomes more focused on ecological safety and the prevention of pollution (Agrawal & Puri, 2021). According to the present situation, the organization's goals are associated with environmental objectives. Businesses participate in improving and bringing about sustainability in society and the environment. Human resource executives may affect the deployment and execution of green regulations and processes (Yusliza, Othman, & Jabbour, 2017). GHRM has established considerable publicity (De Stefano, Bagdadli, & Camuffo, 2018; Mastoi, 2022; Podgorodnichenko, Akmal, Edgar, & Everett, 2022). GHRM practices emphasize genetic issues adhering to important objectives and assumptions via HR management. The general use of environmentally friendly human resource practices has demonstrated that this structure encompasses various aspects (Tang, Chen, Jiang, Paillé, & Jia, 2018). The concept of "psychological green climate" suggests that businesses need to accomplish brief goals and aspirations by putting them into action a broad range of ecologically responsible initiatives (Chou, 2014). The psychological green climate instinctively influences employees' green attitude (Dumont et al., 2017). Likewise, workers are encouraged to gather job information, and ecologically sound processes can create a psychologically green climate (Nisar et al., 2021). The climate influences employee behavior (Dumont et al., 2017; Pham, Hoang, & Phan, 2020). Considering green human resource procedures allows for continuous improvement in environmental effectiveness.

H2, GHRM positively influences GPC.

2.3. Green Human Resource Management directly influences Green Creativity

GHRM is essential in changing workers' behavioral patterns, enabling the execution of environmentally friendly proposals, and achieving green organizational results (Ahmad, Ullah, & Khan, 2022; Islam et al., 2021; Roscoe et al., 2019). Green HR practices like green coaching, green performance evaluation, and green incentive programs prove the organization values its employees' environmentally aware actions and efforts to pollution prevention (Aboramadan et al., 2022). Green training is a meaningful action that assists in increasing employees' environmental consciousness, teaching them, according to many studies (Çop, Olorunsola, & Alola, 2021; Kim, Kim, Choi, & Phetvaroon, 2019; Schminke et al., 2015), new environmental practices, and creating their green abilities and expertise. Moreover, by linking behavioral intentions to job evaluation, promotion, compensation, and bonuses, GHRM may promote worker behavioral intentions (Anwar et al., 2020).

Most studies on GHRM practices address ecological vitality (Renwick, Redman, & Maguire, 2013). Green employee participation is required by GHRM practices, which inspire firms to establish green policies in their activities to accomplish ecofriendly strategic planning (Shen, Dumont, & Deng, 2018). Prior research (Dumont et al., 2017; Hameed et al., 2020) confirmed that GHRM practices have the potential to impact people's conduct, like environmental issues (Ren, Tang, & E Jackson, 2018), environmentally friendly conduct (Hameed et al., 2020), as well

as sustainable innovativeness (Singh, Del Giudice, Chierici, & Graziano, 2020). Managers may give new and significant ideas to build eco-friendly goods and offer since green creativity is the key driving factor behind innovation (Jia, Liu, Chin, & Hu, 2018). Prior studies claimed that AMO is critical to fostering employees' green innovation (Bos-Nehles, Renkema, & Janssen, 2017; Mastoi, 2022). According to the AMO theory, GHRM performs impact individuals' green creativity by improving their skills (via green education and expansion) to participate in eco-friendly exercises, empowering their inspiration (via incentives and remuneration based on green objectives), and creating incentives (via green employee empowerment) to carry out eco-friendly responsibilities in a beneficial manner (Singh et al., 2020). Empirical evidence (Jia et al., 2018) confirms our contention that GHRM practices are significantly associated with green creativity.

Previous research has found that GHRM is associated with a psychological green climate (Dumont et al., 2017), eco-friendly acts connected to tasks (Chaudhary, 2019), green experience and understanding actions Rubel, Kee, and Rimi (2021), workers' efficient and environmental actions (Kim et al., 2019), green speech actions (Aboramadan et al., 2022), environmental engagement activities (Aftab, Abid, Cucari, & Savastano, 2022; Pham et al., 2019). The Ahmad et al. (2022) research is one of the few aspects of the GHRM and green activities relationship. They observed a connection between ecological inventiveness and green human resource management. Considering AMO theories and models and the prior explanations.

H3: Green HRM directly influences green creativity

2.4. The moderating role of Green Behavioral Intention on the impact of Green Human resource Management and Green Creativity

According to the TPB, behavioral intention is a reliable substitute for actual conduct. Employees' commitment to acting ecologically responsible is their "green behavioral intention" (Norton, Parker, Zacher, & Ashkanasy, 2015). An individual's personality, moral preferences, and attitude toward the behavior all influence the attraction to participate in certain activities. Through shaping attitudes, perceived standards, and seeming behavioral intentions, green actions, including hiring, exercise, routine, and worker involvement in green HRM, essentially put weight on staff. Initiatives are favorably correlated with management support behaviors and environmental policy considerations. Employees can be successfully aligned with the company's environmental plan through HR policies (Renwick et al., 2013). Green HRM practices assist businesses in identifying possibilities that might boost energy management effectiveness and improve interaction with a wide range of ecological elements.

Green HRM enormously inspires workers to fulfill their sustainability objectives. Business environmental management initiatives, programs, and actions must establish green marks, goals, and accountability must be found; the employee should be encouraged to take part in green activities; inform new employees more about the company's environmental activities; inspire them to practice green relational residency; and regularly provide advice to the staff or teams (Saeed et al., 2019). The two primary objectives of GHRM, following Cheema, Afsar, and Javed (2020), are to create environmentally aware individuals and employment and effort places that inspire workforces to acquire about the environment. Nishii, Lepak, and Schneider (2008) argue that a company's human resources management methods influence employees' attitudes, intentions, and behaviors. Management would inspire more environmentally conscious workers to develop novel approaches and environmentally sound solutions to challenging staff. Employees would also use creative thinking to create ideas that would help reshape procedures to be more ecologically friendly. It will be safer for employees to identify with such a responsible organization, improving their sense of themselves as responsible citizens. Employees will feel more confident that their company is more accountable and ethical (Farooq, Payaud, Merunka, & Valette-Florence, 2014).

Additionally, since people would think that such moral organizations do not criticize but rather promote and provide incentives, they will share their original notions (such as green innovation) without worrying about bad outcomes (Ahmad, Donia, & Shahzad, 2019). Green HRM inspires a worker's motivation to behave sustainably, influencing their green innovation degree.

H4: GBI moderates the connection between GHRM and GC.

2.5. Impact of Individual Green Values on Green Creativity

Cheema et al. (2020) state that individual green values influence in-role and extended behaviors. Good environmental management emerges when business and personal green ideals are perfectly aligned. According to Cohen (1988), individual values are still important in creating and developing innovative concepts for organizational effectiveness. People that have more pro-environmental (green) beliefs are most likely to enhance the bond among Human Resource management (culture and productivity motivation) (Gilal, Ashraf, Gilal, Gilal, & Channa, 2019). According to Dumont et al. (2017), green values reinforce the connection between green employees' perceptions and extra-role green performance. According to (Afsar & Umrani, 2020), workers' psychological needs appear to be met when a company implements ecologically responsible initiatives. The main conclusions of the theory of supply value fit (Edwards, 1996) will thus complement a structure inside this investigation in that a business provides an atmosphere compatible with its employees' values. Consequently, the workers' green values matched the company's. Employees may be more inclined to demonstrate environmental, behavioral purpose, and innovation.

H5: IGV directly affects GC.

2.6. Green Psychological Climate positively Impacts on Green Creativity

So many psycho-social factors influence green behavior, including mindset, command structure, opinions, and a sustainable administrative structure (Dumont et al., 2017; Norton et al., 2015). Researchers have specifically investigated GPC in this sense to verify its effect on environmentally conscious and innovative behavior in the workplace. For instance, Tahir, Athar, and Afzal (2020) stated GPC's favorable impact on green employee industrial behavior. Similarly, Zhou, Zhang, Lyu, and Zhang (2018) argued that workers' impressions of their company's green atmosphere directly impacted their ecological activities. Khan, Jianguo, Ali, Saleem, and Usman (2019) claimed that GPC's positive attitudes inspired staff to participate in pro-environmental activities such as reduction and reuse, generating power, and waste minimization efforts. Alternatively, employees who believe their organization's procedures and guidelines do not endorse responsible, environmentally conscious behavior will participate in fewer green behaviors (Luu, 2019). GCRT is a perfectly all-right representation of green employee behavior (Mittal & Dhar, 2016); favorable perceptions of the travel and hotel industry, GPC, will positively affect employee creativity. Because the industry is a provider, employees can engage in ecological habits fueled by a positive perception of the firm's ecologically aware operations and processes.

H6: GPC directly affects GC.

3. Conceptual Framework

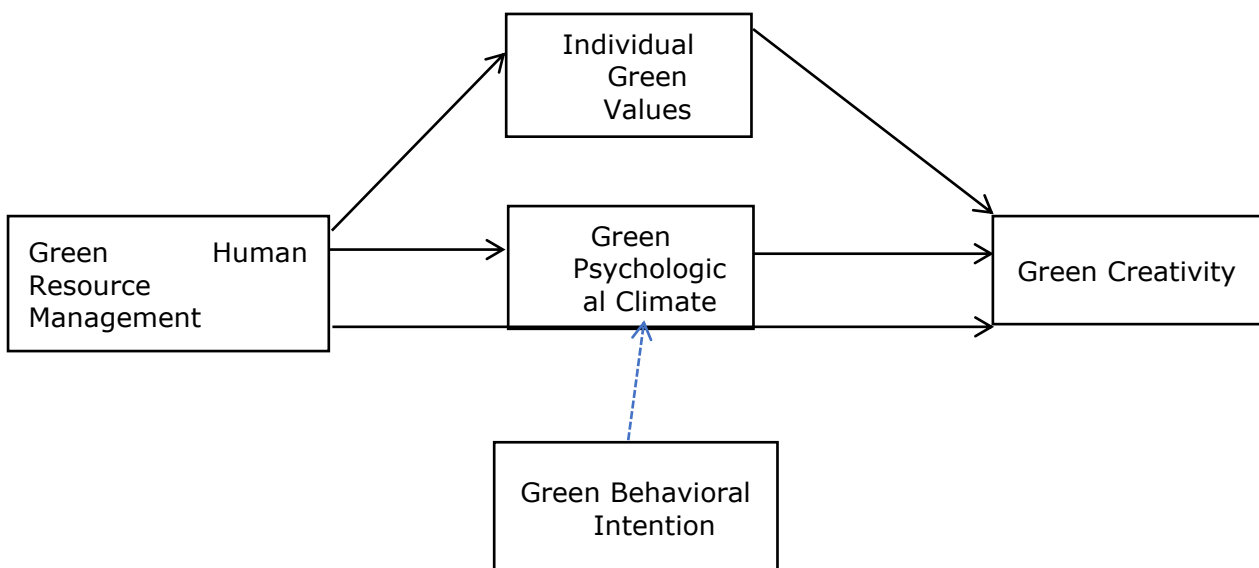


Figure: 1

4. Research Methodology

The positivist technique used to analyze and authorize the particular hypothesis resulted in the current learning's quantitative nature. Data is obtained and statistically appraised to acquire responses to study hypotheses using a variety of mathematical and statistical methodologies. Cross-sectional time was utilized in this investigation. A cross-sectional time horizon only gathers data from participants once, unlike a longitudinal time horizon. The current study is quantitative because of the positivist analysis and validation method. The data is acquired and statistically analyzed using a variety of mathematical and statistical approaches to respond to the study hypotheses. Cross-sectional time was considered in this study. Unlike a longitudinal time horizon, a cross-sectional time horizon only collects participant data once.

4.1. Sample and Data Collection

The investigator uses a random sampling non-probabilistic convenience sampling approach to establish the sample size for this study. Since a complex community description, this study relied on Roscoe's Rule of Thumb to control the perfect example size. According to this guideline, a quantitative analysis should have a sample size of 30 and 500 individuals. 415 people made up the study sample used to perform this research.

4.2. Instrument Development

In this investigation, the items measurements were employed, adapted from previous research GHRM was measured by Ragas, Tantay, Chua, and Sunio (2017) (Thirteen Items). The GBI scale was created using Ajzen and Fishbein (2005) research. (Three Items). To quantify IGv, three items were modified from (H. Chen & Jin, 2014) (Three Items). The GPC scale was derived from Norton, Zacher, and Ashkanasy (2014) (Five items). The GC scale was created using Y.-S. Chen and Chang (2013) data (Six Items).

4.3. Analysis

The suggested framework is assessed via exploratory factor analysis and structural equation modeling. EFA starts by looking for information's hidden patterns. Second, SEM evaluates the newest interaction paradigm for virtual environments. The statistical objective of an SEM is to investigate a collection of interactions that represent various solutions, as opposed to regression analysis or other dependency studies, which seek to explain relationships using mathematics (Hair, Black, Babin, Anderson, & Tatham, 2006). We will use the apps from the research in SmartPLS 4 and SPSS (version 26).

5. Data Analysis

5.1. Respondent's Profile

Men and women make up the population; the results reveal the sampling frequency and proportion of each gender that participated in the study. Male respondents comprised 55.34% of the total 222 respondents, while female respondents comprised 46.50% of the survey. The findings indicate the respondents' age distribution. The age range of 18 to 24 years makes up 30.12% of the entire sample, while the range of 25 to 34 years makes up 40.96%. Ages 35 to 44 comprise 13.25% of the population, and 44 and older comprise 15.67% of the 415-person sample. The proportion of participants by educational level is seen in the results. Students in the intermediate or lower grades make up 31.68% of the sample, while those with bachelor's degrees make up 45.12%, and those with master's degrees or more make up 23.2%.

5.2. Reliability Analysis

An instrument's dependability is defined as how little random error it contains. Using a customer-reliable instrument increases the likelihood of error-free results (Kirby, Guerrero, & Urbano, 2011).

Table: 1 Reliability Testing

Variables	Cronbach's Alpha	Composite Reliability	AVE	Mean	SD
GHRM	.942	.950	0.729	3.77	1.36
IGV	.845	.907	0.646	4.24	1.29
GPC	.857	.898	0.592	4.18	1.41
GBI	.814	.890	0.638	4.56	1.31
GC	.890	.916	0.764	4.67	1.15

The investigator employs intrinsic integrity (Cronbach's Alpha) tests run on the instruments for the current investigation. Between .845 and 0.942 was Cronbach's alpha value for IGV and GHRM, respectively. The reliability of the GPC is .857, GBI is .814, and the reliability of the GC is .890. Scale reliability is higher when Cronbach's alpha values are close to 1.00, Based on Hair et al. (2006), an Alpha value must be at least 0.6. Mean, standard deviations (SD), correlation, and reliability of constructs are explained. The mean standard deviation of GHRM (m= 3.77, SD = 1.36), IGV (m= 4.24, SD= .129), GPC (m= 4.18, SD= 1.41), GBI (m= 4.56, SD= 1.31) and GC (m= 4.67, SD= 1.15).

5.3. Correlation Analysis

In the current investigation, significant associations were found at p.05 and larger than .10. According to bivariate correlation, GHRM strongly associates itself (r = .41, p.01). Green HRM and IGV had a substantial relationship (r = .72, p.01). GPC and GHRM exhibit a positive connection (r = .74, p.01). GBI and GHRM positively connect (r = .69, p.01). Green HRM and GC have a positive relationship (r = .59, p.01). Similarly, IGV shows a strong positive connection with GPC (r = .72, p.01), GBI (r = .71, p.01), and GC (r = .62, p.01). GPC exhibits a favorable connection with GBI (r = .68, p.01) and GC (r = .65, p.01). GBI is found to have a good solid connection with GC (r = .67, p.01).

Table: 2 Correlation Analysis

Construct	1	2	3	4
GHRM				
IGV	.721**			
GPC	.743**	.721**		
GBI	.690**	.710**	.681**	
GC	.597**	.625**	.657**	.679**

5.4. Structural Equation Model

This section uses a structural equation model to evaluate and analyze the theoretically advanced theories. The structural model in PLS made use of the highest possible likelihood estimation. The parameter values listed below exhibit good data fit: Full structural model showing main and basic mediating effects. The current chart, as seen in the builder of SmartPLS 4, is shown below. Standardized regression values on trails and signs represent values of importance. Model Fit: fit $\chi^2 = 677.09$; df = 350; p < .000; $\chi^2/df = 1.93$; CFI = .91; GFI=.94; NFI=.92; TLI=.91 and RMSEA=.43.

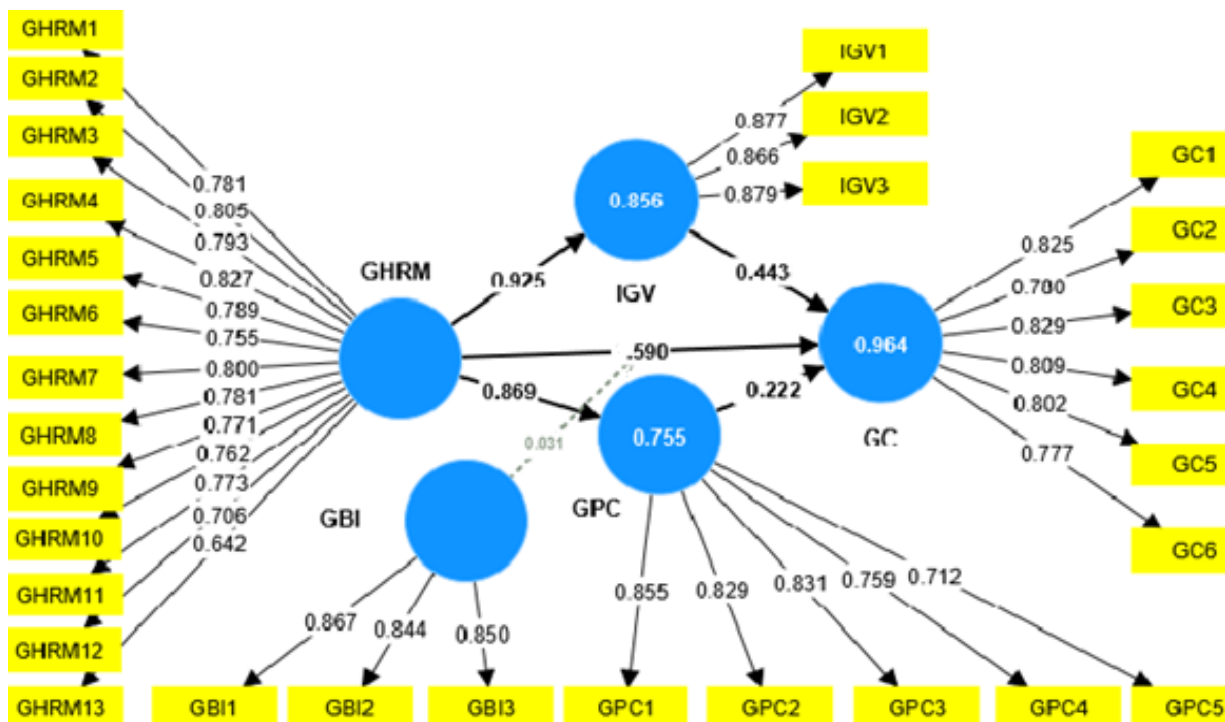


Figure: 2 Structural Equation Model

Table: 3 SEM Results-Regression Coefficients

Hypothesis	Path	Beta	P-value	Results
1	GHRM → IGV	.92	.000	Supported
2	GHRM → GPC	.86	.000	Supported
3	GHRM → GC	.59	.000	Supported
4	IGV → GC	.44	.000	Supported
5	GPC → GC	.22	.000	Supported
6	GHRM*GBI → GC	.31	.000	Supported

5.5. Discussions

H1: GHRM was linked to individual green values. Results of SEM described that GHRM self-reported was strongly related to self-report IGV. The previous study by Dumont et al. (2017); Gilal et al. (2019) showed that the impact of GHRM on IGV was positive. Earlier outcomes of the investigation of Islam et al. (2021) support the results of our research that GHRM impacts IGV. H2: GHRM is associated with psychological climate. Results of SEM described that GHRM self-reported was strongly related to self-report GPC. A previous study by Pham et al. (2019); Yusliza et al. (2017) shows that GHRM helps restore GPC. Earlier findings of Ali, Nisar, Abidin, Qammar, and Abbass (2022); Li et al. (2023) substantiate the beneficial effects of GHRM on GPC. H3: Green human resource management had certainly related to green creativity. Results of SEM described that Green human resource management self-reported was strongly associated with self-report green creativity. A previous study by Al-Hawari, Quratulain, and Melhem (2021) displayed that the impact of GHRM on GC was positive. Earlier outcomes of the study of Malik, Ali, Kausar, and Chaudhry (2021) support our study's results that GHRM impacts GC. H4: Green behavioral intention positively moderates the influence of GHRM and GC. Results of SEM described that GBI positively moderates the association between GHRM and GC. A previous study by Al-Ghazali and Afsar (2021) showed that the GBI completely mediates the impact of GHRM on GC. Green HRM may foster workers' morals and passions, encouraging them to launch ecological innovations Saeed et al. (2019); Jia et al. (2018). H5: Individual green values had certainly related to green creativity. Results of SEM described that IGV self-reported was strongly linked to self-report green creativity. A previous study by Al-Ghazali and Afsar (2021) supports our study's results that IGV impacts GC. H6: GPC had indeed correlated to creativity. Results of SEM described that GPC self-reported was strongly related to self-report creativity. The previous study by Dumont et al. (2017); Norton et al. (2015) showed that the impact of GPC on GC was positive. Earlier outcomes of the study of Tahir et al. (2020) validate our research outcome that GPC affects GC.

6. Conclusion

This study sought to determine the relationship between GHRM, IGV, GPC and GC. On the other hand, the investigation looks at the inspiration of the GHRM on developing green creativity and the mediating role of individual green values and psychological climate. Information was gathered from staff members of different companies in various areas of Pakistan using an online survey; for this persistence, the researcher admitted the quantitative research design. We analyze the link of GHRM with IGV and green psychological climate on green creativity in Pakistan depending on the investigation's findings relevant to the study's aim. This study adds more information on green human resource management as a critical antecedent of green creativity. Therefore, the mediating factor of individual values and green psychological climate is crucial.

Furthermore, this research gives organizations valuable information about their employee's green creativity. The current investigation promotes a new basis for analyzing green creativity, which aids organizations in identifying their flaws and disadvantages in this area and improving green creativity. Second, it provides a detailed plan for GHRM and assists managers in creating appropriate activities to develop green creativity through the mediating role of IGV and green psychological climate. Third, it is essential and applicable to businesses, organizations, or associations.

6.1. Practical Implications

The research findings have significant practical implications for organizations operating in developing countries like Pakistan. Some practical implications are First, GHRM methods promotion: The research stresses how GHRM procedures beneficially promote green creativity.

As a result, businesses need to employ GHRM strategies, including developing workers, employee involvement in environmental initiatives, and sustainable performance appraisal systems. This will enhance employees' green creativity and promote a sustainable and eco-friendly work environment. Second, developing and promoting green values: According to the study, personal green values are significant in moderating the link between green human resource management and green creativity. Therefore, organizations should encourage and develop green values among their employees. This can be done by incorporating green values into the organization's mission, vision, and values statements, providing environmental education and training, and promoting eco-friendly behaviors. Third, fostering a green psychological climate: The study highlights that psychological condition influences creativity. Therefore, organizations should create a work environment that motivates workers to participate in environmental behaviors and activities. For instance, companies can encourage employees to recycle, use eco-friendly products, and participate in environmental initiatives. Fourth, Moderating green behavioral intentions: The study indicates that green behavioral intentions moderate the connection between green human resource management and green creativity. Therefore, organizations should develop strategies to enhance employees' green behavioral intentions. For example, they can provide incentives for eco-friendly behaviors, recognize and reward workers claiming to exhibit a dedication to the long-term viability and make it possible for workers to participate in projects that benefit the wider community.

In summary, this study emphasizes the significance of GHRM strategies, personal green values, psychological conditions, and green behavioral intentions in fostering green innovation. Organizations can use these findings to develop and implement effective strategies to promote sustainability and eco-friendliness in the workplace.

6.2. Limitations and Recommendations

This analysis has various limitations that limit the application of its results while giving new options for future research. Despite the considerable sample size, it needed to be more representative for the remaining demographic groups to be global. Another concern with this research is the tiny sample size of 450 people who participated in the study. In contrast hand, more extensive, randomized samples in future tests may generate more accurate results. This research implemented a random sample method since everyone was equally likely to be selected. Future research should include sophisticated sampling processes and qualitative methodologies such as interviews and observations.

Moreover, even if the variables are factors, outcomes, or reasons, proposed studies may need the inclusion of additional variables. Furthermore, whereas this research is restricted to Pakistanis, it should help determine whether the outcomes are relevant to other nations. This work will give the primary basis for a more profound analysis.

References

- Aboramadan, M., Kundi, Y. M., & Becker, A. (2022). Green human resource management in nonprofit organizations: Effects on employee green behavior and the role of perceived green organizational support. *Personnel Review*, 51(7), 1788-1806. doi:<https://doi.org/10.1108/PR-02-2021-0078>
- Afsar, B., & Umrani, W. A. (2020). Corporate social responsibility and pro-environmental behavior at workplace: The role of moral reflectiveness, coworker advocacy, and environmental commitment. *Corporate Social Responsibility and Environmental Management*, 27(1), 109-125. doi:<https://doi.org/10.1002/csr.1777>
- Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2022). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*. doi:<https://doi.org/10.1002/bse.3219>
- Agrawal, S., & Puri, R. (2021). *Green HRM: A Climate Conscious Route to Triple Bottom Line*: Sage Publications Pvt. Limited.
- Ahmad, I., Donia, M. B., & Shahzad, K. (2019). Impact of corporate social responsibility attributions on employees' creative performance: The mediating role of psychological safety. *Ethics & Behavior*, 29(6), 490-509. doi:<https://doi.org/10.1080/10508422.2018.1501566>

- Ahmad, I., Ullah, K., & Khan, A. (2022). The impact of green HRM on green creativity: mediating role of pro-environmental behaviors and moderating role of ethical leadership style. *The International Journal of Human Resource Management*, 33(19), 3789-3821. doi:<https://doi.org/10.1080/09585192.2021.1931938>
- Ajzen, I., & Fishbein, M. (2005). The influence of attitudes on behavior.
- Al-Hawari, M. A., Quratulain, S., & Melhem, S. B. (2021). How and when frontline employees' environmental values influence their green creativity? Examining the role of perceived work meaningfulness and green HRM practices. *Journal of Cleaner Production*, 310, 127598. doi:<https://doi.org/10.1016/j.jclepro.2021.127598>
- Al-Ghazali, B. M., & Afsar, B. (2021). Retracted: Green human resource management and employees' green creativity: The roles of green behavioral intention and individual green values. *Corporate Social Responsibility and Environmental Management*, 28(1), 536-536. doi:<https://doi.org/10.1002/csr.1987>
- Ali, Q. M., Nisar, Q. A., Abidin, R. Z. u., Qammar, R., & Abbass, K. (2022). Greening the workforce in higher educational institutions: The pursuance of environmental performance. *Environmental Science and Pollution Research*, 1-14. doi:<https://doi.org/10.1007/s11356-022-19888-3>
- Alreahi, M., Bujdosó, Z., Kabil, M., Akaak, A., Benkó, K. F., Setioningtyas, W. P., & Dávid, L. D. (2023). Green Human Resources Management in the Hotel Industry: A Systematic Review. *Sustainability*, 15(1), 99. doi:<https://doi.org/10.3390/su15010099>
- AlZgool, M., Ahmed, U., Shah, S., Alkadash, T., & AlMaamary, Q. (2021). Going green during COVID-19: Examining the links between green HRM, green supply chain and firm performance in food Industry of Bahrain: The moderating role of lockdown due to COVID-19. *Uncertain Supply Chain Management*, 9(1), 79-88. doi:<https://doi.org/10.5267/j.uscm.2020.11.007>
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organisational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401. doi:<https://doi.org/10.1016/j.jclepro.2020.120401>
- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of occupational health psychology*, 22(3), 273.
- Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. *Sustainability*, 12(15), 5974. doi:<https://doi.org/10.3390/su12155974>
- Bos-Nehles, A., Renkema, M., & Janssen, M. (2017). HRM and innovative work behaviour: A systematic literature review. *Personnel Review*, 46(7), 1228-1253. doi:<https://doi.org/10.1108/PR-09-2016-0257>
- Cao, H., & Chen, Z. (2017). The driving effect of internal and external environment on firms' green innovation strategies-the moderating role of executives' environmental awareness. *Nankai Manage. Rev*, 20, 95-103.
- Chaudhary, R. (2019). Green human resource management in Indian automobile industry. *Journal of Global Responsibility*. doi:<https://doi.org/10.1108/JGR-12-2018-0084>
- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9-21. doi:<https://doi.org/10.1002/csr.1769>
- Chen, H., & Jin, Y.-H. (2014). The effects of organizational justice on organizational citizenship behavior in the Chinese context: The mediating effects of social exchange relationship. *Public Personnel Management*, 43(3), 301-313. doi:<https://doi.org/10.1177/0091026014533897>
- Chen, Y.-S., & Chang, C.-H. (2013). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of business ethics*, 116, 107-119. doi:<https://doi.org/10.1007/s10551-012-1452-x>
- Chou, C.-J. (2014). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism management*, 40, 436-446. doi:<https://doi.org/10.1016/j.tourman.2013.08.001>
- Chou, C.-J., Chen, K.-S., & Wang, Y.-Y. (2012). Green practices in the restaurant industry from an innovation adoption perspective: Evidence from Taiwan. *International journal of*

- Cohen, J. (1988). Statistical power analysis for the behavioral sciences and eii. In: Hillsdale NJ Erlbaum.
- Çop, S., Olorunsola, V. O., & Alola, U. V. (2021). Achieving environmental sustainability through green transformational leadership policy: Can green team resilience help? *Business Strategy and the Environment*, 30(1), 671-682. doi:<https://doi.org/10.1002/bse.2646>
- De Stefano, F., Bagdadli, S., & Camuffo, A. (2018). The HR role in corporate social responsibility and sustainability: A boundary-shifting literature review. *Human Resource Management*, 57(2), 549-566. doi:<https://doi.org/10.1002/hrm.21870>
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613-627. doi:<https://doi.org/10.1002/hrm.21792>
- Edwards, J. R. (1996). An examination of competing versions of the person-environment fit approach to stress. *Academy of management journal*, 39(2), 292-339. doi:<https://doi.org/10.5465/256782>
- Farooq, O., Payaud, M., Merunka, D., & Valette-Florence, P. (2014). The impact of corporate social responsibility on organizational commitment: Exploring multiple mediation mechanisms. *Journal of business ethics*, 125, 563-580. doi:<https://doi.org/10.1007/s10551-013-1928-3>
- Franke, G., & Sarstedt, M. (2019). Heuristics versus statistics in discriminant validity testing: a comparison of four procedures. *Internet Research*. doi:<https://doi.org/10.1108/IntR-12-2017-0515>
- Gabarda-Mallorquí, A., Fraguell, R. M., & Ribas, A. (2018). Exploring environmental awareness and behavior among guests at hotels that apply water-saving measures. *Sustainability*, 10(5), 1305. doi:<https://doi.org/10.3390/su10051305>
- Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590. doi:<https://doi.org/10.1002/csr.1835>
- Gill, C. (2012). The role of leadership in successful international mergers and acquisitions: Why Renault-Nissan succeeded and DaimlerChrysler-Mitsubishi failed. *Human Resource Management*, 51(3), 433-456. doi:<https://doi.org/10.1002/hrm.21475>
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289. doi:<https://doi.org/10.1080/09585192.2015.1065431>
- Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). Multivariate data analysis 6th Edition. In: Pearson Prentice Hall. New Jersey. humans: Critique and reformulation
- Hameed, Z., Khan, I. U., Islam, T., Sheikh, Z., & Naeem, R. M. (2020). Do green HRM practices influence employees' environmental performance? *International Journal of Manpower*. doi:<https://doi.org/10.1108/IJM-08-2019-0407>
- Islam, T., Hussain, D., Ahmed, I., & Sadiq, M. (2021). Ethical leadership and environment specific discretionary behaviour: the mediating role of green human resource management and moderating role of individual green values. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de L'Administration*, 38(4), 442-459. doi:<https://doi.org/10.1002/cjas.1637>
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2008). Environmental management system and human resource practices: is there a link between them in four Brazilian companies? *Journal of Cleaner Production*, 16(17), 1922-1925. doi:<https://doi.org/10.1016/j.jclepro.2008.02.004>
- Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The continuous mediating effects of GHRM on employees' green passion via transformational leadership and green creativity. *Sustainability*, 10(9), 3237. doi:<https://doi.org/10.3390/su10093237>
- Karadag, R., & Kayabasi, B. (2013). Future Scenarios Regarding Tablet Computer Usage in Education and Writing. *Online Submission*, 9(17), 105-110.
- Karatepe, O. M., Aboramadan, M., & Dahleez, K. A. (2020). Does climate for creativity mediate the impact of servant leadership on management innovation and innovative behavior in

- the hotel industry? *International Journal of Contemporary Hospitality Management*, 32(8), 2497-2517. doi:<https://doi.org/10.1108/IJCHM-03-2020-0219>
- Khan, M. A. S., Jianguo, D., Ali, M., Saleem, S., & Usman, M. (2019). Interrelations between ethical leadership, green psychological climate, and organizational environmental citizenship behavior: A moderated mediation model. *Frontiers in psychology*, 10, 1977. doi:<https://doi.org/10.3389/fpsyg.2019.01977>
- Kim, Y. J., Kim, W. G., Choi, H.-M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International journal of hospitality management*, 76, 83-93. doi:<https://doi.org/10.1016/j.ijhm.2018.04.007>
- Kirby, D. A., Guerrero, M., & Urbano, D. (2011). Making universities more entrepreneurial: Development of a model. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences de L'Administration*, 28(3), 302-316. doi:<https://doi.org/10.1002/cjas.220>
- Li, M., Qammar, R., Qadri, S. U., Khan, M. K., Ma, Z., Qadri, S., . . . Mahmood, S. (2023). Pro-environmental behavior, green HRM practices, and green psychological climate: Examining the underlying mechanism in Pakistan. *Frontiers in Environmental Science*. doi:<https://doi.org/10.3389/fenvs.2023.1067531>
- Luu, T. T. (2019). Building employees' organizational citizenship behavior for the environment: The role of environmentally-specific servant leadership and a moderated mediation mechanism. *International Journal of Contemporary Hospitality Management*, 31(1), 406-426. doi:<https://doi.org/10.1108/IJCHM-07-2017-0425>
- Malik, M. S., Ali, K., Kausar, N., & Chaudhry, M. A. (2021). Enhancing environmental performance through green hrm and green innovation: Examining the mediating role of green creativity and moderating role of green shared vision. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 15(2), 265-285.
- Mastoi, M. A. S. (2022). AN ANALYSIS OF SOCIAL MEDIA MARKETING IN DEVELOPING CONSUMER BRAND ENGAGEMENT AND REPURCHASE INTENTION EVIDANCE FROM PAKISTAN. *Journal of Business Management Studies-JBMS*, 1(03), 35-47.
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism management*, 57, 118-127. doi:<https://doi.org/10.1016/j.tourman.2016.05.007>
- Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. *Journal of Cleaner Production*, 311, 127504. doi:<https://doi.org/10.1016/j.jclepro.2021.127504>
- Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the "why" of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel psychology*, 61(3), 503-545. doi:<https://doi.org/10.1111/j.1744-6570.2008.00121.x>
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 28(1), 103-125. doi:<https://doi.org/10.1177/1086026615575773>
- Norton, T. A., Zacher, H., & Ashkanasy, N. M. (2014). Organisational sustainability policies and employee green behaviour: The mediating role of work climate perceptions. *Journal of Environmental Psychology*, 38, 49-54. doi:<https://doi.org/10.1016/j.jenvp.2013.12.008>
- Paulet, R., Holland, P., & Morgan, D. (2021). A meta-review of 10 years of green human resource management: is Green HRM headed towards a roadblock or a revitalisation? *Asia Pacific Journal of Human Resources*, 59(2), 159-183. doi:<https://doi.org/10.1111/1744-7941.12285>
- Peng, X., & Wei, J. (2015). Stakeholder environmental protection orientation and enterprise ecological innovation—The moderating effect of senior management's environmental protection consciousness. *Sci. Res*, 33, 1109-1120.
- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, 41(7), 845-878. doi: <https://doi.org/10.1016/j.techfore.2017.12.016>
- Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International journal of hospitality management*, 88, 102392. doi:<https://doi.org/10.1016/j.ijhm.2019.102392>
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship

- behavior in hotels? A mixed-methods study. *Tourism management*, 72, 386-399. doi:<https://doi.org/10.1016/j.tourman.2018.12.008>
- Podgorodnichenko, N., Akmal, A., Edgar, F., & Everett, A. M. (2022). Sustainable HRM: toward addressing diverse employee roles. *Employee Relations: The International Journal*, 44(3), 576-608. doi:<https://doi.org/10.1108/ER-01-2019-0016>
- Ragas, S. F. P., Tantay, F. M. A., Chua, L. J. C., & Sunio, C. M. C. (2017). Green lifestyle moderates GHRM's impact on job performance. *International Journal of Productivity and Performance Management*. doi:<https://doi.org/10.1108/IJPPM-04-2016-0076>
- Ren, S., Tang, G., & E Jackson, S. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35, 769-803. doi:<https://doi.org/10.1007/s10490-017-9532-1>
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1-14. doi:<https://doi.org/10.1111/j.1468-2370.2011.00328.x>
- Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, 28(5), 737-749. doi:<https://doi.org/10.1002/bse.2277>
- Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021). The influence of green HRM practices on green service behaviors: the mediating effect of green knowledge sharing. *Employee Relations: The International Journal*, 43(5), 996-1015. doi:<https://doi.org/10.1108/ER-04-2020-0163>
- Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424-438. doi:<https://doi.org/10.1002/csr.1694>
- Schminke, M., Arnaud, A., & Taylor, R. (2015). Ethics, values, and organizational justice: Individuals, organizations, and beyond. *Journal of business ethics*, 130, 727-736. doi:<https://doi.org/10.1007/s10551-014-2251-3>
- Shen, J., Dumont, J., & Deng, X. (2018). RETRACTED: Employees' Perceptions of Green HRM and Non-Green Employee Work Outcomes: The Social Identity and Stakeholder Perspectives. *Group & Organization Management*, 43(4), 594-622. doi:<https://doi.org/10.1177/1059601116664610>
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762. doi:<https://doi.org/10.1016/j.techfore.2019.119762>
- Surya, P. R. A., Budarma, I. K., & Mudana, I. G. (2020). Three-cluster policy in the implementation of corporate social responsibility at Intercontinental Bali Resort. *International Journal of Green Tourism Research and Applications*, 2(1), 11-21.
- Swanson, E., Kim, S., Lee, S.-M., Yang, J.-J., & Lee, Y.-K. (2020). The effect of leader competencies on knowledge sharing and job performance: Social capital theory. *Journal of Hospitality and Tourism Management*, 42, 88-96. doi:<https://doi.org/10.1016/j.jhtm.2019.11.004>
- Tahir, R., Athar, M. R., & Afzal, A. (2020). The impact of greenwashing practices on green employee behaviour: Mediating role of employee value orientation and green psychological climate. *Cogent Business & Management*, 7(1), 1781996. doi:<https://doi.org/10.1080/23311975.2020.1781996>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55. doi:<https://doi.org/10.1111/1744-7941.12147>
- Tanova, C., & Bayighomog, S. W. (2022). Green human resource management in service industries: the construct, antecedents, consequences, and outlook. *The Service Industries Journal*, 42(5-6), 412-452. doi:<https://doi.org/10.1080/02642069.2022.2045279>
- Tuan, L. T. (2020). Environmentally-specific servant leadership and green creativity among tourism employees: Dual mediation paths. *Journal of Sustainable Tourism*, 28(1), 86-109. doi:<https://doi.org/10.1080/09669582.2019.1675674>

- Wan, Y. K. P., Chan, S. H. J., & Huang, H. L. W. (2017). Environmental awareness, initiatives and performance in the hotel industry of Macau. *Tourism Review*. doi:<https://doi.org/10.1108/TR-06-2016-0016>
- Yusliza, M.-Y., Othman, N. Z., & Jabbour, C. J. C. (2017). Deciphering the implementation of green human resource management in an emerging economy. *Journal of Management Development*, 36(10), 1230-1246. doi:<https://doi.org/10.1108/JMD-01-2017-0027>
- Zada, M., Khan, J., Saeed, I., Zada, S., & Jun, Z. Y. (2023). Curiosity may have killed the cat but it has the power to improve employee creativity. *Current Psychology*, 1-15. doi:<https://doi.org/10.1007/s12144-022-04171-y>
- Zhou, S., Zhang, D., Lyu, C., & Zhang, H. (2018). Does seeing "mind acts upon mind" affect green psychological climate and green product development performance? The role of matching between green transformational leadership and individual green values. *Sustainability*, 10(9), 3206. doi:<https://doi.org/10.3390/su10093206>