

The Effect of Green Human Resource Management on Green Organizational Behaviors: Evidence from Egyptian Travel Agencies

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Abstract

The main aims of this study were to measure the influence of GHRM on green organizational behaviors (green employee empowerment, environmental organizational citizenship behavior, employee voice behavior, and environmental performance), and investigate the mediating role of the variables in the effect of GHRM on green organizational behaviors. We developed and tested a model that involves the effect of GHRM on green organizational behaviors and investigates their correlation to environmental performance. Data were gathered from 653 employees working in travel agencies in Egypt. Results revealed that GHRM is positively affected green organizational behaviors. It was concluded that the application of GHRM practices in Egyptian travel agencies is lacking, and the level of implementing green behaviors is in its infancy. The study contributes to providing a road map to adopt GHRM in travel agencies. Policy-makers need to modify their strategies to integrate green practices and encourage employees to act pro-environment, as well as motivate them to participate in making green decisions.

Keywords: Green human resource management, green employee empowerment, environmental organizational citizenship behavior, employee voice behavior, environmental performance

Introduction

Recent climatic changes have compelled tourism organizations to prioritize environmental protection by establishing environmentally friendly practices (Yusoff, Nejati, Kee & Amran, 2020). Therefore, due to the enormous number of environmental issues as debated earlier that the tourism industry has confronted, there is a great need to take action toward environmental concerns (Yusoff et al., 2020; Elzek, Gaafar & Abdelsamie, 2021). Tourism businesses need to change their policies and strategies to accomplish environmental performance and be sustainable (Guerci, Longoni & Luzzini, 2016; Tichaawa, 2017). The sustainable growth of the tourism industry depends on the contributions of stakeholders in tourism organizations, especially employees (Luu, 2018, Tichaawa & Kimbu, 2019). The human resource (HR) has a vital role in deciding which preservation practices should be implemented in every process of an organization (Yusoff et al., 2020). The human resource management (HRM) function is a cornerstone within an organization and the base of every business whether it is a financial

business or a sustainable business (Bello, Aina & Oluwole , 2021). The HRM function is primarily responsible for designing and implementing environmental conservation policies to transform tourism organizations' activities into environmentally friendly. Without the HRM function, the shift towards sustainable and environmentally friendly organizations becomes very difficult (Alghamdi, 2021).

As a result of the integration between HRM and environmental management, and the recent great interest to adopt green practices, the term green human resource management (GHRM) has emerged (Feng, Wang & Prajogo , 2014; Renwick, Jabbour, Muller-Camen, Redman & Wilkinson ., 2016; Yong & Mohd-Yusoff, 2016). The term GHRM has been discussed in the late 1990s in organizational studies (Arulrajah, Opatha & Nawaratne, 2015), and over time has become a common term in studies discussing the transformation to be green organizations (Ahmad, 2015). It is supposed that GHRM practices are the upright strategy of achieving environmental performance, and provide a vital structure that allows organizations to control their environmental effects (Shaban, 2019; Sudin, 2011). GHRM is one of the most important topics that has found great interest in tourism and hospitality research that dealt with environmental sustainability (Ari, Karatepe, Rezapouraghdam & Avci, 2020). But the relationship between GHRM practices and environmental performance in travel agencies in Egypt is still lacking. Accordingly, the importance of this research comes in shedding light on the importance of adopting GHRM practices in travel agencies, especially those in Egypt. Although many researchers deal with GHRM, this research investigates the relationship between GHRM and new green organizational behaviors that have not been studied extensively, which is considered one of the objectives. These green organizational behaviors, which relate to the environment, are green employee empowerment (GEE), environmental organizational citizenship behavior (EOCB), environmental performance (EP), and employee voice behavior (EVB).

The major objectives of this research are (1) to measure the relationship between GHRM, green employee empowerment, environmental organizational citizenship behavior, employee voice behavior, and environmental performance; and (2) to examine the mediating role that these behaviors may affect the correlation among study variables. This research contributes to the travel agencies' managers as it can assist them to develop policies and strategies that ensure their sustainability and boost their environmentally-friendly behaviors, and show them the beneficial effects of GHRM on EP. Also, this study is one of few studies which investigates the relationship between adopting GHRM and some of the green organizational behaviors in the context of travel agencies. Moreover, this study contributes to providing a road map for the travel agencies' managers to go green and boost their pro-environmental behaviors in Egypt. The other sections of this study are organized as follows: Section 2 debates the literature review and develops the hypotheses. The methods of the research will be clarified in Section 3, followed by findings and discussion in Section 4. Conclusion and recommendation will elaborate on the practical implications in section 5. Finally, the authors display limitations and the possibility for future research.

Theoretical backgrounds and hypotheses development

GHRM Concept

In the previous times, there was a great concern to prevent pollution and reduce waste, which harms the environment (Saeed, Afsar, Hafeez, Khan, Tahir & Afridi, 2019; Shyaa, 2019). But in contemporary times, there is a proactive response to conserve the environment and there is an integration of organization goals and environmental issues. Tourism organizations need to guarantee ecological sustainability and improve environmental performance (Ardito & Dangelico, 2018). As the world gives great attention to the environment, tourism organizations

should adopt GHRM practices (Renwick et al., 2013; Saeed et al., 2019). Many scholars tried to identify GHRM, such as Jabbour (2013) defined GHRM as the systematic and planned adaptation of human resource practices with the environmental objectives of the organization. While Masri and Jaaron (2017) and Adi, Mulyadi, Setini & Astawa (2021) stated that GHRM is the use of HRM to enhance environmental practices within organizations as well as increase employee commitment to environmental issues. In a related context, Bazrkar and Moshirpour (2021) indicated that GHRM is about taking some procedures whether to reduce the organization's negative effects on the environment or to maximize its positive environmental impacts. According to Masri and Jaaron (2017), there is a significant and positive relationship between GHRM practices and environmental performance (EP).

GHRM uses human resources in applying innovative processes to achieve positive environmental performance, social responsibility, competitive advantage, and decrease waste through continuous learning, and by integrating environmental aims and activities with the goals and strategies of the organization (Renwick et al., 2013). HRM can measure and motivate employees' environmentally friendly behavior, attitudes, awareness, and knowledge. Consequently, organizations can employ HRM to well produce and apply environment-friendly policies (Jabbour, 2013; Saeed et al., 2019; Tang, Chen, Jiang, Paille & Jia, 2018). As argued by Arulrajah et al. (2015), GHRM practices are the initiatives, techniques, programs, and processes that get fulfilled in the organization to decrease negative environmental impacts or increase positive environmental effects. According to Yussof et al. (2020), the investment of employees who are concerned with environmental troubles is the most important strategy in green HRM practices. GHRM practices make employees of the organization green for the benefit of individuals, society, the natural environment, and the business (Opatha & Arulrajah, 2014) and ensure environmental safety (Jabbour & Santos, 2008). There are several benefits of adopting GHRM totourism organizations, employees (Shaban, 2019), and customers (Cantarello, Filippini & Nosella , 2012). It improves tourism organization image, productivity, resources sustainability (Bangwalet, Tiwari & Chamola, 2017), environmental performance (Nawang Sari & Sutawidjaya, 2019; Shafaei, Nejati & Yusoff, 2020), environmental efficiency (Amjad, Abbas, Zia-UR-Rehman, Baig, Hashim & Khan., 2021). Also, It reduces employees turnover, acquires better employees (Bangwal et al., 2017), accelerates employees' green consciousness, and improves their behaviors to refine green attitudes in their routine life and workplace (Saeed et al., 2019; Shaban, 2019), and increases employee awareness of environmental concerns (Chaudhary, 2019). From a demand perspective, GHRM achieves consumers' satisfaction with service quality and contributes to raising the level of loyalty to the tourism organization (Cantarello et al., 2012). Designing jobs and work settings that encourage employees to learn about the environment and providing regular and frequent training about environmental management systems, increase an employee's concern and motivation to engage inpro-environmental behaviors (Tseng, Tan & Siriban-Manalang, 2013). Nishii, Lepak and Schneider (2008) asserted that employees perceive their organization's HRM practices as a determinant of their work attitudes and behaviors. So if an organization incorporates greening in its HR policies, employees would display behaviors that resonate and are in accordance with the organization'sgreen policies (Dumont, Shen & Deng, 2017).

Green employee empowerment (GEE)

In general, employee empowerment refers to giving employees the responsibility and independence in making decisions, and the freedom to act when doing their work in the organization without referring to the leadership (Tiong, Sondoh Jr, Igau & Tanakinjal, 2017; Yavas, Karatepe, Avci & Tekinkus, 2013). Empowering employees in their work contributes to achieving environmental goals (Massoud, Daily & Bishop, 2011). Consequently, the role of

employee empowerment in environmental issues has received great attention recently (Emmanuel, Mansor, Rasdi, Abdullah & Hossan, 2021; Yusliza, Othman & Jabbour, 2017). This led to the emergence of environmental or green employee empowerment. Green employee empowerment (GEE) was defined as promoting organizational procedures that contribute to employee participation in the achievement of environmental goals (Harvey, Williams & Probert, 2013). GEE is all the executive activities associated with employees within the organization and involves development and modernization, which aims to make these employees more motivated in their role towards environmental issues and boost their pro-environmental behavior (Amrutha & Geetha, 2020; Masri & Jaaron 2017; Zaki & Norazman, 2019). GEE is one of the important factors that positively affect the adoption of GHRM policies within organizations (Yavas et al., 2013), it contributes to a commitment to the environment and improves the productivity of the organization (Tariq, Jan & Ahmad, 2016). GEE practices help organizations to achieve their environmental goals by encouraging employees to modify their behavior positively towards the environment and thus improve the organization's environmental performance (Kawiana, Dewi, Hartati, Setini & Asih, 2021). Whereas, encouraging and empowering employees assist them to take responsibility for green management practices (Tariq et al., 2016; Zaki & Norazman, 2019). To support GEE, organizations can create green teams, who are dedicated to attracting, sharing, and selecting the best ideas to support the organization's environmental affairs (Nejati, Rabiei & Jabbour, 2017). There is evidence from previous studies that there is a positive relationship between GEE and environmental performance (e.g.: Bazrkar & Moshiripour, 2021; Daily, Bishop & Massoud, 2012; Hutomo, Marditama, Limakrisna, Sentosa & Yew, 2020). In contrast, the study of Feng et al. (2014) revealed that there is no positive effect of GEE on environmental performance, as they attributed this result to the failure of the organization to involve their employees in the environmental decision-making. The failure of green employee empowerment practices may happen due to the capabilities of employees, either empowerment is a burden on employees or they do not have sufficient experience. Consequently, the organization's leaders should carefully test the employees of the green empowerment process by giving them more responsibilities to measure their capacities (Tariq et al., 2016). As such, we developed the following hypothesis

H1: GHRM influences positively GEE.

Environmental organizational citizenship behavior (EOCB)

Organizational citizenship behavior is one of the most important and prominent behaviors in the field of HRM, as it goes beyond the job description of the employee to effectively achieve the organization's goals and make the organization more sustainable (Chan & Lai, 2017; Lamm, Tosti-Kharas & Williams, 2013). The actions that are performed by employees, to cooperate with the organization, to perform a set of environmentally responsible behaviors are described as EOCB, which contribute to making the environment better (Paillé & Meija-Morelos, 2019; Raineri & Paille, 2016). The term EOCB first appeared in the early eighties of the last century, specifically in 1983 (Basu, Pradhan & Tewari, 2017). Daily, Bishop & Govindarajulu (2009) defined EOCB as individual discretionary behaviors by employees within the organization and directed towards preserving and improving the environment. Lately, the environmental behavior of employees outside their job duties has attracted the attention of many researchers, including researchers in the field of tourism (Luu, 2017). Recently, some published studies have indicated the role of GHRM in supporting EOCB (Pham, Tučková & Jabbour, 2019). There are positive relationships that have been observed between EOCB and environmental performance (Boiral, Talbot & Paillé, 2015). Piacun (2018)

indicates that EOCB leads to many positive results, including achieving environmental sustainability for the organization.

EOCB includes many environmental practices that improve the environment, such as energy conservation, waste minimization, and recycling (Robertson & Barling, 2017). Many scholars have assumed that OECB is necessary for all types of organizations, as the main goal of OECB is to achieve environmental sustainability by improving environmental performance and making the organization more sustainable (Jiang, Wang & Li, 2019; Kennedy, Whiteman & Williams, 2015; Lamm et al., 2013; Paillé, Boiral & Chen, 2013). Consequently, the following hypotheses were posited:

H2: GHRM affects positively OECB.

H3: GEE affects positively OECB.

H4: GEE mediates the relationship between GHRM and OECB.

Environmental performance (EP)

Environmental performance is defined as the positive environmental results achieved by the organization through its reconciliation between its activities and the environment (Daily et al., 2012). Environmental performance is the result of implementing environmental activities, which aim to reduce the organization's negative effects on the environment (Kim, Kim, Choi & Phetvaroon, 2019; Salama, 2020). Currently, several organizations in most industries are carrying out strategic environmental performance programs to achieve a competitive advantage (Ncube & Chimucheka, 2019; Rodríguez-Antón, del Mar Alonso-Almeida, Celemín & Rubio, 2012). Many stakeholders are certain that consumers appreciate green organizations, subsequently, EP should enhance business performance (Chaklader & Gulati, 2015). In addition, the increasing number of environmental legalizations and laws has boosted the awareness and commitment of organizations and managers on EP (DiPietro, Cao & Partlow, 2013). The value of EP lies in its ability to build a competitive advantage for organizations and bring benefits for all stakeholders as well as the environment (Dangelico & Pujari, 2010). Based on the abovementioned discussion, it is believed that giving great concern to apply and develop EP into travel agencies' business strategy, will provide a good chance to achieve their competitiveness. Many authors have found that GHRM enhances commitment to the environment, and improves environmentally friendly behavior, as well as affects positively the EP of organizations (Hutomo et al., 2020; Kim et al., 2019; Singh, Del Giudice, Chierici & Graziano, 2020). Other scholars make certain that the adoption of EOCB has a strong relationship with EP (Alt & Spitzeck, 2016; Pham et al., 2019). Subsequently, EOCB is considered one of the most important determinants of an organization's EP. Employees' commitment to responsible behavior towards the environment helps the organization to increase its EP (Paillé & Meija-Morelos, 2019). Based on the aforementioned discussion, the following hypotheses were formulated:

H5: GHRM affects positively EP.

H6: GEE affects EP.

H7: EOCB influences EP.

H8: EOCB mediates the relationship between GHRM and EP.

H9: GEE mediates the relationship between GHRM and EP.

Employee voice behavior (EVB)

Voice behavior was defined as one of the organizational behaviors that express the opinions and ideas of employees about different work procedures to improve the performance of organizational activities (Kok, Sarikaya & Coban, 2016). What is meant by voice behavior is the positive aspect that lies in the desire of employees to solve the problems facing the

organization, and not the negative aspect that results from anxiety, fear, tension, or pressure (Elsetouhi, Hammad, Nagm & Elbaz, 2018; Zaki & Norazman, 2019). Voice behavior has gained great importance and occupied a prominent role in organizations. It contributes to organizations' success through its ability to change, develop, innovate (Kanten & Ulker, 2012; Venkataramani & Tangirala, 2010), conserve resources, increase productivity, and improve performance (Ng & Feldman, 2012), create a competitive advantage for the organization in reducing cost and improving performance (Batt, Colvin & Keefe, 2002). Jena, Bhattacharyya & Pradhan (2017) assumed that voice behavior contributes to improving job satisfaction and creating commitment among employees. As a result of the importance of EVB and the growing concern for the environment, the term green voice behavior has recently emerged. Ari et al. (2020) stated that green voice behavior is like the suggestions that employees create to make the organization's activities environmentally friendly. In the same context, Zhang, Yang, Cheng & Chen (2021) mentioned that green voice behavior is employees' expression of creative opinions and suggestions that contribute to improving the organization's EP. Inspiring employees to participate in decision-making at work will contribute greatly to hearing the voice of employees, which participates in achieving the organization's environmental goals and thus improving EP (Elsetouhi et al., 2018; Harvey et al., 2013). Zaki and Norazman (2019) confirmed that activating green empowerment practices in the organization leads to empowering employee voice, and participating in decision-making and issues related to the environment. Yusliza et al., (2017) indicated that the more a voice is given to employees through green empowerment, the more it leads to the adoption of GHRM practices. Respecting the above literature and suppositions, EVB is suggested to be correlated with EP. As such, we developed the following hypotheses.

H10: GHRM affects positively EVB.

H11: GEE influences EVB.

H12: EVB affects EP.

H13: GEE mediates the relationship between GHRM and EVB.

In this study, the authors try to make concepts clear and suggest relationships below to well interpret the study findings and explicate observation to provide information that is beneficial to practice. Merging the above assumptions, we have developed the following research framework (Figure 1).

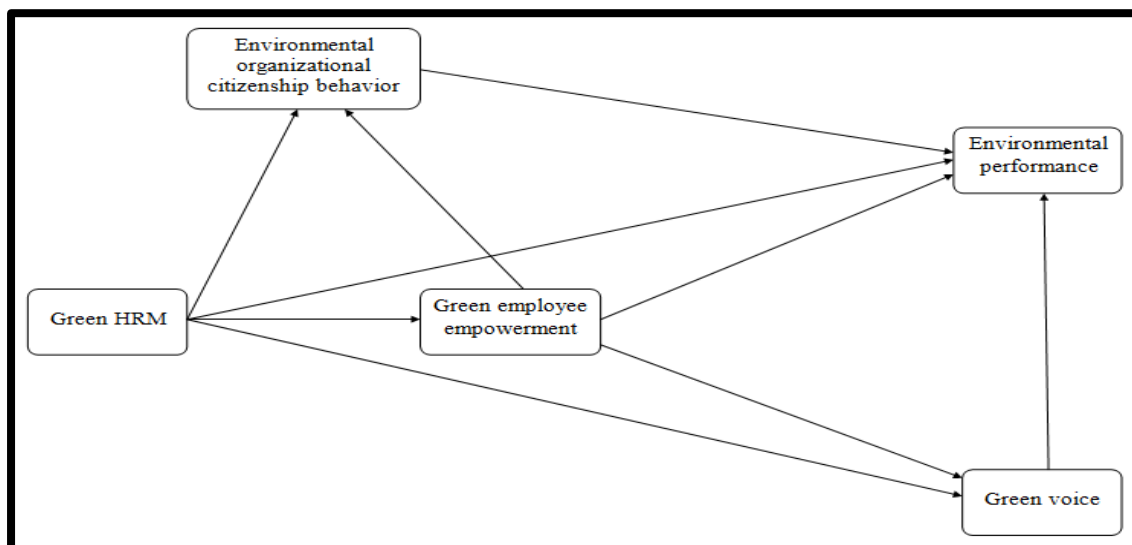


Figure 1: Research framework

Methodology

To test the study hypotheses, data were collected from 150 travel agencies category (A) in Egypt. Those travel agencies are licensed to provide all types of tourism services such as inbound and outgoing tour packaging (Al-Romeedy, 2019). The total number of Egyptian travel agencies (category A) in 2020 is 2206 (Ministry of Tourism and Antiquities, 2020). This paper targeted travel agencies in the Cairo governorate category (A), which count 1254 bodies in December 2020, based on the statistics presented by Egyptian Travel Agents Association, they represent nearly half of the travel agencies operating all over Egypt. A total of 950 questionnaires were distributed to a random sample of employees during the period from February 2021 to May 2021. Of these 950 distributed questionnaires, a total of 714 questionnaires were returned. Among these, only 61 questionnaires were excluded because of incomplete information and the answers were in the form of a Z-shape. Finally, 653 questionnaires were valid for statistical analysis with a response rate of 68.7%. The researchers used two methods to distribute the survey either online (via social media sites, LinkedIn, or e-mails), or in-person through contacting the travel agency's manager and explaining the objectives and content of the survey, and all researchers have assured the confidentiality of the provided data and information. All respondents were volunteers and did not receive any incentives.

The study explored five variables including green human resources management (GHRM), environmental organizational citizenship behaviors (EOCB), green employee empowerment (GEE), environmental performance (EP), and employee voice behavior (EVB). All latent variables are measured using set questions on a 5-point Likert scale (1= strongly disagree, 5= strongly agree). The study adopted items of all variables depending on previous studies to confirm the content validity. For GHRM, 6 items were extracted from Dumont et al. (2017), while EOCB was assessed by 7 items developed from Pham et al. (2019) and Hameed, Khan, Islam, Sheikh & Naeem(2020). To measure GEE, 3 items were adopted from Moraes, Jabbour, Battistelle, Rodrigues, Renwick, Foropon & Roubaud(2019). For EP, the four items were developed from Paillé and Meija-Morelos (2019). Finally, EVB was assessed by 3 items adopted from Zhang et al. (2021). After building the questionnaire, the authors handled an in-depth pilot interview with six travel agencies' managers and asked three academics specializing in the HR management field to review the questionnaire. The researchers asked them to identify any confusion about the phrasing of the items. Based on the HR Managers' opinion, some sentences were paraphrased to make the items more clear and comprehensible.

The majority of the sample were males (70.8%), while 29.2% were females. In terms of experience, 28.9% have work experience under 5 years, 28.5% have experienced working in tourism from 5 to 10 years, 21.7% have work experience from 11 to 15 years, and 15.5% have experience from 16 to 20 years while 5.4% have more than 20 years of experience;39.2% of respondents were 36-45 years old, then who were under 25 years old (27.7%), 25.6% of respondents were aged from 25-35, 7% were aged from 46 to 55 years. Most of the respondents were having a bachelor's degree (74.7%) while 25.3% were having postgrads studies. The sample consisted of 30% managers and 70% employees.

Analysis and results

Reliability and validity

The internal reliability and convergent validity of the variables were assessed using composite reliability (CR), Cronbach's alpha coefficient, and the average variance extracted (AVE). Based on results in Table (1), CR, Cronbach's alpha, and AVE are higher than the cut-off thresholds of reliability (0.7) and validity (0.5) (Hair, Matthews, Matthews & Sarstedt, 2017). Moreover, table (1) clarifies that the values of VIFs are less than five, which indicates that there



is no multicollinearity and common methods bias (Kock & Lynn, 2012). To test the discriminant validity of the instrument, The square roots of AVE are used. The square roots of AVE should exceed the highest squared correlation with any other construct (Hair, Sarstedt, Hopkins & Kuppelwieser, 2014). Table 2 confirmed this requirement.

Table (1) Composite reliability, Cronbach's Alpha, AVE and VIF

Constructs	Composite reliability	Cronbach's Alpha	AVE	VIF
Green HRM (GHRM)	0.903	0.714	0.691	1.534
Environmental organizational citizenship behavior (EOCB)	0.874	0.756	0.734	1.882
Green Employee Empowerment (GEE)	0.883	0.708	0.802	1.634
Environmental performance (EP)	0.809	0.812	0.713	1.824
Employee voice behavior (EVB)	0.891	0.761	0.638	1.831

Table (2) Squared roots of AVE

	GHRM	EOCB	GEE	ENVP	GRNV
GHRM	(.881)				
EOCB	.420	(.900)			
GEE	.296	.383	(.817)		
EP	.452	.449	.437	(.850)	
EVB	.361	.419	.382	.531	(.799)

Additionally, the values of model fit indicators (Table 3) are fallen with the recommended ranges, as $X^2/df = 2.535$, GFI= .960, NFI= .971, CFI= .968, TLI= .958, and RMSEA= .032

Table (3) Model fit summary for the research model

Indicators	Ranges	Model
X^2/df	1-3	2.535
Goodness of fit index (GFI)	More than .90	0.960
Normed fit index (NFI)	More than .90	0.971
Comparative fit index (CFI)	More than .95	0.968
Tucker – Lewis index (TLI)	More than .95	0.958
Root Mean Square Error of Approximation (RMSEA)	.05-.08	0.032

Correlation analysis

Table (4) indicates the mean and standard deviation of the five variables and the correlations between the variables. The results depicted that GHRM was significantly and positively correlated with environmental organizational citizenship behaviors EOCB ($r = .648, p < .01$), green employee empowerment GEE ($r = .544, p < .01$), environmental performance EP ($r = .672, p < .01$), and employee voice behavior EVB ($r = .601, p < .01$). Similarly, environmental organizational citizenship behaviors was significantly and positively correlated with green employee empowerment ($r = .619, p < .01$), environmental performance ($r = .670, p < .01$), and employee voice behavior ($r = .647, p < .01$). Moreover, green employee empowerment was significantly and positively correlated with environmental performance ($r = .661, p < .01$), and employee voice behavior ($r = .618, p < .01$). Finally, employee voice behavior was significantly and positively correlated with environmental performance ($r = .729, p < .01$).

Table (4) Mean, Standard Deviation and Correlation of Variables

Variable	M	SD	GHRM	EOCB	GEE	EP	EVB
GHRM	2.52	.99	1				
EOCB	2.58	1.03	.648**	1			
GEE	2.39	1.09	.544**	.619**	1		
EP	2.48	1.04	.672**	.670**	.661**	1	
EVB	2.58	1.12	.601**	.647**	.618**	.729**	1

Structural model

The study model (see Figure 1), path coefficients (β), p values and the R^2 values are illustrated in this section. According to figure (1), the results clarify that GHRM has a positive impact on green employee empowerment (GEE) ($\beta = 0.76$ and $p < .01$), environmental organizational citizenship behaviors (EOCB) ($\beta = 0.36$ and $p < .01$), environmental performance (EP) ($\beta = 0.19$ and $p < .01$) and employee voice behavior (EVB) ($\beta = 0.26$ and $p < .01$). So, hypotheses 1, 2, 5 and 10 were all accepted. As well as, figure (2) indicates that green employee empowerment (GEE) has a positive impact on environmental organizational citizenship behaviors (EOCB) ($\beta = 0.53$ and $p < .01$), environmental performance (EP) ($\beta = 0.62$ and $p < .01$) and employee voice behavior (EVB) ($\beta = 0.74$ and $p < .01$). Hence, hypotheses 3, 6 and 11 are all accepted. Furthermore, environmental organizational citizenship behaviors (EOCB) has a positive impact on environmental performance (EP) ($\beta = 0.16$ and $p < .01$). Hence, hypothesis 7 is accepted. In addition, it is clear that employee voice behavior (EVB) has a strong positive effect on environmental performance (EP) ($\beta = 0.62$ and $p < .01$) (Figure 2); accordingly, hypothesis 12 is accepted. In this vein, it can be concluded that GHRM explains 30% of GEE. As well, GHRM and GEE explain 52% of EOCB and 48% of EVB. Also, GHRM, GEE, EVB, and EOCB explain 67% of EP. To assess the models' predictive validity, a blindfolding technique with an omission distance of 7 is applied (Hair et al., 2017). This resulted in cross-validated redundancy (Q2 Stone-Geisser) standards for the dependent variables that are greater than zero (EOCB= .53, GEE= .31, EP= .67, EVB= .49), that way confirming the predictive validity of the study model.

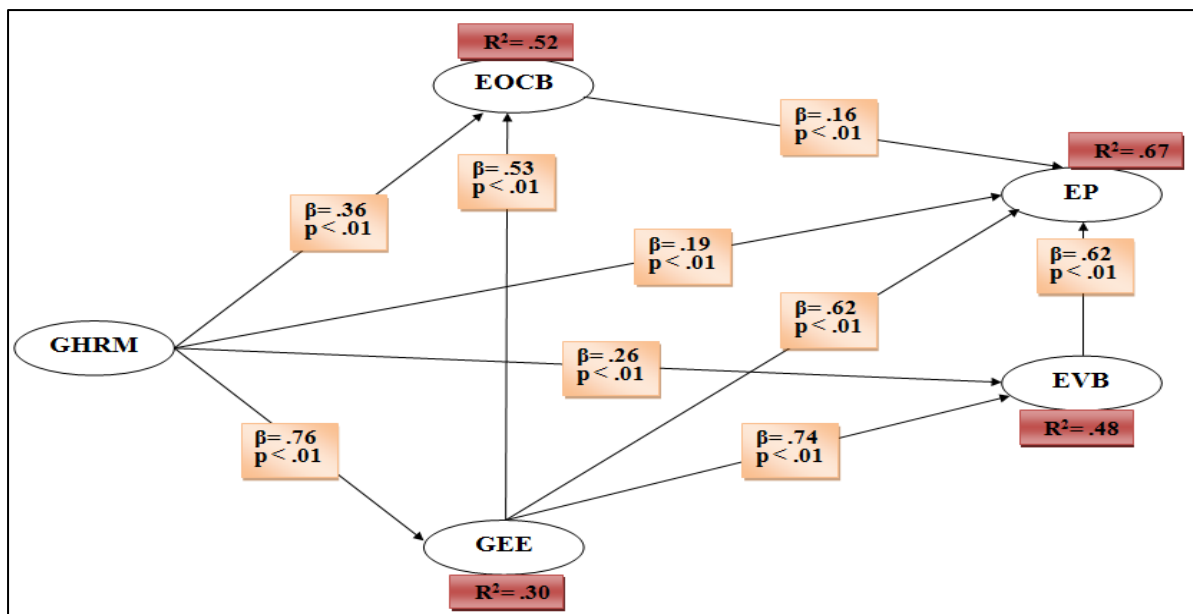


Figure 2: the path coefficients and p-value

As shown in Table (5), an intervening relationship analysis was investigated the mediating impact of green employee empowerment in the relationship between GHRM, environmental organizational citizenship behaviors, environmental performance, and employee voice behavior. In addition, the role of environmental organizational citizenship behavior in the relationship between GHRM and environmental performance. It is clear that GEE partially mediates the relationship between GHEM and EOCB. As well, GEE partially mediates the relationship between GHEM and EP and EVB. This shows that the positive influence of GHRM on EOCB, EP, and EVB is subject to GEE. Hence, H 4, 9, and 13 are all accepted.



However, table (6) indicates that there is no mediating role for EOCB in the relationship between GHRM and EP. So, H8 is rejected.

Table (5) Indirect effects results

Paths	Significance		Confidence Intervals' level used		Outcome
	Direct Effect	Indirect Effect	(range: 0.5 to 0.99)		
GHRM on EOCB through GEE	p<.001	p=.022	.501	.679	Partial Mediation
GHRM on EP through EOCB	p<.001	p=.221	.261	.587	NO mediation
GHRM on EP through GEE	p<.001	p=.011	.482	.668	Partial Mediation
GHRM on EVB through GEE	p<.001	p=.014	.429	.597	Partial Mediation

Discussion

In the current paper, the authors investigate to what extent Egyptian travel agencies agree with adopting GHRM practices within their business, through developing policies and strategies, which aim to conserve the environment and support their sustainable business. Travel agencies in Egypt are facing a shortage of knowledge about environmental conservation, and how their daily irresponsible practices can affect the environment negatively and cause some problems, this indicates a low level of adopting green practices in their business (Gaafar, 2020). In the current research, the results indicate a low level of adopting GHRM practices, strengthening EOCB, empowering employees and motivating their green voice behavior, and improving environmental performance, whereas the average mean ranged from 2.39 to 2.58. The authors supposed and tested a model in which GHRM is positively affected environmental performance, environmental organizational citizenship behavior, employee voice behavior, and green employee empowerment. Also, environmental performance was affected positively with green employee empowerment, environmental organizational citizenship behavior, and employee voice behavior. In addition, green employee empowerment influences positively employee voice behavior.

Approximately 90% of the hypotheses are supported by the produced findings of the research. GHRM positively affected environmental performance, this result was corresponding to the findings of Tang et al. (2018), displaying how GHRM practices in organizations improve environmental performance, however, GHRM practices stimulate the environmental awareness of employees and make them act in a way that guarantees environmental safety. In addition, GHRM practices support the environmental activities and initiatives in the organizations (Jabbour & Santos, 2008; Yussof et al., 2020). This result shows that to impact environmental performance, travel agencies in Egypt can adopt GHRM practices to enrich their environmental performance.

GHRM affects positively environmental organizational citizenship behavior, which is in line with Pham et al. (2019); and Pinzone, Guerci, Lettieri & Redman (2016), addressing a significant correlation between adopting GHRM and environmental organizational citizenship behaviors, which represent employees' responsible actions and behavior that contribute to preserving the environment. The study discovered that green employee empowerment influences environmental organizational citizenship behavior (EOCB) positively, and partially mediates the relationship between GHRM and EOCB. The results reveal that EOCB has no mediating role in the effect of GHRM on environmental performance.

Findings discovered that GHRM practice can play a role in improving environmental performance through the mediating effect of green employee empowerment. GHRM influences

positively green employee empowerment, it plays a part in conserving the environment and makes the productivity of the organization better, which is consistent with the results of Tariq et al. (2016). For that reason, travel agents in Egypt should encourage their employees to modify their behavior to be pro-environment and motivate them to apply innovative ideas to enhance their environmental performance.

GHRM has a positive effect on employees' green voice, which expresses employees' creative opinions and ideas that participate in improving the environmental performance of the organization. Also, employees' green voice has a positive influence on the environmental performance of the organization, which matches the findings of Harvey et al. (2013), and Elsetouhi et al. (2018). As a result, travel agencies should inspire employees to involve in decision-making at work, which in turn, will allow them to participate in achieving the organization's environmental goals and therefore improving environmental performance. The findings show the importance of adopting GHRM and its crucial role in influencing environmental performance, so there is a great need to embed GHRM practices in the strategies and goals of Egyptian travel agencies, as the better environmental performance includes GHRM practices that support the implementation and management of environmental activities in the organizations. In addition, organizations that act pro-environmentally will achieve a competitive advantage as well as a good image. To apply the green practices in HRM and make it an essential part of the organization's culture, travel agencies should improve the employees/employers' environmental awareness, and make improvements within their strategies and policies to be greening organizations.

Managerial implications

Human resources and environmental issues have been developed separately in tourism management, as the incorporation of HR and environmental performance improvement is considered an essential element for organizations to go green. Thus, the discussion of this topic would benefit travel agencies and enable them to better recognize the importance of adopting GHRM. Besides, evidence on GHRM in travel agencies has been less comprehended, so understanding the context of Egypt can add original evidence to policy-makers in the tourism industry. The research findings address particular implications for practice. HR has an imperative role in selecting which green practices should be implemented in every process of an organization (Yusoff et al., 2020). Thus HRM function is very important as it is responsible for designing and adopting environmental conservation policies to ensure the sustainability of organizations and make their activities environmentally friendly (Lin, Yu & Chang, 2018; Pham et al., 2019). Consequently, travel agencies' managerial levels should wisely take into consideration the benefits gained from adopting GHRM in organizational behaviors (e.g. green employee empowerment, environmental organizational citizenship behavior, environmental performance, and employee voice behavior). The adoption of GHRM practices can provide more benefits not only for boosting environmental performance but also for travel agencies' reputation and financial performance.

The relationship between GHRM and green organizational behaviors, which is studied in this article, enables travel agencies' managers and policy-makers to improve their environmental performance. We proposed a road map for the travel agents' managerial level. First, managers should give great consideration to green practices and behaviors, by designing jobs and work settings that motivate employees to learn about the environmental concerns and integrating environmental aims and activities within their goals and strategies. Second, in terms of HRM, managers should encourage the employees to implement green behavior through providing frequent green training, to enhance their environmental awareness and knowledge, and enrich their pro-environmental behaviors. After such training, the following outcomes must

be achieved; employees should become conscious about the consequence of their green behavior to their organization, destination, and themselves; have the motivation to implement green behavior at the workplace and in their daily life, inspire and educate their peers to adopt green practices and limit their environmental negative impacts, as a result, the environmental performance of the organization will be improved. Third, travel agencies in Egypt need to monitor and appraise employees' environmental performance and daily activities at the workplace, as well as compensate the employees who support and implement green behavior at the workplace. Compensation can motivate employees to do their best to achieve the organization's goals (Yusoff et al., 2020). By applying an upright green compensation system, travel agencies will encourage the green practices and the enhancements of provided services, and thus will increase their customer satisfaction. Forth, managers should support green employees empowerment, by giving them the responsibility and self-reliance in making decisions and stimulating their role towards environmental issues, and boosting their pro-environmental behavior, as green employee empowerment practices assist organizations to reach their environmental goals. Managers should motivate employees to take part in decision-making at work, and allow them to express their opinions concerning environmentally friendly practices and activities, which in turn, participates in reaching the organization's environmental goals and rising environmental performance.

Conclusion

From the study discussion, it can be concluded that GHRM affects positively employee green empowerment, voice behavior, environmental organizational citizenship behavior, and environmental performance. Although, the importance of adopting GHRM practices, results reveal that the level of awareness about the GHRM in Egyptian travel agencies is low, as their implementation of green behaviors in the workplace is weak. The study addresses the need to adopt green practices currently to preserve the environment, and achieve sustainable development for the business. Thus, travel agencies and employees can understand the beneficial effects of adopting GHRM on their environmental performance. The study proposed a road map for policymakers to enable them to create a green workplace, involve their employees in decision making, and give realistic feedback on the implementation of GHRM in the organization, in order to improve environmental performance and boost employees' green behaviors. As a result of adopting GHRM in travel agencies, their environmental and financial performance will be improved. Besides, they will achieve a competitive advantage, as new customers consider environment preservation as one of the most important distinctions.

While this article provides practical contributions to policymakers, there are still a number of limitations to this research. First, the study sample was gathered from employees working in travel agencies (category A) in Cairo governorate, Egypt. Therefore, it is suggested that forthcoming research increase the scope of research and the study population. Second, in terms of the study sample, the number of employees was higher than the number of top management, thus the level of knowledge related to environmental performance may not reflect their actual practices and initiatives and depends only on their knowledge, not the person responsible for designing policies and strategies. Third, this research discovered a positive influence of GHRM on green organizational behaviors (environmental organizational citizenship behavior, green employee empowerment, green employee voice, and environmental performance) but other factors affect this influence, so future research is encouraged to investigate other mediators, for example, job satisfaction, green commitment, environmental lifestyle, to further justify the effect of green HRM on green organizational behaviors. Fourth, we selected some green organizational behaviors that GHRM can affect. We haven't involved HRM practices such as compensation, training, performance measures, and rewards because

they possibly will act as a form of motivating pro-environmental behaviors of employees. In order to monitor the development in travel agencies' environmental performance, carry out further research after one or two years to measure the growth in adopting GHRM in Egyptian travel agencies.

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