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FACTORS RELATED TO HOTEL ENVIRONMENTAL PERFORMANCE

KRISHNA GUNASINGAM



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FACTORS RELATED TO HOTEL ENVIRONMENTAL PERFORMANCE

By
KRISHNA GUNASINGAM



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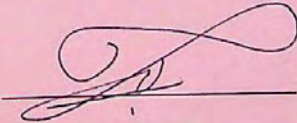
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ABSTRACT

Nowadays, the hospitality industry is paying serious attention on hotel environmental performance due to the increasing importance of sustainability in the long run. As such, the objectives of this study are to examine factors (i.e. organizational commitment, eco-friendly behaviours, and green motivation) that may influence hotel environmental performance among employees in the hospitality industry, specifically hotels. A total of 201 respondents participated in the study to report on the hotel environmental performance, organizational commitment, eco-friendly behaviours, and green motivation. Data was analysed using multiple regression analysis via SPSS. The findings reported that all of the independent variables had impacted hotel environmental performance significantly and positively. The study provides valuable insights on the importance of organizational commitment, eco-friendly behaviours, and green motivation in improving hotel environmental performance in the hospitality industry. Most importantly, the findings of this study contribute to the growing body of literature, specifically in the domain of environmental performance as well as other variables understudy.



ABSTRAK

Pada masa kini, industri hospitaliti sedang memberi perhatian yang serius terhadap prestasi persekitaran hotel disebabkan kepentingan kelestarian dalam jangka panjang. Dengan itu, objektif kajian ini adalah untuk mengkaji faktor-faktor (i.e. komitmen organisasi, gelagat mesra alam, dan motivasi hijau) yang mungkin akan mempengaruhi prestasi persekitaran hotel dalam kalangan pekerja dalam industri hospitaliti, terutamanya perhotelan. Sejumlah 201 responden terlibat dalam kajian ini dengan melaporkan tentang prestasi persekitaran hotel, komitmen organisasi, gelagat mesra alam, dan motivasi hijau. Data dianalisa menggunakan analisis regresi pelbagai melalui SPSS. Hasil kajian melaporkan bahawa semua pemboleh ubah bebas mempunyai impak terhadap prestasi persekitaran hotel secara signifikan dan positif. Kajian ini memberi pandangan yang berguna mengenai kepentingan komitmen organisasi, gelagat mesra alam, dan motivasi hijau dalam menambahbaik prestasi persekitaran dalam industri hospitaliti. Paling penting, hasil kajian ini menyumbang kepada literatur yang kian berkembang, terutamanya dalam bidang prestasi persekitaran dan juga pembolehubah-pembolehubah lain yang dikaji.



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CHAPTER 1 INTRODUCTION

1.1 Background of Study

The hospitality industry is a significant contributor to the global economy, providing employment opportunities and generating revenue for governments (Aynalem et al., 2016). However, the industry's growth has also resulted in negative environmental impacts, including water and energy consumption, waste generation, and greenhouse gas emissions. In recent years, there has been increasing concern about the environmental impact of the hospitality industry, and there has been a growing emphasis on adopting sustainable practices to minimise these impacts.

Within Malaysia there are many different environmental issues such as water and air pollution, the country is strongly looking towards different ways to improve their stance towards environmental perspective. The hospitality industry is one of the few industries in Malaysia with a direct impact to the environment through its daily operations. As tourist arrivals to Malaysia increased by 300% within two decades, the implications of poor environmental experiences in the hospitality industry are amplified with lasting negative impressions to its customers. (Yusnita et al., 2018).

The government is also looking towards enhancing green growth in many areas such as hydrogen technology, bioenergy and electric mobility which are all key enablers towards green adoption and future economic engines (Reuters, 2023). Under the Malaysia Renewable Energy Roadmap (MyRER), the government looks to set an ambitious target of renewable energy providing 31% of the nation's energy needs by 2025 and up to 40% by 2035. Through MyRER, the government looks to strengthen their commitment in increasing their RE capacity to 70% in 2050.

Green performance management in human resources is one of the ways the hospitality industry addresses its environmental challenges. Green performance refers to the policies and initiatives implemented by organisations to promote environmental sustainability and encourage employees to adopt eco-friendly behaviour (Ribeiro et al., 2022). These practices include training programs on sustainable practices, promoting energy-efficient behaviour, and incorporating environmental performance into employee performance evaluations.

The influence of green performance on environmental performance remains underexplored, particularly in the context of the hospitality industry. Jones et al. (2016) found that the hospitality industry is particularly sensitive to environmental concerns, given its high energy and resource consumption, making it an ideal context for studying the influence of green performance on environmental performance. Several studies such as Albrecht et al. (2018) & Albrecht et al. (2021) have highlighted the importance of employee engagement in achieving sustainable organisational practices. Engaged employees are more likely to embrace sustainable practices and are more committed to the organisation's environmental goals. Employee commitment, eco-friendly behaviour, and green motivation are critical components of green HR performance and are hypothesised to influence environmental performance positively.

Research examining the impact of green performance on environmental performance in the hospitality industry is essential to identify effective strategies for addressing the industry's environmental challenges. By understanding the factors that influence environmental performance, organisations can develop targeted interventions to improve their environmental performance and contribute to a sustainable future. More importantly, from this perspective it helps the hospitality industry to fully understand how their business can help to improve their environmental performance.

The results of this study provide valuable insights into the effectiveness of green performance in improving environmental performance in the hospitality industry. The findings can be used to develop targeted interventions that enhance the environmental performance of hotels in the eyesight of sustainable development. Additionally, the results of this study will contribute to the growing body of literature examining the relationship between green performance and environmental performance, providing insights that can be applied to other industries facing similar environmental challenges.

1.2 Problem Statement

The hospitality industry is a significant contributor to the global economy, providing employment opportunities and generating revenue for governments. In the case of Malaysia, where tourism contributes significant revenue to the local economy, the link between the performance of the tourism sector and the quality of the hospitality industry goes hand in hand

(Hanafiah & Zulkifly, 2019). As the tourism industry attracts more people into the country, it also translates to more customers in the hospitality industry. However, the industry's growth has also resulted in negative environmental impacts, including water and energy consumption, waste generation, and greenhouse gas emissions (Nguyen et al., 2021). Despite the increasing emphasis on adopting sustainable practices to minimise said impacts, significant environmental challenges remain to be addressed by the hospitality industry.

Green human resource (HR) practices are one way for the hospitality industry to address its environmental challenges. Green performance refers to the policies and initiatives implemented by organisations to promote environmental sustainability and encourage employees to adopt eco-friendly behaviour (W.G. Kim et al., 2019). These practices include training programs on sustainable practices, promoting energy-efficient behaviour, and incorporating environmental performance into employee performance evaluations. Despite the potential benefits of green performance, there is a lack of research examining their impact on environmental performance, particularly in the context of the hospitality industry.

The hospitality industry is particularly sensitive to environmental concerns, given its high energy and resource consumption, making it an ideal context for studying the influence of green performance on environmental performance. Current trends in sustainability governance have made environmental concerns and sustainability important indicators for many organisations out there. In fact the hospitality industry has been facing a lot of pressure by many stakeholders to implement environmental performance programs (Yusoff et al., 2018). The industry's significant environmental impact highlights the urgent need for effective strategies to minimise its negative environmental impacts. The development of effective green performance is critical to achieving sustainable environmental outcomes in the industry.

In this study, the independent variables include significant elements determining the influence of green human resource (HR) practises on hotel environmental performance. To begin, employee organisational commitment acts as a critical independent variable, indicating how committed staff members are to the organisation's green activities. Second, eco-friendly behaviour among workers is an independent variable that captures individuals' environmentally conscious activities and practises inside the hotel context. Finally, green motivation is an important independent variable that reflects workers' inner desire and passion to contribute to the hotel's environmental sustainability goals. These three independent factors serve as focal

areas for understanding how green performance may impact employee attitudes, behaviours, and motivations, eventually influencing the overall environmental performance of the hotels.

1.3 Research Questions

From the research objectives formed from the previous part, a set of research questions can similarly be formed based on the objectives. The research questions for this study are:

1. Does organisational commitment influence hotel environmental performance?
2. Does eco-friendly behaviour influence hotel environmental performance?
3. Does green motivation influence hotel environmental performance?

1.4 Research Objectives

Based on the research background and the problem statement, there are several notations that can be made in order to understand the objectives of this study. From the research objectives, it helps the researcher to further understand the purpose and the ulterior purpose of this study. The research objectives for this study are:

1. To examine the impact of organisational commitment on hotel environmental performance.
2. To analyse the impact of eco-friendly behaviours on hotel environmental performance.
3. To investigate the impact of green motivation on hotel environmental performance.

1.5 Significance of the Study

The hospitality industry is one of the fastest-growing industries globally, with significant economic and social impacts. However, the industry's growth has also led to significant environmental challenges, including resource depletion, greenhouse gas emissions, and waste generation. The industry's environmental impact has led to increasing calls for sustainable practices to minimise its negative environmental impacts. Therefore, this study's significance lies in its potential to contribute to the development of effective green performance that promotes environmental sustainability in the hospitality industry.

The study offers perceptions on the degree of eco-friendly behaviour, green motivation, and employee commitment in hotels. These elements are crucial to green performance and are thought to have a favourable impact on environmental performance. In order to establish targeted interventions to encourage sustainable behaviour, it is important to understand the prevalence of these variables in hotels. Doing so assists in identifying potential areas for improvement. Thirdly, the results of the study shed light on the environmental performance levels that hotels have attained. To establish focused interventions aimed at enhancing environmental performance, it is important to understand the degree of environmental performance attained by hotels. The understanding allows for the identification of areas for development.

The study's findings provide valuable insights into the effectiveness of green performance in improving environmental performance in the hospitality industry. By understanding the factors that influence environmental performance, organisations can develop targeted interventions to improve their environmental performance and contribute to a sustainable future. Additionally, the findings of this study contribute to the growing body of literature examining the relationship between green performance and environmental performance, providing insights that can be applied to other industries facing similar environmental challenges. Ultimately, the study's results contribute to the development of effective green performance that promotes sustainable environmental outcomes in the hospitality industry.

Furthermore, this study's significance lies in its potential to promote sustainable tourism practices. Sustainable tourism practices are critical for protecting the environment, supporting local communities, and providing sustainable economic opportunities. The hospitality industry's environmental impact makes it an ideal context for studying the influence of green performance on environmental performance.

1.6 Definition of Terms

1.6.1 Hotel Environmental Performance

Hotel environmental performance refers to the extent to which a hotel's operations and activities impact the environment. This includes factors such as energy consumption, water usage, waste generation, and greenhouse gas emissions. A hotel's environmental performance can be measured by various indicators such as carbon footprint, energy efficiency, water conservation, and waste reduction (Flores & Ghisi, 2022). Improving a hotel's environmental performance involves adopting sustainable practices such as reducing energy and water consumption, minimising waste generation, and implementing eco-friendly measures (Gill et al., 2021).

1.6.2 Employee's Organisational Commitment

Employee's organisational commitment refers to the degree of loyalty, identification, and attachment an employee has towards their organisation. It reflects the extent to which an employee is willing to put in extra effort to achieve organisational goals, stay with the organisation, and uphold its values (Cesário & Chambel, 2017). Organisational commitment is influenced by various factors, including job satisfaction, perceived organisational support, and leadership behaviour. A high level of organisational commitment among employees is associated with better job performance, lower turnover rates, and increased motivation to achieve the organisation's objectives (Cherif, 2020).

1.6.3 Employee's Eco-Friendly Behaviour

Employee's eco-friendly behaviour refers to the actions and behaviours of employees that promote environmental sustainability in the workplace. It includes activities such as reducing energy and water consumption, minimising waste generation, recycling, and adopting eco-friendly practices (Tiwari et al., 2023). Eco-friendly behaviour is influenced by various factors, including individual values, knowledge, and awareness of environmental issues, and the organisation's culture and policies. Encouraging and promoting eco-friendly behaviour

among employees is critical for achieving sustainable environmental outcomes in the workplace and reducing the organisation's environmental impact (Woo & Kang, 2021).

1.6.4 Green Motivation

Green motivation refers to the internal drive or desire of employees to engage in environmentally sustainable practices in the workplace. It reflects the level of importance employees attach to environmental sustainability and their willingness to act in ways that promote environmental goals (Zhu et al., 2021). Green motivation can be influenced by various factors, including individual values, attitudes, and beliefs about environmental sustainability, and the organisation's culture and policies. Employees with high levels of green motivation are more likely to engage in eco-friendly behaviours and support the organisation's sustainability initiatives, leading to improved environmental performance (Zacher et al., 2022).

1.7 Organization of Study

Chapter I provides the introduction of the background and sets the groundwork of the study. This includes some elements such as the research background, problem statement, research objectives, research questions, significance of study and the definition of terms. From this chapter, it is easier for the users of this study to fully understand the purpose of this study and the important areas to observe as well as the foundation of the study.

In Chapter II, a literature review is conducted based on previous studies and literature. By doing so, it helps to further understand the topic that is being studied in addition to further answering the research objectives. The literature review will help build the conceptual and theoretical framework which guide and shape the research framework and the hypothesis.

Chapter III concerns the methodology of the research study. The chapter will include details relating to the research design, population and sampling methods, research instrument development, questionnaire design, data collection procedures and statistical analysis procedures.

The findings of the research and its analysis will take place in Chapter IV. The chapter includes the presentation of the collected data followed by the analysis results from the relevant

statistical tools. The research findings and analysis will be interpreted and cross-examined against the research questions and hypothesis in Chapter V, the final chapter of the paper.

Apart from a summary of the research findings and the hypothesis test, Chapter V will also touch on the implications and limitations of the study, as well as recommendations to aid researchers in improving their future research designs.



CHAPTER 2 LITERATURE REVIEW

2.1 Introduction

This chapter first reviews on the theoretical foundation that was used to support the overall foundation of this study, followed by a review of the dependent and independent variables of this study. Next, the research framework is proposed to show a relationship between the dependent and independent variables. Through the research framework, the hypothesis of the study is proposed. The hypothesis is then be studied thoroughly and tested in the upcoming chapters to determine the relationship between the dependent and independent variables.

2.2 Hotel Environmental Performance

Hotel environmental performance refers to the measurement and evaluation of a hotel's impact on the environment. It encompasses the assessment of various aspects of a hotel's operations and practices that contribute to its environmental footprint. The concept of environmental performance in the hotel industry has gained significant attention due to the industry's substantial resource consumption, waste generation, and carbon emissions (Yu et al., 2021).

Energy use is a significant factor in hotels' environmental performance. The use of power for HVAC systems, lights, and other equipment and appliances is common in hotels, which are also noted for their high energy consumption (Beccali et al., 2018). The burning of fossil fuels to produce electricity is the main way that energy consumption causes greenhouse gas emissions. Measuring energy consumption, identifying high-consumption regions, and putting in energy-saving measures like smart HVAC systems, energy-efficient lighting, and guest room energy management systems are all part of evaluating a hotel's energy efficiency.

Another crucial element of a hotel's environmental efficiency is its use of water. Hotels utilise a lot of water for gardening, washing, cleaning, and guest use. Hotels may lessen their water footprint by keeping an eye on water use and using water-saving strategies including low-flow fixtures, water-efficient laundry procedures, and responsible landscaping techniques (Rico et al., 2019). Implementing greywater recycling or wastewater treatment systems may also help with better water management and less environmental effect.

The effective handling of waste is crucial to the environmental performance of hotels. Large amounts of garbage are produced by hotels, including food waste, packaging, paper, and other disposable goods. Recycling initiatives, trash reduction measures, and appropriate disposal techniques all contribute to effective waste management. Hotels may reduce their waste production and encourage appropriate trash disposal by putting in place waste reduction measures including composting for food waste, recycling bins, and employee training on waste segregation (Abdulredha et al., 2017).

The carbon footprint and greenhouse gas emissions of hotels are another factor in their environmental performance. A hotel's carbon footprint includes the emissions brought on by its use of energy, waste production, water use, and transportation. By using energy-efficient technology, renewable energy sources, carbon offset programmes, and sustainable mobility alternatives for both guests and staff, hotels may assess their carbon footprint and put emission-reduction plans into action (Mneimneh et al., 2022). The effectiveness of hotels' supply chains and sustainable buying is equally important. The use of organic and locally produced food, eco-friendly cleaning supplies, and sustainable building materials are just a few examples of how hotels may prioritise obtaining ecologically friendly goods and services (Verma & Chandra, 2017). Green procurement strategies can help to lessen the supply chain of a hotel's environmental effect.

Setting defined objectives, targets, and performance indicators is frequently a necessary step in evaluating and improving hotel environmental performance. Metrics like energy intensity (energy usage per unit area or per visitor), water consumption per visitor, waste diversion rate (% of trash diverted from landfill through recycling or composting), and carbon emissions per visitor night might be included in this list (Wu et al., 2023). Hotels may assess their progress and find opportunities for improvement via regular monitoring, benchmarking against industry standards, and reporting on environmental performance indicators.

The advantages of improving hotel environmental performance are numerous. It primarily aids in reducing the negative effects of the hotel business on the environment. Hotels may contribute to the preservation of natural resources, the preservation of ecosystems, and the fight against climate change by lowering their use of energy, water, waste production, and carbon emissions (Antón & Almeida, 2019). Through lower energy and water costs, more effective waste management, and potential financial incentives for adopting sustainable practices, environmental performance improvements can also result in cost savings for hotels.

2.3 Organisational Commitment

Organisational commitment refers to the degree of loyalty, attachment, and identification an employee has towards their organisation (Ahmad, 2018). It displays the employee's psychological affinity for and emotional attachment to the company, as well as their willingness to put up the necessary work and stick with it over time. Employee attitudes, behaviours, and overall organisational performance are all significantly impacted by organisational commitment — a crucial concept in the study of organisational behaviour. The concept, as suggested by scholars suggests that organisational commitment itself is a dimension that can be diverted into three major areas, namely continuance commitment, normative commitment and affective commitment (Neziri, 2021). In this study, the dimension suggested by Meyer and Allen serves as the main foundation for the dependent variable of organisational commitment.

Emotional bonds and identification with the organisation define affective commitment. High affective commitment employees have a strong positive emotional bond with their workplace, a sense of community, and genuine concern for the organisation's success (Jeon & Choi, 2020). They are more likely to willingly display behaviours that support the organisation's objectives and values. Contrarily, commitment to staying with the company is predicated on perceptions of the costs of doing so. High levels of continuance commitment among staff members stem from several causes such as financial concerns, a lack of alternative employment prospects, or the threat of losing seniority or perks (Pekerşen & Tugay, 2020). They are committed mostly because they understand that quitting the company would mean suffering personal losses.

The foundation of normative commitment is a sense of duty or moral obligation to stick with the organisation. High normatively committed workers support the ethics, standards, and values of their employers. They feel obligated to carry out their duties and make up for the organisation's investments in their growth or training (Abuzaid, 2018). Their dedication is motivated by a feeling of moral responsibility as well as a desire to uphold their integrity and loyalty. For both people and organisations, organisational commitment has a number of significant ramifications.

Organizational affiliation is essential in determining hotel environmental performance. This relates to how much employees and management are committed to contributing actively

towards the environmental goals of the hotel. This dedication has the potential to be a huge asset in relation to grease green efforts, and consequently successes. Not only is there a more engaged team of staff, but also proactive efforts and behaviour regarding sustainability within the organization through a base commitment to environmental change (Afsar et al., 2019). This dedication is evidenced by a commitment to green standards, participation in training programs and the adoption of new environmental friendly solutions.

In addition, organizational commitment creates a green environment in which environmental sustainability is taken more into account and then better leads to development of effective green policies and practices. Hotels with a committed environmental management that encourage their employees to be more environmentally conscious are likely also improve in green performance and as consequence consume less energy, produce fewer waste, being overall sustainability (Ahmed et al., 2020). In doing so, the hotel not only achieves full regulatory compliance but also boosts its own image and attracting increasing numbers of eco-responsible clientele - opening up a considerable potential increase in customer loyalty.

2.4 Eco-friendly Behavior

Eco-friendly behaviour is referred to as the activities and mannerisms of people who support environmental sustainability and reduce adverse effects on the environment (Kim et al., 2019). It entails adopting behaviours and making decisions that limit the use of resources, limit the production of waste, preserve energy, and safeguard ecosystems. For tackling environmental issues and building a more sustainable future, eco-friendly behaviour is essential. People may incorporate a number of essential eco-friendly behaviours into their daily life. Energy conservation is one of the key issues. This entails actions like using energy-efficient appliances, turning off lights and electronics when not in use, maximising heating and cooling systems, and using renewable energy sources wherever available (Singh et al., 2022). People may help to mitigate climate change and cut greenhouse gas emissions by consuming less energy.

Water conservation is a crucial component of eco-friendly behaviour. This entails actions like stopping leaks, utilising water-saving devices, reducing water use while washing dishes and taking showers, as well as catching rainwater for irrigation (El-Nwsany et al., 2019). Many areas are becoming more concerned about water shortages, thus saving water is

important to keeping this precious resource available for future generations. Another essential element of eco-friendly behaviour is proper trash management. This involves actions like composting organic waste and reducing the use of single-use goods, as well as recycling materials like paper, plastic, glass, and metal. People may reduce the amount of garbage they send to landfills, preserve natural resources, and avoid pollution by reducing, reusing, and recycling (Kurniawan et al., 2022).

Choosing environmentally sustainable modes of transportation is important. By choosing environmentally friendly transportation options like walking, bicycling, carpooling, or using the bus, you may lessen traffic congestion and cut down on carbon emissions. Choosing electric or fuel-efficient automobiles also helps create a more environmentally friendly transportation system (Bansal et al., 2020). Another part of eco-friendly behaviour is making sustainable dietary choices. This entails consuming organic and locally sourced food, consuming less meat, and minimising food waste. Deforestation, water pollution, and greenhouse gas emissions are only a few of the negative environmental effects of industrial agriculture and cattle raising (Adegbeye et al., 2020). Individuals may support biodiversity, protect resources, and lessen climate change by changing their eating habits.

Eco-friendly behaviour encompasses a larger range of lifestyle choices in addition to specific activities. It entails considering how purchase decisions may affect the environment, such as picking items created from recycled materials or eco-friendly products with less packaging (Bandara et al., 2022). Supporting businesses and brands that place a high value on sustainability and moral behaviour promotes ecologically friendly production and consumption. Promoting eco-friendly behaviour depends heavily on education and awareness. People who are aware about environmental concerns are more empowered to make thoughtful decisions and comprehend the effects of their choices (Mkono & Hughes, 2020). Participating in community activities, attending seminars, and taking part in environmental education programmes may all improve eco-friendly behaviour with cumulative effects.

The behavior of the guests regarding environment is a key variable in measurement of environmental performance and eco-friendly oriented hotels have given significant importance to this review point. Suriyankietkaew et al. (2022) refers to the practices and attitudes of both staff members as well visitors who work together in improving environmental sustainability. Some of the eco-friendly behavior at hotels includes energy-saving measures, waste reduction strategies, water conservation techniques and using sustainable material. The integration of

these practices in the daily operations helps hotels to influence their global environmental performance and reduce their carbon footprint while saving resources.

When trained and inspired, staff encourages energy-efficient technologies to recycle waste and reduces water usage. Taking this proactive approach results in measurable environmental improvements including reduced utility bills and costs associated with waste disposal (Gunarathne et al., 2022). Likewise, when invited to be a part of sustainability programs like towel reuse and recycling efforts beyond their stay at the property, it only reinforces good actions by guests for being asked about them in addition to showing that they are using best practices.

At the same time, our culture of sustainability externalizes as we reinforce eco-friendly behaviour that can catalyse additional innovations and improvements in green practices throughout other areas within the hotel (Luo et al., 2024). As guests become more interested in hotels that are practicing eco-friendly behavior, there is a trend of increased customer satisfaction and loyalty for the properties that participates. This can in turn create a virtuous cycle as improved environmental performance will attract more eco-friendly guests which increases the hotel's engagement with sustainability.

Many eco-friendly actions, such water and energy saving, can lower utility costs. Long-term financial savings can also be achieved by selecting items that are strong and low energy (Sachs et al., 2019). Additionally, incorporating eco-friendly practices can enhance wellbeing and health. For instance, avoiding dangerous chemicals by utilising natural and non-toxic cleaning solutions. Outdoor activities and time spent in nature are good for one's physical and mental health. Environmental responsible behaviour benefits society as a whole. People may influence and encourage others to adopt similar behaviours by exhibiting sustainable behaviours.

2.5 Green Motivation

A person's internal drive or desire to engage in environmentally friendly behaviours and support environmental sustainability is referred to as "green motivation." It is a type of internal drive that results from individual ideals, convictions, and sincere environmental concern. Green motivation is essential for igniting and maintaining eco-friendly behaviours at both the individual and group levels. Green drive stems from a strong feeling of environmental

awareness and an appreciation for the significance of doing responsibly to safeguard and maintain the environment (Hamzah & Tanwir, 2020). People who are environmentally conscious are motivated by the desire to limit their environmental impact, stop environmental deterioration, and promote sustainability in all facets of their existence.

Green motivation may be attributed to a number of causes. Personal values and beliefs are important because they may inspire people to behave in ways that are consistent with their values (Arieli et al., 2019). People who have strong environmental values are more likely to have this motivation. Respect for nature, a sense of interconnectedness with the environment, and a desire to leave a lasting legacy for future generations are a few examples of these values. Green motivation is also influenced by environmental awareness and understanding. Understanding how human activity affects the environment, including climate change, biodiversity loss, and resource depletion, can inspire people to act responsibly and proactively to solve these problems (Rogayan, 2019).

A key element of green motivation is intrinsic rewards. Individuals get a sense of personal fulfilment, happiness, and purpose when they engage in eco-friendly behaviours (Ahn et al., 2020). It gives people a feeling of purpose and well-being to know that their activities are in line with their beliefs and contribute to a better environment. Social norms and persuasion can also have an impact on one's drive to go green. People may be more inclined to take part in eco-friendly behaviours if they observe others doing so and believe it to be the socially acceptable norm. Community involvement, social networks that are supportive, and positive role models may all help to foster and maintain a sense of environmental responsibility (Chu & Chen, 2019).

Green motivation is the most significant factor that affect into environmental performance of green hotels. The driving forces behind an organization's passion for sustainability, and the products it generates to enable companies meet their eco-responsible goals (Vallaster et al., 2019). On one hand, green motivation can be divided into intrinsic factors as personal values and environmental consciousness of staff and management. While on the other extrinsic components such as regulatory pressures or market demand for sustainable practices constitute triggers to a company. This motivation manifests itself in how a hotel is able to meet its environment goals more efficiently.

The idea of "green motivation" also involves group activity in addition to individual behaviour. Green-motivated people are more likely to participate in community projects, advocate for sustainable practises at their professions, and engage in environmental activism (Abdelhamied et al., 2023). They are motivated by a desire to have a significant impact on environmental sustainability and bring about good change on a larger scale. Additionally, businesses have a responsibility to foster employee enthusiasm for the environment. Organisations may promote and strengthen employees' green motivation by implementing green practises, offering environmental education and training, and fostering a positive work environment (Darvishmotevali & Altinay, 2022). Employee desire to support environmental goals is increased when they believe their company values sustainability and offers opportunities for meaningful participation.

A hotel that expresses robust green inspiration will often embed sustainability within its essential management and business planning (Taghipour et al., 2024). This involves the implementation of energy-efficient technologies, waste reduction programmes and water conservation measures; using sustainable products. On the other hand, hotels with high green motivation are referred to as environmental proactive in applying new ideas and ongoing improvement environmentally. Usually, this practice leads to clear-cut environmental benefits such as energy savings or lower greenhouse gas emissions and better dealing with resources.

Green inspiration can also encourage implementing broad sustainability programs that involve workers and customers. Enthusiastic employees will participate in and drive green initiatives, motivated leadership invests to support new sustainable processes (Shoaib et al., 2022). Furthermore, appealing directly to guests about their green inspiration explains why hotels are a part of the sustainability projects and motivates clients even more than improving environmental performance.

Increased happiness, less stress, and better overall mental and physical health have all been related to practising eco-friendly behaviours, spending time in nature, and acting in accordance with personal ideals (Shwetha & Dhariwala, 2021). The sense of purpose that comes from living in accordance with one's principles and the connection to nature both contribute to overall well-being. Green motivation also has a beneficial influence on interpersonal relationships and community development. Individuals' social ties are strengthened, collaboration is fostered, and a sense of belonging is fostered when people band together to achieve common environmental goals (Kang et al., 2020). People with a green

motivation may serve as an example to others, generate momentum for group action, and help build sustainable communities.

2.6 Research Framework

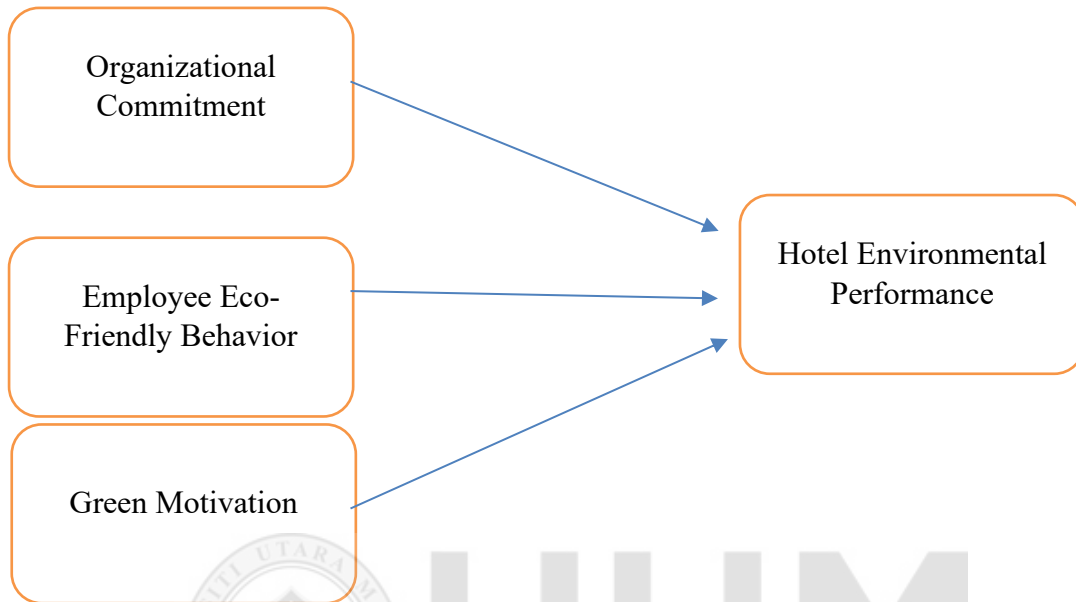


Figure 2.1: Research Framework

Figure 2.1 illustrates the research framework of this study. From the research framework, it is possible to determine the relationship between the independent variables and the dependent variables. The independent variables are organisational commitment, eco-friendly commitment and green motivation whereas the dependent variable is hotel environmental performance. Based on the framework, it is posited that there is a significant and positive relationship between the independent and dependent variables. Specifically, organisational commitment, eco-friendly behaviour, and green motivation has a significant and positive influence on hotel environmental performance. Drawing on this, a set of hypotheses were constructed in line with the research questions and research objectives of the present study.

2.7 Resource Based View Theory

The Resource-Based View (RBV) theory is a strategic management framework that focuses on the internal resources and capabilities of a firm as primary sources of sustainable competitive advantage (Kodua, 2019). Proposed by scholars such as Asad (2022), RBV

diverges from traditional competitive theories that emphasise external factors like market condition. Instead, RBV asserts that a firm's unique bundle of resources, both tangible and intangible, determines its ability to achieve and sustain a competitive edge.

Physical assets such as machinery and financial capital are examples of tangible resources, whereas intangible resources include intellectual property, organisational culture, and knowledge assets (Saddam, 2020). According to RBV, a resource must be valuable, rare, inimitable, and non-substitutable in order to be a source of sustained competitive advantage these are known as the VRIN criteria. According to Hosseini et al. (2018), organisations should discover and utilise their different strengths in order to produce value and gain a competitive edge. Furthermore, RBV believes that resources should be diverse between enterprises, which means that various organisations should have distinct strategic assets in order to attain uniqueness.

RBV has had an impact on strategic management practises by emphasising the significance of internal strengths. It emphasises the dynamic nature of competitive advantage, implying that enterprises must constantly build and enhance their resource base in order to respond to changing market conditions (Schilke, 2014). The notion also pushes enterprises to invest in resources that are difficult for competitors to replicate, encouraging long-term sustainability. According to Hossain et al. (2021), RBV fails to effectively address the impact of external variables and market dynamics in generating competitive advantage. Its influence on strategy formation, however, is apparent, as organisations increasingly recognise the importance of developing, exploiting, and renewing internal resources in order to prosper in an ever-changing competitive context. In essence, the Resource-Based View hypothesis offers a beneficial viewpoint for firms seeking long-term success by matching their resources.

The Resource-Based View (RBV) theory provides considerable evidence to the hotel environmental performance evaluation framework. The RBV posits that an organization sustains competitive advantage if its resources are valuable, rare, inimitable and non-substitutable. For green hotels, these resources include both tangible assets (such as energy-efficient technologies and environmentally responsive infrastructure) and intangible ones having to do with organizational culture or employees' knowledge of environmental practices.

This type of peculiar resources enhances the environmental performance in a hotel, and these unique assets are highlighted by RBV theory. For example, a green hotel that purchases

state-of-the-art energy management systems or implements innovative waste reduction technologies can experience greater environmental benefits than competitors who lack these resources. These investments enhance sustainable operational efficiencies and allow the hotel to stand out from competition, appeal better environmentally conscientious guests as sustainability has become a competitive differentiator in this day.

Addition to it, RBV theory stresses over the organizational capabilities and internal competencies that needed for maintaining environmental performance. Creating a well-rooted resource for others to become motivated by green practices of staff is something that will be difficult for competitors in the hotel industry. That culture and expertise are critical assets to a hotel living up to its commitment of continuous improvement for environmental performance. This is how green hotels can use these valuable resources and capabilities in the applicability of its environmental practices thereby reinforcing their overall sustainability. This perspective helps present a resilient logic for how the environmental performance of green hotels in relation to their competitions can be explained and successfully addressed based on the RBV theory.

2.8 Hypotheses Development

2.8.1 Organisational Commitment and Hotel Environmental Performance

Hotel environmental performance and organisational commitment are two related ideas that can have a big influence on one another. Hotel environmental performance is the measurement and assessment of a hotel's influence on the environment. Organisational commitment is the employees' loyalty, connection, and identity to their organisation (Arasanmi & Krishna, 2019). Promoting sustainable practices within the hotel business depends on an understanding of the connection between organisational commitment and hotel environmental performance.

Hotel environmental performance can benefit from organisational commitment in a number of ways. Employees that are committed are more likely to support the organisation's environmental actions and goals. They demonstrate a feeling of responsibility and ownership for the success of the company, particularly its environmental initiatives. Committed staff members are more inclined to practise eco-friendly habits, save money, and minimise waste, which helps hotels perform better environmentally (Ahmed et al., 2020). Also more likely to actively participate in environmental training programmes and embrace sustainable practices

are committed personnel. The organisation's beliefs and objectives, such as environmental sustainability, are important to them. Hotels may develop a culture of sustainability and encourage environmentally friendly behaviours by investing in staff education and training (Sibian & Ispas, 2021). This will improve workers' environmental knowledge and abilities.

Employees who are committed to their jobs are more likely to have a connection to their work, report feeling more satisfied with their jobs, and engage in independent behaviours that go above and beyond what is expected of them (Jin et al., 2016). This involves actively looking for ways to improve the environmental performance of the company. Employees that are committed to the company's sustainability goals may voluntarily suggest and carry out eco-friendly activities, recommend process changes, or take part in committees and projects related to sustainability (Yuriev et al., 2018).

Organizational commitment fosters a sense of purpose and cohesion within the group as a whole. Employees may work together towards common sustainability goals in a friendly and collaborative work environment as a result of this shared commitment (Afsar & Umrani, 2019). The environmental performance of hotels may be further improved through an effective organisational commitment that strives to engage in ecologically responsible behaviours. The environmental performance of hotels, on the other hand, might also affect organisational commitment. The commitment of hotel employees to environmental sustainability may have a beneficial effect on how the organisation is viewed by its staff and how committed they are to it (Sourvinou & Filimonau, 2017). Employees' commitment may increase when they see the company actively implementing environmentally friendly practices, investing in sustainable technology, and exhibiting a true commitment to environmental stewardship.

The efficiency of hotels' environmental performances can also improve staff happiness at work and their general working conditions. Employees may feel more at ease working in a workplace that prioritises conservation, reduces waste, and uses energy-efficient technologies (Ramiya & Suresh, 2021). It can improve their physical working conditions, their general job happiness, and their general well-being. Employee commitment is more likely to be higher if they believe their company prioritises sustainability and helps safeguard the environment. Based on this, it is clear that there is a clear relationship between organisational commitment and environmental performance. Hence, it is proposed that:

H₁: There is a significant and positive relationship between organisational commitment and hotel environmental performance.

2.8.2 Eco-Friendly Behaviour and Hotel Environmental Performance

Two interrelated ideas that are essential for advancing sustainability in the hotel business are eco-friendly behaviour and hotel environmental performance. Hotel environmental performance focuses on the measurement and evaluation of a hotel's influence on the environment, whereas eco-friendly behaviour refers to the activities and decisions of individuals who prioritise environmental sustainability (Ting et al., 2019). Driving positive change and attaining sustainable practices within the hotel business requires an understanding of the connection between eco-friendly behaviour and hotel environmental performance.

The environmental performance of a hotel may be considerably impacted by eco-friendly behaviour on the part of both visitors and staff. Employees and customers who practise eco-friendly behaviour, such as minimising trash, using recycling services, and saving electricity and water, help the hotel's total environmental impact (Abdou et al., 2022). Reusing towels and linens, shutting off lights and devices when not in use, and conserving water may all help the hotel make significant resource savings. By offering information and incentives, hotels may actively encourage and promote eco-friendly behaviour among their visitors. Raising awareness and promoting ethical behaviour may be accomplished by putting into place programmes that inform visitors about sustainable practices and the hotel's environmental initiatives (Mak & Chang, 2019). In order to encourage visitors to engage in sustainable behaviours while they are at the hotel, strategies including placing signage in guest rooms or public spaces, offering incentives for being green, and outlining precise guidelines for trash segregation can all be used.

The eco-friendly behaviour of hotel workers also has a significant impact on the environmental performance of the establishment. Employees that actively practise sustainability and are concerned about the environment can make an organisation more sustainable (Al-Swidi et al., 2021). This includes practises like employing eco-friendly cleaning products, managing energy more effectively, and appropriately disposing of garbage. By incorporating sustainability practises into their organisational culture, hotels may encourage staff members to act sustainably. This may be accomplished by implementing employee training programmes that place a strong emphasis on environmental sustainability, educate

personnel on best practices, and motivate them to actively improve the hotel's environmental performance. Employers may encourage and reinforce sustainable practices by developing rewards and recognition programmes for staff members who regularly operate sustainably (Jerónimo et al., 2019).

Eco-friendly behaviour and hotel environmental performance are correlated and reinforce one another. Observing a hotel's dedication to environmental sustainability and staff members acting sustainably can have a beneficial impact on customers' behaviour while they are there (Mele et al., 2019). On the other hand, when visitors take an active interest in sustainability, it inspires and drives hotel personnel to uphold and improve their own sustainable practices. In turn, hotel environmental performance significantly influences eco-friendly behaviour. Hotels may clearly communicate to customers and workers that sustainability is important to them by demonstrating a strong commitment to it via their policies, practices, and projects. This may encourage visitors to practise environmentally conscious behaviour while visiting and workers to maintain sustainable behaviours.

The environmental performance of hotels can provide them a competitive edge in the market. Hotels with good environmental performance records can draw eco-aware customers and establish a reputation for being socially responsible as sustainability becomes an increasingly significant aspect for travellers when selecting accommodations. Increased client loyalty, favourable word-of-mouth referrals, and a beneficial effect on the hotel's financial line can all arise from this. Hotels may use a number of ways to improve the link between environmentally friendly behaviour and environmental performance. Based on this, it is evident that eco-friendly behaviour influences environmental performance. Therefore, it is posited that:

H₂: There is a significant and positive relationship between eco-friendly behaviour and hotel environmental performance.

2.8.3 Green Motivation and Hotel Environmental Performance

Green motivation and hotel environmental performance are related ideas that are crucial for advancing sustainability in the hospitality sector. Green motivation is the term used to describe an individual's inner drive and desire to participate in environmentally friendly behaviours and support environmental sustainability (Ansari et al., 2020). The focus of hotel environmental performance is on quantifying and analysing how a hotel's activities affect the

environment. For the hotel business to change for the better and adopt sustainable practices, it is crucial to comprehend the connection between green motivation and environmental performance.

There are various ways that green incentive may improve hotel environmental performance. Employees that are environmentally driven are more likely to support the hotel's environmental activities and goals (Kim et al., 2019). They take pride in and feel accountable for the hotel's performance, especially its environmental initiatives. Employees that are environmentally conscious are more likely to practise eco-friendly habits, save money, and recycle more, which helps hotels perform better environmentally. Sustainable practices and active participation in environmental training programmes are both more likely to be adopted by staff members who are motivated by the environment (Anwar et al., 2020). They have a stake in the hotel's principles and objectives, particularly its commitment to environmental sustainability. Hotels may promote an ecologically friendly culture and increase staff members' environmental awareness and abilities by investing in their education and training.

Green motivation may also result in higher employee engagement. Employees that are green driven display discretionary behaviours that go beyond their official job responsibilities, have a stronger connection to their work, and have better job satisfaction. Involved in this is actively looking for ways to improve the hotel's environmental performance. Employees that are environmentally conscious may proactively recommend eco-friendly activities, advise process enhancements, or take part in sustainability committees and projects (Ravikumar, 2020). Green motivation may also encourage an organisational culture that is conducive to hotels performing well in terms of the environment. Shared green motivation among staff members fosters a feeling of purpose and cohesion. Employees may work together towards mutual sustainability objectives in a friendly and collaborative work environment as a result of their shared drive (Sawe et al., 2021). The environmental performance of hotels may be further improved through an effective organisational culture that recognises and promotes ecologically responsible behaviours.

The environmental performance of hotels, on the other hand, might also affect the desire for going green. The dedication of a hotel to environmental sustainability may have a beneficial effect on how its staff members view the company and their desire to participate (Camilleri, 2021). Employee pride and affiliation with the company can increase when they see the hotel actively implementing environmentally friendly practices, making investments in sustainable

technologies, and exhibiting a true commitment to environmental stewardship. Positive hotel environmental performance can also increase the hotel's reputation and recruit eco-aware workers (Jabbour et al., 2019). Many job searchers prioritise working for companies that share their values and have a good effect on the environment in today's competitive labour market. Those looking to work in sustainable and socially responsible sectors may choose to work for hotels with a high environmental performance history. Based on this, it is clear that there is a significant relationship between organisational commitment and green motivation. Hence, it is proposed that:

H₃: There is a significant and positive relationship between green motivation and hotel environmental performance.

2.2 Summary

In summary, this chapter has reviewed the literature that is related to the variable that was selected in the study. At first, the model or theory that is used in this study is laid down as a foundation for the study before moving on to the discussion of the individual variables that were conducted in order to further understand the variables. Then, the research framework was formed to show a relationship between the independent variables and dependent variables. Lastly, the formation of hypotheses is done that is proposed that will be tested in the findings and analysis chapter. In the next chapter, the methodology of the study will be laid down to show how the study is conducted.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology used in this study. Some of the elements in this study are the research design, population and sampling, instrument development, questionnaire design, data collection procedure and statistical analysis procedure.

3.2 Research Design

This research adopted a quantitative approach to collect the primary data through the use of questionnaires. A cross-sectional research design would include gathering data from a sample of hotels and their workers at a certain moment in time in the context of this study on the effect of green performance on hotel environmental performance. The approach enables researchers to investigate the link between employee organisational commitment, eco-friendly behaviour, and green motivation, and hotel environmental performance. The research can offer a glimpse of the present condition of these parameters and analyse their correlations within the hotel business by giving questionnaires to employees and collecting data on the variables of interest.

The proposed research design is a cross-sectional study. Cross-sectional research collects information from a random sample of people at a certain point in time. This design provides an overview of the present condition of the study variables and their interactions. It is especially useful for describing the features, attitudes, or behaviours of a certain community or exploring connections between variables. A questionnaire was used to collect primary data in this study design. A questionnaire is a data gathering instrument that is self-administered and consists of a sequence of questions meant to elicit information from users. It has the benefits of being inexpensive, efficient, and allowing for standardised data collecting. A questionnaire also provides for a big sample size, which can be beneficial.

3.3 Population and Sampling

Research population is the total collection of persons, objects, or events that have a similar trait and are of interest to the researcher in research. The population for this study on the impact on hotel environmental performance would be all hotels within a specified geographical area or within a specific hotel chain that have implemented green performance. Employees from these hotels would also be included in the population. The process of picking a selection of persons or items from a population to represent it in research is known as sampling. It is frequently not practicable or viable to collect data from the whole population due to practical restrictions. Researchers instead rely on sampling procedures to choose a smaller, more manageable sample that is typical of the community. The objective is to obtain a sample that correctly reflects the population's features and variety.

Researchers can use numerous sampling size determination approaches to establish an acceptable sample size. The Krejcie and Morgan table, which offers sample size recommendations based on population size and desired level of precision, is a popular approach. To establish the sample size, the table considers the population size, desired confidence level, and allowable margin of error. This study employs a convenient sampling method to determine the samples for this research. The Krejcie and Morgan Table is used to establish the proper sample size if the population of employees with green performance consists of 420 employees and a 95% confidence level with a margin of error of 5% is sought. Yusoff et al. (2020) suggested that the suitable sampling size for a study is around 200 respondents in a similar study with environmental performance in the hotel industry.

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384
<i>Note: N is Population Size; S is Sample Size</i>					<i>Source: Krejcie & Morgan, 1970</i>				

Table 3.1 Krejcie and Morgan Sample Size Table

However, it is vital to remember that factors such as the research design, sampling process, and the specific analysis intended for the study all have an impact on sample size determination. When establishing sample size, researchers should evaluate the study aims, the complexity of the variables, and the statistical power necessary to detect relevant effects.

It is critical to ensure that the sample is representative of the population in order for the findings to be generalizable. This may be accomplished by employing suitable sampling techniques, adopting randomization processes, and collecting a broad sample of hotels of various sizes, locations, and types. The population in this study on the impact of green performance on hotel environmental performance comprises hotels using green performance and their workers. Sampling approaches, such as the Krejcie and Morgan table, can assist in determining a suitable sample size depending on population size, desired confidence level, and margin of error.

3.4 Instrument Development

3.4.1 Dependent Variable – Hotel Environmental Performance

The dependent variable in this research is hotel environmental performance. There are 7 items in this section of the instrument. The items from this variable were adopted from the study of Paillé et al. (2013); Melnyk et al. (2003) and Ilinitich et al. (1998) that measures the hotel environmental performances.

Variable	Items
Hotel Environmental Performance	Environmental management within our hotel
	1. Reduced wastes.
	2. Conserves water usage.
	3. Conserves energy usage.
	4. Reduced purchases of non-renewable materials, chemicals, and components.
	5. Reduced overall costs.
	6. Helped to enhance the reputation of the hotel.
	7. Improved its position in the marketplace.

Table 3.2: Items for Hotel Environmental Performance

3.4.2 Independent Variable 1 – Organisational Commitment

The first independent variable for this study is organisational commitment and there are 7 items in this section whereby the items for this section is adopted from Mowday et al. (1979) in measuring the commitment of employees towards their organisation.

Variable	Items
Organisational Commitment	1. I talk up my firm to my friends as a great firm to work for.
	2. I find that my values and the firm's values are very similar.
	3. I am proud to tell others that I am a part of this firm.
	4. I am willing to put in a great deal of effort beyond what the hotel normally expects in order to help my hotel be successful.
	5. I am extremely glad that I chose this hotel to work for over the others I was considering at the time I joined.
	6. I really care about the fate of this hotel.
	7. For me, this is the best of all possible firms for which to work.

Table 3.3: Items for Organizational Commitment

3.4.3 Independent Variable 2 – Employee’s Eco-friendly Behaviour

The second independent variable for this study is employee’s eco-friendly behaviour and there are 7 items in this section whereby the items for this section is adopted from Hsiao et al. (2014); Chou (2014); Scherbaum et al. (2008) & Tudor et al. (2007) in measuring the eco-friendly behaviour shown by the employees.

Variable	Items
Employee’s Eco-friendly Behaviour	1. Before I get off work, I turn off the electric appliances, such as computers, TV monitor, etc
	2. When I leave a room that is unoccupied, I turn off the light.
	3. I sort and recycle garbage in the workplace.
	4. I conserve materials at work.
	5. I limit water use in toilets to save water.
	6. I pay close attention to water leaks.
	7. I reuse materials at work.

Table 3.4: Items for Employee’s Eco-friendly Behaviour

3.4.4 Independent Variable 3 – Green Motivation

The third independent variable for this study is green motivation and there are 7 items in this section whereby the items for this section is adopted from Shen and Benson (2016) & Hsiao et al. (2014) in measuring how employees are motivated to be ‘green’ in their lifestyle.

Variable	Items
Green Motivation	1. I often think about rewards, salary, or promotion for my environmental tasks.
	2. I have to feel that I am earning something for my environmental tasks.
	3. My hotel provides adequate training to promote environmental management as a core organisational value.
	4. My hotel considers how well employees are doing at being eco friendly as part of their performance appraisals.
	5. My hotel relates employee’s eco-friendly behaviour to rewards and compensation.
	6. My hotel encourages employees to provide suggestions on environmental improvement.
	7. I enjoy executing existing green ideas at my job.

Table 3.5: Items for Green Motivation

3.5 Questionnaire Design

The questionnaire that is used in this study is developed using close-ended questions that form five sections in this study. Close-ended questions are used for this questionnaire as it provides a limitation towards variety in the responses that is about to be gathered. This helps the researcher to gather precise information required to analyse in the upcoming chapters. The questionnaire consist a mix of various question types to gather comprehensive data. Closed-

ended questions, such as multiple-choice or Likert scale questions, are useful for quantifying responses and making statistical comparisons. For instance, asking respondents to rate their hotel's commitment to various green practices on a scale of 1 to 5 can provide measurable insights into the level of commitment. Open-ended questions can complement this by allowing for more detailed feedback and capturing nuances that closed-ended questions might miss.

Section I is the demographic section that helps to understand the characteristics of the respondents against a green environmental perspective. Section II to Section V describes the variables of the study that is the main study focus. This part uses a five-point Likert Scale to gather information from the respondents. The individual sections are taken by each individual variable from hotel environmental performance being the dependent variable and organisational commitment, employee eco-friendly behaviour and green motivation as the independent variables. The Likert Scale for this study can be labelled as below:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

3.6 Data Collection Procedures

The researcher utilised online questionnaire forms to create a questionnaire, which was then converted into a link for easy distribution to respondents. The links were sent through WhatsApp and Facebook to reach a large number of participants. 10 hotels are chosen in the Klang Valley and the HR Managers will provide the Google Forms link to 20 participants in random to conduct the questionnaire. The data collection period lasted for 15 days, from July 1st to July 15th, 2023. Responses from the participants were automatically collected and stored in Google Forms, and the data was later extracted using Excel Worksheet. The researcher found Google Forms to be a convenient and user-friendly tool for questionnaire administration, as it eliminated the need for manual marking and allowed for efficient data organisation and analysis. Online questionnaires facilitated reaching and engaging with respondents, while also streamlining the data collection and analysis processes.

3.7 Statistical Analysis Procedure

Before commencing the analysis of the collected questionnaire data, it will be gathered and extracted for further examination. The analysis will be conducted using SPSS software, specifically version 27. SPSS is widely recognized as a powerful statistical software tool that

aids in the analysis of scientific data, generating informative statistical outputs for research purposes. By utilising SPSS, the data can be transformed into valuable information through various analytical procedures.

Descriptive analysis is performed to present the characteristics of the sample based on their demographic information. Demographic factors such as gender, age, educational level, working experience in the hotel industry and monthly income are examined. The analysis involves determining the frequency and percentage values, as well as calculating means, to provide a comprehensive overview of the sample's attributes. Descriptive analysis enables a detailed understanding of the sample's demographic profile and their perspectives on essential skills in the workforce.

The reliability of the data is assessed through a reliability analysis using Cronbach's Alpha. Cronbach's Alpha is a statistical measure that determines the consistency and reliability of a measurement. It produces a value between 0 and 1, with higher values indicating greater reliability. Data with a Cronbach's Alpha value closer to 1 is considered more reliable. Values below 0.6 indicate poor and unreliable data, while values above 0.7 are considered satisfactory, and values above 0.8 are deemed good in terms of reliability. Cronbach's Alpha is a valuable tool for assessing the consistency and reliability of data in research.

Linear Regression analysis is also used to determine the relationship between dependent variables and one or more independent variables. It is used to predict or estimate values of the dependent variable based on the values from the independent variable. Through the linear regression analysis, it helps to determine how changes in the independent variable are associated with the changes in the dependent variable.

Correlation analysis is utilised to determine the significance of the relationship between the dependent and independent variables. By examining the p-value, the strength of correlation between the variables can be assessed. The p-value ranges between -1 and +1, with values closer to -1 indicating a negative relationship and values closer to +1 indicating a positive relationship. The strength of the correlation is measured by the proximity of the p-value to -1 or +1. Pearson correlation analysis is an effective method for evaluating the significance and direction of the relationship between variables.

3.8 Chapter Summary

All in all, from this chapter, the methodology of the study that was employed is briefed. Using a cross sectional research study, the researcher plans on using a primary data collection method through questionnaire survey to gather information. Through a questionnaire, it aids in gathering accurate and fresh information from the related field. Close-ended questions are used in order to ease the analytical perspectives. SPSS is used to analyse the data collected and analysed using several statistical techniques.



CHAPTER 4 RESULTS

4.1 Introduction

In this chapter, a set of analysis is conducted based on the data collected. The analysis findings are crucial for the discussion of results. Each analysis conducted has its own significant value that is used to explain and support the hypothesis and objective of study. Some of the analysis conducted are descriptive statistics, reliability analysis, linear regression analysis and correlational analysis.

4.2 Number of Respondents

There are a total of 201 respondents that have participated in the questionnaire survey which were all selected using stratified sampling. Table 4.1 below shows the summarised number of respondents for this study.

Table 4.1 Demographic Profile of Respondents

Items	No.
Total number of respondents	201

Demographic Profile

Demographic profiles of the respondents were analysed using descriptive statistics from SPSS for 201 respondents. Respondent demographics is important for the researcher to understand their backgrounds and how their background affects the way they respond to the questionnaire. Some of the characteristics looked into are their gender, age, educational level, working experience, monthly income, working position and practice of sustainable lifestyle.

The provided data presents the distribution of gender among a given population, with a total of 201 individuals included in the analysis. The gender breakdown reveals that 39.8% of the participants identified as female, while 60.2% identified as male.

The age groups are categorised as follows: 18 – 21 years old, 22 – 28 years old, 29 – 38 years old, 39 – 48 years old, and 49 years old and above. The largest age group in the population consists of individuals between 22 and 28 years old, comprising 38.8% of the total

sample. The next most substantial age group is composed of individuals aged 29 to 38 years, representing 33.3% of the population. The 39 – 48 years old category accounts for 18.4% of the population, indicating a significant representation of individuals in their late 30s and 40s. Individuals aged 18 to 21 years old constitute 4.0% of the population. Lastly, individuals aged 49 years old and above make up 5.5% of the population, suggesting a smaller representation of older individuals.

The educational levels are categorised as follows: bachelor's degree, Diploma/A-Levels, master's degree, PhD, SPM (Sijil Pelajaran Malaysia), and STPM/Foundation/O-Levels. The most common educational attainment in the population is a Diploma/A-Levels, accounting for 43.3% of the total sample. Following closely is the category of bachelor's degree, with 36.3% of the population having attained this level of education. Masters' Degree holders make up 3.0% of the population, while those with a PhD constitute 1.0%. The SPM category accounts for 5.0% of the population, representing individuals who have completed their secondary education in Malaysia. Lastly, the STPM/Foundation/O-Levels category makes up 11.4% of the population.

The working experience is categorised into four groups: Less than 1 year, 2 - 5 years, 6 - 10 years, and more than 10 years. The largest segment of individuals, comprising 51.7% of the population, falls within the 2 - 5 years of working experience category. The second most substantial group is the 6 - 10 years category, accounting for 22.4% of the population. The category representing Less than 1 year of working experience comprises 13.9% of the population. Lastly, the More than 10 years category constitutes 11.9% of the population.

The income ranges are categorised as follows: RM 1,600 - RM 1,999, RM 2,000 - RM 2,999, RM 3,000 - RM 3,999, RM 4,000 - RM 4,999, and RM 5,000 and above. The largest segment of individuals, comprising 32.3% of the population, falls within the RM 4,000 - RM 4,999 income range. The second most substantial group is the RM 3,000 - RM 3,999 income range, accounting for 26.9% of the population. The RM 2,000 - RM 2,999 income range represents 22.9% of the population. The RM 1,600 - RM 1,999 income range comprises 11.9% of the population. Lastly, the RM 5,000 and above income range constitutes 6.0% of the population.

The working positions are categorised into four groups: Entry Level, Intermediate Level (Senior/ Associate), Middle Level (Supervisor/Assistant Manager), and Upper Level (Manager/Executive/Consultant). The Middle Level (Supervisor/Assistant Manager) category is the most significant segment, comprising 49.8% of the population. Both the Entry Level and Intermediate Level (Senior/Associate) categories account for an equal percentage of 21.4% each. The Upper Level (Manager/Executive/Consultant) category constitutes 7.5% of the population.

Table 4.8 shows the respondents practise on eco-sustainable lifestyle. The majority of the population, comprising 65.2%, responded affirmatively, stating that they do practise eco-sustainable lifestyle habits. This positive response suggests that a significant proportion of individuals are actively engaged in efforts to reduce their environmental impact and promote sustainability. On the other hand, 34.8% of the population reported that they do not practise an eco-sustainable lifestyle. This group may not be actively engaged in environmental conservation efforts or may have limited awareness of the impact of their daily habits on the environment.

Table 4.2
Demography of Respondents

Demography of respondents			
Gender			
	N	%	
Female		80	39.80%
Male		121	60.20%
Age			
	N	%	
18 – 21 years old		8	4.00%
22 – 28 years old		78	38.80%
29 – 38 years old		67	33.30%
39 – 48 years old		37	18.40%
49 years old and above		11	5.50%
Highest Educational Level			
	N	%	
Bachelor's Degree		73	36.30%
Diploma/A-Levels		87	43.30%
Masters' Degree		6	3.00%
PhD		2	1.00%
SPM		10	5.00%
STPM/Foundation/O-Levels		23	11.40%
Working Experience in the Hotel Industry			
	N	%	

2 - 5 years	104	51.70%
6 - 10 years	45	22.40%
Less than 1 year	28	13.90%
More than 10 years	24	11.90%
Monthly Income		
	N	%
RM 1,600 - RM 1,999	24	11.90%
RM 2,000 - RM 2,999	46	22.90%
RM 3,000 - RM 3,999	54	26.90%
RM 4,000 - RM 4,999	65	32.30%
RM 5,000 and above	12	6.00%
Current Working Position		
	N	%
Entry Level	43	21.40%
Intermediate Level (Senior/ Associate)	43	21.40%
Middle Level (Supervisor/Assistant Manager)	100	49.80%
Upper Level (Manager/ Executive/ Consultant)	15	7.50%
Do you practice any eco-sustainable lifestyle? (i.e. Recycling, Waste Reduction, Reusing, Resource Management for Water and Electric)		
	N	%
No	70	34.80%
Yes	131	65.20%

4.3 Reliability Analysis

Table 4.9 shows the reliability analysis for the variables. Hotel Environmental Performance is measured using seven items and demonstrates a high level of internal consistency with a Cronbach's alpha value of 0.903. This indicates that the items in this variable are strongly interrelated, and collectively, they form a reliable and cohesive scale to assess the environmental performance of hotels. Organisational commitment, another construct in the study, is assessed through 8 items and exhibits a good level of internal consistency, with a Cronbach's alpha value of 0.873. The high alpha value suggests that the items within this variable are well-correlated and effectively capture the concept of organisation commitment in the hotel context. The variable Employee eco-friendly behaviour comprises 6 items and demonstrates a respectable level of internal consistency, as evidenced by a Cronbach's alpha value of 0.847. This suggests that the items measuring eco-friendly behaviour of employees in

hotels are sufficiently coherent and consistent with each other. Finally, the variable Green motivation is evaluated using 6 items and shows good internal consistency, with a Cronbach's alpha value of 0.864. This indicates that the items within this variable effectively capture the tangibility aspect of hotel services, measuring the physical evidence or appearance of services offered that are green.

Table 4.3
Reliability Analysis

Variables	Number of items	Alpha value
Hotel Environmental Performance	7	0.903
Organisational Commitment	8	0.873
Employee eco-friendly behaviour	6	0.847
Green motivation	6	0.864



4.4 Correlation Table

Table 4.4
Correlations Analysis Results

		Correlations			
		DV	IV1	IV2	IV3
Hotel Environmental Performance	Pearson Correlation	1	.690**	.850**	.965**
	Sig. (1-tailed)		.000	.000	.000
	N	201	201	201	201
Organizational Commitment	Pearson Correlation	.690**	1	.753**	.720**
	Sig. (1-tailed)	.000		.000	.000
	N	201	201	201	201
Employee eco-friendly behaviour	Pearson Correlation	.850**	.753**	1	.838**
	Sig. (1-tailed)	.000	.000		.000
	N	201	201	201	201
Green motivation	Pearson Correlation	.965**	.720**	.838**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	201	201	201	201

4.5 Multiple Regression Analysis

Table 4.10 reflects on the model summary that relates to the linear regression analysis. The model aims to predict a dependent variable based on one or more independent variables. The value of R is 0.879, indicating a strong positive correlation between the dependent variable and the independent variables in the model. This means that the model's predictors are highly related to the outcome variable, and they collectively explain a significant portion of the variance in the dependent variable. The R Square value is 0.832, which represents the proportion of variance in the dependent variable that is accounted for by the independent variables included in the model. In this case, approximately 83.2% of the variability in the dependent variable is explained by the predictors in the model. This statistic represents the standard deviation of the residuals (the differences between the actual observed values and the predicted values) in the regression model. A lower value indicates that the model's predicted values are closer to the actual data points, suggesting a good fit to the data.

Table 4.11 reflects on the ANOVA table. ANOVA is used to assess the statistical significance of the regression model and its individual components. The regression sum of squares represents the variability in the dependent variable that is explained by the independent variables in the model. In this case, the regression sum of squares is 75.377. The degrees of freedom represent the number of values in the final calculation of a statistic that are free to vary. In this ANOVA, there are 3 degrees of freedom for the regression and 197 degrees of freedom for the residual. The mean square is calculated by dividing the sum of squares by its respective degrees of freedom. It provides an estimate of the variance within each component of the ANOVA. For the regression component, the mean square is 22.116, while for the residual component, it is 0.025. The F-value is calculated by dividing the mean square for the regression by the mean square for the residual. It measures the ratio of explained variance to unexplained variance in the model. A high F-value indicates that the regression model is significant and that the independent variables have a significant impact on the dependent variable. In this case, the F-value is 828.337. A significance value less than the chosen alpha level (usually 0.05) indicates that the regression model is statistically significant. In this ANOVA, the significance value is denoted as 0.000, which is less than 0.001 ($p < 0.001$), indicating high significance.

Table 4.12 shows the coefficient table related to the linear regression table. Multiple regression is used to examine the relationships between a dependent variable (hotel environmental performance) and multiple independent variables (i.e. organisational commitment, employee eco-friendly behaviour and green motivation) simultaneously.

The unstandardized coefficient for organisational commitment (Independent Variable 1) is 0.026. This coefficient represents the change in the dependent variable associated with a one-unit change in Independent Variable 1, holding all other independent variables constant. The standardised coefficient (Beta) for Independent Variable 1 is 0.122, indicating the standard deviation change in the dependent variable for a one-standard deviation change in Independent Variable 1. The t-value for Independent Variable 1 is 2.171, and its significance (p-value) is 0.027, which suggests that the relationship between Independent Variable 1 and the dependent variable is statistically significant.

The unstandardized coefficient for employee eco-friendly behaviour (Independent Variable 2) is 0.168. This coefficient represents the change in the dependent variable associated with a one-unit change in Independent Variable 2, while keeping other independent variables

constant. The standardised coefficient (Beta) for Independent Variable 2 is 0.167, indicating the standard deviation change in the dependent variable for a one-standard deviation change in Independent Variable 2. The t-value for Independent Variable 2 is 4.738, and its significance (p-value) is .000, which indicates that the relationship between Independent Variable 2 and the dependent variable is highly significant.

The unstandardized coefficient for green motivation (Independent Variable 3) is 0.911. This coefficient represents the change in the dependent variable associated with a one-unit change in Independent Variable 3, while keeping other independent variables constant. The standardised coefficient (Beta) for Independent Variable 3 is 0.869, indicating the standard deviation change in the dependent variable for a one-standard deviation change in Independent Variable 3. The t-value for Independent Variable 3 is 25.958, and its significance (p-value) is .000, which suggests that the relationship between Independent Variable 3 and the dependent variable is highly significant.

Table 4.5
Model Summary

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.879 ^a	.832	.834	.15848	1.828

Table 4.6
Model ANOVA Table

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75.377	3	22.116	828.337	.000 ^b
	Residual	4.948	197	.025		
	Total	80.326	200			

Table 4.7
Coefficients Table

Coefficients ^a					
Model	Unstandardized Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	0.009		-1.207	0.229
	Employee's Organisational Commitment	0.158	0.122	-2.223	0.027
	Employee's Eco-Friendly Behaviour	0.168	0.167	4.738	0.000
	Green Motivation	0.911	0.869	25.958	0.000



4.6 Hypothesis Testing

4.6.1 Relationship between Organisational Commitment and Hotel Environmental Performance

H1: There is a significant and positive relationship between organisational commitment and hotel environmental performance.

The correlation analysis between organisational commitment and hotel environmental performance reveals a positive relationship between the two variables. The significance from the linear regression of 0.027** indicates a robust and statistically significant correlation between organisational commitment and dependent variable. In addition, the beta value of 0.122 indicates a significant and positive relationship. These findings imply that organisational commitment has got a relationship in influencing the values of the dependent variable, making it an important factor to consider in further analyses and models involving the dependent variable.

4.6.2 Relationship between Employee Eco-Friendly Behaviour and Hotel Environmental Performance

H2: There is a significant and positive relationship between employee eco-friendly behaviour on hotel environmental performance.

The correlation analysis between employee eco-friendly behaviour and hotel environmental performance reveals a strong positive relationship between these two variables. The significance from the linear regression of 0.000** indicates a robust and statistically significant correlation between Employee Eco-Friendly Behaviour and Hotel Environmental Performance. The positive beta value indicates that the significance is positive showing a positive significant relationship. This suggests that there is a meaningful and predictable association between employee eco-friendly behaviour and the dependent variable. This strong correlation implies that eco-friendly behaviour among employees has a substantial impact on the dependent variable, and it can be considered an important factor in influencing the outcome represented by the dependent variable.

4.6.3 Relationship between Green Motivation and Hotel Environmental Performance

H3: There is a significant and positive relationship between green motivation on hotel environmental performance.

The correlation analysis between green motivation and hotel environmental performance reveals an exceptionally strong and positive relationship between these two variables. The significance from the linear regression of 0.000** indicates a robust and highly statistically significant correlation between Green Motivation and Hotel Environmental Performance, with a p-value of 0.000. The positive beta value indicates that the significance is positive showing a positive significant relationship. This suggests an undeniable and predictable association between green motivation and the outcome represented by the dependent variable. This exceptionally strong correlation implies that green motivation plays a pivotal role in influencing the dependent variable and serves as a critical driver of the observed outcomes.

4.7 Summary

In this chapter, SPSS version 27 was utilised to analyse the data collected through a research instrument. The results of the reliability analysis demonstrated that the data collected were adequate and dependable for further analysis and drawing meaningful implications. Subsequently, the Pearson correlation was employed to gain insights into the meaningful associations between the dependent variable, which is hotel environmental performance, and the independent variables, including organisational commitment, employee eco-friendly behaviour, and green motivation.

CHAPTER 5 DISCUSSION AND IMPLICATIONS

5.1 Introduction

This chapter discusses the results that were produced in the previous chapter and relates it with the literature that was reviewed from the literature review chapter. After the detailed discussion, the implications of the study will be provided. Lastly, the limitations of the study are discussed in addition to providing suggestions for future studies to summarise the entire chapter.

5.2 Summary of the Research Findings

The primary objective of this study is to investigate the influence of green motivation on hotel environmental performance. The study aims to explore how implementing green HR practices in hotels can contribute to better environmental performance. To achieve this objective, the study focuses on three specific independent variables: employee organisational commitment, eco-friendly behaviour, and green motivation. The purpose of this research is to provide information on studying the influences of organisational commitment, eco-friendly behaviour and green motivation against hotel environmental performances. This study adds to our understanding of how organisations can foster environmental sustainability through effective HR practises by investigating the relationships between green performance, employee organisational commitment, eco-friendly behaviour, green motivation, and hotel environmental performance.

From the problem statement it was found that because of its resource-intensive operations and large contribution to trash creation, the hotel industry's environmental effect is becoming an increasing problem. As public awareness of environmental sustainability grows, hotels have begun to implement green performance that incorporate environmental issues into HR policies and initiatives. However, the usefulness of these practices in boosting hotel environmental performance, as well as the underlying processes by which they impact staff behaviour, are unknown. This study looks into the links between green performance, employee organisational commitment, eco-friendly behaviour, green motivation, and hotel environmental performance. It aims to close a gap in the literature by presenting empirical data

on the potential of green performance to advance environmental sustainability in the hotel sector.

To determine the significance of the relationships between the independent and dependent variables, the coefficients from the linear regression are used. The analysis revealed positive and significant correlations between employee organisational commitment, eco-friendly behaviour, green motivation, and hotel environmental performance. These findings supported the study's hypothesis that employee organisational commitment, eco-friendly behaviour, and green motivation influences hotel environmental performance. In general, the findings of the research indicate that there is a close relationship between organisational commitment, employee eco-friendly behaviour and green motivation against the dependent variable being hotel environmental performance.

5.3 Discussion of Research Results

As per the study's objectives, the research was conducted to explore and establish the connections between the dependent variable, which is hotel environmental performance, and the independent variables, namely organisational commitment, employee eco-friendly behaviour and green motivation. Through utilisation of SPSS software, various analyses were carried out to provide evidence supporting the presence of significant relationships between the dependent variable and the independent variables proposed in this investigation.

5.3.1 Relationship between Organisational Commitment and Hotel Environmental Performance

The relationship between organizational commitment and hotel environmental performance also sheds light an important subject in sustainability research which is the same as how internal factors can affect a firm's external actions. Research in this area reveals that organizational commitment, operationalized as the extent to which employees and management are devoted to environmentally related perceptions have a direct impact on green performance of hotels.

From a positive perspective, empirical studies such as Al-Swidi et al. (2021) found that higher levels of organizational commitment are associated with better environmental

performance. For example, research suggests that the patterns of a hotel being committed to environmental sustainability are tied to higher levels of undertaking green practices such as water conservation initiatives and waste reduction strategies. The work of researchers such as Ahmad et al. (2021) and Andersson et al. (2022) has provided evidence in support for a relationship between these factors who suggested that there may be better environmental results when firms have long-term commitments to caring for the environment than a lower level of involvement.

Recent analyses of green hotels directly connect the two, with these studies suggesting similar findings. For instance, hotels characterized by high organizational commitment are more likely to invest in state-of-the-art technologies and employee training practices which drive novel environmental tools scaling. The results of these investments are seen in hard KPI improvements less energy consumption, improved waste management and overall resource efficiency. Hotels with in-house environmental team and top management responsible for managing sustainability initiatives have a better compliance to green standards and certifications as found from the study.

In addition, as literature too reflects, leadership is the significant contributor towards organizational commitment. Leaders dedicated to sustainable operations can seed a green culture among employees, complementing other measures with an overall performance improvement. A prime example is the motivational role leadership support can have on well-intentioned staff, who then go out and become proactive stakeholder of environmental issues, ultimately contributing to a more active workforce. This largely supports research supported by studies like Mwesigwa et al. (2020) argues for the critical role leadership plays in influencing organizational commitment and performance.

Organizational culture and their importance on environmental performance is another key aspect that the analysis uncovers. Those outperforming firms have a stronger culture of sustainability, where environmental values are part and parcel of everyday operations and decision making. In general, culture that will value environmental responsibility also being possessed by the hotel shows higher resource efficiency and effectiveness in executing green practices. It is consistent with the study of Isensee et al. (2020) identified organizational culture as a key element in the breadth and success of sustainability work.

The analysis also suggests that commitment likely has an effect on environmental performance not only through direct measures, but by presenting a specific orientation toward the public as well. Hotels in fact receive a good deal of positive feedback from guests who have seen their commitment to sustainability and are keen on supporting eco-friendly hotels (Abdou et al., 2022). Guests who support the initiative can also help to push environmental efforts forward, allowing hotels that focus on reducing their energy and water usage or sourcing more sustainable materials from suppliers a virtuous feedback loop of increased commitment leading to better performance which in turn appeals even further towards eco-conscious guests.

5.3.2 Relationship between Employee Eco-Friendly Behaviour and Hotel Environmental Performance

In the field of sustainability research, bridging employee eco-friendly behavior with hotel environmental performance has an important implication since human actions are fundamental to achieving in general special green goals within hospitality. Numerous studies on this topic suggest that the behavior of employees is a crucial factor provoking such as engaged in sustainable tourism practices and environmental knowledge activities, leading to improved hotel performance (Ibnou-Laaroussi et al., 2020).

It has been demonstrated through research that the eco-friendly behavior of employees profoundly influences an array of hotel operations such as energy-saving, waste management and environmental protection. For example, the study of Pham et al. (2020) shows that hotels that achieve greater environmental performance are those in which employees participate actively and contribute to voluntary sustainability programs. If such employees turn off the lights, use lesser water or sort and recycle their waste then they will ultimately reduce operational costs of utilities while decreasing environmental footprints. Although this direct link highlights the significant impact employees can have on emissions, it also emphasises the necessity of creating a sustainability-conscious workplace culture.

Finally, the literature demonstrates that if an employee behaves in a way which is eco-friendly, this behavioural output of employees has significant correlates with their respective organizational culture and management practices. Results from Al Doghan et al. (2022) as well as Ojo et al. (2020) a nurturing organizational climate rewards and reinforces environmentally friendly behaviours, which can dramatically increase the firm's overall environmental

performances. Hotels that help facilitate training, awareness and incentivize employees for sustainable actions end up receiving higher employee engagement towards ecofriendly approach (Ahmed et al., 2021). This leadership approval is essential to instil sustainability in the daily routine and hence validate environmental behaviours over time.

For instance, those hotels with good recycling programs and energy-savings in place have better waste management and thrive on less electricity. Findings show that employees with information about the advantages for sustainable behaviours, and clear policies or tools to follow green conduct are more liable of having a positive impact on hotels' environmental performance. This was provided with the research of Amjad et al. (2021) empirical that demonstrate the actual effects of employee participation on operational efficiency and sustainability output.

Besides this, the paper discusses employee motivation and commitment to environmental values impact on eco-friendly behavior. Personnel who are intrinsically motivated through working towards personal objectives, or peerless stance on environmental care have propensity to involve and advocate pro-sustainable practices. Studies include Umrani et al. (2020) & Nisar et al. (2021) such intrinsic motivation, where higher the level of commitment to eco-friendly behaviour is a key determinant in enhancing overall environmental performance of hotel.

The results also imply a significant role for leadership and managerial support in encouraging employee eco-friendly behaviours. Employees working in hotels that lead the way and demonstrate a strong commitment to sustainability through leadership actions and policies are more inclined toward adopting climate-friendly practices. By curating leaders who practice what they preach regarding sustainability, and that make concerted efforts to incorporate their employees within green initiatives, you can create a climate where environmental responsibility is respected.

5.3.3 Relationship between Green Motivation and Hotel Environmental Performance

This suggestive linkage of green motivation with Hotel Environment Performance in the context of a hotel is an important and subtle dimension for sustainability research, which describes how internal motivations relate to external pressures to challenge or reinforce the commitment towards environmental stewardship by hotels. Within the literature on this subject it can be established that green motivation as grounded in both intrinsic and extrinsic factors is a key driver of whether or not hotels effectively adopt and maintain their environmentally protective behaviours.

Green motivation and family pride had significant influence on within firm environmental performance as it played a role of mediating through green drive while intrinsic green motive has the strongest association with organizational ecological behavior. The literature shows that those hotels which are seen to be more intrinsically motivated in entering green implementation, adopt a greater number and types of green practices. Mensah and Ampofo (2020) & Chan (2021) found that, when hotel management truly believe in environmental values, they are more likely to make efforts including using less energy, minimizing waste or conserving resources. This more personal motivation means that sustainable practices will have a greater integration within the running of their hotel offering better environmental results.

On the flip side is extrinsic green motivation that comes from outside and makes use of external incentives to ensure green such as regulatory requirements, market demand or competitive advantage. The literature demonstrates that extrinsic motives also play a vital role in green performance. Hotels operating under external procedures imposed by governmental regulation or in-order to achieve a competitive advantage are also more likely adopt and sustain green practices (Asadi et al., 2020; Mzembe et al., 2021). Such extrinsic motivations can similarly drive hotels to opt for certifications, better technologies or operate under all best practices that follow the standards incumbent on the industry.

Their commitment to sustainability is real, hotels with good intrinsic motivators often demonstrate stronger environmental performance (Sibian & Ispas, 2021). For example, hotels with management teams that respect environmental values typically implement better green initiatives and maintain higher levels of energy efficiency. This is corroborated by studies

detaining that an internal motivation contributes to more holistic and widespread sustainability actions in which green practices are incorporated into normal operations, part of the hotels culture.

On the flip side, it is further shown categorically that extrinsic motivation can contribute to direct large improvements in green performance and specifically within a multi-star hotel context where competitive or regulatory pressures exist. Hotels that fall under the category of compliance to industry standards or competitive edge, which requires investing in green technologies and practices may initiate change so as not only meet but also get a good name (Calisto et al., 2021). While an extrinsic motivation can result in significant environmental improvements, such as a reduction of greenhouse gas emissions and better resource management.

In addition, endogenous and exogenous motivations are often enlisted to produce the best environmental performance. Hotels that can balance internal values with external pressures are more likely to accomplish broad-based, sustainable green practices. Such dual motivation approach enables hotels to comply with regulations and satisfy market requirements on one hand, whilst instil a sustainability quality culture that empowers continuous improvement and innovation. Thus, the complementary nature of intrinsic and extrinsic motivations may reinforce each other more effectively than either alone for developing sustainable environmental managers is empirical under study by Thiermann and Sheate (2020) & Ogbeibu et al. (2021) thereby suggesting that a synergy between them creates a stronger base in terms of achieving better performance over time.

5.4 Theoretical and Practical Implications

The study's findings have important ramifications for numerous stakeholders involved in the hotel industry's sustainable practices. The research looked at the connections between various critical characteristics, such as organisational commitment, staff eco-friendly behaviour, green motivation, and hotel environmental performance. Understanding these linkages may help influence on how hotels should take further steps to walk towards the direction of adopting green environmental performances.

First and foremost, the considerable negative association between organisational commitment and hotel environmental performance emphasises the need of creating a motivated

staff to drive hotel sustainability initiatives. Hotel management could consider activities that increase workers' commitment to the organisation, such as chances for skill development, career promotion, and acknowledgment for excellent contributions to sustainability. It is crucial for hotels to expect a higher level of commitment from their management and stakeholders in order for them to boost their hotel environmental performances.

Second, the substantial positive association between employee eco-friendly behaviour and hotel environmental performance highlights workers' position as active participants in supporting sustainability. There should be a strong ecosystem in which hotels continue to motivate and develop their employees to be consistently environmentally responsible. Creating a supportive and empowering work environment that appreciates and prioritises environmentally responsible behaviour can result in a more sustainable organisational culture and better environmental performance.

The extremely highly positive association between green motivation and hotel environmental performance has significant implications for hotels and organisations looking to improve their sustainability efforts. Green motivation may be promoted among staff and stakeholders through environmental education programmes, awareness campaigns, and embedding sustainability goals within the hotel's mission and values. Green motivation may be used by hotels to promote new ideas, develop a feeling of corporate responsibility, and improve overall sustainability practises throughout the organisation.

The study's ramifications go beyond the level of individual hotels. The findings may be used by policymakers and industry organisations to produce recommendations and activities that encourage sustainable practices in the hotel industry. Furthermore, the study's emphasis on understanding the mediating function of employee organisational commitment, eco-friendly behaviour, and green incentive is consistent with the framework's notion that resources must be not only valuable but also scarce and difficult to mimic. According to the report, developing a dedicated, environmentally conscious staff is a complicated and organisation-specific process that rivals would find difficult to reproduce.

The study's conclusions are also relevant to organisational strategy. The study's findings can be used to inform targeted strategies aimed at improving environmental performance in hotels. Hotels may develop a sustainable competitive advantage in the context of environmental

sustainability by deliberately investing in green HR practices that improve organisational commitment and motivation.

Finally, the implications of this study's findings highlight the crucial importance of organisational commitment, staff eco-friendly behaviour, and green motivation in driving hotel environmental performance. The discovered linkages can provide significant information for hotels and industry stakeholders looking to apply sustainable practices and improve their environmental performance. Hotels may make a substantial contribution to a more sustainable and ecologically responsible hospitality sector by prioritising these aspects and implementing them into organisational plans and policies. The ramifications of the study go beyond individual hotels, influencing industry practices, government, and customer behaviour, encouraging a collective commitment to environmental conservation and sustainability in the hospitality industry.

5.5 Limitations and Suggestions for Future Studies

While there is a significant contribution to understand hotel performance, this study comes with its own limitation and suggests several research directions for future work in order to get a deeper insight on sustainability practices.

Major drawback, however, is that the findings are based on self-reported data from surveys and questionnaires. While this way of learning is very powerful, it does involve a potential issue of response bias as people might be motivated to overemphasize their commitment sustainability and underreport challenges or failures. The inclusion of self-reported data in future studies, combined with objective measures to assess practices and outputs are a potential solution for this problem.

Next, one of the limitations is due to national differences in green certifications and standards. This represents a challenge to compare environmental performance across studies both the criteria that must be willingly implemented by building owners as well as operational difference. Future research might aim at creating some standardized metrics or frameworks to assess the green performance in a more consistent and comparable manner because these efficiencies will vary with different context.

Furthermore, the impact of external forces like regulatory pressures or market demand and competition on hotel performance calls for further investigation. While the present study contributes by revealing managerial motives and employee intentions it is important to note how external pressures support or hinder green practice adoption, as well. For example, future research could examine how particular changes in regulation or trends on the market might influence hotel sustainability activities and such dynamics between levels of commitment to those initiatives from organizations and behaviors among employees.

The current research may be limited in generalizability if it is conducted for a specific geographical region or class of hotel. Investigating green performance across more varying hotel type and regions in order to enhance the generalizability of findings, capturing potential impact related with cultural differences or economic and regulatory discrepancies. A broader view of environmental behaviors from a lifestyle standpoint may offer insights that allow us to better understand the contextual relevance and weightings of different factors.

Finally, more longitudinal research is required that could capture the long-term effects of green motivation and employee behaviours on environmental performance. The majority of earlier research provide static portraits and may not make justice with the dynamic character or development process associated to sustainability initiatives. In the future, this could lead to studies of longer duration and continuity that would allow following up generation after generation both in its original motivation for being green as well as with their actual environmental performance.

Finally, an opportunity exists to explore how technology and innovation could play a key role in improving the performance of green hotels. Progress in the field of technology, particularly smart building systems and energy management tools, can contribute to substantial environmental betterment. Future research should investigate the way technological innovations are embedded in hotel operations as well as how they contribute to sustainable initiatives.

In conclusion, this research contributes to the understanding of hotel environmental performance however the limitations could be addressed with transparent measures using standardized metrics and wider contexts which would increase reliability and generalizability. Further exploration in how external factors can affect these decisions, reliance on longitudinal

studies instead of snapshots and the actual incorporation of technologies used to improve sustainability efforts would also allow for a greater understanding as well as application green hotel performances across new practices.

5.6 Conclusion

In summary, this study aimed to explore the relationships between hotel environmental performance, organisational commitment, employee eco-friendly behaviour, and green motivation. The analysis and discussion revealed that all of these relationships are significant and closely linked. The study successfully achieved its objectives, answered research questions, and supported the hypotheses.

The discussion in this study thoroughly examined the empirical and theoretical implications of the results, bridging the gap identified in the problem statement. The implications were explored for two parties, highlighting the potential benefits they could derive from the study's findings. Addressing the study's limitations, the researchers offered recommendations for future research endeavours to further enrich the understanding of the topic.

Overall, this study contributes valuable insights into the relationships between the variables under investigation and sheds light on their significance for advancing the capabilities of a technology-driven workforce. The study provided robust evidence of these relationships, enhancing the credibility of the findings. The discussion and implications derived from this research offer practical and theoretical value, addressing key challenges and providing potential avenues for organisations to enhance their environmental performance and foster a sustainable future. The limitations identified in the study have paved the way for future researchers to address these concerns and explore new aspects related to the topic, driving the continuous development of knowledge in this area.

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