GREEN HRM PRACTICES AND QUALITY OF CORPORATE PERFORMANCE: THE AVENUES TOWARDS GREEN BUSINESS

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ABSTRACT

Objective: Achieving sustainability and performance has become a challenge for green hotels. The present study examines the role of green human resource management (GHRM) practices towards corporate performance and environmental strategy.

Theoretical framework: The study is conceptualized based on a vigorous literature review. Based on gaps; the present study explores the role of green resource management practices and quality of corporate performance in developing environmental strategy.

Method: The study adopted quantitative methods. The researchers collected 292 usable samples through a survey questionnaire from employees of green hotels in Egypt.

Results and conclusions: Employing SmartPLS 4, the study demonstrates a positive significant effect of sustainable job design on corporate performance and environmental strategy. The impact of sustainable reward and environmental strategy on corporate performance is significant and positive. On the other hand, the study found an insignificant effect of sustainable training and development and sustainable reward on environmental strategy. Moreover, the environmental strategy mediates the relationship between sustainable job design, sustainable training and development, sustainable reward and corporate performance. The study's findings guide hotel management to focus more on GHRM practices as these have massive contributions in promoting corporate performance and environmental strategy. Finally, the study's results would enrich the depth of literature through other cross-sectional empirical evidence in the present study.

Originality/value: This study overcomes the challenges and gaps in corporate performance and environmental strategy domains through green HRM in Egyptian green hotels.

Keywords: GHRM practices, environmental strategy, environmental sustainability, green hotels, corporate performance.

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PRÁTICAS DE GRH ECOLÓGICAS E QUALIDADE DO DESEMPENHO CORPORATIVO: AS AVENIDAS PARA O NEGÓCIO ECOLÓGICO

RESUMO

Objetivo: Alcançar sustentabilidade e desempenho se tornou um desafio para os hotéis ecológicos. O presente estudo examina o papel das práticas de gestão de recursos humanos ecológicos (GHRM) para o desempenho corporativo e a estratégia ambiental.

Estrutura teórica: O estudo é conceitualizado com base em uma revisão vigorosa da literatura. Com base em lacunas, o presente estudo explora o papel das práticas de gerenciamento de recursos ecológicos e a qualidade do desempenho corporativo no desenvolvimento da estratégia ambiental.

Método: O estudo adotou métodos quantitativos. Os pesquisadores coletaram 292 amostras utilizáveis por meio de um questionário de pesquisa com funcionários de hotéis ecológicos do Egito.

Resultados e conclusões: Empregando o SmartPLS 4, o estudo demonstra um efeito positivo significativo da concepção sustentável do trabalho no desempenho corporativo e na estratégia ambiental. O impacto da recompensa sustentável e da estratégia ambiental no desempenho corporativo é significativo e positivo. Por outro lado, o estudo encontrou um efeito insignificante da formação e desenvolvimento sustentáveis e recompensa sustentável na estratégia ambiental. Além disso, a estratégia ambiental medeia a relação entre a concepção de emprego sustentável, a formação e o desenvolvimento sustentáveis, a remuneração sustentável e o desempenho empresarial. As descobertas do estudo orientam a gerência hoteleira a se concentrar mais nas práticas de GHRM, pois estas têm contribuições maciças na promoção do desempenho corporativo e da estratégia ambiental. Finalmente, os resultados do estudo enriqueceriam a profundidade da literatura através de outras evidências empíricas transversais no presente estudo.

Originalidade/valor: Este estudo supera os desafios e as lacunas no desempenho corporativo e nos domínios de estratégia ambiental através da gestão de recursos humanos verdes em hotéis ecológicos.

Palavras-chave: práticas GHRM, estratégia ambiental, sustentabilidade ambiental, hotéis ecológicos, desempenho corporativo.

1 INTRODUCTION

In the present era, the crucial significance of green initiatives has increasingly captured the attention of organizations worldwide (Bangwal et al., 2017). The growing recognition of environmental challenges, including climate change and resource depletion, has propelled sustainability considerations to the forefront of business strategy. Within this context, the role of human resources in contributing to an organization's "green" efforts has garnered significant attention, leading to the emergence of green
human resource management (GHRM) as a pivotal component of business strategy, environmental strategy and corporate performance (Hameed et al., 2020). The adoption of "green business" strategies not only aligns organizations with environmental responsibility but also has the potential to generate substantial financial savings and increased profitability. As Abdelnaby et al. (2014) point out, these sustainable practices extend beyond reducing environmental harm to creating a comfortable and socially sustainable work environment, positively impacting employee well-being and overall job satisfaction.

While leading businesses in industrialized nations have successfully embraced eco-friendly procedures as part of their corporate culture, there remains a significant challenge in implementing these practices effectively in developing countries. Haddock-Millar et al. (2016) and Vazquez et al. (2016) have identified limitations in how organizations in these regions execute green initiatives. These findings underscore the need for a more nuanced understanding of the local socio-cultural, economic, and regulatory contexts when implementing GHRM practices. The environmental impact of organizations, particularly in developing countries like Egypt, is expected to undergo significant changes as the focus of research increasingly centres on GHRM practices that embrace ecological thinking (Zaid et al., 2018; Setyaningrum and Muafi, 2023; Naz et al., 2023). These studies shed light on the potential of GHRM to enhance organizational performance and foster a green corporate culture, aligning employees with environmental objectives. The growing body of research in this field holds promise for organizations seeking to navigate the complex landscape of environmental sustainability while achieving their corporate performance goals.

In the context of green hotels in Egypt, it becomes increasingly apparent that hotel workers could greatly benefit from heightened awareness of the environmental challenges and sustainability constraints imposed by these restrictions (Eldemerdash and Mohamed, 2013; Khalil, 2020). As the Egyptian hospitality sector experiences substantial growth and transformation, often driven by increased demand for eco-conscious tourism experiences, it places a unique set of responsibilities on hotel staff. This includes the need for an informed and environmentally aware workforce that can actively contribute to the hotel's sustainability initiatives. Eldemerdash and Mohamed (2013) have already highlighted the evolving role of hotel employees in environmental management,
emphasizing the importance of employee involvement in sustainability practices, from energy conservation to waste reduction.

Furthermore, Khalil (2020) sheds light on the evolving expectations placed on hotel workers in Egypt's green hotels, where environmental consciousness is a crucial differentiator in the competitive market. Hotel staff now need to provide exceptional guest experiences and actively participate in and promote sustainable practices, such as reducing water and energy consumption or promoting local and eco-friendly products and services. Therefore, raising the awareness of hotel employees regarding these environmental issues becomes essential for ensuring the successful implementation of green strategies within Egyptian hotels. This awareness can empower staff to embrace their roles as sustainability champions, fostering a culture of environmental responsibility and positively impacting the hotel's environmental performance and competitiveness in the eco-conscious tourism market. Consequently, focusing on employee awareness and education is paramount for the success and sustainability of green hotels in Egypt. Thus, the researchers raised the following research questions:

**RQ1:** How do GHRM practices and environmental strategy affect corporate performance among Egyptian green hotel employees?

**RQ2:** How does environmental strategy mediate the relationship between GHRM and corporate performance among Egyptian green hotel employees?

The study's findings offer valuable insights for hotel management, highlighting the substantial impact of GHRM practices on both corporate performance and environmental strategy. These findings underscore the importance of prioritizing and investing in GHRM practices within the hospitality sector. By aligning HRM strategies with environmental and sustainability objectives, hotel management can drive positive outcomes in terms of corporate performance, such as enhanced productivity and profitability, and simultaneously contribute to environmental strategy by reducing the hotel's environmental footprint. Significantly, the study's results contribute to the growing body of literature by providing additional cross-sectional empirical evidence. This further enriches the depth of understanding regarding the pivotal role of GHRM practices in fostering both corporate performance and environmental strategy, solidifying their significance as a strategic component in contemporary business management.

The paper's organization is comprised of apart from the introduction, theoretical framework, methods, results and discussion and conclusion.
2 THEORETICAL FRAMEWORK

The associations between GHRM practices and corporate performance, as well as environmental strategy are not only affirmative but also empirically robust, as evidenced by recent research findings. Mahmood et al. (2023) emphasize the positive and significant link between GHRM practices and corporate performance and environmental strategy, affirming HRM's pivotal role in shaping organizations' environmental and performance outcomes. Furthermore, Setyaningrum and Muafi's (2023) research underscores that GHRM practices robustly enhance employees' commitment, stimulate green innovation, and ultimately drive meaningful improvements in overall business performance. In alignment with these insights, Naz et al. (2023) highlight the interconnectedness of GHRM practices and corporate environmental strategy by developing a psychological green climate within organizations. This, in turn, leads to the cultivation of employees' pro-environmental behaviours, thereby reinforcing both environmental strategy and Figure 3. Path model

Integrating pro-environmental behaviours with environmental strategy and corporate performance underscores the holistic approach needed to achieve sustainability goals. Adding another layer to this intricate web of relationships, Aftab et al. (2023) elaborate on how factors such as green innovation, environmental strategy, and pro-environmental behaviour collectively contribute to environmental performance. These factors drive operational efficiency and hinge on individuals' willingness to engage in environmentally responsible activities actively, thus establishing a strong nexus between human factors and environmental outcomes. Furthermore, Aggarwal and Agarwala (2023) highlight the predictive power of a proactive environmental strategy in determining environmental performance, particularly in the context of GHRM. This emphasizes that organizations proactively embracing environmental considerations through their HRM practices are more likely to translate those efforts into tangible environmental gains. Yasin et al. (2023) emphasize the profound impact of GHRM on corporate performance, accentuating its role in influencing financial performance and corporate social sustainability. This signifies that GHRM practices extend beyond traditional performance metrics to encompass broader sustainability dimensions. In a simple sense, the convergence of research findings underscores that GHRM practices have multifaceted and meaningful effects on corporate performance and environmental strategy, influencing employee behaviours, innovation, and the overall sustainability of
organizations. These findings collectively enrich our understanding of the intricate interplay between HRM strategies, environmental considerations, and corporate outcomes, highlighting the holistic approach required to navigate the challenges and opportunities of the contemporary business landscape.

While providing valuable insights into the relationship between GHRM practices and both corporate performance and environmental strategy, the existing body of literature still presents avenues for further exploration and understanding. One notable gap is the need to investigate the direct impact of GHRM practices on both corporate performance and environmental strategy and their indirect influence through environmental strategy, particularly within the unique context of green hotels. These specific dynamics and pathways remain ripe for empirical exploration and can offer nuanced insights into how GHRM practices contribute to the sustainability and success of green hotels.

The researchers propose Figure 1 as a conceptual framework for confirmation to address these gaps and clarify the complex interrelationships. This framework visually represents the hypothesized associations and pathways between GHRM practices, corporate performance, and environmental strategy, providing a roadmap for future empirical studies. By empirically validating this framework, researchers can gain a deeper understanding of how GHRM practices directly impact corporate performance and environmental strategy within green hotel contexts and the extent to which environmental strategy is a mediator in this relationship. Ultimately, the conclusions drawn from this research have practical implications for hotel management. They serve as a guidepost for implementing sustainable development and advancement strategies using HR practices. By recognizing the direct and indirect effects of GHRM practices on corporate performance and environmental strategy, hotel management can make informed decisions and design HRM strategies that enhance financial and environmental performance and foster a culture of sustainability within their establishments. This holistic approach aligns with the evolving expectations of eco-conscious travelers and positions green hotels for long-term success in an increasingly sustainability-focused hospitality industry.
2.1 GREEN HUMAN RESOURCE MANAGEMENT (GHRM) PRACTICES AND CORPORATE PERFORMANCE AND ENVIRONMENTAL STRATEGY

Several studies explored the impact of GHRM practices on business performance, firm performance and corporate performance in various contexts. Ghouri et al. (2020) provide empirical evidence supporting the positive influence of GHRM practices on business performance in the Malaysian manufacturing industry. Chakraborty and Biswas (2020) emphasize the strategic importance of integrating GHRM practices to optimize overall company performance. Sustainable business performance in China is affected by green transformational leadership, HRM, innovation, and organizational support (Zhao and Huang, 2022). According to Agyabeng-Mensah et al. (2020), factors such as internal green supply chain practices, GHRM, and environmental cooperation positively predict firm performance. In the empirical study of AlZgool et al. (2021), GHRM and supply chain practices positively affected firm performance during the COVID-19 pandemic. The employees' eco-friendly behaviour and employee environmental performance were influenced by environmental performance (Hameed et al., 2020). Mehrajunnisa et al. (2023) confirm a substantial effect of GHRM practices on employee green behaviour and business performance in sustainability-focused organizations.

With regard to the connection between job design and corporate performance, Guest (2002) suggests a positive effect of work and sustainable job design on corporate performance and employee wellbeing. In the study of Tulcanaza-Prieto et al. (2021), factors such as job design and organizational culture shape corporate performance within
the Ecuadorian context. Similarly, Westphal (2010) applied impression management theory to sustainable job design for corporate directors, providing unique insights into the role of interpersonal dynamics. The job design is also positively correlated with contextual factors (De Treville and Antonakis, 2006). According to Rebeiz (2015), there is a positive relationship between boardroom independence, sustainable job design and corporate performance, highlighting the challenges of establishing clear links in corporate governance. Likewise, organizational culture, sustainable job design, and SES influence job commitment and performance (Raharjo and Fernandes, 2018). Rasheed et al. (2020) demonstrate a meaningful effect of perceived compensation fairness, job design, and employee motivation on environmental strategy and the working environment. The performance of employees is enhanced by motivation, planning and job design strategies (Clemmons, 2005; Garg and Rastogi, 2006; Khuan et al., 2023).

Concerning the effect of sustainable training and development on corporate performance, Boohene and Asuinura (2011) suggest a positive impact of sustainable training and development on corporate performance. Their findings highlight that effective sustainable training and development programs enhance employee skills and competencies, ultimately leading to increased productivity and overall corporate success. Similarly, Brahmana et al. (2018) underscore the significance of a well-structured sustainable training and development policy combined with strong corporate governance in improving firm performance. According to Rawashdeh and Al-Adwan (2012), Jordanian commercial banks reveal the substantial influence of sustainable training and development on corporate performance and positively and significantly improve employee skills and knowledge, improving bank performance. Moreover, the impact of sustainable training and development policies in a cross-national context regarding sustainable training and development programs positively enhances employee performance and job satisfaction in India and Britain (Yadapadithaya and Stewart, 2003). In the empirical assessment of Guest et al. (2003), research in the United Kingdom (UK) reinforces the positive relationship between HRM practices, including sustainable training and development, and positively enhances corporate performance. The study's outcomes underscore the strategic importance of HRM, particularly sustainable training and development, in achieving organizational success. The literature emphasizes the significant role of sustainable training and development in shaping an organization's approach to environmental strategy and planning. Lunkes et al. (2020) highlight the
interactions between environmental training, strategic planning and environmental strategy that well-trained employees are better equipped to contribute to radical environmental innovation and sustainability practices. According to Al-Qudah et al. (2014), the broader impact of sustainable training and development on organizational performance indirectly implies its relevance to the execution of environmental strategy. Likewise, the importance of strategic planning and management training, which can be applied to environmental strategy, indicates that effective training equips managers with the skills needed for comprehensive environmental planning (Terzic-Supic et al., 2015).

Lastly, Sirén and Kohtamäki (2016) stress the significance of continuous learning in strategic planning, suggesting that ongoing training is essential for keeping the workforce aligned with evolving environmental goals and regulations and environmental strategy.

The sustainable reward factor also positively enhances the corporate performance and firm performance significantly. The literature underscores the critical connection between sustainable reward and corporate performance. Karikari et al. (2018) highlight that rewarding employees for performance improvements can motivate them, enhancing overall corporate performance. Oluleye (2011) emphasizes the effectiveness of sustainable reward systems when aligned with organizational goals, emphasizing their role in driving performance outcomes. In the perception of Mutua (2011), sustainable reward management influences employee behaviour and performance, with potential implications for organizational performance. Sustainable development strategies are essential in motivating employees and sustaining performance excellence (Elrayah and Semlali, 2023). Furthermore, Joyce (2001) demonstrates the link between executive rewards and bank performance, suggesting that compensation structures can influence corporate outcomes. Finally, Rodella and De Giacomo (2023) claim that financial markets reward companies addressing climate change, indicating that corporate sustainability efforts can impact financial performance. With regard to the effect of sustainable reward on environmental strategy, Kopalle and Neslin (2003) suggest that customer rewards indirectly underscore the role of sustainable reward systems in promoting environmentally responsible behaviour within a competitive context. In the perception of Arslan-Ayaydin and Thewissen (2016), the financial rewards for environmental performance emphasize how incentives can encourage eco-conscious practices within industries like energy. Arena et al. (2015) directly link environmental
accounting to sustainable reward systems, advocating for incorporating environmental performance metrics into reward structures.

The above literature consistently highlights a positive association between GHRM practices, including sustainable job design, sustainable training and development, sustainable reward, corporate performance and environmental strategy. These findings, drawn from various studies in diverse contexts, suggest that organizations that implement GHRM practices experience improved corporate performance outcomes, such as enhanced productivity, profitability, and employee satisfaction, alongside positive environmental strategy outcomes, such as reduced environmental impact and resource conservation. However, it's crucial to acknowledge that these relationships have yet to be extensively explored within the specific context of employees working in Egyptian green hotels. With its unique dynamics and cultural considerations, the Egyptian hospitality sector presents an intriguing context to investigate how GHRM practices may influence corporate performance and environmental strategy outcomes among hotel employees. Consequently, further empirical research tailored to the Egyptian green hotel industry is essential to understand these relationships in this specific setting, potentially offering valuable insights for academic study and practical HRM strategies within the Egyptian hospitality sector. Hence:

H1a: Sustainable job design positively and significantly predicts corporate performance among employees of Egyptian green hotels.

H1b: Sustainable job design positively and significantly predicts environmental strategy among employees of Egyptian green hotels.

H2a: Sustainable training and development positively and significantly predicts corporate performance among employees of Egyptian green hotels.

H2b: Sustainable training and development positively and significantly predicts environmental strategy among employees of Egyptian green hotels.

H3a: Sustainable rewards positively and significantly predicts corporate performance among employees of Egyptian green hotels.

H3b: Sustainable rewards positively and significantly predicts environmental strategy among employees of Egyptian green hotels.
2.2 ENVIRONMENTAL STRATEGY AND CORPORATE PERFORMANCE

The relationship between environmental strategy and corporate performance is multifaceted and strategically significant, as evidenced by diverse research findings. Studies such as Peng et al. (2018) emphasize the positive impact of proactive environmental strategies and regulations on corporate performance. Others, like Kraus et al. (2020) and Weng et al. (2015), underscore the mediating role of environmental strategy and green innovation in translating Corporate Social Responsibility (CSR) into enhanced environmental performance, emphasizing the strategic aspect of ES. Moreover, research by Wagner and Schaltegger (2004) stresses that the choice of corporate environmental strategy directly influences competitiveness and economic performance, highlighting the strategic decisions that underpin environmental strategy. Additionally, Xie et al. (2020) show that gender diversity in leadership can positively shape environmental strategy and financial performance, further linking corporate leadership and environmental strategy. These studies reveal that environmental strategy plays a pivotal role in shaping corporate performance, underscoring the strategic dimension of environmental considerations and their potential to drive sustainability and profitability simultaneously. In the perception of Karollah and Juned (2023), digital leadership and learning organizations positively and significantly affect individual performance in SMEs.

Consequently, the relationship between environmental strategy and corporate performance in Egyptian green hotel employees is intertwined and mutually reinforcing. A well-implemented environmental strategy can improve corporate performance through cost savings, enhanced reputation, increased guest satisfaction, and a motivated and engaged workforce. Recognizing the significance of this relationship and fostering employee involvement in environmental initiatives is crucial for green hotels seeking sustainability and financial success in the Egyptian hospitality industry. Hence:

H4: Environmental strategy positively and significantly predicts corporate performance among employees of Egyptian green hotels.

2.3 ENVIRONMENTAL STRATEGY AS A MEDIATOR

Environmental strategy plays a pivotal mediating role in the relationship between GHRM practices encompassing sustainable job design, sustainable training and development, sustainable reward and corporate performance. Environmental strategy is
the linchpin that transforms HR initiatives into concrete organizational environmental outcomes (Karikari et al., 2018; Elrayah and Semlali, 2023; Rodella and De Giacomo, 2023). For example, sustainable job design that incorporates eco-friendly responsibilities finds practical expression through environmental strategy by guiding the implementation of waste reduction or energy-saving programs (Xie et al., 2020). Sustainable training and development efforts to enhance employees’ environmental knowledge and competencies align with environmental strategy objectives by facilitating adopting of sustainable practices throughout the organization. Similarly, sustainable reward designed to recognize and reinforce environmentally responsible behaviour is reinforced by environmental strategy policies that promote sustainability, thus supporting green practices. This mediation by environmental strategy ensures that the positive impacts of GHRM practices on environmental performance are translated into tangible benefits for corporate performance, including cost savings, heightened brand reputation, increased customer loyalty, and overall sustainability. In essence, environmental strategy serves as the conduit through which GHRM practices contribute to enhancing corporate performance in an environmentally responsible manner. Hence, we proposed:

H5–H7: Environmental strategy mediates the relationship between sustainable job design and corporate performance (H5); sustainable training and development and corporate performance (H6); and sustainable rewards and corporate performance (H7) among employees of Egyptian green hotels.

3 METHODS

3.1 APPROACH, RESPONDENTS AND SAMPLE SIZE

The researchers employed a quantitative research strategy, widely recognized as the most effective and reliable approach for providing empirical evidence in a quantifiable manner (Baumberg, 2016; Pattaro et al., 2022). This approach is well-established in the domains of corporate performance, environmental strategy and GHRM, with numerous scholars such as Eldemerdash and Mohamed (2013), Kim et al. (2019), Khalil (2020), and Salama et al. (2022) opting for similar methodologies to conduct quantitative assessments in these fields.

The study's focal point is Egyptian hotel employees, emphasizing green hotels in Egypt, as delineated by Salama et al. (2022). Data collection spanned multiple regions, encompassing Safaga, South Sinai, Alexandria, Cairo, Matrouh, and Marsa Alam, all
renowned tourist destinations (GSA, 2023). The choice to concentrate on employees of green hotels was deliberate, considering their well-established reputation for embracing eco-friendly practices and fostering environmentally conscious surroundings, aligning with prior research by Eldemerdash and Mohamed (2013) and Kim et al. (2019). Notably, this study resonates with Egypt's Vision 2030, which strongly emphasizes the management of a more sustainable environment and the promotion of tourism through various green initiatives (Khalil, 2020).

The researchers employed an online questionnaire as their data collection tool, selecting respondents through a convenience sampling strategy. An initial formal contact was established to ensure respondents' willingness and voluntary participation. The researchers transparently communicated the study's aims and objectives during this contact. Subsequently, 292 valid responses were collected and utilized to draw meaningful conclusions from the study's findings.

3.2 SURVEY TOOLS AND RELIABILITY ASSESSMENT

The researchers meticulously evaluated the tool's reliability and validity through rigorous assessments. A pilot test was conducted to ascertain its reliability, and the researchers employed Cronbach's alpha (α) reliability coefficient. The results indicated a commendable overall alpha value of 0.844. Furthermore, each factor within the tool demonstrated robust alpha values exceeding 0.70, signifying internal consistency (Hair et al., 2017). To fortify the tool's validity, it underwent a comprehensive validation process involving feedback from domain experts, specifically university professors. This process encompassed a meticulous review of the physical layout and the questionnaire's content. Consequently, the questionnaire underwent slight refinements based on the invaluable insights and suggestions provided by these experts. With these rigorous measures in place, the questionnaire was confidently launched for data collection, assured of its reliability and validity.

3.3 MEASUREMENT SCALES

We measured GHRM practices based on the factors such as sustainable job design, sustainable training and development and sustainable rewards. More specifically, SJP measured six items with the sample item “Each job in this hotel has an updated job description in light of sustainability”. Likewise, we measured sustainable training and
development on eight items, with sample content as “The new staff members are offered induction training related to the hotel’s corporate value and sustainability.” The sustainable reward is evaluated on six items. The sample item of sustainable reward is “This hotel ponders equality in reward and compensation practices”. All the GHRM practices were adopted from well-known scholars like Shen et al. (2011), Zaki (2014), Adams et al. (2016), Bush (2020), Chanda and Goyal (2020) and Chaudhary (2020). We assessed environmental strategy on six items adopted from Norton et al. (2017), Ramus and Steger (2000) and AlSuwaidi et al. (2021), with sample item “We adequately complete assigned duties sustainably” Finally, we measured corporate performance on three items borrowed from Abbas and Hussien (2021). The sample item is “Market penetration index has improved in the last two years”. We applied a five-point Likert scale optioning from strongly agree=1 to strongly disagree=5.

4 RESULTS AND DISCUSSION
4.1 MEASUREMENT MODEL

The researchers applied SmartPLS 4 to ensure the construct reliability (Ringle et al., 2022), by observing factor loadings, composite reliability (CR) and average variance extracted (AVE) (Hair et al., 2017). The measurement results suggest loading values above 0.70 (Hair et al., 2017). However, some items such as SJD6, STD6, STD7, STD8, ES5 and ES6 did not appear with the recommended values and hence were deleted (Table 1 and Figure 2). Besides, AVE scores were also noted within the acceptable ranges (> 0.50) (Hair et al., 2017). Likewise, CR values also qualified the suggested limits of acceptance (>0.70) (Hair et al., 2017), along with Cronbach’s alpha as higher than 0.70 (Hair et al., 2017) (Table 1).

<table>
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<tr>
<th>Table 1. Measurement model</th>
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<tr>
<td>Factor</td>
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<tr>
<td>Corporate performance [CP]</td>
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<td>Environmental sustainability[ES]</td>
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<td>Sustainable job design [SJD]</td>
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<tr>
<td>Sustainable rewards</td>
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Furthermore, the researchers evaluated discriminant validity (DV) through a Heterotrait-Monotrait (HTMT) ratio of correlations (Henseler et al., 2015). DV is suspect if the HTMT value exceeds either the HTMT value of 0.85 (Kline, 2015) or the HTMT.90 value of 0.90 (Gold et al., 2001). In the study, the values of DV are below the HTMT.90 cutoff level (Gold et al., 2001). These values ensure the establishment of DV (Table 2).
4.2 STRUCTURAL MODEL

We assessed hypotheses employing path analysis, where the results confirmed a positive predictive effect of sustainable job design on corporate performance and environmental strategy (H1a=β=0.380; p< 0.01) (H1b=β=0.544; p< 0.01). Hence, H1a and H1b are supported. The researchers found a positive effect of sustainable training and development on corporate performance but not on environmental strategy (H2a=β=0.382; p< 0.01) (H2b=β=0.048; p> 0.01), which supported the H2a and not supported the H2b. Moreover, sustainable reward positively affects corporate performance but not environmental strategy (H3a=β=0.143; p< 0.01) (H3b=β=0.003; p> 0.01). As a result, H3a is supported, and H3b is not supported. The effect of environmental strategy on corporate performance is a significant positive (H4=β=0.436; p< 0.01), which supported the H4.

With regard to indirect paths, the analysis showed a mediating effect of environmental strategy in shaping the relationship between sustainable job design, sustainable training and development, sustainable reward and corporate performance (H5=β=0.145; p< 0.01) (H6=β=0.166; p< 0.01) (H7=β=0.54; p< 0.01) (H1b=β=0.544; p< 0.01). As a result, H5, H6 and H7 are supported (Table 3 and Figure 3).

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<thead>
<tr>
<th>Constructs</th>
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<th>2</th>
<th>3</th>
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<th>5</th>
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<tbody>
<tr>
<td>1. Corporate performance</td>
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<tr>
<td>2. Environmental strategy</td>
<td>0.810</td>
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<tr>
<td>3. Sustainable job design</td>
<td>0.845</td>
<td>0.693</td>
<td></td>
<td></td>
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<tr>
<td>4. Sustainable reward</td>
<td>0.086</td>
<td>0.116</td>
<td>0.091</td>
<td></td>
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<tr>
<td>5. Sustainable training and development</td>
<td>0.660</td>
<td>0.735</td>
<td>0.675</td>
<td>0.077</td>
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Source: Calculated by the authors

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<thead>
<tr>
<th>H.No.</th>
<th>Proposed relationships</th>
<th>Std. (β)</th>
<th>Mean</th>
<th>Std. Dev</th>
<th>t-value</th>
<th>p-value</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
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<td>H1a</td>
<td>Sustainable job design → corporate performance</td>
<td>0.380</td>
<td>0.384</td>
<td>0.081</td>
<td>4.719</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H1b</td>
<td>Sustainable job design → environmental strategy</td>
<td>0.544</td>
<td>0.542</td>
<td>0.077</td>
<td>7.023</td>
<td>0.000</td>
<td>Supported</td>
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<tr>
<td>H2a</td>
<td>Sustainable training and development → corporate performance</td>
<td>0.382</td>
<td>0.381</td>
<td>0.060</td>
<td>6.328</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H2b</td>
<td>Sustainable training and development → environmental strategy</td>
<td>0.048</td>
<td>0.046</td>
<td>0.031</td>
<td>1.523</td>
<td>0.128</td>
<td>Not supported</td>
</tr>
<tr>
<td>H3a</td>
<td>Sustainable reward → corporate performance</td>
<td>0.143</td>
<td>0.138</td>
<td>0.051</td>
<td>2.787</td>
<td>0.005</td>
<td>Supported</td>
</tr>
<tr>
<td>H3b</td>
<td>Sustainable reward → environmental strategy</td>
<td>0.003</td>
<td>0.003</td>
<td>0.035</td>
<td>0.972</td>
<td>0.330</td>
<td>Not supported</td>
</tr>
<tr>
<td>H4</td>
<td>Environmental strategy → corporate performance</td>
<td>0.436</td>
<td>0.436</td>
<td>0.063</td>
<td>6.953</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H5</td>
<td>Sustainable job design → environmental strategy → corporate performance</td>
<td>0.145</td>
<td>0.146</td>
<td>0.036</td>
<td>3.991</td>
<td>0.000</td>
<td>Supported</td>
</tr>
<tr>
<td>H6</td>
<td>Sustainable training and development → environmental strategy → corporate performance</td>
<td>0.166</td>
<td>0.168</td>
<td>0.047</td>
<td>3.513</td>
<td>0.000</td>
<td>Supported</td>
</tr>
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</table>
The study set out to explore the profound impact of GHRM practices on corporate performance and environmental strategy among employees in Egyptian green hotels. The path analysis provided compelling evidence supporting several vital relationships regarding hypothesis confirmation. Specifically, the study verified the positive and statistically significant influence of sustainable job design on both corporate performance and environmental strategy, substantiating the hypotheses (H1a and H1b). Moreover, the impact of sustainable training and development on corporate performance was confirmed (H2a supported), along with the influence of sustainable reward on corporate performance (H3a supported). Additionally, environmental strategy was found to affect corporate performance (H4 supported) positively. However, it's worth noting that the data did not
support the hypothesized effects of sustainable training and development on environmental strategy and sustainable reward on environmental strategy (H2b and H3b).

Furthermore, the study shed light on the pivotal mediating role played by environmental strategy in fostering the relationships between sustainable job design, sustainable training and development, sustainable reward and corporate performance (H5, H6, and H7 supported). These findings are in harmony with previous research, aligning with the conclusions drawn by scholars such as Haddock-Millar et al. (2016), Vazquez et al. (2016), Zaid et al. (2018), Setyaningrum and Muafi (2023), Naz et al. (2023), Mahmood et al. (2023), and Aftab et al. (2023). These collective findings underscore the pivotal role of GHRM practices, direct and indirect, in influencing corporate performance and environmental strategy in various contexts.

The study's results offer insights into the transformation of job descriptions for hotel employees, which now encompass sustainability aspects. Employees in these green hotels are acutely aware of their career paths and are provided with adaptable job descriptions that include specific environmental responsibilities. Sustainable performance goals are established with the involvement of every staff member, and teamwork is fostered to facilitate coordinated efforts. The hotel considers job design carefully, aligning it with environmental challenges to utilize the skills and competencies of its workforce effectively. Equitable access to training and growth opportunities is ensured, with orientation training for new hires on business values and sustainability. Socially responsible initiatives are actively encouraged, with staff participating in volunteer programs to enhance their knowledge and skills. The hotel also provides a platform for discussion and learning from real-life ethical challenges, inviting representatives from the commercial sector to share their experiences in developing collaborative, socially responsible strategies. The hotel values individuals with unique talents, including those with disabilities, and strives for fair compensation and incentive practices. Monetary and non-monetary benefits are extended to acknowledge the workforce's contributions to sustainable operations, with variable compensation aligned with market conditions. Incentives are offered to support environmental and corporate social responsibility goals, and employees are encouraged to attend sustainability meetings and seminars. The hotel's commitment to sustainability is further exemplified through team excellence awards, fostering a culture of environmental responsibility and corporate performance improvement.
5 CONCLUSION

In conclusion, the findings of this study underscore the pivotal role played by GHRM practices and environmental strategy in fostering corporate performance among employees in Egyptian green hotels. The positive and significant impact of GHRM practices, such as sustainable job design, sustainable training and development and SR, on corporate performance, highlights the effectiveness of these practices in driving performance improvements. Sustainable job design ensures job roles align with environmental sustainability goals, creating a well-equipped workforce to contribute to the hotel's green initiatives. Sustainable training and development programs enhance employees' skills and knowledge, empowering them to participate in environmental strategies and initiatives actively. Besides, the fair and equitable sustainable reward system serves as a motivating factor, encouraging employees to excel in their sustainability efforts, ultimately benefiting corporate performance. Furthermore, the study reveals the vital mediating role of environmental strategy in strengthening the association between GHRM practices and corporate performance. Environmental strategy acts as a bridge, translating the GHRM initiatives into tangible corporate performance outcomes. It reinforces the positive effects of GHRM practices, creating a synergy that maximizes the impact on corporate performance. This emphasizes the significance of a well-defined environmental strategy in ensuring that GHRM practices translate into tangible and sustainable performance improvements. These findings provide valuable insights for Egyptian green hotels and similar organizations aiming to enhance their corporate performance through sustainable HRM practices and environmental strategies. By prioritizing GHRM practices and integrating them with a robust environmental strategy, organizations can create a positive cycle where environmental sustainability leads to improved corporate performance, which, in turn, further reinforces the commitment to sustainable practices. This holistic approach benefits the organization's bottom line and contributes to the broader goal of environmental stewardship and social responsibility, aligning with global sustainability objectives.

The study's findings indicate that green hotel employees consistently fulfill their job responsibilities in an environmentally sustainable manner. They are strongly committed to adhering to the hotel's environmental policies and respecting the established environmental management system. Moreover, these hotels have set specific
environmental performance targets, integrating environmental values into their HRM practices. Providing environmental training to employees has led to noticeable improvements in the hotels' sales and profitability, as evidenced by a significant enhancement in their market penetration index.

The implications of this study are far-reaching and hold significance for policymakers and green hotel management. Policymakers can use these findings to advocate for adopting GHRM practices and environmental strategy in the hospitality industry, recognizing their positive influence on corporate performance and overall sustainability. Hotel management, in particular, should consider formulating and implementing policies that promote and reward green performance among their employees. By doing so, they can enhance guest satisfaction and foster trust among tourists who value environmentally responsible practices.

Ultimately, this study contributes to the existing environmental management, HRM, and tourism literature, specifically focusing on developing contexts. It sheds light on the effective integration of GHRM practices and environmental strategy in the hotel industry, showcasing their potential to drive corporate performance and sustainability. These insights can inform future research and guide the development of strategies to promote environmentally responsible practices in the hospitality sector, ultimately benefitting both organizations and the environment.

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