



## Evaluating the role of green innovation and green culture as mediator and moderator between green HR practices and sustainable environmental performance

### The Dutch Hotel Industry: A Comprehensive Analysis

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**Abstract:** The aim of the study was to establish a model in combination of HR practices including (green recruitment & selection, green training & development, green reward & pay, and green performance appraisals) on sustainable environmental performance of hotel industry of Netherland. In order to bring novelty in the study, green innovation was taken as mediating variable while the moderating effect of green culture was placed between the relationship of green innovation and sustainable environmental performance. A strong and current literature support was provided with the help of stakeholder theory. Based on the said theory, a theoretical frame work was developed and hypotheses were made accordingly. The research onion was utilized to design research model. A quantitative research was organized, and accordingly eight well-known hotels of the city of Amsterdam (Netherland's) were selected as population of the study. A primary data was collected from the seven categories of job holder including general manager, hotel managers, front desk receptionist, food and beverage staff, event coordinators, sales and marketing and maintenance staff. The total number of selected job categories of the study were about to 2800-2900. By using the formula of Solvin's' and determining sampling size by (Sekaran, 2016), 338 to 350 sample size for the current study were decided. In order to get maximum response, a 380 survey questionnaires were distributed among key staff of selected hotels. A 370 filled questionnaires were received back. After applying the process of screening of primary data, finally, 350 survey forms were used in data analysis. SPSS and structural equation modelling techniques were used for measurement and structural model of the study. Nexus to the analysis, five direct, four indirect and one moderated hypotheses were tested. Most of the study hypotheses were supported except one direct, one indirect and one moderated hypothesis. Finally, implication of the study in theory and practice has been given.

**Key words:** Green HR practices, Green innovation, Green culture, Sustainable environmental performance.

#### 1. Introduction

In today world, organization performance through environmental sustainability and green human resource practices are the growing area research studies. The practices of green HR involve integrating sustainable environment leads to bring sustainable eco-friendly environment. It is a critical concern with today businesses and human resources. Companies are accountable for their environmental activities related with green human resource practices which is

finally leads to bring financial sustainability. Many studies related to environment performance and sustainability in the recent past has been conducted like Liu et al. (2024) conducted a systematic review on environmental sustainability, and green human resource along with the future directions. This study critically analyzed 55 articles published in reputed impact factor journals during 2010 to 2023. The most common practices of green HR including green recruitment, green training and development, employee's engagement via eco-friendly environment and metrics of environmental performance. The findings of Liu et al. (2024) highlighted the importance of green HR practices and sustainable environment performance. Accordingly, engagement of all employees with green activities are essential part of overall organizational activities while organization should develop strategies with the aim to incorporate sustainable environment through green human resource practices. The future directions of Liu et al. (2024) suggested that standard sustainable environment performance metrics for human resource management is highly recommended. Moreover, future research work should explore the mediating role of green innovation and moderating role leadership and green culture with the integrating support of green human resource practices. The current study aim is to analyze the influence of green human resource practices on sustainable environmental performance of hotel industry of Netherlands with the mediating role of green innovation and moderating role of green culture.

### **1.1 Problem Statement**

Netherlands is indeed a developed country and are more committed towards environmental sustainability Barendrecht et al. (2022) but the fact that there are growing issues related with the integration of green human resource practices in the country. In the previous studies, Koene et al. (2019) stated that the government of Netherlands has serious concerned with the eco-friendly environment and struggling to become one of the environmental sustainable region of the Europe. Nexus to environmental sustainability, the government of Netherlands are adopting green human resource essential practices towards environmental sustainability and financial performance. According to the study of Barendrecht et al. (2022) the implementation of green HR practices in Netherland is in initial stage while facing numerous challenges including lack of knowledge, cultural challenges, proactivity and innovations. The prior study of Liu et al. (2024) suggested that standard sustainable environment performance metrics for human resource management is highly recommended while green innovation & green culture with the integrating support of green human resource practices are essential to adopt.

In previous studies related with sustainability and integrating role of green HR practices, researchers have their own contradicted and unpredicted perceptions. Many scholars Liu et al. (2024), Barendrecht et al. (2022) and Wand et al. (2020) proposed significant association, but Sabir et al. (2020) has suggested insignificant association between green human resource practices and sustainable environmental performance. Based on the contradictive views of authors, additional study in different contexts is required to clarify these contrary and inconsistent results and provide light on the impact of green HR practices on the long-term performance of organizations. Green HRM methods may boost environmental performance and employee happiness, even if this area of study is still in its beginning.

### **1.2 Research Objectives**

- a) Find the best green HRM practices to boost long-term environmental performance.
- b) Examining the role of green innovation as a bridge between environmentally responsible performance and green human resource management methods is the main objective of this research.
- c) In order to determine how green culture acts as a buffer between green innovation and long-term environmental sustainability

### **1.3 Research Questions**

- a) How effective are green HRM practices in the long run for the environment?
- b) Is green innovation a mediator between environmentally conscious HRM practices and long-term environmental performance?
- c) To what extent does green culture act as a moderator between green innovation and environmentally sustainable performance?

## **2. Literature Review**

Environmentally friendly HR policies and practices may boost productivity, according to many research

(Barendrecht, 2022). Paillé et al. (2019) found that environmentally friendly HRM practices improved eco-friendly performance, business reputation, and workforce satisfaction.

Green HRM techniques have been studied for their impact on environmental performance.

The previous study of many scholars like Nasreen et al. (2021) suggested significant association between green human resource practices and sustainable environmental performance. Accordingly, the other study of Ahmed et al. (2021) argued that green practices of HR improve corporate financial performance while promoting green innovation behavior among employees. Another study of Zhao and Zhang (2021) suggested that top level management should adopt sustainable environment performance with the implementations of green HR practices. These statements of Zaho et al (2021) supports the findings of Jabbour et al. (2021) long-term environmental support by examining how eco-friendly HR strategies promote financial performance of Brazilian companies. In the past, green training and development, green recruitment and selection were considered the important practices of HR, but the recent study of Lie et al. (2024) and study of Kianto et al. (2020) emphasizes on adopting green innovation and green culture practices with in the organization. These results suggest that eco-friendly training and development may make it easier to foster workplace innovation and creativity, perhaps increasing productivity. Companies may also give incentives and eco-friendly payments to promote environmentally good behavior. Ahmed et al. (2021) found that green HRM improved business performance. The mediator promoted environmental innovation to accomplish this impact. This discovery matches earlier findings. This supports the idea that companies should recognize and reward environmentalists. Green performance evaluations may help companies evaluate employees' sustainability efforts. Jabbour et al. (2021) found that green HRM practices benefit Brazilian companies financially and environmentally. This suggests that including environmental objectives into performance reviews may benefit companies.

## **2.1 Good Work Practices Eventually Benefit the Environment**

Jabbou et al. (2021) define "green recruitment and selection" as the process by which organizations employ individuals who care about the environment and can promote a green culture. Green recruitment tactics have been extensively studied for their environmental impact. Mujahidul et al. (2019) found that environmentally aware hiring methods improved firm performance. Businesses benefit from sustainable employment practices because they create environmentally conscious employees. Xu and colleagues (2020) discovered that enterprises with ecologically sustainable employment policies performed better financially and had a higher stakeholder reputation. Qian et al. (2021) found that recruiting strategies that focus environmental sustainability may increase employee devotion and environmental performance.

Yang et al. (2021) stated that eco-friendly hiring may boost workplace creativity. Hiring environmentally conscious employees may benefit the organization and the world.

H<sub>1</sub>: There is a significant impact of human resource management technique such as green hiring on long-term environmental performance.

## **2.2 Relationship of Green Compensation & Reward on Sustainable Environmental Performance**

The term "green compensation" concerns to the impression of motivating individuals or commerce to alleviate their adversative impression on the atmosphere by financial or other methods. This evolving concept has gathered considerable attention recently, driven by escalating concerns over environmental corrosion and climate change (Bagur-Femenias et al., 2022; Cui et al., 2024). Though, there is a lack of study on the impression of green pay on citations and productivity. This research contributes to the current information by contribution green pay and incentives, which are anticipated to enhance environmental performance. Companies that gladly disclose their environmental performance are more likely to have high levels of social responsibility and to receive more media attention (Bagur-Femenias et al., 2022; Cui et al., 2024). Previous research has shown that financial incentives tied to workers' performance on environmental responsibility tasks increase their commitment to company sustainability initiatives. Research by Rawashdeh (2018) indicates that financial incentives and green awards programs encourage employees to take in green projects. An alternative theory has been proposed in light of the aforementioned material

H<sub>2</sub>: Green compensation and reward positively associated with sustainable environmental performance.

### **2.3 Association of Green Training and Development with Sustainable Environmental Performance**

Green training and green development are considered to be a crucial factor in boosting sustainability in environmental and financial performance of organizations. Prior research of Kumar et al. (2024) stated that green training and development improve skill and knowledge of employees regarding improvement in sustainability in environment for instance reduced consumption of energy, adoption of solar energy, and greenhouse gas emanations. Accordingly, the study of Srivastava et al. (2024) argues that green training and development improved sense of responsibility and behavior towards improved environmental compliances while reduce risk in management. Sharma et al. (2024) concurred with the claim of Kumar et al. (2024) and Srivastava et al. (2024) that green training and green development is a vigorous and emerging practice of human resource management fostering financial and environmental sustainable performance of organizations. On the other hand, Dharma et al. (2024) conducted a study where 500 employees were participated in survey. The findings of the study demonstrated that, green T&G significantly improved individuals sense and behavior towards eco-friendly environment. Interestingly, the study shows that 25% positive change were found in employees about sustainability in environment and financial performance. Finally, this study founds three key factors associated with green T&D such as support of organization, motivation and expertise of trainer (Dharma et al., 2024). Similarly, the previous study of Jabbour et al. (2022) concurred with the findings of Luu et al. (2023) that green learning has had a profound effect on employees by extended awareness of environmental sustainability and influence individual self-esteem. By empowering individuals with the skills and knowledge to contribute eco-friendly environment, green T&D has increased green innovation and a green culture leading to environmental sustainability and financial performance of organization. In order to explore more insights regarding training and its benefits, further studies are required to investigate and assess how much green training and development may help to improving environmental performance at both the individual and organizational levels (Teixeira et al., 2021).

Third hypothesis is established based on above literature.

H<sub>3</sub>: A significant association between green training and development and Sustainable environmental performance has been observed.

### **2.4 Performance Evaluation on Long-Term Environmental Sustainability**

Performance evaluation is a critical component of human resource management which not only provide feedback of employee's performance but also appraisals of human resource department (Jabbour et al., 2022; Luu, 2023). The prior study of Islam et al. (2019) suggested that the executions of HR green practices, most importantly evaluation of performance of all employees have a significant impact on a company's environmental performance. Many companies might gain benefits by adopting green practices such as performance evaluation of individuals Teixeira et al. (2021), like environmental goal-setting. Accordingly, the study of Rahman et al. (2020) argued the execution of green performance appraisals specifically while other green HR practices generally leads to boost employees job outcomes, and finally gain mutual benefits for the organization and the environment (Guerci et al., 2020). Previous studies signpost the practice of green performance assessment activity effectively motivates workers to engage in environmentally friendly behaviors. Environmental performance targets and evaluations of progress towards those goals are examples of such methodologies. Moreover, the use of green performance evaluation tools may enhance enterprises' environmental performance by enhancing staff knowledge and comprehension of environmental problems (Ali et al., 2021). The most recent study of Kumar et al. (2024) argued that green performance appraisals is crucial factor assessing performance of sustainable environment. This practice allow management to identify area for improvement (Kumar et al., 2024). The study of Jain et al. (2024) concurred the claim of Kumar et al. (2024) that conducting a regular performance appraisal, both individuals and organization can track their growth just before environmental and financial performance. Moreover, green performance evaluation can increase culture transparency and accountability of their act which can directly lead to sustainability of performance (Gupta et al., 2024). In the previous study, the implementations of evaluation of green performance had a positive impact on both organizational performance and personnel environmental performance Zhang et al. (2022), as well as increasing work satisfaction (Guerci et al., 2020). Researchers have shown that firms may benefit from incorporating green performance evaluation into their conventional HR operations. Employees' awareness of environmental concerns would increase, leading to improved efficiency in their job.

H<sub>4</sub>: Green performance assessment favorably connected with sustainable environmental performance is an alternate

idea that has been put out in light of the materials described above.

### **2.5 Function of Green Innovation as Mediator**

As a bridge between green HRM practices and innovative ideas for environmental problem-solving, green innovation posits that environmentally friendly HRM methods may improve an organization's bottom line while simultaneously benefiting the environment (Moneva, 2022). New goods, services, processes, and business models that are environmentally friendly and work towards sustainability are known as "green innovation" (Moneva, 2022). Renewable energy, the circular economy, and innovative environmentally friendly goods and services are a few ways that green innovation may be accomplished. Škerlič (2022) states that by endorsing green HRM practices, companies may encourage a sustainable culture and encourage employees to think creatively about environmental problems.

H<sub>5</sub>: The mediating role of Green innovation play a significant role in between the exogenous variable of green HR practices and outcome variable of sustainable environmental performance.

### **2.6 The Aforementioned Literature has Led to the Development of Four more hypotheses**

H<sub>6</sub>: The connection between environmentally conscious hiring practices and long-term environmental sustainability is mediated by green innovation.

H<sub>7</sub>: Mediating role of green innovation influence the relationship between training and development and sustainable environmental performance.

H<sub>8</sub>: Mediating role of green innovation influence the relationship between green compensation & reward and sustainable environmental performance.

H<sub>9</sub>: Mediating role of green innovation influence the relationship between green performance appraisal and sustainable environmental performance.

### **2.7 Analyzing the Connection between Green HRM Practices and the Sustainable Environmental Performance via the Moderating Effect of Green Culture**

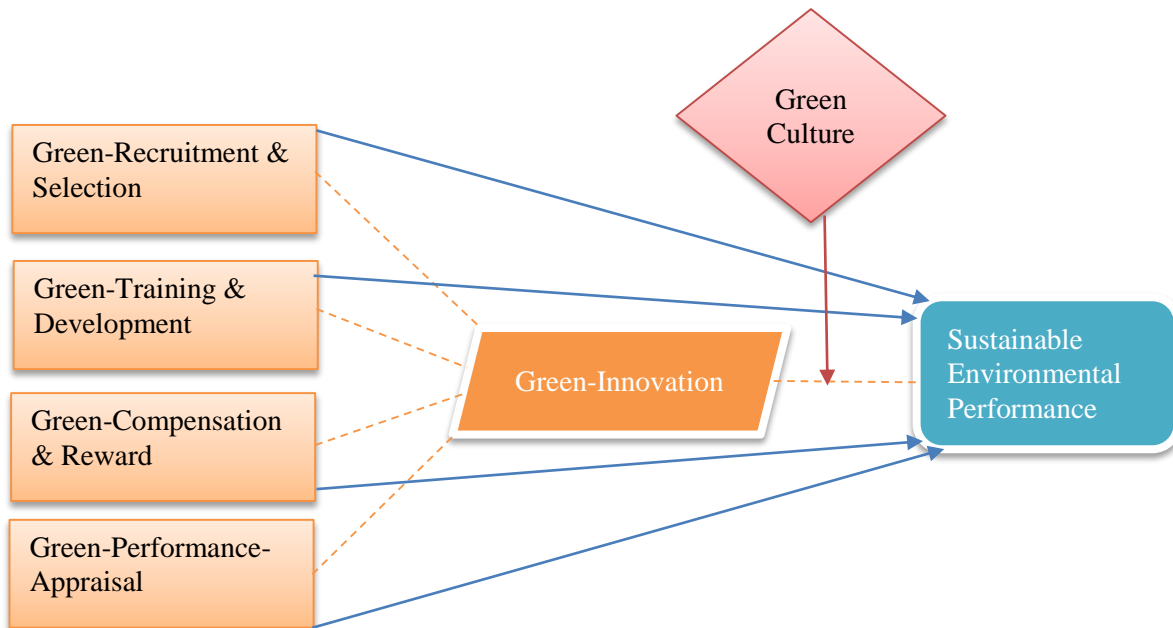
The term "green culture" describes an organization's ethos that prioritizes ecologically responsible actions. According to Aditiya (2019), this culture places a premium on minimizing waste and protecting the environment. If green culture is widely adopted, would it significantly affect the growth of environmentally sustainable performance?

A lot of researchers, including Lin (2020), have proposed that companies with a green culture do better for the environment as a way to address this kind of challenge. Moreover, lasting financial benefits may be achieved by the use of ecologically friendly procedures. You may save money on your power cost, for example, by installing energy-efficient appliances. Using recycled products and cutting down on trash may also help bring down the price of garbage collection. Green culture also has the potential to boost an organization's image, which in turn may boost sales and customer loyalty. Companies in India with a strong environmental culture outperformed their peers financially and were more inclined to participate in CSR initiatives, according to research by Sharma (2022). And since people are starting to care more and more about the planet, they want to support sustainable businesses. According to the research, businesses need to foster a strong green culture if they want to boost their environmental performance and make green HRM strategies work better. To learn more about the effects of green culture on long-term environmental performance and the mediated moderating mechanisms, more studies are required.

The aforementioned literature supports the proposal of an additional moderating hypothesis

H<sub>9</sub>: Moderating role of green culture influence the relationship between mediating role of green innovation and sustainable environmental performance.

Figure 1. Conceptual model based on stakeholder theory



There are seven variables in the model shown above: where four are exogenous, one mediating, one moderating, and one is dependent / endogenous variable. The model representation proposed by Sekaran (2016) places each variable inside a box. The true meaning of each variable is indicated by each box. Four independent factors directly affect the dependent variable, according to the model. There are four independent variables and one dependent variable; hence, green innovation acts as a mediator. Organizational performance in relation to green innovation is moderated by green culture.

### 2.8 Underpinning Theory Support (Stakeholder Theory)

By bringing together stakeholder theory and environmental concerns, green HR may be a useful tool for businesses.

- a) Green hiring: Companies may find people who care about the environment and want to work for a sustainable company by using green hiring practices. Interview questions on environmental awareness and morals are common, and employers may give preference to applicants with experience in environmentally conscious fields.
- b) Companies may provide green training and development programs to their staff as a way to show their support for environmental sustainability. Efficiency in energy use, waste reduction, and environmentally friendly transportation are among topics that a group might cover. Environmental sustainability and the development of abilities to achieve the company's sustainability objectives may be aided by this.
- c) Companies may evaluate workers' efficiency by looking at how well they contribute to a sustainable future. A company may assess workers' progress toward environmental sustainability goals if it sets such goals for them. Employees may feel more motivated to make environmentally conscious choices and rally behind the company's sustainability initiatives if this happens.

d) Companies may provide financial incentives to workers who demonstrate a commitment to environmental sustainability. Incentives for eco-friendliness or using the bus or train are one example. Employees may be more likely to back the company's long-term objectives and make environmentally conscious choices if this happens.

Organizations may benefit from stakeholder theory and green HR practices by taking environmental and other stakeholders' interests into account when making decisions. Potentially improved stakeholder interactions, sustainable environmental performance, and the company's reputation could result from this.

### 3. Research Methodology

#### 3.1 Respondents and Procedure

Based on the comprehensive literature support and theoretical credentials such as stakeholder theory, a comprehensible theoretical framework has been established shown as figure 1. Based on the model of the study, 8 hypotheses of the study have been developed. In this connection, hotel industry of the Amsterdam city of Netherland's was selected as target population. Seven different job holders of eight hotels were selected as sample. Demographic profile is presented in table 2. The reason behind choosing hotel industry is the success, reputations and implementation of green HR practices in Netherland. The way they dealing, implementing and promoting green HR practices with the aim of promoting sustainable environment performance is the only reason of Hotel industry. The research onion was utilized to design research model. A quantitative research was organized, and accordingly eight big hotels of the city of Amsterdam (Netherland's) were selected as population of the study. A primary data was collected from the seven categories of job holder including general manager, hotel managers, front desk receptionist, food and beverage staff, event coordinators, sales and marketing and maintenance staff. The total number of selected job categories of the study were about to 2800-2900. By using the formula of Solvin's' and determining sampling size by (Sekaran, 2016), 338 to 350 sample size for the current study were decided. In order to get maximum response, a 380 survey questionnaires were distributed among key staff of hotels. A 370 filled questionnaires were received back. After applying the process of screening of primary data, finally, 350 survey forms were used in data analysis. In this connection, preliminary analysis was done with SPSS including demographic analysis, reliability analysis, handling normality and outlier's issues and correlation analysis. Finally, structural equation modelling was used to measure a model and to test hypotheses of the study.

#### 3.2 Measures of Scales

A reliable measure is one that remains constant or stable across time or among different observers. When applied repeatedly or by different people, a reliable metric should provide the same results. Giving the same test to the same group again and comparing the results is an example of test-retest reliability. The reliability of ratings given by different observers of the same event is called inter-rater reliability. The dependability of the scales is being tested using Cronbach's Alpha.

You can see the used scales and their dependability in the table below,

Table 1: Reliability of Scales

Name of variable/ scale	Adopted / source	Items	Cronbach's Alpha
Green Recruitment and Selection	Haldorai et al. 2022	4	0.83
Green Training & Development	Deepak Bangwal et al 2017	4	0.79
Green Compensation & Reward	Deepak Bangwal et al 2017	4	0.81
Green Performance Appraisal	(Haldorai et al. 2022	4	0.82
Green Innovation	(Tseng et al. 2013)	3	0.87
Green Culture Green culture	(Papadas et al. 2017)	3	0.78
Environmental Performance	(Sobaih et al. 2020)	3	0.80

### 4. Data Analysis and Results

#### 4.1 Model Measurement

In order to measure a model, SEM-PLS was applied to evaluate the theory of measurement and structural model of

the study. As the data was found non-normal distributed suggested using of none parametric tests (Hair et al., 2021). The measure model of SEM-PLS evaluates the important criteria such as Cronbach Alpha, composite reliability, rho\_A and AVE (Henseler et al., 2015). According to the criteria set by practitioners is the score of CA and CR should above 0.7 (Ramayah et al., 2019). Accordingly, the score of AVE should greater than 0.5 (Ringle et al., 2018). Table 3 representing full description of the current study reliability and validity measures.

The below mentioned table 2 representing that the outer loadings of the model are over the minimum criterion of 0.7. Few item loadings were below the criteria has been discarded. The complete measurement model of the study is presented in figure 2.

Table 2: Demographics Profile

Demographics		Respondents	%	Cumulative %
Job Titles	General__Manager	1	.3	.3
	Hotel__Manager	56	16.0	16.3
	Front__Desk__Receptionist	128	36.6	52.9
	Food__&__Beverage__Staff	58	16.6	69.4
	Event__Coordinators	17	4.9	74.3
	Sales__&__Marketing	44	12.6	86.9
	Maintenance__Staff	46	13.1	100.0
Gender	Male	251	71.7	71.7
	Female	99	28.3	100.0
	N-H--Hotels	71	20.3	20.3
Hotels of Amsterdam	Fletcher--Hotels	72	20.6	40.9
	Accor--Hotels	62	17.7	58.6
	Marriott--International	43	12.3	70.9
	Hilton—Hotels--&--Resorts	36	10.3	81.1
	Radisson--Blu	33	9.4	90.6
	Bastion--Hotels	24	6.9	97.4
	Van—der—Valk--Hotel	9	2.6	100.0
	Total	350	100.0	100.0

Figure 2: Measurement model of the study

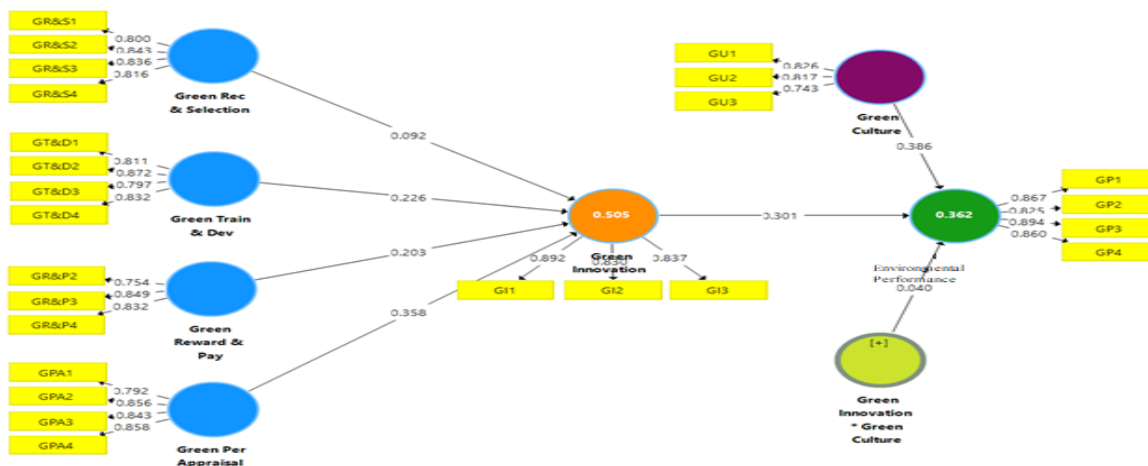


Table 3: CA, rho\_A, CR and AVE

	Cronbach's Alpha	rho_A	CR	AVE	AVE SQRT
GC	0.712	0.723	0.838	0.634	0.796
GI	0.813	0.823	0.889	0.728	0.853
GPA	0.858	0.861	0.904	0.702	0.837
EP	0.884	0.886	0.92	0.742	0.861
GR&S	0.843	0.848	0.894	0.678	0.823
GR&P	0.744	0.759	0.853	0.660	0.812
GT&D	0.848	0.857	0.897	0.686	0.828

*GPA, Green Performance Appraisal; GI, Green Innovation; EP, Environmental Performance; GRS, Green Recruitment and Selection; GT&D, Green Training & Development; GR&P, Green Reward & Pay; Green Culture.*

In order to establish discriminant validity, criteria of Fornell-Larcker and cross loadings is established and tested discriminant validity (Henseler, 2015). In prior studies of Ringle, Henseler and Sarstedt (2015) revealed that the approach of Fornell-Larcker and cross loadings results are not reliable and do not detect appropriate validity. These researchers proposed an alternative technique based on the matrix of multitrait-multimethod. The current study findings of HTMT indicated that there is no issue of discriminant issue. According to Klin (2011) that it is necessary for the ratio of HTMT to retain the value is 0.85 and maximum the value should not exceed 0.90 (Gold, 2001). Below mentioned table representing the score of HTMT where the maximum value of GT&D is 0.85.

Table 4: Discriminant Validity

	GI	GPA	EP	GRS	GR&P	GT&D
GI	0.694					
GPA	0.739	0.711				
EP	0.676	0.59	0.659			
GRS	0.495	0.548	0.453	0.495		
GR&P	0.597	0.706	0.55	0.569	0.6	
GT&D	0.614	0.704	0.582	0.556	0.706	0.85

*GPA, Green Performance Appraisal; GI, Green Innovation; EP, Environmental Performance; GRS, Green Recruitment and Selection; GT&D, Green Training & Development; GR&P, Green Reward & Pay; Green Culture.*

#### 4.2 Assessment of Structural Model

After successfully establishment of measurement model, the next step is to establish structural model of the study.

#### 4.3 Testing Hypotheses

In quantitative research study, the structural model is based on theorized model need to investigate the relationships between the variables. This phase explains the association between exogenous, endogenous, mediator and moderating variables (Sarstedt et al., 2017). In structural model, the first phase is to test the score of variance inflation factors (VIF) with the aim to find out the issues of multicollinearity. In the next step, path coefficient of the relationships is investigated. The third step is about to test t value, and p value of the model. According to Henseler (2015) t score and path coefficient are considered to determine the significance of regression analysis. For one tail, the score of t larger than 1.64 is considered statistically substantial while the score of t larger than 1.96 is deemed to be highly significant (Hair et al., 2019). Below mentioned table 5 representing nine hypotheses of the study which have been tested.

Table 5: Hypotheses testing

	Sample Mean	Standard Deviation	t-value	p-	Status
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				value	
GRS-> EP	0.136	0.061	2.257	0.024	Accept
GR&P-> EP	0.172	0.075	2.35	0.019	Accept
GT&D->EP	0.093	0.078	1.067	0.287	Reject
GPA->EP	0.404	0.058	6.99	0.000	Accept
GPA->GI->EP	0.109	0.029	3.72	0.000	Accept
GRS->GI->EP	0.027	0.018	1.554	0.121	Reject
GT&D->GI->EP	0.068	0.023	3.028	0.003	Accept
GR&P->GI->EP	0.062	0.024	2.505	0.013	Accept
GI*GC->EP	0.036	0.057	0.713	0.476	Reject

GPA, Green Performance Appraisal; GI, Green Innovation; EP, Environmental Performance; GRS, Green Recruitment and Selection; GT&D, Green Training & Development; GR&P, Green Reward & Pay; Green Culture.

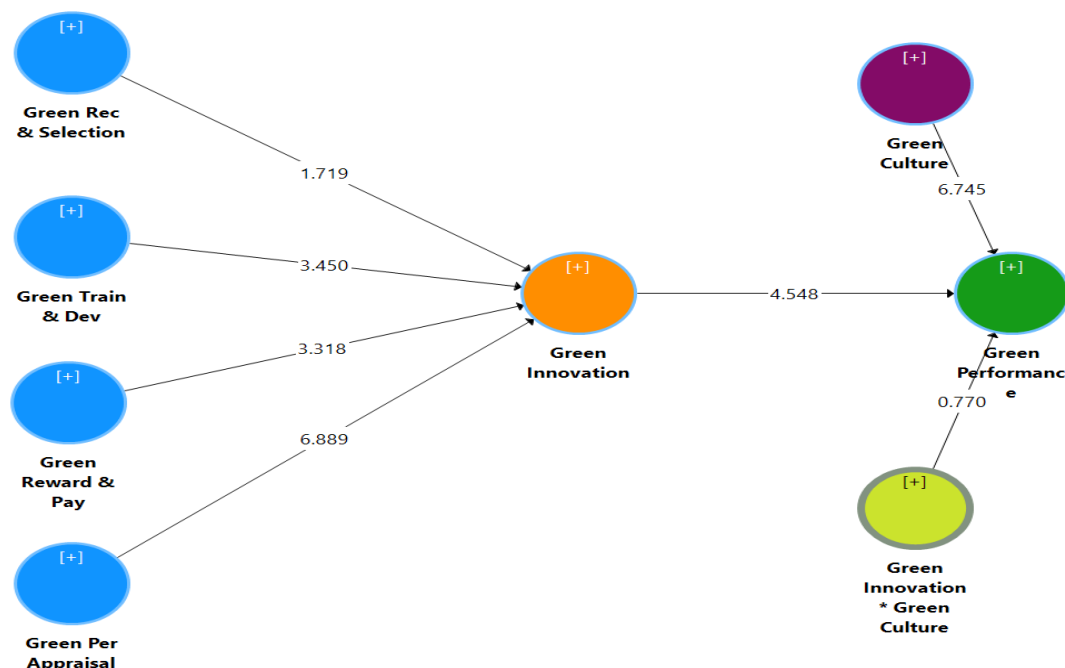
#### 4.4 Assessment of Coefficient of Determination (R<sup>2</sup>)

According to Hair et al. (2019) the important stage of structural model is to analyze coefficient of determination. The variance of dependent variable caused by exogenous constructs representing coefficient of determination simply called R square (Hair et al., 2019). The range of R<sup>2</sup> set by experts is 0-1. The range of R square is considered weak, moderate and strong based on score like 0.13 is measured as weak, 0.33 considered as moderate effect while 0.67 and above is considered as strong coefficient of determination. The result of coefficient of determination is presented in table 6. According to the score in table 6, the coefficient of determination of green innovation is 0.505 fall into moderate effect while the R<sup>2</sup> of environment performance is 0.362 considered as moderate.

Table 6|Coefficient of Determination

	R <sup>2</sup>
Green Innovation	0.505
Environmental Performance	0.362

Figure 3: Structural model of the study



## **5. Conclusion and Implication of the Study**

This study's findings show that green HR practices have a strong correlation with the hotel industry's sustainable environmental performance in Amsterdam, Netherlands. Table 5 shows the results of a hypothesis test using a 5000 sample-resample bootstrapping technique of SEM-PLS. The test indicated that green training and development had no effect on sustainable environmental performance, but green performance appraisal, green compensation, and green hiring practices did. Statistical analysis confirmed a favorable correlation between green innovation and sustainable environmental performance, as well as between green incentive and compensation, green training and development, and green performance assessment. The results of green training and development were shown to be minor in the absence of green innovation as a mediator. Lastly, there is no discernible effect of the moderator, which is defined as "green culture with green innovation," on long-term ecological efficiency. The findings of this study corroborate those of a previous research by Ko-Kuo (2022) that found green innovation to be a significant mediator between environmentally conscious HR practices and performance. In addition, green innovation's mediation role has a significant impact on the relationship between green PD and long-term environmental sustainability. Green training includes providing hotel employees with fundamental skills, such as teaching them to meet industry requirements for cleanliness, sustainability, and environmental stewardship (Ojo et al., 2020). The results of this study corroborate those of Islam (2021) in showing that green innovation acted as a mediator between environmental performance, green incentive and pay, and green performance evaluation.

### **5.1 Findings from the Research**

The findings of this research have important significance for individuals, lawmakers, and corporations alike that are concerned about environmentally friendly human resource operations.

### **5.2 Potential Implications in Theory**

Stakeholder theory has been used in this study. Businesses may find it easier to handle stakeholder and environmental problems with the help of green HR, which integrates stakeholder theory with sustainable environmental performance. In an attempt to unite their workers behind environmental sustainability, hotels may institute green training and development programs based on the results of this study. The members of a hotel or comparable organization may be educated on issues such as energy efficiency, sustainable transportation, and trash reduction. Consequently, hotel employees could be better able to understand environmental sustainability and contribute to the company's sustainability goals. Hotel employees' contributions to the environment may be measured in other ways as well. Meeting environmental sustainability objectives may be one metric by which employees are evaluated by the hotel's HR department. As a result, the hotel sector may be more likely to support the company's sustainability initiatives and make environmentally conscious choices. When it comes to compensation and benefits, hotels may incentivize eco-friendliness among workers. The company's long-term objectives might be further advanced if this motivates workers to make environmentally conscious choices.

### **5.3 Practical Implication**

After statistical analysis, the results tell us the significance and importance of factors associated with sustainable environmental performance. The top level manager such as general manager may adopt green HR practices with the aim to bring overall green habits and behavior among the staff and employees of hotel industry. All the hotel managers can provide green environment inside and outside the hotels to promote green innovation and green culture. The event organizers and managers should arrange workshop and seminars to promote green values, green behavior and green belief which are the parts of green culture.

### **5.4 Limitations of the Study**

In current study, there were found few limitations of the study including collection of data from only staff of the hotels. Further study can enrich the population and can include green customers. Another limitation is the time horizon. This study was limited to cross sectional data; future study may embrace longitudinal time horizon for better understanding. Finally, this study has tested only one mediator in the model, and green culture was utilized as moderator of the model. In future, green culture can be used as mediator of the study.

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