



CASE STUDY

The influences of environmental awareness on green performance

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ARTICLE INFO

Article History:

Received 07 November 2022

Revised 14 February 2023

Accepted 28 March 2023

Keywords:

Environmental awareness

Green behaviours

Green human resource
management (HRM)Partial least square structural
equation (PLS-SEM)

ABSTRACT

BACKGROUND AND OBJECTIVES: Despite the various environmental challenges the hotel sector faces, there is a significant need to resolve them by applying sustainable techniques like green human resource management. As a result, there is a pressing need to investigate how green human resource management may improve environmental performance. This study investigates the causal linkage among environmental awareness, green human resource management, green behaviours, green performance, and servant leadership.

METHODS: The data were collected via Questionnaires obtained from employees working in hotels in Amman, Jordan (52.5 per cent response rate). To evaluate the model, Smart Partial Least Square was employed to conduct validity and reliability testing and develop structural equation modeling.

FINDINGS: According to the results, Environmental awareness mediated the effects of green human resource management and green behaviours on green performance. Green HRM was found to have a direct and substantial impact on Green Performance ($\beta = 0.109$, $p < 0.005$). A positive and statistically significant relationship between Green Behaviors and Green Performance was also found ($\beta = 0.338$, $p < 0.000$). Additionally, Green HRM has a favorable and significant effect on Environmental Awareness ($\beta = 0.176$, $p < 0.0001$). Furthermore, Environmental Awareness is positively and significantly influenced by Green Behaviors ($\beta = 0.743$, $p < 0.000$). Green performance positively relates to environmental consciousness ($\beta = 0.186$, $p < 0.000$).

CONCLUSION: Based on social cognition, social exchange, and social learning theory, this study contains theoretical insights, practical implications, and positive recommendations for hospitality managers and scholars. Current research is critical because it emphasizes environmental stewardship in industries that directly connect to and influence the environment, such as tourism and hospitality. The study does not examine environmental performance and behavior in general but instead evaluates pro-environmental behaviors in depth by considering green behaviour.

DOI: [10.22035/gjesm.2023.04.16](https://doi.org/10.22035/gjesm.2023.04.16)This is an open access article under the CC BY license (<http://creativecommons.org/licenses/by/4.0/>).

NUMBER OF REFERENCES

69



NUMBER OF FIGURES

2



NUMBER OF TABLES

4

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Note: Discussion period for this manuscript open until January 1, 2024 on GJESM website at the "Show Article".

INTRODUCTION

Many countries have experienced substantial environmental challenges as a result of industrial expansion. Climate change, depleted natural resources, and pollution is only some environmental problems that may be traced back to tourist activity. The entire environment is threatened by these industrial activities and their negative impacts. For example, fresh drinking water is a basic requirement of growing human civilization and a major challenge in many developing countries. As living standards improve and the world population expands (Moradi *et al.*, 2023). This demand increased public awareness of environmental or green issues, such as energy conservation and renewable energy sources (Darvishmotevali and Altinay, 2022). Future perspectives based on the impact of COVID-19 on the solar energy industry can focus on solar energy efficiency measures; these challenges should be addressed less as a technology optimization challenge and more as an organization skills (behaviors) test and political commitment (Kamyab *et al.*, 2022). Due to increased commercial competition, companies compete to supply consumers with appealing value, distinctiveness, and novelty. Globalization and environmental challenges have always been major themes in society. One of the company's values is environmentally-based business management, which is focused on improving the company's performance. There is a growing need to understand better and shape employee behaviour to reduce their work's negative environmental implications (Islam *et al.*, 2020). According to experts and environmental policymakers, the causes of environmental degradation, such as resource shortages, increased pollution, and biodiversity loss, are deeply ingrained in human behaviour. Environmentally conscious business practices can be found at all levels of the organisation, from the employee to the strategy. It will promote the development of green workplace behaviour and environmental awareness, resulting in improved green performance. Selection, training, empowerment, and performance are all covered by green human resource management (HRM) (Ahmad *et al.*, 2021). Green HRM is the process of hiring, educating, rewarding, and creating a green workforce that incorporates environmental awareness throughout the entire HRM process. Green HRM and its role in promoting green employee behaviour in the

workplace has become a research issue (Islam *et al.*, 2021). Employees' pro-environmental behaviours are becoming increasingly important in all organisations, including tourism. Studies on Green HRM have concentrated more on the corporate sector than the tourism sector. Jordan, which is more prone to pollution and environmental degradation, has paid less attention to environmental management. Researchers in the fields of tourism and hospitality have studied a variety of topics related to "green" human resource management, including "green" policies and practices, "green" innovation, "green" attitudes, and "green" outcomes (Ali *et al.*, 2021). Technology and innovation can help businesses lessen their negative effects on the environment, increase their efficiency with scarce resources, and foster a culture of sustainability. Businesses can increase their eco-awareness and green performance by implementing sustainable technology and practices and partnering with other organisations (Xie *et al.*, 2019). Several researchers specialising in this field have contributed to these studies (Ababneh, 2021; Alkhodary, 2022; Farooq *et al.*, 2022). "Green HRM" refers to an increasingly important aspect of HR management: environmental consciousness. Ultimately, green HRM aims to foster a more environmentally conscious work environment. To achieve success, businesses need green management practices, which include informing workers about environmental objectives and finding ways to turn those objectives into marketable asset. Management of this kind emphasizes environmental responsibility and collaboration among employees. (Mohanty *et al.*, 2021). Servant leadership attributes include self-sacrifice and a greater likelihood of instilling a feeling of community engagement among personnel (Alafeshat and Tanova, 2019). None of the previous studies on the effects of servant leadership on behaviour and attitude examined the effect on environmentally friendly output (Afeshat, 2019). When it comes to promoting a sustainable and environmentally friendly workplace, Green HRM, Green Behaviors, and Green Performance are all interconnected. Furthermore, servant leadership can help foster a sustainability culture within an organisation. Green HRM refers to an organization's policies and practices that promote sustainability and reduce environmental impact. Green Behaviors are employee actions that contribute to sustainability goals, such as turning off

lights and electronics when not in use and reducing paper consumption. Green Performance is the overall environmental impact of an organisation, including its carbon footprint, waste generation, and use of natural resources. On the other hand, servant leadership emphasises the importance of putting employees' needs first and giving them the authority to make decisions that benefit the organisation as a whole. Green HRM practises when combined, can help promote green behaviours among employees, which can lead to improved green performance. Furthermore, servant leadership can aid in developing a sustainable culture within the organisation, where employees feel empowered and encouraged to contribute to environmental goals. Organisations can achieve their sustainability goals and promote a greener environment by combining green HRM, green behaviours, and servant leadership. This study analyses how green HRM, environmental awareness, green behaviours, and servant leadership interact to close this gap. Human resource management, green practices, green behaviour, and environmental management challenges have all been identified as essential aspects in the greening of organisations. Theoretically, this research will contribute to eco-friendly performance knowledge and illuminate these topics. Furthermore, social interaction, cognition, and learning theories are used to generate hypotheses for investigating the direct and indirect channels through which green HRM, environmental consciousness, and environmentally responsible habits influence green performance. Additionally, this study will provide light on an understudied topic and, as a result, underappreciated: the effects of green HRM in hotels in developing countries. The current study intends to learn if and how green HRM and green behaviors might boost green performance. This study aims to investigate how green human resource management and green behaviours improve green performance and investigates the causal linkage among environmental awareness, green human resource management, green behaviours, green performance, and servant leadership. This study was carried out in a five-star hotel in Amman, Jordan, in 2022.

Theoretical framework and hypothesis

Individual behaviour is validated using social cognitive theory (SCT), a widely accepted model (Hagger *et al.*, 2020). Environmental effects, personal

characteristics, and behaviour are all bidirectionally influencing determinants in the social cognitive model (Brown and Lent, 2019). One of the most popular conceptual models for analysing workplace behaviour is a social exchange concerned with intrinsic rewards (Naz *et al.*, 2021). It varies from economic trade, however, in that the former implies vague duties, the benefits do not have a precise value in the perspective of a particular quantitative medium of exchange, and the character of the exchange cannot be negotiated for (Nisar *et al.*, 2021). Moreover, corporate social responsibility (CSR) can aid firms in spreading green practices and boosting green performance. To help ensure a more sustainable future, businesses should make CSR one of their guiding principles by emphasizing environmental responsibility, transparency and accountability, stakeholder engagement, reputation enhancement, innovation, and collaboration. As a result, only social exchange theory tends to elicit feelings of personal responsibility, gratitude, and trust. According to social exchange theory, social behaviour is the product of an exchange process (Aboramadan, 2020). It could be the most effective technique to comprehend effort–reward relationships and workplace fairness. Because failures in fairness, i.e. injustice, lead to theft, sabotage, and even violence, moral considerations in workplace fairness are critical. Following the ability motivation opportunity (AMO) theory, high employee performance requires an organisation to improve employees' abilities, motivate employees' engagement, and provide appropriate possibilities for employee involvement (Yang *et al.*, 2018). Green HRM, on the other hand, isn't always enough to give businesses a green competitive edge. Other organisational environments may need interaction to increase employees' competencies, motivation, and green creativity chances (Zhu *et al.*, 2021). HRM is an approach to human resources to help a company obtain an advantage in the marketplace. In human resources, "green HRM" refers to policies and practices that help a business while also seeking to counteract the negative consequences of anti-environmental workplace behaviour (Islam *et al.*, 2020). An important part of Green HRM is teaching workers to take ecologically friendly measures to increase their environmental knowledge, efficiency, involvement, and performance (Ababneh, 2021). Green HRM is largely seen as one of the most

successful ways to help organisations achieve ecologically friendly operations (Ali *et al.*, 2021). Green HRM is a relatively unexplored area (Afeshat, 2019). Ecologically conscious employees can benefit from green HRM practices such as employee training and empowerment and an environmentally conscious corporate culture (Ahmad *et al.*, 2021). When it comes to establishing workplace sustainability programmes, green behaviours, which are those that are designed to lessen a person's negative influence on the natural and built world, can be a useful method (Ababneh, 2021). Examples include recycling, decreasing rubbish, conserving water, and lowering energy consumption, which lessens human activity's impact. (Francoeur and Paillé, 2022). There are two types of environmental activities in this category: those focused on completing a specific task and those proactive (Francoeur *et al.*, 2021). "Task-related Pro-Environmental Performance" refers to behaviours that are explicitly enforced by the firm and expressed in terms of employee responsibilities (Rubel *et al.*, 2021). Task-related Pro-Environmental Performance refers to employees who do their work ecologically sustainably. Also, it refers to an employee's readiness to go above and beyond their job duties regarding green behaviour, known as "Proactive Pro-Environmental Performance (P-EP)". Due to personal involvement in dealing with unexpected situations rather than a workplace or job definitions, this type of behaviour occurs (Soomro *et al.*, 2021). Efforts to improve the environment are critical in this study because they necessitate applying environmental recommendations, implementing essential adjustments, and detecting and resolving environmental issues (Azhar and Yang, 2021). Psychological variables influence people's willingness to engage in environmentally friendly activities, attitudes, and behaviours (Ahmed *et al.*, 2021). This person participates in various activities and has strong environmental ideas and values (Kousar *et al.*, 2022). Environmental awareness and associated challenges have resulted in a greater understanding of the significance of environmental conservation for human well-being. Reduce, reuse, recycle, and rethink are the four R's of environmental awareness (Rotaris *et al.*, 2021). Environmental awareness refers to the understanding that our planet is delicate and that it is imperative to protect it. Understanding environmental issues is essential

to promoting environmentally-friendly behaviour and performance, which can be achieved through education. HRM is an essential component of this investigation because it creates awareness and greening the company and society while also addressing the underlying issues of sustainability and environmental awareness (Darvishmotevali and Altinay, 2022). In conclusion, Servant leadership emphasises serving individuals rather than leaders serving people (Gui *et al.*, 2021). For those who believe in "Servant Leadership," an unselfish disposition, a willingness to serve others, and an openness to new experiences are the characteristics of a servant leader (Ozturk *et al.*, 2021). Servant leaders strive to instil social responsibility in their subordinates through their deeds (Khan *et al.*, 2021). It is one of the study's primary constructs because of its uniqueness and ability to better explain a wide range of outcomes than other leadership styles (Li *et al.*, 2021).

Green HRM, green behaviors, environmental awareness, and green performance

The ability-motivation-opportunity hypothesis, the most prevalent paradigm in understanding the impact of HRM practises on organisational performance in empirical studies, can help better understand the greening of HRM and the resulting environmental impacts (Darban *et al.*, 2022; Haldorai *et al.*, 2022). In organisations, environmental awareness and green performance are inextricably linked. Environmental awareness is defined as the understanding the impact of human activities on environment and the need to mitigate that impact. In contrast, green performance refers to an organization's ability to implement environmentally sustainable practices and achieve positive environmental outcomes. Ability, motivation, and opportunity are the three main components that make up high-performance job practice, according to the AMO theory (Muisyo and Qin, 2021). There are numerous ways for a company to raise environmental awareness and improve its green performance. Perform an environmental audit, Create an environmental policy. Provide environmental education, Implement environmentally friendly practices. Environmental performance should be measured and reported on. Engage stakeholders and invest in green technologies (Gadenne *et al.*, 2009). Employee participation can

be encouraged through involvement, information exchange, and autonomy-enhancing behaviours, all elements of opportunity (Naz *et al.*, 2021). As stated by Makhloufi *et al.* (2021) in their AMO paradigm, HRM practises that enhance employees' talents, passion for working, and involvement in available possibilities contribute to organisational success. As a result, high-performance work systems (HPWS) and organisational performance are linked via employee organisational citizenship behaviours (Gill *et al.*, 2021). Researchers have used AMO theory to examine Green HRM in various businesses (Afeshat, 2019; Ababneh, 2021; Ali *et al.*, 2021; Darvishmotevali and Altinay, 2022; Farooq *et al.*, 2022). People's ability to choose, implement, and control their own actions to accomplish desired outcomes is affected by external variables. From a socio-cognitive perspective, people are flexible and responsive to their environment (Naz *et al.*, 2021). For employees to be more engaged in environmental issues, it is vital for them to better appreciate their environment's value and their significant role in maintaining it. SCT suggests that Green HRM indirectly impacts employee environmental behaviour by raising environmental awareness. Employees are encouraged to develop their environmental knowledge and abilities to assist the organisation in achieving its objectives more successfully through Green HRM. Consequently, the study hypothesis is:

H1: Green HRM positively and significantly influence Green Performance

H2: Green Behaviors positively and significantly influence Green Performance

H3: Green HRM positively and significantly influence Environmental Awareness

H4: Green Behaviors positively and significantly influence Environmental Awareness

H5: Environmental Awareness positively and significantly influence Green Performance

Environmental awareness as mediator

Employees' awareness of the environment and motivation to enhance green performance are boosted (Ahmed *et al.*, 2021; Song *et al.*, 2019; Kousar *et al.*, 2022). Environmental awareness will be encouraged in the company's numerous operations, according to Galli *et al.* (2020), by hiring and training people who are ecologically concerned. As a result

of these initiatives, employees' behaviour is more ecologically friendly. Environmentally responsible tasks that increase the organisation's environmental performance are rewarded to employees (Yang *et al.*, 2021). Employees actively work to lessen human activity's negative influence on the environment or to enhance its quality. A study has found that employees who are well-informed on environmental issues and problems tend to take measures to protect the environment; the goal of green human resources management is to raise employees' environmental consciousness and commitment through education and outreach (Rotaris *et al.*, 2021). Green HRM's main objective is to teach workers about the many facets of environmental management, such as why it's important, what they can do to help, and how things get done (Islam *et al.*, 2020). Human resource managers should provide employees with green systems and environmental protection training programmes (Farooq *et al.* (2022). For workers to gain knowledge of environmental legislation and appreciate the importance of doing their part to safeguard the environment, inspiring them to act in P-EB design. According to Rustam *et al.* (2020), environmental knowledge is so critical that lacking it could lead to Task-related Pro-Environmental Performance avoidance. Environment-friendly behaviour becomes second nature and part of the daily routine when employees have access to information about environmental challenges at work and are informed. Though it is unclear exactly how green HRM might help raise Proactive P-EP, it appears that there has been insufficient study linking PPE among environmentally aware employees (Rubel *et al.*, 2021). One sector where these concerns might be examined is the hospitality industry. As a result, green HRM is thought to increase workers' awareness of environmental issues, boosting their task-related and proactive Pro-Environmental Performance at work. As a result, the following hypotheses were advanced in this investigation:

H6: Environmental awareness mediated the influence of green HRM on green performance

H7: Environmental awareness mediated the influence of green behaviors on green Performance

Servant leadership, as a moderator

Servant leadership is a powerful motivator because

it may supply employees with critical tools and information, such as professional development resources and educational possibilities (Darvishmotevali and Altinay, 2022). Social learning, which emphasises the role of leaders in an organization, improves performance by encouraging workers to work together more productively and retain more of the information they are exposed to. The importance of leaders in every organization is one of the main reasons for the development of the idea of social learning. In other words, servant-leaders aid their teams in acquiring and retaining the skills they need to perform their jobs successfully and efficiently (Divya and Suganthi, 2018). As a servant leader, it is your responsibility to help those under you develop professionally by giving them access to resources and making them aware of opportunities that could benefit them and the organization as a whole (Gnankob *et al.*, 2022). Suppose the company's values depend on a certain type of performance, like eco-performance. In that case, the company's service leader will surely take steps to educate personnel on green performance concepts and environmental practices. Inspiring and convincing others to work together toward a single goal is a hallmark of effective leadership. Instead of being based on rank or seniority, leaders are chosen by their ability to influence others. As a result of its correlation to many measures of employee performance, this issue is of paramount importance to the business's success (Divya and Suganthi, 2018; Kiker *et al.*, 2019; Darvishmotevali and Altinay, 2022). Servant leadership is one of the most effective leadership styles, which has been extensively researched. Servant leadership has been shown to positively affect followers' attitudes and behaviours, such as psychological empowerment (Azila-Gbetteor, 2022), organisational commitment (Irfan *et al.*, 2021), work engagement (Ozturk *et al.*, 2021), job satisfaction (Rivaldo *et al.*, 2021) and organisational citizenship behaviour (Gnankob *et al.*, 2022). Serving leaders help their followers realise their full potential, enable them to engage in service-oriented behaviours in the workplace, and allow their followers to watch and mimic the leader's behaviours through role-modeling processes, according to social learning theory (Bentein *et al.*, 2022). By employing a reward and punishment system to reinforce desired behaviours, servant leaders can motivate people and get the organisation closer to its goals (Kauppila *et al.*,

2022). Various methods, such as surveys, interviews, and behavior observation, can be used to assess servant leadership. However, each servant leader's behavior can vary depending on their characteristics and the context in which they operate. One approach to linking servant leadership abilities to environmental sustainability is to identify specific behaviors and actions associated with servant leadership and aligned with environmental sustainability. Some servant leadership characteristics that may be relevant in a green context include, for example, empathy, listening, foresight, and stewardship (Ying *et al.*, 2020). The effectiveness of servant leadership in promoting ecological sustainability can also be gauged by direct observation of its workers. A researcher might follow a leader to see how they handle input from employees and other stakeholders, how they make decisions, and whether or not they value environmental sustainability (Reed *et al.*, 2011). However, despite the relevance of green behaviour in organisations and some scholars' works on environmentally specific servant leadership (Li *et al.*, 2021; Neubert *et al.*, 2021). Therefore, this study proposed the following hypotheses:

- H8:** Servant leadership moderated the influence of green HRM on green performance
- H9:** Servant leadership moderated the influence of green behaviors on green performance

MATERIALS AND METHODS

This study was conducted in five-star hotels in Amman, Jordan. Because Amman is one of Jordan's most visited cities, hotels in the city were picked for the sample—Jordan's financial, tourist, and cultural hub in Amman. The city's five-star hotels attract international tourists. Looking at the numbers, Jordan has come a long way towards implementing environmentally friendly business practices. With an eye towards sustainable development, Jordan has enacted several environmental laws and regulations, including greening the economy, environmental monitoring and related activities, public engagement, and several training and education initiatives. Jordan is trying to include environmental considerations in its energy, industrial, agricultural, and health programs. Additionally, its attempts to adapt to and mitigate climate change and its participation in international processes are important. Amman (Jordan's capital)

is the country's most important scientific, cultural, and financial centre, with a population of 2.21 million at the start of 2022. The top ten five-star hotels were chosen. With approval from human resource departments, questionnaires were distributed to available employees. Respondents were required to complete and return the questionnaire to the person in charge. Staff were given 600 surveys in person, and 350 questionnaires were returned, 315 of which were legitimate (52.5 per cent response rate). Respondents were asked to answer all questions on a five-point Likert scale. Consistent Partial Least Squares Structural Equation (CPLSSE) bootstrapping was used to test the hypotheses' causal linkages. Partial Least Square Structural Equation (PLS-SEM) is a multivariate statistical method for modelling connections between latent (unseen) constructs and the observable variables that act as proxy measures of those constructs. Latent variable measurement model, structural model and direction of these relationships, model fit, bootstrap resampling, and cross-validation are just some of the statistical components that make up PLS-SEM. Publications employing PLS-SEM have seen a dramatic uptick in recent years. Organizational management (Sosik *et al.*, 2009), marketing management (Bernarto *et al.*, 2020), and human resource management (Fawehinmi *et al.*, 2020) are just a few examples of the many social science fields where SEM is now routinely utilized. Fig. 1 illustrates the research model, demonstrating

a structural analysis of the study constructs (green HRM, environmental awareness, servant leadership, green behaviors, and green performance) (Hair *et al.*, 2017).

RESULTS AND DISCUSSION

Measurement model

The construct validity and reliability were assessed using the Partial Least Square (PLS) structural equation model. The Cronbach's alpha coefficient and composite reliability were employed to certify and verify item dependability and a standardised item loading greater than 0.7. According to the findings, both alpha and composite reliability exceeded 0.7. (Memon *et al.*, 2021). Cronbach's alpha (α) and composite reliability (CR) were determined to be high, ranging from 0.81 to 0.96 were above 0.70, which meets the minimum requirement of 0.70 (Table 1). The construct validity was checked using convergent and discriminant methods. Convergent validity was assumed for items with standardised loadings of at least 0.7 and average variance extracted (AVE) values for the research variable of at least 0.5. The factor loading, AVE, and CR were used to assess the convergent validity. The CR and AVE values of the constructs were 0.938 and 0.580 for green HRM, 0.957 and 0.585 for green Behaviors (Gb), 0.952 and 0.689 for green performance (GP), 0.916 and 0.687 for Environmental awareness (EA), and 0.860 and 0.553 for Servant leadership (SL). As

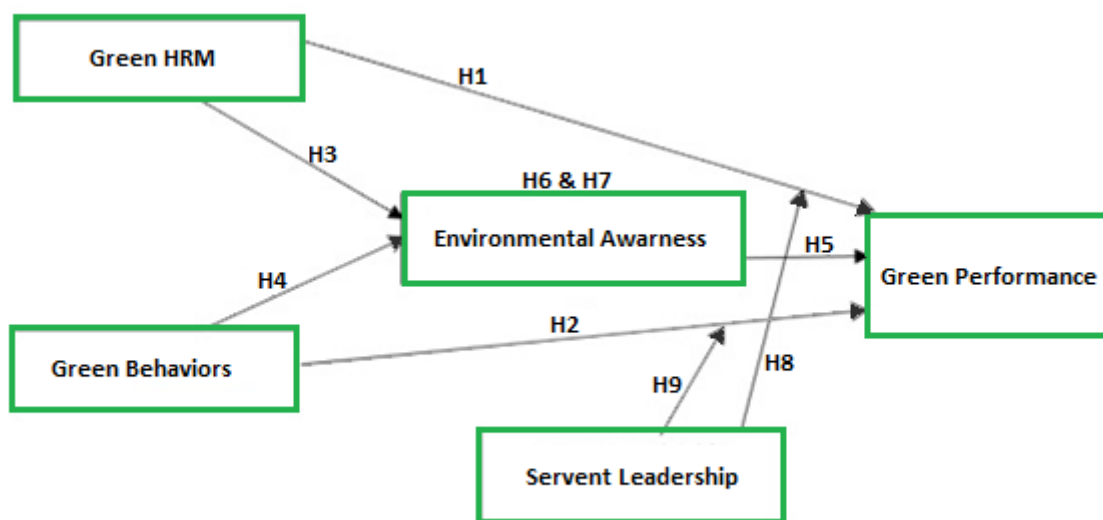


Fig. 1: Proposed moderating model of servant leadership

Environmental awareness on green performance

shown in Table 2, all factor loadings were significant, with AVE values above 0.5 and all the CR values above 0.7, as shown in Table 1. Hence, the two conditions for convergent validity were satisfied. Cross-loadings show where items of one reflective construct should load higher than items of other reflective

constructs, as shown in Table 2. Fornell and Lacker's discriminant validity could be evaluated using the square root (\sqrt{AVE}) of average AVE \geq association between constructs shows that the square root of the correlation between two measures of a construct is far larger than the correlation between the construct

Table 1: Measurement model

	Items	Factor loading	Cronbach Alpha	CR	AVE
Green HRM					
	GHRM1	0.744	0.927	0.938	0.580
	GHRM2	0.811			
	GHRM3	0.824			
	GHRM4	0.746			
	GHRM5	0.762			
	GHRM6	0.767			
	GHRM7	0.849			
	GHRM8	0.773			
	GHRM9	0.740			
	GHRM10	0.786			
	GHRM11	0.794			
	GHRM12	0.773			
Green Behaviors					
	GB1	0.773	0.952	0.957	0.585
	GB2	0.83			
	GB3	0.809			
	GB4	0.794			
	GB5	0.821			
	GB6	0.772			
	GB7	0.731			
	GB8	0.774			
	GB9	0.788			
	GB10	0.805			
	GB11	0.763			
	GB12	0.794			
Green performance					
	GP1	0.831	0.943	0.952	0.689
	GP2	0.872			
	GP3	0.873			
	GP4	0.843			
	GP5	0.717			
	GP6	0.790			
	GP7	0.854			
	GP8	0.836			
	GP9	0.845			
Environmental awareness					
	EA1	0.810	0.886	0.916	0.687
	EA2	0.869			
	EA3	0.808			
	EA4	0.834			
	EA5	0.822			
Servant leadership					
	SL1	0.796	0.807	0.860	0.553
	SL2	0.718			
	SL3	0.697			
	SL4	0.794			
	SL5	0.805			

and any other construct value below, as shown in bold in Table 2, indicating that all constructs share more variance with their own measurements than they do with any other constructs. Every one of the three requirements for construct validity has been satisfied. And as shown In Table 3, a complete list of all cross-loading values employed by reflective measurement model frameworks' metrics. Table 4 shows that each indicator (scale item) has a higher loading on its underlying latent construct in reflective measurement models than any other construct. Heterotrait-Monotrait correlation ratios (HTMTs) of less than 0.85 were used to assess if factors were distinct, as Seidu et al. (2022) recommended. Each HTMT value was less than 0.85, and Table 1's cross-loading results demonstrated that individual measurement items loaded more heavily on their latent constructs than on any other latent constructs. Anjum et al. (2020) claim that the PLS assessment model's convergent and discriminant validity would suffer if three personality traits were included.

Testing of hypothesis

The results of this study are shown in Table 4, where green HRM was found to have a direct and substantial effect on Green Performance ($\beta = 0.109, p < 0.005$). This provided further evidence in favor of hypothesis 1. A positive and statistically significant relationship between green behaviors and green performance was also found ($\beta = 0.338, p < 0.000$). Hence, H2 was confirmed. Additionally, green HRM has a favorable and significant effect on Environmental Awareness ($\beta = 0.176, p < 0.0001$). This led to a confirmation of H3. Furthermore, Environmental Awareness is positively and significantly influenced by Green Behaviors ($\beta = 0.743, p < 0.000$). Hence, H4 was accepted. Green performance positively relates to environmental consciousness ($\beta = 0.186, p < 0.000$). As a result, we can confirm H5. Lastly, Cohen et al. (2003) method was used to elucidate the moderating influence in this investigation. Table 4 shows that the data indicate that servant leadership is a negative moderator of the relationship between Green HRM and Green

Table 2: Discriminants validity

Variable	Environmental awareness	Green behaviors	Green HRM	Green performance	Servant leadership
Environmental awareness	0.829				
Green behaviors	0.672	0.765			
Green HRM	0.521	0.533	0.762		
Green performance	0.604	0.612	0.615	0.830	
Servant leadership	0.634	0.515	0.625	0.692	0.744

Table 3: Heterotrait

Variable	Environmental awareness	Green behaviors	Green HRM	Green performance
Environmental awareness	-			
Green behaviors	0.95	-		
Green HRM	0.797	0.783	-	
Green performance	0.875	0.863	0.765	-
Servant leadership	0.827	0.78	0.684	0.856

Table 4: Path co-efficient

Variable	Co-efficient	T-statistics	P-values
Green HRM -> Green Performance	0.109	2.99	0.003
Green Behaviors -> Green Performance	0.338	7.197	0.000
Green HRM -> Environmental Awareness	0.176	6.387	0.000
Green Behaviors -> Environmental Awareness	0.743	29.221	0.000
Environmental Awareness -> Green Performance	0.186	4.166	0.000
GHRM*SL -> Green Performance	-0.117	3.024	0.003
GB*SL -> Green Performance	0.118	2.82	0.005

Performance. Meanwhile, the connection between green actions and results is controlled in a favorable way by servant-oriented management. Hence, both H6 and H7 are correct.

Even though servant leadership acts as a negative moderator of the relationship between green HRM and green performance. Servant leadership can help an organisation foster a culture of sustainability in which employees feel empowered and encouraged to contribute to environmental goals. As a result, servant leadership rarely has a negative impact on the relationship between green HRM and green performance. The relationship between green actions and results, which can be positively controlled by servant-oriented management, can be used to evaluate the green environment. Organizations can better understand their environmental impact and identify areas for improvement by tracking green actions and measuring their impact on green performance. Servant-oriented management can aid in these efforts by empowering employees to take ownership of sustainability initiatives and providing the resources and support required to meet sustainability targets. Servant-oriented leadership can help an organisation promote sustainability and improve its green performance. Furthermore, for mediating effect, this study used the variance accounted for (VAF) as recommended by (Mahmud *et al.* 2022). The formula for computing VAF using Eqs. 1 and 2 (Hair *et al.*, 2014). The mediating effect of environmental awareness on the relationship between green HRM and green performance.

$$VAF = \frac{\text{The size of the indirect effect}}{\text{The Total Effect (Indirect effect + Direct effect)}} \quad (1)$$

$$VAF = \frac{0.176}{0.176 + 0.109} = \frac{0.176}{0.285} = 0.618 = 62\% \quad (2)$$

The mediating effect of environmental awareness on the relationship between green behaviors and green performance, using Eq. 3 (Hair *et al.*, 2014).

$$VAF = \frac{0.743}{0.743 + 0.338} = \frac{0.743}{1.081} = 0.687 = 69\% \quad (3)$$

Consequently, 62 and 69 % of the relationship between Green HRM, Green Behaviors, and Green Performance can be explained by the mediating effect of Environmental Awareness. Because the

VAF was less than 80%, the mediating effect can be characterized as partial mediation. Fig. 2 displayed the path coefficient analysis of the study graphically.

In terms of green HRM, green behaviors, and green performance correlations in the Amman hotel sector, this study examined the mediating and the moderating role of environmental awareness and servant leadership. This means that the results back up each of the working hypotheses. All of the research’s hypotheses about the link between green HRM and green performance in the workplace were confirmed. Knowledge of the advantages and disadvantages of green practices increases the probability that workers will demonstrate awareness of green on the job. Therefore, green HRM practices influence Green Performance-friendly behaviors and strengthen businesses’ environmental productivity initiatives. This study’s findings corroborated those of Darban *et al.* (2022), who proposed that environmental productivity policies and activities promote environmentally aware, resource-efficient, and socially responsible business practices and encourage individuals to adopt ecological worldviews on the job (Ababneh, 2021; Ali *et al.*, 2021; Farooq *et al.*, 2022). The results of this study align with those of other research that has shown that an organisation’s green HRM policies can affect how its personnel carry out their daily duties (Azhar and Yang, 2021; Rubel *et al.*, 2021; Francoeur *et al.*, 2021). Worker participation in the company’s environmental initiatives is confirmed (Afeshat, 2019). Prior research has linked green HRM to Green Performance strongly and transparently. By offering a shared environmental vision, purpose, and target and teaching workers about environmental issues, “green HRM” fosters a more inclusive and productive workforce. According to the social learning theory, servant leaders enable their followers to develop to the fullest extent possible. Managers in these positions are in a place to encourage employee compliance with business policies. Although green HRM and servant leadership have a positive and statistically significant interaction effect on green performance and employee environmental consciousness, the results show that this effect is smaller than the sum of the individual effects of the two elements. Consequently, while servant leaders and green HRM strongly supported the study sample, the interaction effect was only partially supported. This shows that while servant

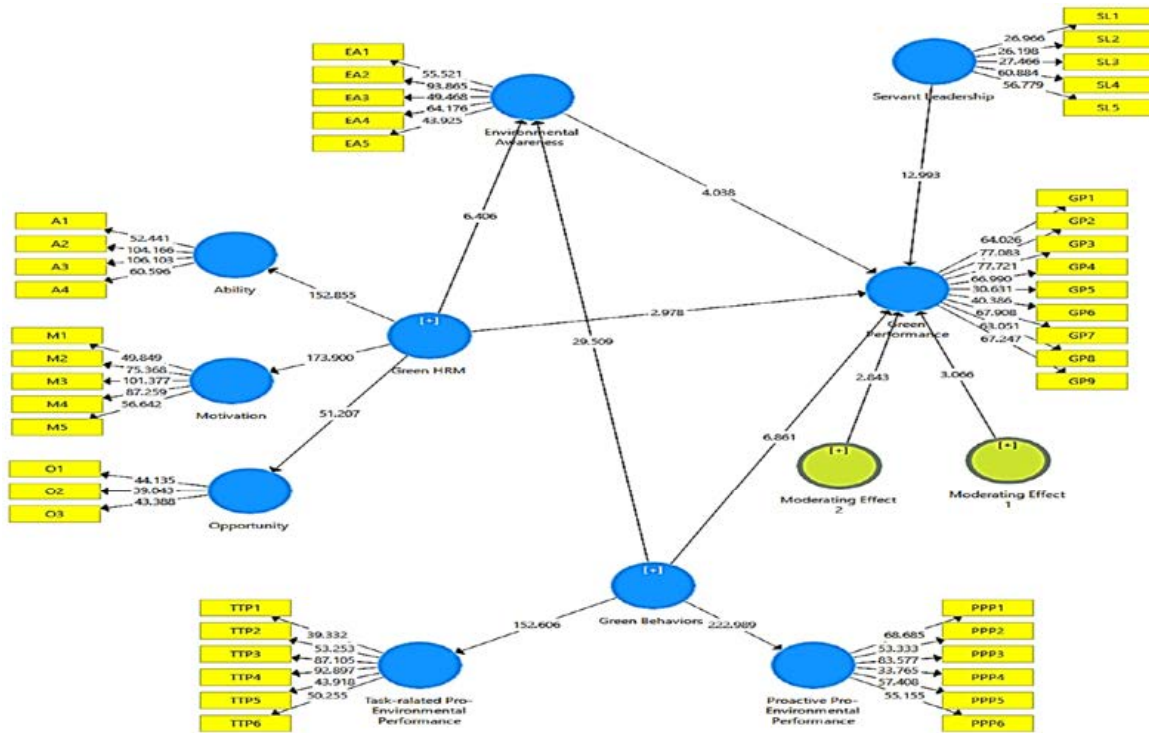


Fig. 2: Path coefficient

leaders may help employees in numerous ways to achieve their tasks, proactive green behaviour or environmental awareness does not. Servant leaders can provide an example for their followers by “doing and showing,” or they can offer moral support and encouragement to persuade people to adopt environmentally friendly activities. This study adds to the growing body of literature on the importance of environmentally conscious servant leadership in boosting green performance in the hospitality sector (Tuan, 2020). Additionally, government regulations and policies can significantly influence environmental awareness and green performance in organisations. Governments can help create a more sustainable future by setting environmental performance standards, providing incentives for sustainability, encouraging transparency and reporting, promoting innovation and research, and raising public awareness (Ramanathan *et al.*, 2017). Instead of looking at environmental performance and overall behaviour, this study assesses green behaviors in detail. Alzubaidi *et al.* (2021) and Kim and Stephenkova (2020) are

just a few of the latest experimental researchers to find similar results about the environmental behaviors of employees. Secondly, the SCT research model uses environmental consciousness to explain the link between green HRM and P-EP (Bandura, 2001). In addition, the authors of this study aimed to fill a knowledge gap by investigating a potential mediator of the relationship between green HRM and environmental consciousness: servant leadership (Tian *et al.*, 2020).

CONCLUSION

The findings of this study will have a considerable impact on HRM literature in general and hospitality HRM literature in particular. This study is the first to focus on hotel performance rather than staff performance, as has recently happened in the hospitality management research stream. Current research is critical because it emphasizes environmental stewardship in industries that directly connect to and influence the environment, such as tourism and hospitality. The significance

of environmental consciousness strengthens SCT's tenets as a mediating factor in the relationship between green HRM and green performance. Third, we used SLT to describe how servant leadership acts as a moderator in the model. This study found that employees' tendencies to focus on green behaviors above and beyond only doing their job can be influenced by servant leadership. Employees can contribute significantly to increasing environmental awareness and green performance in organisations. Employees can help create a culture of sustainability within the organisation and contribute to a more sustainable future by implementing sustainable practices, participating in training and awareness programmes, providing feedback and suggestions, advocating for sustainability, participating in green initiatives, and taking ownership of sustainability. In sum, the findings of this study provide empirical evidence for thriving green performance in the hospitality sector by analyzing the effect green-oriented businesses have on encouraging individuals to adopt environmentally friendly practices. Also, it demonstrates the roles played by organizations and individuals in constructing P-EP. First investigations on green performance centred on standard HRM procedures. Most effective strategies can assist organisations in measuring and evaluating their environmental impact, tracking their progress, and identifying areas for improvement. Organizations can improve their green performance and contribute to a more sustainable future by implementing effective measurement and evaluation strategies. Consumer behaviour can be essential in increasing environmental awareness and business green performance. Consumers can encourage companies to prioritise sustainability and contribute to a more sustainable future by demanding sustainable products, pressuring for transparency, influencing supply chains, and impacting reputation. Second, additional factors, such as a green mentality and empowerment, can be incorporated into the current findings to explain mediation better. To further strengthen the connection between green HRM and P-EP, additional study of moderating factors, such as intrinsic rewards and supervisors' personality traits, is advised. Instead of doing a single large-scale quantitative study, it is recommended that researchers use qualitative methods or a mixed-methods approach that incorporates a time lag

in the data collection process. Managing the root causes of the green environment will necessitate a commitment to sustainability and a willingness to invest in new technologies and practices. Collaboration with stakeholders is also required, as is a focus on measuring and reporting environmental performance.

Lack of Environmental Management Systems, for example (EMS), Organizations may not have a comprehensive approach to managing their environmental impact if they do not have a formal EMS in place. Unnecessary waste and pollution can result from poor resource management, such as managing energy, water, and materials. This will allow them to see where to make changes, establish goals, and measure their success as they work towards a more sustainable future. Environmental consciousness is one of the most important links connecting Green HRM, Green Behaviors, and Green Performance. To achieve true sustainability, businesses must adopt a holistic strategy incorporating Green HRM, Green Behaviors, and Green Performance. This can be done by raising environmental awareness, aligning HR policies and procedures with sustainability goals, and encouraging employees to engage in green activities. Lastly, this research is the first to examine green human resource management in Jordan. The study focuses on green HRM strategies and outcomes for the hospitality industry in Jordan. Important and novel discoveries were made Further research on these variables in the same context is needed to allow for the widest possible generalization of the findings.

AUTHOR CONTRIBUTIONS

M.H Mansour, the corresponding author, has conducted the conception and design, acquisition, analysis and interpretation of data, drafting and critical revision of the manuscript and statistical analysis.

ACKNOWLEDGEMENT

The Author is grateful to the Zarqa university-Jordan for supporting the current study.

CONFLICT OF INTEREST

The author declares that there is no conflict of interests regarding the publication of this manuscript. In addition, the ethical issues, including plagiarism, informed consent, misconduct, data fabrication and/

or falsification, double publication and/or submission, and redundancy have been completely observed by the authors.

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ABBREVIATIONS

%	Percent
AMO	The ability-motivation-opportunity
AVE	Average variance extracted
B	Beta
Co-efficient	Correlation coefficient
CPLSSE	Consistent partial least squares structural equation
CR	Composite reliability
CSR	Corporate social responsibility
EA	Environmental awareness
Fig.	Figure

GB*SL	Green behavior*Servant leadership
GHRM	Green human resource management
GHRM*SL	Green human resource management*Servant leadership
GP	Green performance
H1	First hypothesis
H2	Second hypothesis
H3	Third hypothesis
H4	Fourth hypothesis
H5	Fifth hypothesis
H6	Sixth hypothesis
H7	Seventh hypothesis
H8	The eighth hypothesis
H9	The ninth hypothesis
HPWS	high performance work systems
HR	Human resource
HRM	Human resource management
HTMT	Heterotrait monotrait ratio of correlations
P	P-value
P-EB	Pro-environmental behavior
PLS	Partial least square
PLS-SEM	Structural Equation modelling partial least square
PPE	Proactive pro-environmental performance
R's	Word starts with "R"
SCT	Social cognitive theory
SL	Servant leadership
SLT	Servant leadership theory
T-statistics	Test- statistics
VAF	Variance accounted for

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HOW TO CITE THIS ARTICLE

Mansour, M., (2023). *The influences of environmental awareness on green performance. Global J. Environ. Sci. Manage.*, 9(4): 899-914.

DOI: 10.22035/gjesm.2023.04.16

URL: https://www.gjesm.net/article_703888.html

