



Investigating the influence of green human resource management practices on employee behavior and organizational commitment in Ghana's tourism sector

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ABSTRACT

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This study investigates the influence of green human resource management practices on the environmentally conscious actions of employees in Ghana's tourism sector. We collected data from 481 employees in selected hotels using a quantitative methodology through snowball sampling. We employed structural equation modelling in AMOS (Analysis of Moment Structures) version 23 for data analysis. The results revealed a statistically significant positive impact of green human resource management practices on in-role green behavior, extra-role green behavior, and green innovative work behavior. Additionally, a significant and positive correlation was identified between green human resource management practices and employees' organizational commitment. Furthermore, organizational commitment exhibited a substantial impact on innovative green work behavior, and extra-role green behavior, and in-role green behavior. Notably, the relationship between green human resource management practices and employees' green behavior facets was found to be mediated by organizational commitment. This study provides valuable insights for promoting environmentally friendly behaviors in the tourism industry through the implementation of green human resource management practices and fostering organizational commitment.

Contribution/Originality: This study contributes original insights by applying Social Identity Theory to examine the impact of green human resource management practices on environmentally conscious actions in Ghana's tourism sector. The research uniquely investigates the mediating role of organizational commitment in this relationship, shedding light on the mechanisms underlying pro-environmental behavior among employees.

1. INTRODUCTION

Nowadays, there has been an escalating demand for organizations to embrace environmentally conscious behaviors, driven by global concerns about climate change and resource scarcity (Vázquez-Brust et al., 2023). Recognizing the essential role of employees in promoting environmentally sensitive behaviors, organizations have witnessed the advent of Green Human Resource Management (GHRM), integrating environmental considerations into HR practices to foster sustainable conduct among staff (Ercantan & Eyupoglu, 2022).

GHRM activities encompass various techniques, such as implementing eco-friendly training programs, employing green performance evaluations, and cultivating a corporate culture emphasizing environmental consciousness (Masri & Jaaron, 2017). These practices motivate employees to adopt and exhibit ecologically sound mindsets and behaviors in their work environments (Saeed et al., 2019). The exhibited behaviors supporting the implementation of environmental management practices are commonly referred to as green behaviors (Saeed et al., 2019), recognized as crucial for the effective espousal of environmentally sustainable practices in the work environment (Farooq et al., 2021).

This study addresses the gap in understanding the influence of green human resource management (GHRM) practices on employees' desire to participate in environmental initiatives within the framework of Social Identity Theory. The research develops and tests a theoretical model that elucidates the psychological processes through which GHRM influences employees' green behavior (EGB), specifically examining the impact of GHRM practices on in-role green behavior (IRGB), extra-role green behavior (ERGB), and green innovative work behavior (GIWB), with employee organizational commitment (EOC) acting as a mediator (Chaudhary, 2019; Liu, Mei, & Guo, 2021; Renwick, Redman, & Maguire, 2013).

Consistent with social identity theory, employees embracing positive organizational principles are likely to demonstrate strong organizational commitments (Chaudhary, 2020; Farooq, Rupp, & Farooq, 2017). Employees with a heightened commitment to environmental conservation are more likely to align with their organization's adoption of environmental management efforts, such as GHRM, leading to increased organizational commitment (OC) (Ahmad, 2015) and subsequently influencing EGB.

Organizational commitment, defined as people's affiliation and involvement with a specific organization (Mowday, Steers, & Porter, 1979) plays a crucial role in shaping employee attitudes and is associated with the manifestation of altruistic or prosocial behaviors, such as organizational citizenship behavior (Balfour & Wechsler, 1996; Carmeli, 2005; O'Reilly & Chatman, 1986). However, prior research has seldom explored the relationship between employees' green behaviors and organizational commitment (Khan & Khan, 2022).

This study aims to investigate the complex interplay between GHRM applications and EGB mediated by EOC in Ghana's tourism industry. Understanding these relationships is critical for the industry, given its substantial impact on national growth and development. The study contributes to the literature by exploring the nascent understanding of the relationship between GHRM practices and EGB in the Ghana hospitality industry. Additionally, it examines the mediating role of EOC in the relationships between GHRM practices and IRGB, ERGB, and GIWB.

By implementing GHRM initiatives, the tourism industry can encourage workforces to adopt environmentally friendly behaviors, reducing the industry's ecological footprint, preserving natural resources, and enhancing overall sustainability. This aligns with Ghana's efforts to promote tourism and the hospitality industry in accordance with global sustainability objectives, appealing to environmentally conscious tourists.

The study's findings can offer valuable insights into how GHRM practices positively impact employee behaviors, contributing to the country's economic growth. Employees' commitment to environmentally friendly behaviors, driven by their dedication to the organization's green initiatives, can lead to cost reductions, improved operational effectiveness, and increased creativity in the tourism industry. These contributions have the potential to strengthen Ghana's tourism sector, resulting in higher income, increased employment opportunities, and overall economic growth.

2. LITERATURE REVIEW

2.1. Theoretical Background and Hypothesis Development

Scholars, including Francoeur, Paillé, Yuriev, and Boiral (2021) and Xing and Starik (2017) have explored employee green behavior using various theoretical concepts. This study employs the Social Identity Theory (SIT)

to comprehend the environmental implications of certain green organizational practices, such as GHRM, employee EGB, and employee EOC.

In the context of self-categorization and team identification, individuals cultivate a positive self-perception (Reimer, Schmid, Hewstone, & Al Ramiah, 2022; Trepte & Loy, 2017). Turner and Onorato (2014) posit that social standing may influence a person's self-concept. According to the SIT proposed by Tajel and Turner (1986) individuals experience satisfaction when associating with positive groups, reinforcing their self-perception of group affiliation. This theory elucidates the connections between companies and employees, with research suggesting that employees integrating their company's positive actions and principles exhibit significant OC (Brammer, Millington, & Rayton, 2007; Collier & Esteban, 2007). Positive awareness of corporate social responsibility (CSR) programs is linked to heightened OC (Brammer et al., 2007) and workers who have an optimistic outlook on environmental management measures are more likely to demonstrate strong dedication to the organization (Fisher, 2010).

Moreover, the SIT posits a correlation between EOC and their behavior (Marique, Stinglhamber, Desmette, Caesens, & De Zanet, 2013). Grego-Planer (2019) asserts a positive relationship between EOC and involvement in Organizational Citizenship Behavior (OCB), where individuals go beyond their prescribed job responsibilities. Subsequent research supports the idea that employees strongly identifying with their organization are inclined to exert additional energy to achieve the company's objectives and vision, often through engaging in ERGB (Rastogi, 2013; Yang, 2012).

2.2. Green Human Resource Management and Employee Green Behavior

The term GHRM refers to a collection of procedures, processes, and policies that encourage environmentally conscious, resource-conscious, and socially conscious behavior among workers in a corporation (Good, Singh, & Ezzedeen, 2023). The increasing importance of sustainable development in creating a competitive advantage for contemporary businesses has led to the rise in popularity of GHRM, or how to integrate ecological practices into human resource policy (Bombiak, 2020). Numerous organizations are rapidly adopting sustainability policies in response to the challenges and potential disasters caused by climate change, which pose an ever-increasing threat to our planet (Busayo & Kalumba, 2020). The business sector plays a crucial role in combating climate change. For firms to succeed and progress in their sustainability efforts, it is crucial to adopt a top-down approach and secure the backing of senior management, especially those responsible for people and HR (Ramísio, Pinto, Gouveia, Costa, & Arezes, 2019).

Before recruiting and selecting new personnel, GHRM is implemented. The process involves designing or approving job descriptions (JD) for new employees in collaboration with other departments (Oakman, Kinsman, Stuckey, Graham, & Weale, 2020). When JD emphasize duties connected to sustainability or job advertisements do so, corporations prioritize social and ecological issues (Jamil, Khan, & Seraj, 2023). This eventually enhances a company's employer branding offer.

People who use GHRM approaches have been described and conceptualized by a number of experts (Darvishmotevali & Altinay, 2022; Luu, 2020). These practices include recruitment and selection of employees with environmental awareness as well as expertise. A training program aimed at improving employees' green competencies and expertise is another. Another performance review is based on predetermined green standards. Finally, incentives are given for successfully completing the organization's green goals.

Employee behavior concerning environmental concerns reflects their pro-environmental attitudes and actions (Banwo & Du, 2019) encompassing both in-role environmentally conscious behavior and optional ERGB, as noted by Francoeur et al. (2021). In organizational behavior, IRGB includes formal green tasks as a fundamental component of an employee's performance assessment. On the other hand, Shoaib, Nawal, Zámečník, Korsakienė, and Rehman (2022) say that ERGB refers to action that people choose to do that are good for the environment and go beyond what is required by law and aren't taken into account in performance reviews. Empirical research

demonstrates a positive association between GHRM and various outcomes, including green task behavior, green staff involvement, green job crafting, and OCB towards the environment (Kakar & Khan, 2022; Luu, 2020). Employees strappingly identifying with their organization are expected to exert additional effort by engaging in ERGB or OCB (Rastogi, 2013; Yang, 2012).

Organizations exhibiting dedication to environmental management through explicit green objectives, GTP, productive green performance appraisal systems, and green rewarding mechanisms prompt employees to display environmentally responsible behavior (Banwo & Du, 2019; Fawehinmi, Yusliza, Mohamad, Noor Faezah, & Muhammad, 2020).

Innovative workplace behavior, involving ideation, promotion, and execution (Bjorklund, Bhatli, & Laakso, 2013) is crucial for maintaining a company's competitive edge (Ireland & Webb, 2007). HRM practices play a vital role in organizational innovation, with environmentalism applied to innovative work behavior defining GIWB as employees' actions that promote and implement green ideas (Agrawal & Pradhan, 2023).

A positive correlation between GHRM and GIWB is evident because environmentally conscious individuals are more likely to create innovative environmental management remedies, heightening the company's green innovation initiatives (Renwick et al., 2013). Green training and coaching help employees build the skills and competence needed for creativity (Li et al., 2020) while green performance assessment and incentives in GHRM connect employee behavior with the organization's environmental goals, boosting staff commitment to environmental preservation and encouraging green innovation (Saeed et al., 2019). Consequently, employees' environmental impressions of GHRM significantly impact their green innovation behavior. The above considerations suggest the following hypotheses:

H_{1a}: There is a significant influence of Green Human Resource Management on employees' in-role green behavior.

H_{1b}: There is a significant influence of Green Human Resource Management on employees' extra-role green behavior.

H₂: There is a significant influence of Green Human Resource Management on employees' green innovative work behavior.

2.3. Relationship between Green Human Resource Management and Employee Organizational Commitment

OC assesses a worker's psychological tie to the company (Swales, 2002). The OC determines whether an employee will stay with the company longer and put in their concerted efforts. The three-component model (TCM) is a prominent organizational commitment theory. This idea divides organizational commitment into three parts: emotional commitment and employees' emotional connection to the company. TCM states that employees who are active and committed will likely stay with the company (Shahid & Azhar, 2013). Active commitment means employees are satisfied and engaged in organizational activities like debates and meetings, providing valuable ideas or suggestions, and practicing proactive work ethics (Schermerhorn Jr, Osborn, Uhl-Bien, & Hunt, 2011). Continuance commitment suggests that employees think leaving an organization will be costly (Suliman & Iles, 2000). When employees have a consistent commitment level, they wish to stay longer. After all, they feel they must stay because they have invested enough energy and feel mentally and emotionally linked to the organization (Meyer, 2012). Employees who are emotionally invested may not want to leave because they have grown attached to their jobs. Normative commitment implies that employees feel bound to continue in the organization since they are convinced it is correct (Meyer, 2012). What causes this kind of commitment? Is it moral to stay because someone else believes in you? Or is it because they feel treated decently here and do not want to leave the organization and end up between the devil and the deep sea? Employees think they should stay.

Committed workers produce well. They support the organization's mission, vision, and leadership (Chiok Foong Loke, 2001). These workers are productive, and they encourage others to do the same. A dedicated and driven workforce will have lower absenteeism (Shahid & Azhar, 2013). Committed workers enjoy going to work, finishing tasks, helping with projects, and achieving organizational goals. Devoted personnel are outstanding at

teamwork because they care about the company's success (Maxwell, 2013). They improve team productivity dramatically. Committed employees believe in their company and promote it well. They passionately support their employer's products, services, and policies.

Scholars in HRM have asserted that the application of strategic HRM (SHRM) has a profound impact on employee attitudes, particularly in terms of their commitment level (Hamadamin & Atan, 2019; Saad, Gaber, & Labib, 2021). Gould-Williams and Davies (2005) suggest that SHRM enhances employees' performance by fostering their development and empowerment, enabling effective contributions to the organization's specific objectives (Para-González, Jiménez-Jiménez, & Martínez-Lorente, 2019; Zhai, Zhu, & Zhang, 2023). In contrast, conventional HRM emphasizes the acquisition of skills and behavioral regulations from external sources (Tyson, 2014). For instance, Kehoe and Wright (2013) propose that implementing SHRM initiatives can influence employees' attitudes and behaviors by fostering a psychological bond between the organization and its workforce. Additionally, Hamadamin and Atan (2019) contend that organizations can enhance their employees' commitment through the implementation of SHRM applications, and their empirical findings provide evidence that SHRM practices directly impact EOC.

Scholars have extended the application of strategic HRM to corporate social responsibility (CSR) and environmental protection. Shao and Peng (2023) assert that socially responsible SRHRM is integral to CSR, encompassing CSR training, employee evaluation, and retention (Shen & Jiu-hua Zhu, 2011). A progressive parallel has been recognized between SRHRM and EOC (Shen & Jiu-hua Zhu, 2011). This study further explores environmental considerations within SRHRM. In the service industry, environmental management involves GHRM elements such as employee training on environmental awareness and practices (Ahmad, 2015). Zientara and Zamojska (2018) found a weak link between hotel environmental management and EOC. Based on the ongoing discussion, the following assumption is made:

H₂: There is a significant influence of Green Human Resource Management on employees' organizational commitment.

2.4. Relationship between Employee Organizational Commitment and Employee Green Behavior

Green employee behavior describes the behaviors and mindsets of workers that support ethical workplace practices and environmental sustainability (Pellegrini, Rizzi, & Frey, 2018). It includes practicing independently, advocating for others, engaging in sustainable learning, and using organizational voices. Personal beliefs, self-esteem, and the perception of organizational support for employees' environmental initiatives are all factors that impact the behavior of green employees (Su & Swanson, 2019). Lee, Hsu, Han, and Kim (2010) discovered that positive factors, like sound effects and personal values, significantly affect the behavior of green employees. Organisations should value green employee behavior since it can result in competitive advantage, social responsibility, and economic prosperity (Greening & Turban, 2000). In general, firms must recognize and encourage green employee behavior since it can help ensure a sustainable future.

According to Luu (2018) a positive relationship exists between EOC and their propensity to engage in discretionary behaviors beyond their prescribed job responsibilities. Previous research consistently demonstrates a robust and statistically significant correlation between EOC and OCB. Khaola and Sebotsa (2015) study provided supporting evidence for a significant correlation between EOC and OCB.

Yeh (2019) research further affirmed a momentous relationship between frontline staff's EOC and their OCB engagement. Lin and Chang (2015) study demonstrated a favorable association between affective OC and OCB. Rifai (2005) presented evidence affirming the positive association between emotional commitment and altruistic OCB. According to Lemmon and Wayne (2015) individuals with a strong sense of connection to their respective organizations are more likely to exhibit altruistic OCB, driven by their desire to uphold the principles of good citizenship within reputable organizations.

Shahjehan, Afsar, and Shah (2019) employed a meta-analytical methodology to probe into the association between affective organizational commitment and OCB, revealing a significant positive correlation between these two variables. Grounded in the theoretical framework of SIT and existing research, it is anticipated that a conviction of OC among employees will result in an enhanced manifestation of employee green behavior. We have developed the following hypotheses from the aforementioned discussions:

H_{3a}: There is a significant influence of employee organizational commitment on employees' in-role green behavior.

H_{3b}: There is a significant influence of employee organizational commitment on employees' extra-role green behavior.

H_{3c}: There is a significant influence of employee organizational commitment on employees' green innovative work behavior.

2.5. Mediating Role of Employee Organisational Commitment

A progressive body of literature in the field of human resource development (HRD) has increasingly demonstrated the correlation between human resource management (HRM) practices and a number of organizational consequences (Ferreira, Curado, & Oliveira, 2022). These outcomes encompass organizational performance, OC, JS, employee job performance, absenteeism, and turnover rate (Chordiya, Sabharwal, & Goodman, 2017; Saridakis, Lai, Muñoz Torres, & Gourlay, 2020) reinforcing the notion that HRM practices serve as significant indicators of organizational success.

Acknowledging that HRM directly impacts employee attitudes and behaviors (Hamadamin & Atan, 2019) a successful HRM strategy can yield notable and favourable outcomes for employees, including increased employee commitment (Gould-Williams, 2004). The implementation of a robust environmental management system can further enhance the eco-consciousness of employees dedicated to environmental sustainability in the workplace (Chams & García-Blandón, 2019). Green-oriented organizations foster an environment that promotes GHRM, encouraging employees to adjust their frame of mind, beliefs, and norms to align with the organization's green culture and objectives (Good et al., 2023).

The literature also emphasizes that employees' environmental consciousness (EC) significantly influences ecologically responsible behavior (Afsar et al., 2020). Solid dedication to specific actions is associated with a greater likelihood of long-term and short-term behavioral changes (Meyer & Allen, 1987). Researchers have observed employees with higher levels of OC engaging in energy conservation, office recycling, and preserving office supplies (Stritch & Christensen, 2016). However, restricted advancement prospects for employees to promote environmental awareness and participate in pro-environmental efforts exist in their professional lives, particularly in the deficiency of internal commitment to eco-friendly concerns (Pinzone, Guerci, Lettieri, & Huisingsh, 2019). Consequently, a stronger emotional connection to the environmental cause is associated with an increased inclination to exhibit pro-environmental behaviors (PEBs) (Robertson & Barling, 2013).

Existing literature has demonstrated that EOC plays a significant intermediary role in the relationship between GHRM and organizational outcomes. For instance, Ansari, Farrukh, and Raza (2021) found that green commitment mediates the relationship between organizational factors and PEBs, while discovering that active commitment mediates the connection between GHRM and OCB. Building on these insights, the present study suggests that EOC is likely to mediate between GHRM practices and EGB. Based on these discussions, the following hypotheses are formulated:

H_{4a}: Employee organizational commitment serves as a mediator in the relationship between Green Human Resource Management (GHRM) and employees' in-role green behavior.

H_{4b}: Employee organizational commitment acts as a mediator in the relationship between GHRM and employees' extra-role green behavior.

H_{4c}: Employee organizational commitment plays a mediating role in the relationship between GHRM and employees' innovative green work behavior.

3. METHODOLOGY

3.1. Research Design/Population/Sample Size and Sample Technique

An effective research design is crucial for integrating study components and addressing the research question (Black, 1999; Marczyk, DeMatteo, & Festinger, 2010). The framework organizes data collection, measurement, and analysis, ensuring accuracy and reliability, thereby enabling researchers to provide trustworthy findings (Mohajan, 2020). We employed a descriptive research design in this investigation. The descriptive approach, without modifying variables, provides a comprehensive description of a group, scenario, or phenomenon (Gunter, 2013; Newman & Benz, 1998). We chose this design to examine factor relationship without controlling or influencing the outcome.

As the population, it focused on employees in selected hotels in Ghana. The aim was to analyze the influence of GHRM practices on EGB, considering factors such as the sector's operating size, resource usage, and direct engagement with guests. This environment serves as a small-scale representation of the larger business, offering valuable insights into how environmentally friendly practices may impact employee behavior and the long-term sustainability of the environment in the tourism sector (Parry, 2012; Sharpley, 2009). We calculated the sample size using the (Cochran, 1977) approach, considering the unknown population size, which indicated an unrestricted necessity of 384 responses.

$$n = \frac{Z^2}{4e^2} \dots \dots \dots 1$$

“n” is the required sample size,

“Z” is the Z-score corresponding to the desired confidence level,

“e” is the desired margin of error.

$$n = \frac{1.96^2}{4(0.05)^2} \dots \dots \dots 2$$

$$n = \frac{3.8416}{0.01} \dots \dots \dots 3$$

$$n = 384 \dots \dots \dots 4$$

The snowball sampling technique was utilized to gather data from respondents, enabling the identification of an initial group of participants meeting the precise criteria essential for the research objectives (Ritchie, Lewis, & Elam, 2013; Wohlin, Kalinowski, Felizardo, & Mendes, 2022). The snowball sampling technique expanded the sample size by obtaining referrals or nominations from the initial participants, enhancing the range and variety of the sample. We facilitated the distribution of questionnaire distribution through Google Forms and encouraged participants to share the link with their co-workers and colleagues in the industry. The snowball technique was employed due to the unknown population (Bhardwaj, 2019; Lanza, 2008). Despite this, the study obtained 481 valid participant responses, exceeding the required sample size. Hence, the precise sample size for the study was 481 (Cochran, 1977).

We compiled assessment items from prior studies to ensure content validity and assess the variables of interest (Kimberlin & Winterstein, 2008). We evaluated GHRM practices using a six-item scale from Kim, Kim, Choi, and Phetvaroon (2019). The scale related to employee green performance behaviors (IRGB, ERGB, and GIWB)) relied on a 10-item scale (IRGB-3, ERGB-3, and GIWB-6) from Aboramadan (2022). Finally, Employee Organizational Commitment (EOC) was measured using a 9-item scale adopted from Balfour and Wechsler (1996). This study

employed a five-point Likert scale from Obeng et al. (2024) which allowed all respondents to provide meaningful responses to the questionnaire items.

3.2. Data Analysis

The study employed the SEM as a widely-used statistical tool for analyzing dataset variables (Kline, 2023). The analysis of questionnaire data to test the research hypothesis was conducted using AMOS 23 and SPSS. We identified factors and established a framework before conducting statistical hypothesis testing. Hypothesis testing involved assessing model fit and latent variable importance, employing metrics such as Cronbach's alpha (α), average variance extraction (AVE), and composite reliability (CR) (Hair Jr, Howard, & Nitzl, 2020).

3.3. Results and Findings

Table 1 presents the outcomes of internal reliability, convergent validity (CV), and normality tests, while Figure 1 illustrates the standardized loadings of the measurement model. Confirmatory factor analysis (CFA), facilitated by AMOS version 23 software, was employed to eliminate indicators with low loadings within the respective constructs (Hair Jr et al., 2020). As suggested by Shrestha (2021) item loadings exceeding 0.70 indicate satisfaction.

Reliability assessment for the scales measuring GHRM, EOC, IRGB, ERGB, and GIWB utilized α and CR values. We evaluated the stability and consistency of indicators representing each construct to determine the constructs' reliability (Sürücü & Maslakçi, 2020). As depicted in Table 1, all α values exceeded the recommended threshold of 0.70 established by Hussey, Alsalti, Bosco, Elson, and Arslan (2023) affirming the internal consistency of the instruments. Furthermore, all CR values exceeded 0.7, aligning with Baistaman, Awang, Afthanorhan, and Rahim (2020) proposal.

Conversely, the assessment of CV involved the use of Average Variance Extraction (AVE). According to Table 1, all AVE values surpassed the recommended threshold of 0.5, as indicated by Shrestha (2021). We examined skewness and kurtosis following the methodology Cain, Zhang, and Yuan (2017) and Arhinful, Mensah, and Owusu-Sarfo (2023) to determine the normal distribution of the dataset. Matore and Khairani (2020) along with Bishara and Hittner (2017) consider a skewness and kurtosis value within ± 1.96 as indicative of a normal distribution. Skewness and kurtosis values in this study met the criterion, demonstrating a normal distribution for the datasets. Kim (2013) defines appropriately distributed data with skewness and kurtosis between -3.29 and +3.29 for larger samples. This study confirms the normal distribution of the datasets by dividing the skewness and kurtosis data by the standard error, produced results within the range of -3.29–3.29.

Table 1. Internal consistency (Reliability), convergent validity and normality results.

| Construct | Item | Loadings | Skewness | Kurtosis | A | CR | AVE |
|------------------------------------|-------|----------|----------|----------|-------|-------|-------|
| Green human resource management | GHRM1 | 0.702 | -1.136 | 1.272 | 0.894 | 0.894 | 0.585 |
| | GHRM2 | 0.775 | -1.142 | 1.276 | | | |
| | GHRM3 | 0.780 | -1.139 | 1.228 | | | |
| | GHRM4 | 0.782 | -0.883 | 0.442 | | | |
| | GHRM5 | 0.750 | -1.013 | 0.967 | | | |
| | GHRM6 | 0.798 | -1.290 | 1.774 | | | |
| Employee organizational commitment | EC1 | 0.772 | -1.239 | 2.258 | 0.926 | 0.926 | 0.582 |
| | EC2 | 0.703 | -0.869 | 0.300 | | | |
| | EC3 | 0.781 | -1.096 | 0.826 | | | |
| | EC4 | 0.771 | -1.284 | 1.668 | | | |
| | EC5 | 0.757 | -1.401 | 2.059 | | | |
| | EC6 | 0.796 | -1.508 | 2.699 | | | |
| | EC7 | 0.705 | -1.390 | 2.638 | | | |
| | EC8 | 0.779 | -0.764 | 0.454 | | | |
| | EC9 | 0.797 | -0.893 | 0.996 | | | |

| Construct | Item | Loadings | Skewness | Kurtosis | A | CR | AVE |
|---|------|----------|----------|----------|-------|-------|-------|
| Employee in-role green behavior | IRB1 | 0.896 | -0.592 | 0.200 | 0.896 | 0.899 | 0.747 |
| | IRB2 | 0.875 | -0.732 | 0.687 | | | |
| | IRB3 | 0.821 | -0.999 | 1.028 | | | |
| Employee extra-role green behavior | ERB1 | 0.867 | -1.103 | 1.039 | 0.866 | 0.867 | 0.685 |
| | ERB2 | 0.785 | -1.004 | 0.934 | | | |
| | ERB3 | 0.829 | -0.857 | 0.567 | | | |
| Employee green innovative work behavior | IWB1 | 0.753 | -1.054 | 1.317 | 0.906 | 0.907 | 0.619 |
| | IWB2 | 0.755 | -0.728 | -0.026 | | | |
| | IWB3 | 0.816 | -0.831 | 0.290 | | | |
| | IWB4 | 0.818 | -1.013 | 0.431 | | | |
| | IWB5 | 0.770 | -0.946 | 0.695 | | | |
| | IWB6 | 0.806 | -0.928 | 1.122 | | | |

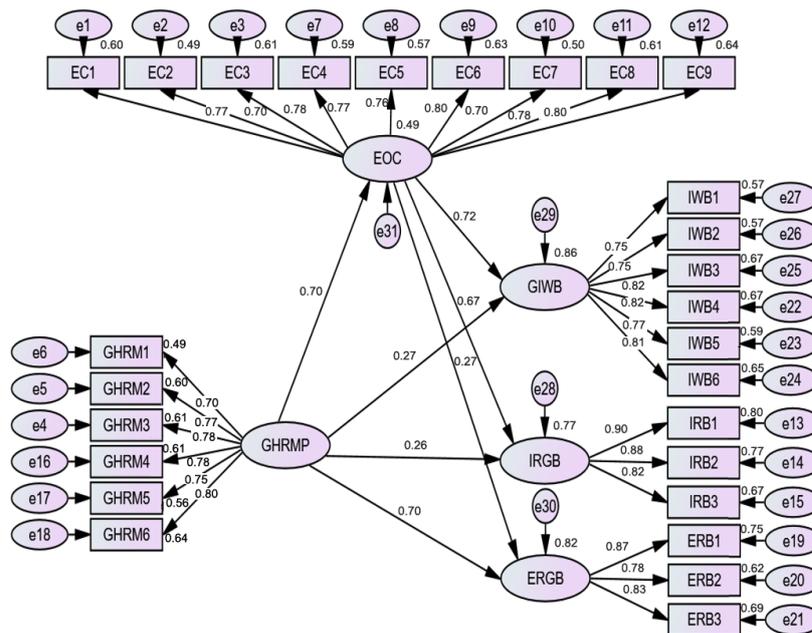


Figure 1. Measurement model.

Table 2 presents the results of the model fitness assessment and the direct effect results from the ordinary least squares regression. We employed multiple methods to test hypotheses and assess the model's fitness. CFA explored variable attribution ideas and accuracy through variable observation (Brown, 2015; Prudon, 2015). Several indicators, including the Chi-square/degrees of freedom ratio, Comparative Fit Index (CFI), Goodness-of-Fit Index (GFI), Adjusted GFI (AGFI), Root Mean Square Error of Approximation (RMSEA), and P-value, were used to evaluate the overall appropriateness of the model (Muralidhar & Karthikeyan, 2016; Usluel, Aşkar, & Baş, 2008). Modification indices (MI) and standardized residuals were assessed to enhance the model's fit, with modification indices considered acceptable if below 20%, and standardized residuals for items falling between 2.5 and 4.0. The model design employed standardized regression weights, with a minimum threshold of 0.5 for statistical significance (Civelek, 2018; Silhavy, Silhavy, & Prokopova, 2017).

The study's CMIN/df value of 4.213 is less than the recommended threshold of 5, indicating a reasonable fit (Marsh & Hocevar, 1985; Uedufy, 2023). The GFI, a measure ranging from 0 to 1, with 1 indicating a perfect fit, was found to be .951 (excellent fit).

Additional fit indices include NFI = .923, CFI = .962 (excellent fit), TLI = .931, RMSEA = .043, and SRMR = .062. The model's fitness, as evidenced by CMIN/df, GFI, CFI, TLI, RMSEA, and SRMR, aligns with the suggested range by Uedufy (2023) suggesting good fitness for the model.

3.4. Hypothesis Testing

The direct effect results, as presented in Table 2 and Figure 2, elucidate the impact of GHRM practices on employee behavior and EOC. The path analysis results establish the connections between the study constructs and their statistical significance (Henseler & Chin, 2010). We assessed the structural model, evaluating ten (10) hypotheses, using SEM in AMOS version 23. Mediating analysis results were determined through the bootstrapping technique, utilizing a sample size of 5000 and a 95% confidence interval (Banjanovic & Osborne, 2019; Rousselet, Pernet, & Wilcox, 2023).

Hypothesis 1a (H1a) investigates whether GHRM significantly influences In-Role Green Behavior (IRGB). The results validate this hypothesis, indicating that GHRM significantly and positively influences IRGB ($\beta = .308$, $SE = 0.054$, $t = 5.707$, $P < 0.05$) with an effect size of 0.262. Hence, H1a was accepted.

Hypothesis 1b (H1b) explores whether GHRM significantly influences Extra-Role Green Behavior (ERGB). The results support this hypothesis, showing that GHRM significantly and positively influences ERGB ($\beta = .773$, $SE = .060$, $t = 12.978$, $P < .05$) with an effect size of .701. Therefore, H1b was accepted.

Hypothesis 1c (H1c) investigates whether GHRM significantly influences Green Innovative Work Behavior (GIWB). The results confirm this hypothesis, indicating that GHRM significantly and positively influences GIWB ($\beta = .228$, $SE = .043$, $t = 13.246$, $P < .05$) with an effect size of .262. Hence, H1c was accepted.

Hypothesis 2 (H2) explores whether GHRM significantly influences Employee Organizational Commitment (EOC). The results confirm this hypothesis, showing that GHRM significantly and positively influences EOC ($\beta = .606$, $SE = .046$, $t = 5.707$, $P < .05$) with an effect size of .698. Therefore, H2 was accepted.

Hypothesis 3a (H3a) analyses whether EOC significantly influences IRGB. The results reveal a significant and positive influence of EOC on IRGB ($\beta = .911$, $SE = .071$, $t = 12.899$, $P < .05$) with an effect size of .672. Hence, H3a was accepted.

Hypothesis 3b (H3b) examines whether EOC significantly influences ERGB. The results indicate a significant and positive influence of EOC on ERGB ($\beta = .339$, $SE = .058$, $t = 5.827$, $P < .05$) with an effect size of .268. Therefore, H3b was accepted.

Hypothesis 3c (H3c) assesses whether EOC has a significant impact on GIWB. The results reveal a significant and positive influence of EOC on GIWB ($\beta = .874$, $SE = .062$, $t = 14.002$, $P < .05$) with an effect size of .718. Thus, H3c was accepted.

Table 2. Direct effect results.

| Construct | Hypothesis | β | SE | t-value | Beta | p-value | Decision |
|--|------------|-----------|-------|---------|-------|---------|----------|
| IRGB <--- GHRMP | H1a | 0.308 *** | 0.054 | 5.707 | 0.262 | 0.000 | Accepted |
| ERGB <--- GHRMP | H1b | 0.773 *** | 0.060 | 12.978 | 0.701 | 0.000 | Accepted |
| GIWB <--- GHRMP | H1c | 0.288 *** | 0.043 | 6.683 | 0.262 | 0.000 | Accepted |
| EOC <--- GHRMP | H2 | 0.606 *** | 0.046 | 13.246 | 0.698 | 0.000 | Accepted |
| IRGB <--- EOC | H3a | 0.911 *** | 0.071 | 12.899 | 0.672 | 0.000 | Accepted |
| ERGB <--- EOC | H3b | 0.339 *** | 0.058 | 5.827 | 0.268 | 0.000 | Accepted |
| GIWB <--- EOC | H3c | 0.874 *** | 0.062 | 14.002 | 0.718 | 0.000 | Accepted |
| R-square | | | | | | | |
| EOC 0.487 | | | | | | | |
| GIWB 0.861 | | | | | | | |
| ERGB 0.824 | | | | | | | |
| IRGB 0.766 | | | | | | | |
| Unstandardized coefficients (B), standardized coefficients (Beta) | | | | | | | |
| CMIN/ df = 4.213, GFI = 0.951, NFI = 0.923, CFI = 0.962, TLI = 0.931, RMSEA = 0.043 and SRMR = 0.062 | | | | | | | |

Note: *** p<.01.

The squared multiple correlations are presented in Table 2, offering insights into the explanatory power of the model. The R-square value for EOC is 0.487, indicating that GHRM practices account for 48.7% of the variability in EOC. Additionally, the R-square for GIWB is 0.861, signifying that the collective impact of GHRM and EOC

explains 86.1% of the variations in GIWB. Furthermore, the R-square for ERGB is .824, denoting that the joint effect of GHRM practices and EOC elucidates 82.4% of the variability in ERGB. Lastly, the R-square for IRGB is .766, indicating that the combined influence of GHRM practices and EOC accounts for 76.6% of the variability in IRGB.

3.5. Mediation Analysis

Table 3 provides a comprehensive overview of the mediation results derived from the study. Hypothesis 4a (H4a) investigated the mediation role of EOC in the association between GHRM practices and employees' IRGB. The findings revealed a significant and partial mediation effect of EOC in the GHRM-IRGB relationship ($\beta = .552$, $SE = .104$, $t = 5.308$, $P < .05$), thereby substantiating the acceptance of H4a.

Moving on to Hypothesis 4b (H4b), which delved into whether EOC mediates the relationship between GHRM practices and ERGB, the results indicated a noteworthy and partial mediation by EOC in the GHRM-ERGB relationship ($\beta = .206$, $SE = .056$, $t = 3.679$, $P < .05$). Consequently, H4b garnered support for acceptance.

Finally, Hypothesis 4c (H4c) explored whether EOC acts as a mediator in the relationship between GHRM practices and GIWB. The results unveiled a significant and partial mediation effect of EOC in the GHRM-GIWB relationship ($\beta = .530$, $SE = .084$, $t = 6.309$, $P < .05$). Thus, H4c was duly accepted.

Table 3. Mediation analysis.

| Relationship | Hypothesis | β | SE | t-value | Confidence interval | | p-value | Decision |
|--------------------------|------------|-----------|-------|---------|---------------------|--------------|---------|-------------------|
| | | | | | Lower bounds | Upper bounds | | |
| IRGB <--- EOC <--- GHRMP | H4a | 0.552 *** | 0.104 | 5.308 | 0.371 | 0.777 | 0.000 | Partial mediation |
| ERGB <--- EOC <--- GHRMP | H4b | 0.206 *** | 0.056 | 3.679 | 0.117 | 0.342 | 0.000 | Partial mediation |
| GIWB <--- EOC <--- GHRM | H4c | 0.530 *** | 0.084 | 6.306 | 0.386 | 0.722 | 0.000 | Partial mediation |

Note: *** p<.01.

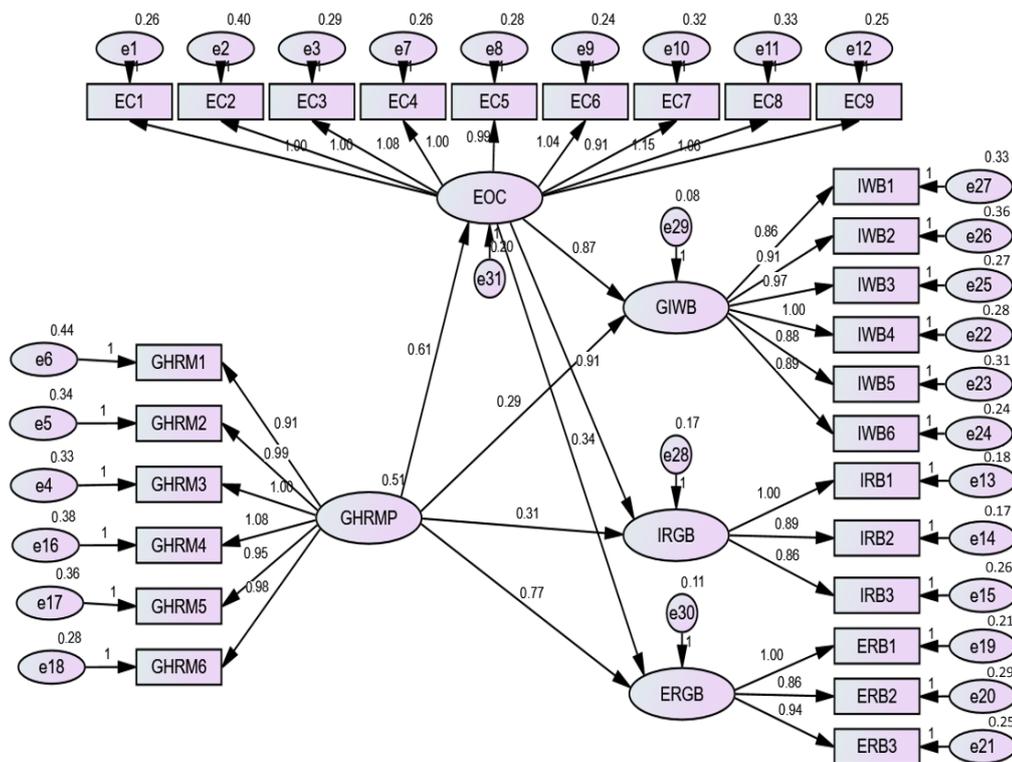


Figure 2. Structural model.

4. DISCUSSION

This study delved into the intricate interplay among GHRM practices, employees' environmentally conscious behaviors, and their commitment to the business within Ghana's tourism sector. Hypothesis H1a scrutinized whether GHRM practices significantly impact employees' IRGB, and the results affirmed this hypothesis. The study discerned a substantial and positive influence of GHRM practices on employees' in-role green behavior. This suggests that organizations prioritizing and implementing environmentally conscious human resource (HR) practices stimulate employees to actively engage in environmentally responsible behaviors directly tied to their job requirements (Roscoe, Subramanian, Jabbour, & Chong, 2019). These findings align with Dumont, Shen, and Deng (2017), who indicate that green HRM exerts both direct and indirect effects on IRGB, with the indirect impact operating through the mediation of psychological green climate. Aboramadan (2022) also reported a significant correlation between GIWB, ERGB, and employee IRGB.

Hypothesis H1b investigated whether GHRM has significant influence on employees' ERGB, and the results supported this hypothesis. The findings uncovered a notable and positive influence of GHRM practices on employees' ERGB. This underscores employees' profound commitment and willingness to actively participate in environmental sustainability initiatives both within and beyond their designated responsibilities, reflecting a more comprehensive integration of eco-friendly practices into their overall conduct (DuBois, Astakhova, & DuBois, 2013). The outcomes resonate with Hameed, Khan, Islam, Sheikh, and Naeem (2020) highlighting GHRM's indirect impact on OCB towards the environment (OCBE) through mechanisms such as green employee empowerment.

We corroborated Hypothesis H1c, which investigated whether GHRM practices significantly influence employees' GIWB. The results exhibited a significant and positive influence of GHRM practices on employees' GIWB. These findings suggest that GHRM initiatives, including training programs that foster creative thinking towards sustainability or providing resources for eco-friendly innovation, motivate employees to generate and implement innovative ideas, processes, or solutions that advance environmental sustainability in their work environment (Singh, Del Giudice, Chierici, & Graziano, 2020). The study's outcomes align with existing literature, as demonstrated by Rana and Arya (2024) who reported a substantial relationship between GHRM and Environmental Performance (ENVP) in the Indian manufacturing industry, with Green Innovation (GI) playing a partial mediating role. Additionally, Mensah, Shukla, and Iqbal (2023) found that green training, green recruiting, and green compensation strongly indicated employees' IWB.

We substantiated Hypothesis 2 (H2), which investigated whether GHRM practices significantly influence EOC. The results revealed a substantial and positive impact of GHRM practices on EOC. This underscores that GHRM initiatives, such as fostering a sustainable corporate culture, involving employees in green decision-making processes, and rewarding environmentally friendly actions, contribute to enhancing employees' alignment with the organization's environmental sustainability goals (Xie, Bhutta, Li, & Andleeb, 2023). Consequently, employees exhibit stronger commitment to the company, its goals, and its mission. This heightened commitment, in turn, boosts motivation, dedication, and the willingness to actively contribute to the organization's success, particularly in sustainability efforts. The findings of this study align with those of Aladwan, Bhanugopan, and D'Netto (2015), who reported that HRM factors exert a significant impact on organizational commitment.

Hypothesis 3a (H3a) explored whether EOC significantly influences employees' behavior IRGB, and the hypothesis found support. The study results revealed that EOC has a significant and positive influence on IRGB. This implies that individuals with stronger organizational commitment are more inclined to incorporate green practices into their daily work routines (Brammer et al., 2007). Such commitment instills a sense of responsibility for the company's environmental goals, fostering green behavior in their job responsibilities. Organizational commitment propels individuals to actively contribute to sustainability efforts through their work obligations. These findings align with Tun (2022) who discovered that green recruiting, selection, training, remuneration, incentives, and performance appraisal positively impact employees' task-related green behavior.

The study affirmed Hypothesis 3b (H3b), which examined whether EOC significantly influences employees' ERGB. The study identified a significant and positive influence of EOC on employees' ERGB. This suggests that employees with high OC are more inclined to volunteer for green activities outside their mandated duties (Raineri & Paillé, 2016). Such commitment encourages employees to actively engage in green initiatives and projects that go beyond their formal responsibilities but align with the organization's environmental values. Their commitment motivates them to support the company's sustainability goals beyond their professional duties. These findings resonate with Tun (2022) indicating that the implementation of green recruiting and selection practices positively influences individuals' willingness to engage in opt-in adoption of eco-friendly practices.

Hypothesis 3c (H3c) analysed whether EOC significantly influences employees' GIWB, and the hypothesis was validated. The study demonstrated a significant and favourable influence of EOC on employees' GIWB. This suggests that individuals with high OC are more expected to think creatively and exhibit innovative problem-solving geared towards environmental sustainability (Hou, Gao, Wang, Li, & Yu, 2011; Ogeibu, Emelifeonwu, Senadjki, Gaskin, & Kaivo-oja, 2020). Their commitment to the organization drives them to seek and adopt new, eco-friendly methods and solutions, promoting sustainability. This study corroborates the findings of Khaola and Musiiwa (2021) who reported that transformational leadership has the most significant impact on IWB when emotional commitment and organizational justice are high, and it remains effective even when these factors are low.

The study substantiated Hypothesis 4a (H4a), which investigated whether EOC mediates the relationship between GHRM practices and employees' IRGB. The study disclosed that EOC partially mediates the connection between GHRM practices and employees' IRGB. Essentially, GHRM practices exert a direct impact on fostering EGB within their designated roles (Dumont et al., 2017). However, a portion of this impact is mediated by the practices' influence on enhancing organizational commitment among employees. Therefore, it can be inferred that GHRM practices have a dual impact on promoting in-role green behaviors, directly contributing to this promotion and indirectly contributing by elevating employees' commitment to the organization. The mediation suggests that GHRM practices enhance employee commitment, influencing IRGB. Employee commitment to GHRM activities promoting environmental sustainability may drive individuals to act more sustainably in their job responsibilities. Thus, organizational commitment aids GHRM practices in promoting green behavior in the workplace. This aligns with the findings of Nasir, Asad, Hashmi, Fu, and Abbass (2023) who discovered that GHRM methods directly and indirectly impact employees' pro-environmental behavior, mediated by their level of green commitment. The results of this study confirm the findings of Nasir et al. (2023).

The study confirmed Hypothesis 4b (H4b), which explored whether EOC mediates the relationship between GHRM and employees' ERGB. The study demonstrated that EOC partially mediates the relationship between GHRM and employees' ERGB. This implies that GHRM policies have a direct impact on employees' voluntary environmentally friendly behavior (Ansari et al., 2021). However, a part of this impact is mediated by the practices' effect on fostering employees' dedication to the organization. This indicates that GHRM practices have a dual impact on driving ERGB. They directly contribute to this by enhancing employees' commitment to the organization and indirectly by fostering a positive work environment. Partial mediation reveals that GHRM practices support ERGB by increasing employee commitment to the organization. GHRM environmental sustainability efforts may enhance employee loyalty, motivating individuals to engage voluntarily in environmentally responsible behaviors outside their professional duties. Therefore, organizational commitment serves as a pathway through which GHRM practices influence and encourage ERGB among employees, although other variables may also contribute. The results of this study are in agreement with the findings of Arshad, Abid, and Khan (2020) which indicated a positive correlation between employee environmental concern and ecological behavior and satisfaction among employees. Furthermore, this link is influenced by employee- or customer-oriented extra-role activity and organizational commitment.

Hypothesis 4c (H4c) investigated whether employee organizational commitment mediates the relationship between GHRM and employee green innovative work behavior, and the hypothesis was corroborated. The study's findings confirmed that EOC mediates the relationship between GHRM and GIWB. This shows that the effect of GHRM policies on employees' GIWB is not solely direct but also somewhat mediated by the effects of these practices on promoting OC among employees. This indicates that GHRM practices have a dual impact on promoting green creative work behavior, directly contributing to this promotion and indirectly strengthening employees' commitment to the organization. GHRM practices enhance employees' commitment to the organization, which mediates their effect on innovative green work behavior. Employee commitment to environmental sustainability through GHRM activities may enhance their willingness and ability to generate and implement creative, environmentally friendly ideas and solutions at work. Organizational commitment aids GHRM practices in influencing and supporting green creative work behavior among employees. According to Yang and Li (2023) employees' green organizational commitment (GOC) has a beneficial mediation role in the relationship between GHRM and employees' green innovation behavior. The sharing of knowledge by employees favourably influences the relationship between GOC and green innovation behavior and the mediation effect of GOC. The outcome of this study resonates with the findings of Yang and Li (2023).

5. CONCLUSION

This study explored the intricate relationships between GHRM policies, employees' environmentally conscious behaviors, and their commitment to the burgeoning tourism sector in Ghana. The results of the study affirm a robust and positive correlation between GHRM practices and various environmentally friendly behaviors exhibited by employees, specifically IRGB, ERGB, and GIWB. This underscores the pivotal role of GHRM approaches in fostering and nurturing environmentally conscious behaviors among employees in the tourism sector. Furthermore, the research uncovered a noteworthy and favourable impact of GHRM practices on instilling commitment among employees towards the organization, underscoring the significance of these practices in cultivating a dedicated workforce committed to environmental initiatives.

Equally significant is the finding that the level of employees' commitment to the organization significantly influences their environmentally responsible behaviors, spanning IRGB, ERGB, and GIWB. This emphasizes the substantial impact of organizational commitment on motivating individuals to actively engage in environmentally friendly initiatives within their professional spheres.

The study also revealed that EOC plays a partial mediating role in the relationship between GHRM practices and EGB. This mediation elucidates how GHRM practices contribute to fostering a culture of dedication, thereby encouraging and enhancing employees' environmentally friendly behaviors.

The findings underscore the crucial impact of GHRM practices in stimulating environmentally friendly behaviors among employees, with EOC acting as a pivotal mediator. These results carry significant implications for the development of sustainable practices in the tourism sector. They emphasize the imperative to integrate HRM strategies with environmentally responsible activities, thereby contributing to the establishment of a greener and more sustainable economy in Ghana.

5.1. Theoretical Implications

This study extends the SIT's application to the specific realm of workplace green initiatives. By delving into the relationship between GHRM practices, EOC, and employees' engagement in environmentally responsible behaviors, it broadens and deepens the scope and significance of SIT. The research investigates how individuals identify with and actively participate in eco-friendly actions within organizational settings.

Furthermore, this study strengthens the connections between GHRM frameworks and models pertaining to environmentally friendly behavior. Through empirical evidence, it substantiates the theoretical framework that

links GHRM practices to employees' green behaviors, shedding light on the mechanisms through which organizational practices influence and foster environmentally responsible behavior among employees.

Emphasizing the pivotal role of EOC, the study underscores its significance in influencing employees' environmentally friendly behaviors. This theoretical conclusion accentuates the crucial function of organizational commitment in encouraging and fortifying employees' participation in green initiatives, thereby advancing our understanding of the psychological processes that underlie environmentally conscious behaviors.

Additionally, this study contributes to the comprehension of mediating mechanisms in green HRM research by highlighting the importance of organizational commitment in the relationship between GHRM practices and employees' green behaviors. By offering theoretical insights into the role of commitment as a channel, it elucidates the intricate pathways through which GHRM practices impact employees' environmentally friendly behavior.

5.2. Practical/Managerial Implications

Organizations in the Ghanaian tourism industry must prioritize and implement GHRM principles aligned with environmental sustainability. The adoption of green training programs, the implementation of eco-friendly policies, and the cultivation of a green culture can significantly enhance employees' engagement in environmentally responsible activities. Managers play a crucial role in cultivating a strong sense of dedication and loyalty among personnel, and they should implement strategies to achieve their goals.

Transparent communication, opportunities for personal development, and recognition of efforts towards environmental sustainability are essential components of fostering employee commitment. By prioritizing these aspects, employers can boost motivation, encouraging staff to actively participate in both job-related and additional green actions. Leadership within organizations should actively promote and endorse environmentally friendly projects, with executives and managers playing a vital role in demonstrating commitment to environmental issues.

Creating a work climate that appreciates and incentivizes employees' environmentally friendly actions is crucial. Developing comprehensive training programs that promote environmentally friendly innovation and behavior can be highly influential. These programs should include instruction on sustainable practices, foster innovative thinking for environmentally friendly solutions, and integrate green awareness into workplace responsibilities.

Investments in eco-friendly technologies, infrastructural development, and sustainable resources should be prioritized in resource allocation. Organizations should deliberately allocate resources to support environmentally friendly initiatives, aiming to promote and strengthen employees' involvement in innovative behaviors that contribute positively to the environment.

5.3. Limitations and Suggestions for Future Research

While this study offers a valuable new perspective on the relationships between GHRM practices, EOC, and various dimensions of green behavior within Ghana's tourism sector, several limitations should be acknowledged, paving the way for future research.

Firstly, the study focused exclusively on selected hotels in Ghana, limiting the generalizability of its findings to the broader tourism industry. Future research endeavours could broaden the scope by including a more diverse array of tourism-related enterprises, potentially extending beyond Ghana's borders for a more comprehensive understanding.

Secondly, the use of structural equation modelling in a cross-sectional design may hinder the understanding of how these relationships evolve over time. Subsequent research initiatives may benefit from employing longitudinal methodologies to observe the progression of environmentally friendly actions and organizational commitment over more extended periods.

Furthermore, delving deeper into the underlying mechanisms through which GHRM practices influence EOC and, subsequently, green behaviors could enhance comprehension. Despite acknowledging the mediating role of organizational commitment, future research could explore potential moderators or intervening variables, adding complexity and precision to the model.

Establishing cause-and-effect relationships remains challenging, even though the study identified connections between variables. Future investigations could employ experimental or quasi-experimental designs to gain a more definitive understanding of causality and the directionality of these associations.

Moreover, while the study broadly examined GHRM practices, organizational commitment, and green behaviors, exploring additional variables such as diverse leadership styles, cultural impacts, or external pressures could provide a greater understanding of the factors affecting green initiatives in the tourism sector.

Overcoming these constraints and exploring future research opportunities is crucial to obtaining a more detailed understanding of how GHRM practices, organizational commitment, and green behaviors interact. This, in turn, will provide practical insights for promoting sustainable practices in the tourism industry.

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