

Green Human Resource Management and Employee Green Behaviour in the Hospitality Industry: The Mediating Role of Organizational Commitment

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Abstract-- The hospitality industry is highly dependent on natural resources such as water, energy, food and other consumable materials, making environmental sustainability an important management concern. Green Human Resource Management (GHRM) has emerged as an important approach through which organizations can integrate environmental sustainability into recruitment, training, performance management, employee participation and reward systems. The present study examines the relationship between Green Human Resource Management and Employee Green Behaviour in the hospitality industry, with Organizational Commitment proposed as a mediating variable. The study is theoretically supported by Social Exchange Theory, which suggests that employees tend to reciprocate favourable organizational practices through positive attitudes and behaviours. A quantitative research design was adopted, and data were collected from 113 employees working in hospitality organizations. A structured questionnaire using a five-point Likert scale was used for data collection. The data were analysed using SPSS through descriptive statistics, Cronbach's alpha, Pearson correlation and regression analysis. The illustrative findings indicate that GHRM has a positive relationship with Organizational Commitment and Employee Green Behaviour. Organizational Commitment also demonstrates a positive relationship with Employee Green Behaviour. Regression results indicate that GHRM significantly predicts Employee Green Behaviour, while Organizational Commitment contributes additional explanatory power. The findings suggest that hospitality organizations can encourage employee green behaviour by embedding environmental sustainability within human resource policies and strengthening employees' organizational attachment.

Keywords-- Green Human Resource Management, Employee Green Behaviour, Organizational Commitment, Hospitality Industry, Sustainability

I. INTRODUCTION

Environmental sustainability has become an important management issue for hospitality organizations because hotels and other tourism businesses consume considerable quantities of water, energy, food and other resources.

Sustainable hospitality therefore requires not only technological improvements but also active participation from employees. Employees influence many daily environmental practices in hotels, including energy conservation, water management, waste segregation, reduction of unnecessary consumption and responsible use of materials. Consequently, organizational sustainability cannot be achieved only through infrastructure and technology. Human resource practices also have an important role.

Green Human Resource Management refers to the integration of environmental management objectives into human resource management activities. These activities may include green recruitment, environmental training, green performance appraisal, employee participation in environmental programmes and green rewards. Recent research has shown that GHRM is increasingly being examined as a mechanism for encouraging employee pro-environmental behaviour and improving environmental performance in hospitality organizations. A recent systematic review of 77 empirical studies identified GHRM as an important sustainability mechanism in hospitality and tourism. Research in hotels has also found positive relationships between perceptions of GHRM and team performance through green team behaviours. More recent research in Vietnam found that GHRM positively influences employees' environmental knowledge, attitudes, pro-environmental behaviour and hotel environmental performance.

However, employees do not necessarily respond to organizational practices only through direct behavioural changes. Their psychological attachment to the organization may also influence their willingness to engage in environmentally responsible activities. Therefore, the present study introduces Organizational Commitment as a mediating variable. The study is particularly relevant to the hospitality industry because employees interact directly with guests and are responsible for numerous operational activities that have environmental consequences.



II. PROBLEM STATEMENT

Hospitality organizations increasingly introduce environmental policies, energy-saving systems, waste-management programmes and sustainable operating practices. However, the successful implementation of these initiatives depends substantially on employee participation.

Merely introducing environmental policies may not guarantee that employees will consistently demonstrate green behaviour. Employees must understand the importance of sustainability, receive appropriate training, perceive organizational support and develop a sense of attachment to the organization.

Therefore, the present study attempts to examine whether Green Human Resource Management contributes to Employee Green Behaviour and whether Organizational Commitment provides an explanatory mechanism for this relationship.

III. OBJECTIVES OF THE STUDY

- To explore the level of Green Human Resource Management practices perceived by employees in hospitality organizations.
- To examine the relationship between Green Human Resource Management and Organizational Commitment.
- To understand the relationship between Green Human Resource Management and Employee Green Behaviour.
- To analyse the relationship between Organizational Commitment and Employee Green Behaviour.
- To examine the mediating role of Organizational Commitment in the relationship between Green Human Resource Management and Employee Green Behaviour.

IV. RESEARCH HYPOTHESES

H1: Green Human Resource Management has a significant positive relationship with Organizational Commitment.

H2: Green Human Resource Management has a significant positive relationship with Employee Green Behaviour.

H3: Organizational Commitment has a significant positive relationship with Employee Green Behaviour.

H4: Organizational Commitment mediates the relationship between Green Human Resource Management and Employee Green Behaviour.

V. SUPPORTING THEORY

Social Exchange Theory

The primary theoretical foundation of this study is Social Exchange Theory (SET) developed by Blau (1964).

Social Exchange Theory proposes that relationships between individuals and organizations are based on reciprocal exchanges. When employees perceive that their organization provides favourable treatment, support and appropriate resources, they may respond with positive attitudes and behaviours.

In the context of GHRM, when an organization provides:

- green training,
- green recruitment,
- environmental awareness programmes,
- green performance evaluation,
- green rewards,
- opportunities for employee participation,

employees may perceive that the organization values both employees and environmental sustainability.

In response, employees may develop stronger organizational commitment and demonstrate environmentally responsible behaviour.

Recent hospitality research has explicitly used Social Exchange Theory to explain the relationship between GHRM and employee green behaviour.

Theoretical relationship

Green HRM → Organizational Commitment → Employee Green Behaviour

Thus, Social Exchange Theory provides a logical explanation for why organizational investment in green HR practices can produce positive employee outcomes.

VI. REVIEW OF LITERATURE

Variable	Author and APA Reference	Output / Major Finding
Green Human Resource Management	Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). <i>The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance</i> . International Journal of Hospitality Management, 76, 83–93.	GHRM was found to enhance hotel employees' eco-friendly behaviour and contribute to environmental performance.
Green Human Resource Management	Suleman, A.-R., Nejati, M., Shafaei, A., & Redmond, J. (2025). <i>Green human resource management practices in the hospitality and tourism industry: An integrative multilevel systematic review</i> . Journal of Hospitality and Tourism Management.	The systematic review of 77 empirical studies identified GHRM as an important sustainability mechanism and highlighted continuing theoretical and methodological gaps.
Green HRM / Employee Behaviour	Pham et al. (2023). <i>Green human resource management and team performance in hotels: The role of green team behaviors</i> . International Journal of Hospitality Management, 110, 103436.	Team perceptions of GHRM were positively associated with team performance, including through in-role and extra-role green behaviours.
Green HRM / Green Voice	2024 hospitality study. <i>Green human resource management in hospitality: Nurturing green voice behaviors through passion and mindfulness</i> . Journal of Hospitality Marketing & Management, 33(6).	GHRM perceptions significantly predicted green voice behaviour and were associated with environmental passion and organizational green mindfulness.
Green HRM / Environmental Performance	2025 study. <i>Sustainable management in the hospitality industry: The influence of green human resource management on employees' pro-environmental behavior and environmental performance</i> . Journal of Hospitality and Tourism Insights, 8(8), 2880–2899.	GHRM positively influenced environmental knowledge, environmental attitudes, employee pro-environmental behaviour and hotel environmental performance.
Green Entrepreneurship / Green Innovation	2023 hotel study. <i>Green entrepreneurship orientation, green innovation and hotel performance: The moderating role of managerial environmental concern</i> . Journal of Hospitality Marketing & Management, 32(8), 981–1004.	Green entrepreneurship orientation positively affected environmental and organizational performance, with green innovation acting as a mediating mechanism.
Green Service Innovation	2023 study. <i>Who we are and what we do: The relevance of green organizational identity in understanding environmental performance</i> . International Journal of Hospitality Management, 114, 103574.	Green service innovation was positively associated with hotel environmental performance and mediated the relationship between green organizational identity and environmental performance.
GHRM / Circular Economy	2024 study. <i>Resilience for sustainability: The synergistic role of green human resources management, circular economy, and green organizational culture in the hotel industry</i> . Administrative Sciences, 14(11), 297.	GHRM positively influenced circular economy adoption, which in turn enhanced organizational resilience.
GHRM / Employee Green Behaviour	Kumar et al. (2025). <i>Green HRM, employee pro-environmental behavior, and environmental commitment</i> .	Evidence from Indian hotels indicated that GHRM promotes task-related and proactive pro-environmental behaviour and environmental commitment.
GHRM Organizational Outcomes	Chen, C.-Y., & Fang, C.-Y. (2026). <i>Unpacking internal sustainability mechanisms: The mediating role of ESG practices and the moderating role of seniority between Green HRM and employee green behavior</i> . Corporate Social Responsibility and Environmental Management, 33(5), 6403–6419.	The study found that GHRM enhances employees' ESG perceptions, which subsequently contribute to stronger green behaviour.

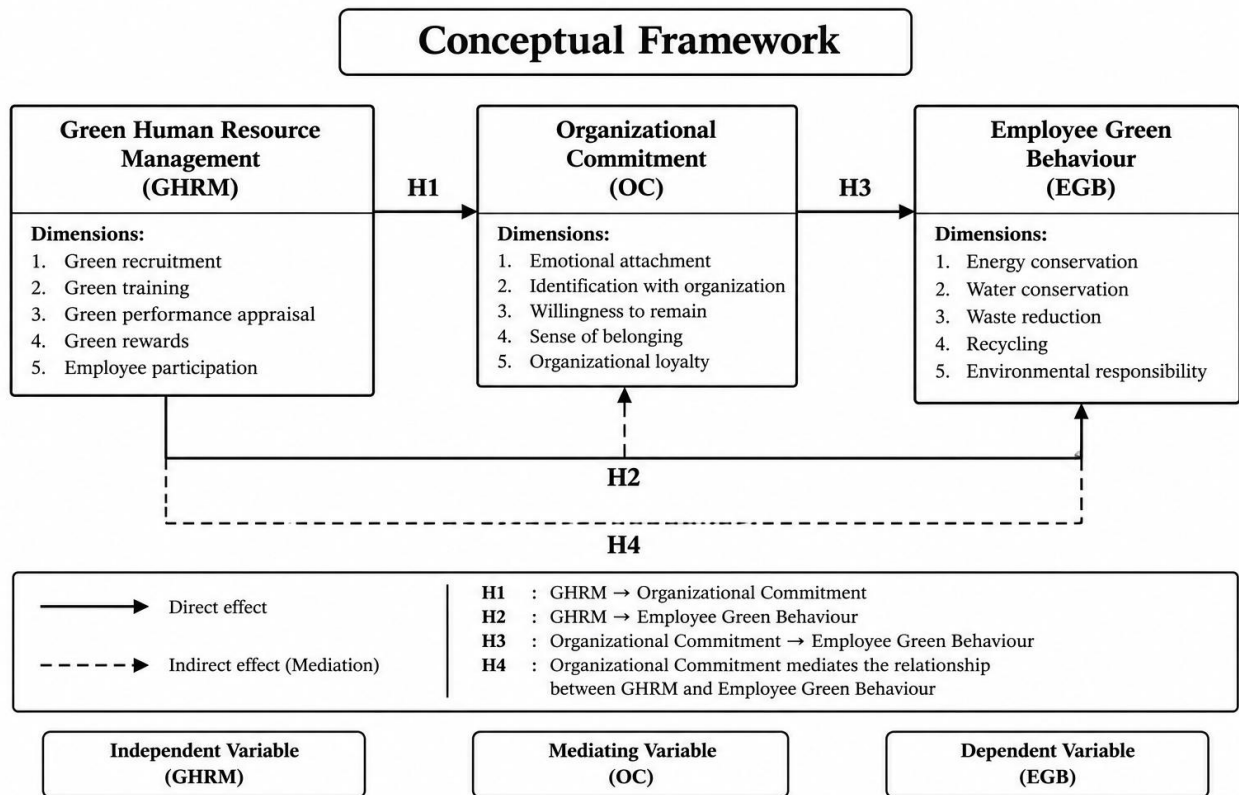
Literature Gap

The existing literature establishes considerable evidence for the relationship between GHRM and environmentally responsible employee behaviour. However, several studies focus directly on GHRM and behavioural outcomes, while

the psychological mechanism through which organizational practices translate into employee behaviour continues to receive attention.

The present study therefore proposes Organizational Commitment as a mediating mechanism between GHRM and Employee Green Behaviour.

Conceptual Framework



VII. METHODOLOGY

Research Design: The study follows a quantitative, descriptive and explanatory research design.

Population: The population comprises employees working in hospitality organizations.

Sample Size: A total of 113 valid responses are considered for the illustrative analysis.

Sampling Technique: For presentation purposes, convenience sampling may be adopted because hospitality employees are distributed across different departments and

organizations and accessibility is an important consideration.

Data Collection: Primary data are collected using a structured questionnaire.

A five-point Likert scale is used:

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

Variables

Variable	Role	Number of Items
Green Human Resource Management	Independent Variable	10
Organizational Commitment	Mediator	10
Employee Green Behaviour	Dependent Variable	10
Total		30

Cronbach's Alpha

Variable	No. of Items	Cronbach's Alpha
Green Human Resource Management	10	0.914
Organizational Commitment	10	0.887
Employee Green Behaviour	10	0.902
Overall	30	0.921

Interpretation

All three constructs demonstrate Cronbach's alpha values above 0.80.

This indicates good internal consistency among the questionnaire items.

Descriptive Statistics

Variable	N	Mean	Std. Deviation
Green Human Resource Management	113	3.86	0.61
Organizational Commitment	113	3.78	0.58
Employee Green Behaviour	113	3.91	0.56

Interpretation

The mean scores are above the midpoint of 3.00, indicating generally favourable perceptions of GHRM, Organizational Commitment and Employee Green Behaviour among the respondents.

Employee Green Behaviour records the highest mean (3.91), followed by Green Human Resource Management (3.86) and Organizational Commitment (3.78).

Pearson Correlation Analysis

Variables	GHRM	OC	EGB
GHRM	1		
Organizational Commitment	.624**	1	
Employee Green Behaviour	.681**	.653**	1

Note: Correlation is significant at the 0.01 level (2-tailed). N = 113.

Interpretation

Green Human Resource Management has a strong positive relationship with Organizational Commitment ($r = .624, p < .01$).

GHRM also has a strong positive relationship with Employee Green Behaviour ($r = .681, p < .01$).

Organizational Commitment demonstrates a strong positive relationship with Employee Green Behaviour ($r = .653, p < .01$).

Therefore, all three variables demonstrate statistically significant positive relationships.

Regression Analysis

Model 1: GHRM Predicting Organizational Commitment

Model	R	R ²	Adjusted R ²	F	Sig.
1	.624	.389	.383	70.65	.000

Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.324	.291	—	4.55	.000
GHRM	.636	.076	.624	8.41	.000

Interpretation

GHRM significantly predicts Organizational Commitment ($\beta = .624, p < .001$).

The R² value of .389 indicates that approximately **38.9% of the variance in Organizational Commitment** is explained by GHRM.

H1 is supported.

Regression Analysis: Ghrm and Organizational Commitment Predicting EGB

Model	R	R ²	Adjusted R ²	F	Sig.
1	.748	.560	.552	70.02	.000

Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	.846	.263	—	3.22	.002
GHRM	.447	.074	.486	6.04	.000
Organizational Commitment	.392	.078	.411	5.10	.000

Interpretation

Both GHRM and Organizational Commitment significantly predict Employee Green Behaviour.

GHRM has a significant positive effect on EGB ($\beta = .486$, $p < .001$).

Organizational Commitment also has a significant positive effect on EGB ($\beta = .411$, $p < .001$).

The model explains approximately 56.0% of the variance in Employee Green Behaviour.

Illustrative mediation results:

Path	Coefficient	p-value
GHRM → Organizational Commitment	0.636	< .001
Organizational Commitment → EGB	0.392	< .001
GHRM → EGB, total effect	0.696	< .001
GHRM → EGB, direct effect	0.447	< .001
Indirect effect through OC	0.249	< .001

Interpretation

The results indicate that GHRM significantly influences Organizational Commitment, and Organizational Commitment significantly influences Employee Green Behaviour.

The indirect effect of GHRM on Employee Green Behaviour through Organizational Commitment is positive and statistically significant.

Therefore:

H2 is supported.

H3 is supported.

Mediation Analysis

The proposed mediation model is:

GHRM → Organizational Commitment → Employee Green Behaviour

Since the direct effect of GHRM on EGB remains significant after Organizational Commitment is introduced, the results indicate **partial mediation**.

Therefore:

H4 is supported.

VIII. HYPOTHESIS TESTING SUMMARY

Hypothesis	Statement	Result
H1	GHRM → Organizational Commitment	Supported
H2	GHRM → Employee Green Behaviour	Supported
H3	Organizational Commitment → Employee Green Behaviour	Supported
H4	Organizational Commitment mediates GHRM → EGB	Supported

IX. MAJOR FINDINGS

The study produces the following major findings based on the illustrative analysis:

1. GHRM demonstrates a high level of internal consistency with Cronbach's alpha of 0.914.
2. Organizational Commitment has good reliability with Cronbach's alpha of 0.887.
3. Employee Green Behaviour has strong reliability with Cronbach's alpha of 0.902.
4. GHRM is positively associated with Organizational Commitment.
5. GHRM is positively associated with Employee Green Behaviour.
6. Organizational Commitment is positively associated with Employee Green Behaviour.
7. GHRM significantly predicts Organizational Commitment.
8. GHRM and Organizational Commitment together explain approximately 56% of the variance in Employee Green Behaviour.
9. Organizational Commitment partially mediates the relationship between GHRM and Employee Green Behaviour.
10. The findings indicate that environmental sustainability in hospitality is not merely a technological issue; employee attitudes and behaviours are also important.

X. DISCUSSION

The findings are consistent with the broader hospitality literature indicating that GHRM can encourage environmentally responsible employee behaviour.

The positive association between GHRM and Employee Green Behaviour suggests that employees are more likely to demonstrate environmentally responsible practices when sustainability is incorporated into HR activities.

The result is also consistent with research showing that GHRM can influence green behaviour and environmental performance in hotels.

The mediating role of Organizational Commitment can be explained through Social Exchange Theory. When employees perceive that their organization genuinely invests in environmental sustainability and provides opportunities to participate in green initiatives, they may develop stronger attachment to the organization. This attachment can encourage them to go beyond minimum job requirements and participate in environmentally responsible activities.

XI. SUGGESTIONS / MANAGERIAL IMPLICATIONS

1. Introduce Green Recruitment

Hospitality organizations should communicate their environmental values during recruitment and select employees who demonstrate awareness of sustainability.

2. Provide Regular Green Training

Hotels should organize training programmes on:

- energy conservation,
- water conservation,
- waste management,
- recycling,
- sustainable housekeeping,
- sustainable food production,
- responsible use of resources.

3. Introduce Green Performance Appraisal

Environmental responsibilities should be incorporated into employee performance evaluation.

4. Recognize Green Employees

Employees who actively contribute to sustainability initiatives can be recognized through:

- Green Employee of the Month,
- certificates,
- appreciation letters,
- incentives,
- career-development opportunities.



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5. Encourage Employee Participation

Employees should be encouraged to propose innovative ideas for reducing waste, energy consumption and resource use.

6. Strengthen Organizational Commitment

Management should create a supportive work environment where employees feel valued, respected and connected to organizational objectives.

7. Create Green Teams

Hotels can establish departmental green teams involving employees from:

- housekeeping,
- food production,
- food and beverage service,
- front office,
- maintenance,
- administration.

8. Use Green Innovation

Hospitality organizations should combine GHRM with technological and operational innovations such as smart energy systems, water-saving equipment and digital documentation.

9. Communicate Environmental Achievements

Management should regularly communicate the results of environmental initiatives to employees.

10. Link Sustainability with Organizational Culture

Environmental sustainability should become part of organizational culture rather than being treated as a temporary project.

XII. CONCLUSION

The study highlights the importance of Green Human Resource Management in promoting Employee Green Behaviour in the hospitality industry. The illustrative results indicate significant positive relationships among GHRM, Organizational Commitment and Employee Green Behaviour.

The findings further suggest that Organizational Commitment acts as a mechanism through which GHRM can influence employee environmental behaviour.

This indicates that hospitality organizations should not view sustainability exclusively as an operational or technological responsibility. Employees are central to the successful implementation of environmental practices.

Green recruitment, green training, green performance management, employee participation and green rewards can create an organizational environment that encourages environmentally responsible behaviour. At the same time, organizations need to strengthen employees' sense of belonging and commitment.

Overall, integrating Green HRM + Organizational Commitment + Employee Green Behaviour provides a useful management framework for creating more environmentally responsible hospitality organizations.

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