

**YANGON UNIVERSITY OF ECONOMICS
DEPARTMENT OF MANAGEMENT STUDIES
MBA PROGRAMME**

**THE EFFECT OF GREEN HUMAN RESOURCE
MANAGEMENT ON JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT OF
INTERNATIONAL BRAND HOTELS IN YANGON**

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MBA II – 33

MBA 24th BATCH

APRIL, 2022

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ACADEMIC YEAR (2018-2022)

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A thesis submitted to the Board of Examiners in partial fulfillment of the requirements for
the Degree of Master of Business Administration (MBA)

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ACCEPTANCE

This is to certify that the thesis entitled “**The Effect of Green Human Resource Management on Job Satisfaction and Organizational Commitment of International Brand Hotels in Yangon**” has been accepted by the Examination Board for awarding Master of Business Administration (MBA) degree.

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ABSTRACT

The main objectives of the study are to analyze the effect of green human resource management on job satisfaction of employees, to examine the effect of green human resource management on organizational commitment of employees and to investigate the effect of job satisfaction on organizational commitment of employees at the listed nine international brand hotels in Yangon. The data are collected from 180 respondents of different departments by using structured questionnaires. The findings indicate that among the six GHRM practices, green recruitment and selection, green performance appraisal, green compensation and reward and green employee involvement have positive effect on job satisfaction of the employees. The analysis also represents that green training and development, green performance appraisal and green compensation and reward system have significant effect on organizational commitment. The results also indicate that job satisfaction has strong effect on organizational commitment of employees at their respective organizations. This study highly recommends the hotels need to emphasize green recruitment and selection, green performance appraisal, green compensation and reward management and green employee involvement to increase job satisfaction. The hotels also need to focus on green training and development, green performance appraisal and green compensation and reward management to enhance organizational commitment. Therefore, the study points out that the hotels should enhance their above GHRM practices not only to increase job satisfaction but also to improve organizational commitment.

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LIST OF ABBREVIATIONS

A.M	-	Ante Meridiem (before noon)
EM	-	Environmental Management
GHRM	-	Green Human Resource Management
HR	-	Human Resource
HRM	-	Human Resource Management
HVAC	-	Heating, Ventilation and Air Conditioning
IT	-	Information Technology
KPI	-	Key Performance Indicator
P.M	-	Post Meridiem (after noon)
TQM	-	Total Quality Management

CHAPTER 1

INTRODUCTION

Today's businesses need to implement comprehensive environmental strategies and initiatives in response to growing global environmental concerns and the development of international environmental standards. Businesses must be more concerned about environmental issues when considering competitiveness and long-term performance. Stakeholders feel that "going green" is a fresh innovation, a new market strategy, and a source of current and future income. People nowadays are aware that there is a win-win situation for both company and the environment. According to Daily and Huang (2001), an organization's success in environmental management is inextricably linked to the role of human resources. Human resource management (HRM) can help with the development and execution of successful environmental management in the context of environmental protection. Mishra (2017) said that there is a requirement increased to integrate green concepts into HRM, it's called as green human resource management (GHRM). As a result, the term GHRM was developed to symbolize the organization's interaction between the environmental management system and the human resource system. Due to the increased environmental awareness, businesses are becoming more concerned about managing green human resources (GHRM).

In today's corporate world, sustainability is a hot topic in many businesses, including the hotel industry, where it is a critical concern for growth. Despite the fact that various scholars have demonstrated that the hotel industry's rapid growth contributes significantly to global environmental degradation by consuming a large amount of energy and water for heating, cooling, and lighting, which has a negative impact on the environment, some hotels have implemented environmental policies to specifically promote environmental preservation in the hopes of improving the quality of human lives. The increased interest in sustainable development concepts, as well as the pressure from the media, government, and consumers to improve activity levels in this area, is causing many hotels to adopt more ecologically friendly methods.

With the blooming of tourism sector in Myanmar, the foreign tourists mobility increased in each year. Therefore, well-known international brand hotels started their business before the end of 2017 especially in Yangon, Myanmar. An international brand hotel is a hotel chain which is a business that manages a number of hotels in various

locations through a centralized management system. They can be full or partial owners of the hotel, and they are in charge of its administration, marketing, and promotion. Hotel chains dominate the global hotel industry. It is about a third (over 5 million) of world hotel rooms were controlled by to 300 hotel chains and 3.9 million hotel rooms were controlled by the top ten hotel chains (Hotels'325, 2008). Along with that, international brand hotels are under internal and external pressure to protect the environment through environmentally and customer-friendly hotel services. Because of changing competitiveness and the environment, the hotel's flexibility to modify its strategic business is critical to its success in delivering its environmental performance. As a result, green human resources management (GHRM) is required as a strategy for hotels to recruit, train, and nurture human resources who will support their sustainability or environmental programs. To do this, some international hotels in Myanmar are still developing and practicing the GHRM concept in their HR departments. GHRM was created to address how businesses may improve environmental outcomes connected to CSR while also considering the financial and strategic benefits that GHRM provides. Therefore, the hotels will need to increase employee environmental awareness by implementing a rigorous recruitment and selection of employees, a performance-based appraisal system, and the introduction of training programs to address the development of new technical and management competencies and have a basic importance for fostering environmental innovations (Renwick et al., 2008).

Mampra (2013) defined GHRM as the use of HRM policies to encourage the sustainable use of resources within business enterprises and promote the cause of environmentalism which further boosts up employee morale and satisfaction. On the other hand, GHRM refers to using HRM practices to reinforce environmental sustainable practices and increase job satisfaction and organizational commitment (Shawkat, 2018). Job satisfaction can be defined as the elements that generate satisfaction derived from an employee's job and work environment (Locke, 1969). An employee derives satisfaction from self-motivation, but this occurs only when the employee derives satisfaction from the environment in which they work; for the organization in which they work, they must derive satisfaction from them. Job satisfaction is influenced by a variety of factors (Locke, 1976). There are many different practices including GHRM practices that an organization can perform to create a better and more effective work environment; these practices can directly affect employee satisfaction.

According to Mowday, Steers and Porter's (1979) definition, organizational commitment entails three factors: (1) a strong belief in and acceptance of the organization's goals and values, (2) a willingness to exert considerable effort on behalf of the organization and (3) a strong desire to maintain membership in the organization. In another way, organizational commitment can be thought of as a bond or affiliation with the organization (Rahman et al., 2013). Organizations need to develop incentive programs and motivational initiatives to increase organizational commitment (Jawaad et al., 2019). It can be seen in their attitudes and behaviors, as well as other organizational outcomes like job satisfaction, affective commitment, and retention rates (Rubel et al., 2018). Furthermore, organizational commitment encompasses the overall level of employee identification, involvement, and loyalty to the company (Devananda & Onahring, 2019).

Nevertheless, the promised results of GHRM have yet to be improved, as seen by less realization in both theory and practice. It's difficult to properly reconcile the gap between environmental policies and real behavioral patterns in the workplace while also trying to improve employees' organizational habits. Thus, this study aims to prove that GHRM practices will help to contribute the individual performance to obtain job satisfaction and organization commitment in the organization.

1.1 Rationale of the Study

Nowadays, more businesses are preferring to operate their operations in a more environmentally friendly manner, and green HRM is becoming increasingly popular. GHRM is a new subject of study in the field of organizational research. Despite the relevance of green human resource management in different dimensions, research suggests that a wide process framework for GHRM has yet to materialize. It should be emphasized that while organizations began using green HRM techniques before the 1980s, the majority of research work in HRM began after the 1990s (Arulrajah & Opatha, 2016). To become a green organization, the business must undergo a transition in its organizational culture and operations. However, the organization must not only implement a comprehensive green management strategy, but also encourage an acceptable approach to green awareness among employees. GHRM is a new approach based on a number of factors, including the creation of environmentally friendly working conditions or surroundings and the recruitment of green employees. By incorporating GHRM into organization management, the organization can improve its image and gain a competitive edge.

The hotel industry of Myanmar is going to undertake a number of steps to demonstrate its commitment to sustainability, including the use of eco-labels, the application of sustainable conduct standards, and the adoption of environmental management systems. Without a doubt, if the hotel industry does not incorporate sustainability and resource conservation into the core of its business culture, it will be unable to move forward in the future, as pollution will jeopardize the company's future development. Green hotel operations are regarded one of the ecologically friendly initiatives aimed at reducing negative environmental impact. The leading international hotel chains are putting a greater emphasis on sustainability and implementing GHRM practices into their business plans. "The rules and standards of the hotel spell out the position on social, environmental, and ethical concerns. The Hotel recognizes that it is the obligation to ensure that the growth of company to contributes to the UN Sustainable Development Goals' objectives", the Intercontinental Hotel Group, for example, says. According to Wyndham Destinations, "to achieve on-going reductions in energy and emissions, 96 percent of Wyndham resorts use a combination of proven conservation measures including energy efficiency retrofits, energy-efficient lighting, motion sensors, and default settings for in-unit HVAC systems."

Together with the growth of tourism sector, the number of hotels are rapidly increasing in Myanmar. The international brand hotels made an investment by their own and also grant a franchise to Myanmar investors. On the other hand, the hotel industry is one of the sectors that gives the burden on environment. Therefore, hotel industry needs to pay attention on environmental issues and executing sustainable business practices such as the adoption of green human resource management practices. As a consequences, some international hotel chains developed GHRM to their journey in the context of green management applications, in response to increased concern from corporate stakeholders about the negative environmental implications of organizational activities. Hotels are expected to benefit directly and indirectly from green management policies and strategies, as well as GHRM practices and procedures, such as increased sales, productivity increases, and competitive advantages.

Last but not least, the hotel business makes a significant contribution to global GDP, and human resources and service quality provide an undeniable competitive advantage. More and more hotels are focusing on environmental issues, as they frequently have a negative impact on the environment by consuming large amounts of natural resources. The function of HRM in environmental management is thus critical for hotels,

despite the fact that few experts have focused on this topic. There has been minimal research into the depths of GHRM techniques used in hotels, in particular. Therefore, a research targeted at identifying GHRM methods and providing an in-depth overview of how to apply such practices and their implications for ecologically sustainable development in the hotel business is required. The purpose of this study is by performing HRM practices which lead to green awareness has significant positive influence on job satisfaction and organizational commitment. In this way, the hotel industry of Myanmar will have more willingness to implement GHRM in the present and future. This study provides a green earth and economy for the present and future generation.

1.2 Objectives of the Study

There are three main objectives in this study;

- To analyze the effect of green human resource management on job satisfaction of international brand hotels in Yangon.
- To examine the effect of green human resource management on organizational commitment of international brand hotels in Yangon.
- To investigate job satisfaction has an influence on organizational commitment of international brand hotels in Yangon.

1.3 Scope and Methods of the Study

This study focuses on the effect of green human resource management on job satisfaction and organizational commitment and the effect of job satisfaction on organizational commitment of international brand hotels in Yangon. The number of listed hotels is 9 hotels: Lotte, Pan Pacific, Mercure, Novotel, Meliã, Wyndham, Pullman, Ibis Style and Strand Hotel (Tourism Myanmar Organization, 2017). And 20 employees from each hotel are selected by using simple random sampling method. In addition, five point Likert scale is used for the survey.

Both primary and secondary data are used to prove this study is reliable. Primary data is collected from survey with structured questionnaire to the employees of listed hotels. The study period was from January, 2022 to March, 2022. Secondary data is collected from published journals, previous research papers, international thesis, internet websites, relevant textbooks and the organization. Descriptive Statistics and Multiple Regression Analysis are used to analyze the data.

1.4 Organization of the Study

This study organized by five chapters. Chapter one presents introduction, rationale of the study, objectives of the study, scope and methodology of the study and organization of the study. Chapter two is the theoretical background chapter which presents concepts of GHRM, previous research and conceptual framework of this study. Chapter three explains profiles of international brand hotels in Yangon, GHRM practices of international brand hotels in Yangon and profiles of respondents. Chapter four reveals the analysis on the effect of GHRM practices on job satisfaction and organizational commitment and the effect of job satisfaction on organizational commitment of the employees from the international brand hotels in Yangon. Finally, chapter five is the conclusion of the study including findings and discussions, suggestions and recommendation, needs for further research.

CHAPTER TWO

THEORETICAL BACKGROUND

This chapter presents with the theoretical background of green human resources management practices and describes the concepts and definitions of job satisfaction and organizational commitment. This chapter also presents the relationship between green human resource management, job satisfaction, organizational commitment, and conceptual framework of the study.

2.1 Green Human Resource Management

Human Resource Management is the process of acquiring, training, appraising, and compensating employees and of attending to their labor relations, health and safety, and fairness concern (Dessler, 2018). According to Story (1995, as cited in Prowse, 2010), HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an array of cultural, structural and personnel techniques. Currently, pressures from the environmental regulations and laws have enhanced organization's awareness in environmental issues. Therefore, the environmental concern has become an emerging topic in management filed. In order to proactively address environmental problems, the role of HRM is seen as an essential tool for the successful implementation of the environmental management (EM) practices. Thus, GHRM has become a new trend in human resource management aspect and it is increasingly viewed as necessity in developing successfully organization's green strategies (Ren et al., 2018).

Opatha (2014) defined that GHRM is referred to all the activities involved in development, implementation and on-going maintenance of a system that aims at making employees of an organization green. It is the side of HRM that is concerned with transforming normal employees into green employees so as to achieve environmental goals of the organization and finally to make a significant contribution to environmental sustainability. It also refers to the policies, practices and systems that make employees of the organization green for the benefit of the individual, society, natural environment, and the business. Similarly, all actions or activities involved in the development and execution of a system aimed at making employees green in order to accomplish environmental sustainability goals are referred to as GHRM (Renwick et al., 2015).

GHRM appears to have a bright future for all HRM stakeholders. Employers and practitioners can determine the value of integrating employee participation and contribution in environmental management programs to enhance organizational environmental performance, such as with a focus on waste management, recycling, and the development of green products. Employees and unions can assist employers in implementing GHRM policies and practices that protect and improve worker health and well-being. Academicians can help by conducting extra study in this area, providing new data that can be used to construct a knowledge foundation on green management in general. Although the concept "GHRM" has a variety of definitions, it is an HRM policy that promotes the cause of environmentalism within commercial organizations in terms of resource sustainability. Within the HRM context, those green efforts have contributed to a greater focus on business activities related to global warming and its negative impact on the natural environment.

Nonetheless, hotels that use GHRM principles have a lot of advantages over those that don't. Furthermore, the use of GHRM generates numerous benefits for both hotels and employees. The hotel benefits from a long-term competitive edge and improved financial performance. GHRM could be used to attract guests, who are concerned about the environment, as well as to maintain environmental initiatives and ensure employee satisfaction. GHRM improved visitor confidence in the hotel, improved the hotel's market position, and reduced harmful environmental affection. Hotel employees benefit from GHRM practices such as reduced staff turnover and improved connections between the hotel and its employees which lead to organizational commitment.

2.2 GHRM Practices

As previously said, GHRM refers to any HRM practices aimed at making employees of an organization green in order to meet the organization's environmental goals and contribute to environmental sustainability. Carmona-Moreno et al. (2012) suggested that HRM facilitates the achievement of environmental objectives through targeted GHRM practices and activities which are including appropriate rewards systems targeted recruitment and training and promotional opportunities. Organizations are also adopting GHRM techniques such as green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and reward management and green employee involvement which are

considered to be the key HRM practices most likely to advance employee green workplace behaviors. This has assisted in the creation and promotion of a sustainable green environment within the company. Cherian and Jacob (2012) found that those GHRM practices are crucial human aspects that contribute to better employee application of GHRM concepts.

2.2.1 Green Recruitment and Selection

Green recruiting is a system where the focus is given on importance of the environment and making it a major element within the organization. According to Ramnus (2002), there are two options for effective green employee recruiting: focus on green recruitment of new employees and provide essential environmental concern training to existing employees. Therefore, focusing on green recruiting of the expected employee is more realistic and less expensive than the second option, providing critical environmental training to existing employees. Job postings should communicate particular environmental values in order to recruit green candidates for job openings (e.g. be a part of the green team). While some businesses prefer to hire new staff with the skills and attitudes required to engage in corporate environmental management programs. Furthermore, environmental concern and interest should be included in the selection criteria. Furthermore, during the candidate's interview or evaluation for selection, processes and testing should include questions about the environment. Green recruitment allows employers to differentiate themselves from the competition and boost their chances of attracting and retaining applicants following induction. Recently, the green trend has elevated recruiting to a level of concern for the environment. As mentioned, the recruiting makes the employee green in terms of attaining environmental goals and how they perceive the employment and sustainability characteristics.

2.2.2 Green Training and Development

Green training and development is a process that focuses on improving the skills, knowledge, and attitudes of employees. Green training and development educates employees about environmental management, and training should be provided to educate staff about energy, waste reduction, and spreading environmental consciousness throughout the firm (Ababneh et al., 2021). This green training and development program assists employees by allowing them to participate in environmental problem solving. Green training encompasses a variety of conservation strategies, including waste

management inside a company. It builds eco-friendly managers through this training session so that personnel under supervision can approach them without hesitation (Ahmad, 2015). Similarly, hotels provide environmental training for new and existing employees in order to raise environmental consciousness among all hotel members at all levels of management and to develop required knowledge and abilities. Because, there are advantages to green training such as increased environmental awareness and improved environmental performance. Seminars, on-the-job training, and workshops are used to deliver training.

2.2.3 Green Health and Safety Management

The green health and safety management is really beyond the scope of traditional health and safety management function of HRM. It not only includes the traditional health and safety management but also some more aspects of environmental management of an organization (Arulrajah, 2015). Because of the trendy Corona Virus, today's workplaces are more concerned with health and safety management. This action is not only concerned by employers but also from the side of employees too. The hotels which have a friendly relationship with customers are continually endowed to create various environmental related initiatives to reduce employee stress and some diseases infected from the environment. The key role of green health and safety management is to ensure a green workplace for all. At present there are companies where traditional health and safety function was extended to include environmental management/protection. These companies have continually endowed to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environment.

2.2.4 Green Performance Appraisal

The green performance appraisal, according to Armstrong (2014), is the process through which a hotel analyzes its green work over a predetermined period of time, provides green feedback, and resets individual green targets. As a result, the green appraisal is one of the quality indicators for evaluating an employee's real green performance versus previously set targets. Moreover, performance management is an ongoing communication process between a supervisor and an employee that takes place throughout the year in support of the organization's strategic objectives. Green performance management covers topics such as organizational policies and environmental responsibility. Because they steer employee performance to the

environmental performances required by the organization, green performance management plays a critical part in the effectiveness of green management work over time. It would be great when future research on green performance appraisal should concentrate on issues such as environmental incidents, environmental responsibilities, environmental policy communication, and green information systems and audits. The human resources department should revise the performance appraisal rating system to include dimensions for rating people on the following behavioral and technical competencies: teamwork, collaboration, diversity, innovation, and environmental stewardship. Such skills would help to reinforce the company's core values (Liebowitz, 2010). Managers should discuss employee performance and provide necessary feedback not only during the scheduled appraisal period, but throughout the year. This practice will assist employees in improving their knowledge, skills, and abilities.

2.2.5 Green Compensation and Rewards Management

Compensation and reward management recognize contributions in green management. Compensation packages customize to reward green skills acquisition and achievements by employees. Green reward management has made a significant contribution to motivating all employees in the firm to participate in corporate environmental activities. There are two types of green incentive management practices: financial and non-financial. Financial rewards such as incentives, bonuses, and cash can be given to an organization for exemplary environmental performance, while non-financial rewards include honors, trophies, awards, and special recognitions.

Renwick et al. (2013) had identified a range of GHRM activities related to employee rewards and compensation that are expected to positively contribute toward the achievement of green goals. In particular, Renwick et al. (2013) claimed that firms need to: reward employees for making suggestions for environmental improvements, encourage skills development and reward employees with skills-based pay, monetarily reward managers for meeting EM based key performance indicators (KPI) and recognize employee efforts with monetary and/or non-monetary awards including incentives such as gifts and time off work. However, organizations have failed to capitalize on green performance opportunities because firms have not tailored reward systems to individual employees' needs, nor have they rewarded or recognized employees for innovative green initiatives beyond formalized KPI requirements.

2.2.6 Green Employee Involvement

Employees who have the opportunity to participate in environmental management are more likely to support pollution prevention and recognize environmental opportunities. Green involvement environmental management (EM) systems, such as minimizing waste and pollution in the workplace and maximizing resource utilization (Harris & Crane, 2002). There are five characteristics of green employees' involvement in accordance with (Renwick et al., 2013) a clear green vision, a green learning climate, varied communication channels, offering green practices, and encouraging green involvement. A clear green vision is a set of ideals and symbols that promote environmental management and encourage employees to get involved with environmental issues. Some formal or informal channels of communication among employees can help to spread green culture while also providing a comfortable environment for them to increase their green behavior and awareness. Employees can be encouraged to take part in environmental management by providing environmentally friendly activities such as writing bulletins, forming problem-solving groups, or forming green teams. Employee Involvement encourages employees to participate in quality improvement and environmental problem solving. In short, businesses must determine the best way to use human resources to achieve environmental goals (Florida et al., 2001).

2.3 Job Satisfaction

Job satisfaction is critical in any firm, large or small. It is crucial in determining the success of an organization. Every company devises tactics to improve the working environment and boost employee morale in order to boost staff performance and productivity, which leads to increased profits, customer happiness, and customer retention. That is why; job satisfaction may be defined as an employee's general attitude or feelings toward their occupations and job components such as the working environment, working conditions, equitable reward, and communication with coworkers (Glisson and Durick, 1988; Kim et al., 2005).

Job satisfaction is a metric that determines whether or not employees are satisfied with their jobs and whether or not they are engaged in their jobs. Employees are the firm's assets, and in order to preserve their efficacy, the company must keep them committed to their jobs and interested in each and every task they complete. A satisfied employee wants to contribute all of his ability, skills, and talents to the company. A satisfied employee can earn more money, stability, professional progress, experience, rewards, and

new chances from their job, according to (Brayfield & Rothe, 1951). Similarly, an employer who works with satisfied workers will help the company develop while also attracting new personnel. The reason for having satisfied employees is quite simple. Employees who are happy at work are preferred since they improve the work environment and organizational climate (Rue & Byars, 1989). There are numerous GHRM practices that an organization can implement to improve and enhance its work environment, and these practices can have a direct impact on employee satisfaction.

Job satisfaction has a significant impact on an organization's performance. It's critical to understand how to keep employees by keeping them satisfied and motivated to produce outstanding results. Job satisfaction is dependent on target and achievement, which contributes to organizational success and growth, which boosts productivity and improves quality of work. Herzberg et al. (1959) defined the most well-known popular "theory of job satisfaction" According to their two-factor theory, the major two types of employee needs are hygiene and motivation. Hygiene factors are defined as needs that can be met to a large extent by certain dissatisfiers such as supervision, interpersonal relations, physical working conditions, salary, benefits, and so on. Furthermore, if job dissatisfaction is likely in the circumstances, it is suggested that hygiene factors do not exist in someone's working environment. However, once hygiene needs are met, they do not always result in complete satisfaction and the level of dissatisfaction has decreased (Furnham et al., 2002).

Previously, some academics looked at job satisfaction via the lens of need fulfillment, such as whether the employment addressed the employee's physical and psychological demands for the goods offered by work, such as salary (e.g., Porter, 1962; Wolf, 1970). However, unlike in the past, most academics nowadays tend to focus on cognitive processes rather than fundamental requirements. The study of job satisfaction focuses on the individual's attitude. That example, job satisfaction might be expressed as a general emotion about the job or as a collection of connected attitudes about different aspects of the job.

2.4 Organizational Commitment

Organizational commitment could be defined as the bond employees' sense with their organizations. The connection of the employees with the organization where the employee feels like they belong to the organization, they fit into and understands the organization is organizational commitment (Lok & Crawford, 2004). And also,

organizational commitment is a type of organizational psychology that establishes a bond between an employee and the organization and encourages employees to support the firm's decisions (Rashid et al., 2003). When employees are committed to the company, factors such as job stress and insecurity fade away. Employee commitment can be fostered by organizational culture, open communication, innovation, efficient tasks, and constructive feedback, among other things (Geldenhuis et al., 2014). Organizational commitment is defined by O'Reilly (1989) as "an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and belief in the organization's values." According to this viewpoint, organizational commitment is characterized by employees' acceptance of organizational goals and willingness to exert effort on behalf of the organization.

Subsequently, many definitions have been proposed for the commitment concept, one of the most widely recognized approaches in organizational commitment literature was that of Meyer and Allen (1991). Multidimensional three-component model were suggested for organizational commitment:

- 1) Affective commitment - affective attachment to the organization
- 2) Continuance commitment - perceived cost associated with leaving the organization
- 3) Normative commitment - an obligation to remain with the organization

In addition, organizational commitment is defined as an individual's stable feelings toward an organization. Individuals develop commitment during their time in the organization. It is an evolving process that can be formal or informal at times. Overall, after an individual learns the organization's expectations, standards, and norms over time, they begin to acknowledge the organization.

When an employee is committed to an organization, there are numerous positive outcomes for both the individual and the organization. One advantage for the employee is that it has the potential to influence the employee's well-being (Meyer and Herscovitch 2001). Furthermore, it has been shown to increase employee Job Satisfaction (Vandenberg and Lance 1992 in Shahid and Azhar 2013). Committed employees can benefit organizations in a variety of ways. They have the potential to influence organizational effectiveness on a large scale, and employees are less likely to leave the organization, reducing turnover. Nevertheless, individuals require time to develop organizational commitment. Furthermore, organizational commitment can be weak or

strong to varying degrees. This could be due to strategic leadership or individual rational emotions influencing individual commitment to the organization.

2.5 Previous Studies

This section presents the previous studies which are related to the title. The previous researches analyze human resources management practices based on various background, products and environments of industries. Therefore, they pointed out different findings in comparing with the study. Moreover, there is a distinction between different industries regarding green management implementation. The following section presents the relationship between GHRM and job satisfaction, the relationship between GHRM and organizational commitment, and the relationship between job satisfaction and organizational commitment.

2.5.1 The Relationship between GHRM and Job Satisfaction

Job satisfaction is a multidimensional and inter-disciplinary concept that has stimulated the interest of researchers and practitioners from various disciplines such as psychology, human resource management, organizational behavior, TQM, and so on. There are numerous studies in the literature that examine the term from various perspectives and its relationship with various organizational variables. However, there is no universal definition of employee satisfaction that encompasses all of these dimensions (Bernal et al., 2005). The majority of definitions emphasize the significance of employees' job-related perceptions, which link what is expected of them and what they receive in return. Some researchers focus on overall job satisfaction or even life satisfaction of employees, whereas others emphasize a variety of satisfaction facets such as pay, promotion, supervisor, or coworkers. Job Satisfaction, for example, is defined by Locke et al. (1969) as a pleasurable or positive emotional state resulting from an appraisal of one's job and job experiences.

According to Judge et al. (1993), job satisfaction is positively related to motivation, job involvement, organizational citizenship behavior, organizational commitment, life satisfaction, mental health, and job performance, and negatively related to absenteeism, turnover, and job stress, and is defined as the degree to which a person feels satisfied with the job. Employees who are satisfied are more willing and encouraged to participate in green programs. Employees who are satisfied with their jobs feel more responsible for the environment, are more committed to green initiatives, and help to

improve environmental performance (Ahmad, 2015). Employees who are satisfied with their jobs are more likely to take an interest in their jobs than those who are dissatisfied with their jobs. According to this, job satisfaction will compel employees to participate in green policies, thereby reducing environmental damage (Fernandez, Junquera and Ordiz, 2003).

GHRM creates a platform where employees have high job satisfaction and are more engaged, resulting in increased productivity. GHRM can be used to reduce costs, improve efficiencies, reduce carbon footprints, raise employee awareness of environmental issues, and promote green work-life balance (Nijhawan, 2014). The HR department's responsibilities include not only managing, developing, and retaining employees within the organization, but also recruiting the right person for the right job, training them, retaining, and developing them in accordance with industry requirements and current trends. GHRM has pushed the boundaries of traditional HRM practices in the direction of more sustainable and environmentally friendly strategies.

2.5.2 The Relationship between GHRM and Organizational Commitment

Employee commitment can be thought of as a bond or affiliation with the organization (Rahman et al., 2013). Organizations should develop incentive programs and motivational initiatives to increase employee commitment (Jawaad et al., 2019). Employee commitment can be seen in their attitudes and behaviors, as well as other organizational outcomes like job satisfaction, affective commitment, and retention rates (Rubel et al., 2018). Furthermore, organizational commitment encompasses the overall level of employee identification, involvement, and loyalty to the company (Devananda & Onahring, 2019).

Green Human Resource Management practices strengthen or create organizational commitment (Jyoti, 2019). The philosophy underlying such a relationship is explained from the standpoint of an individual's overall commitment to environmental sustainability (Sharma et al., 2016). Employees who believe that an organization's entire operation is dedicated to environmental sustainability do their part by demonstrating commitment to the organization. As a result, it is possible to argue that green human resource management practices have an impact on improving and increasing organizational commitment (Yusliza et al., 2019). The process through which green human resource management generates employee commitment begins at nearly every employee-organizational touch point and interface (Singh & Pandey, 2020). The commitment arises

from the organization's perceived green practices, so that employees can also promote green and sustainable practices through the organization's operations and offerings (Likhitkar & Verma, 2017). Employee commitment is generated by employees actively engaging in eco-friendly practices that can assist them in satisfying the social and psychological needs of environmental sustainability (Das & Kumar-Singh, 2016).

Kim (2009) investigated how hotel employees perceived green practices. The data was gathered from 220 employees working in eight green certified hotels in Orlando, and the findings revealed that hotel performance levels of green practices implemented were lower than the importance levels of those same green practices as perceived by hotel employees. The study also reveals a positive relationship between organizational commitment and green practices.

2.5.3 The Relationship between Job Satisfaction and Organizational Commitment

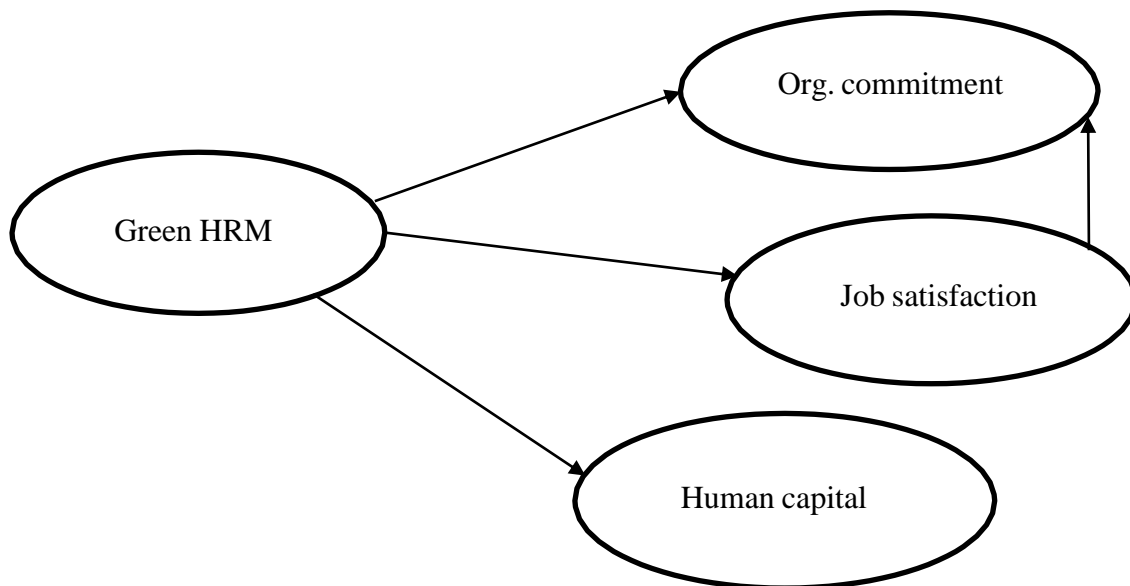
Aside from the relationships between Green HRM and individual job attitudes, the two job attitudes, job satisfaction and organizational commitment, may also be related. Previous research has discovered a link between job satisfaction and organizational commitment (Mathieu & Zajac, 1990). Williams and Hazer (1986) discovered a direct relationship between job satisfaction and organizational commitment, stating that job satisfaction is a precursor to organizational commitment. This thought process presumes that an employee's orientation toward a specific job comes before his or her orientation toward the organization as a whole. Williams and Hazer (1986) discovered that job satisfaction arbitrates the influence of personal characteristics and work environment on organizational commitment. By using retail salespeople as a testing model for hypnosis on the antecedents and consequences of job satisfaction, Brashear et al. (2003) discovered that satisfaction comes before commitment. Despite organizational commitment precedes job satisfaction based on some researchers suggestions, Mathieu (1991) indicated that satisfaction has a stronger influence on commitment than vice versa in his non-recursive model.

While research generally supports a positive relationship between commitment and satisfaction, the causal ordering of these two variables remains both contentious and contradictory. Moreover, Lincoln and Kalleberg (1990), Porter et al. (1974), and Tett and Meyer (1993) argued that a satisfaction-to-commitment model presumes that satisfaction is a cause of commitment.

2.5.4 Conceptual Frameworks of Previous Studies

The following previous research is to discuss the positive impact of green HRM on human capital, job satisfaction and organizational commitment. In addition, job satisfaction is hypothesized to be positively associated with organizational commitment. The previous research framework is depicted as Figure 2.1.

Figure 2.1: Conceptual Framework of Chang

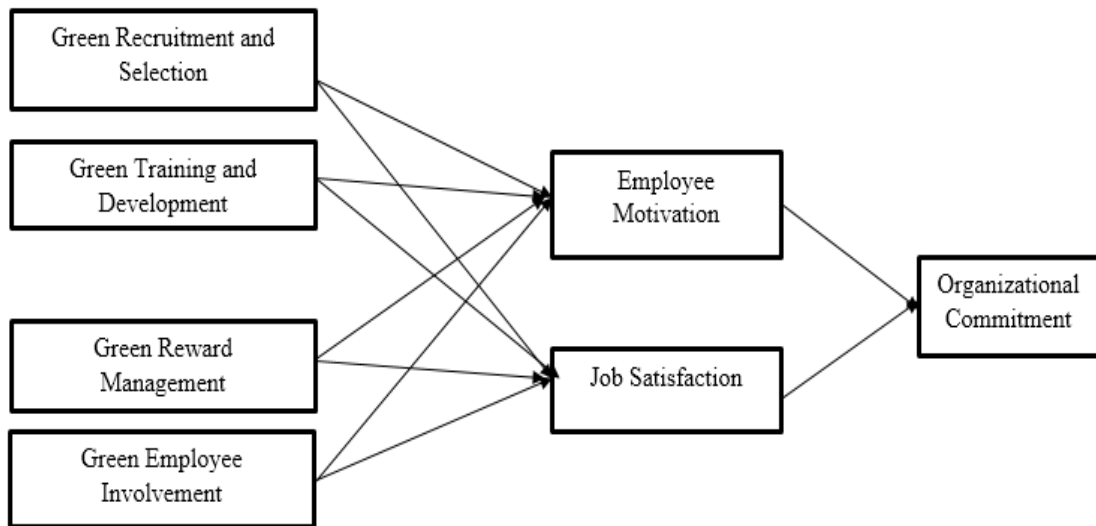


Source: Chang (2013)

The purposes of the previous research are as follow: (1) how the companies emphasize on green movement internally and externally. (2) how the companies train and encourage individuals in the organization. (3) The impact of green management associate with job satisfaction. (4) The impact of green HRM associate with organizational commitment. (5) Job satisfaction has an influence on organizational commitment. According to the results of this previous research, GHRM has direct and positive impact on human capital, job satisfaction and organizational commitment. And also, job satisfaction is positively associated with organizational commitment.

In another previous study, the following research model was proposed for conducting the study:

Figure 2.2 Conceptual Framework of Nath



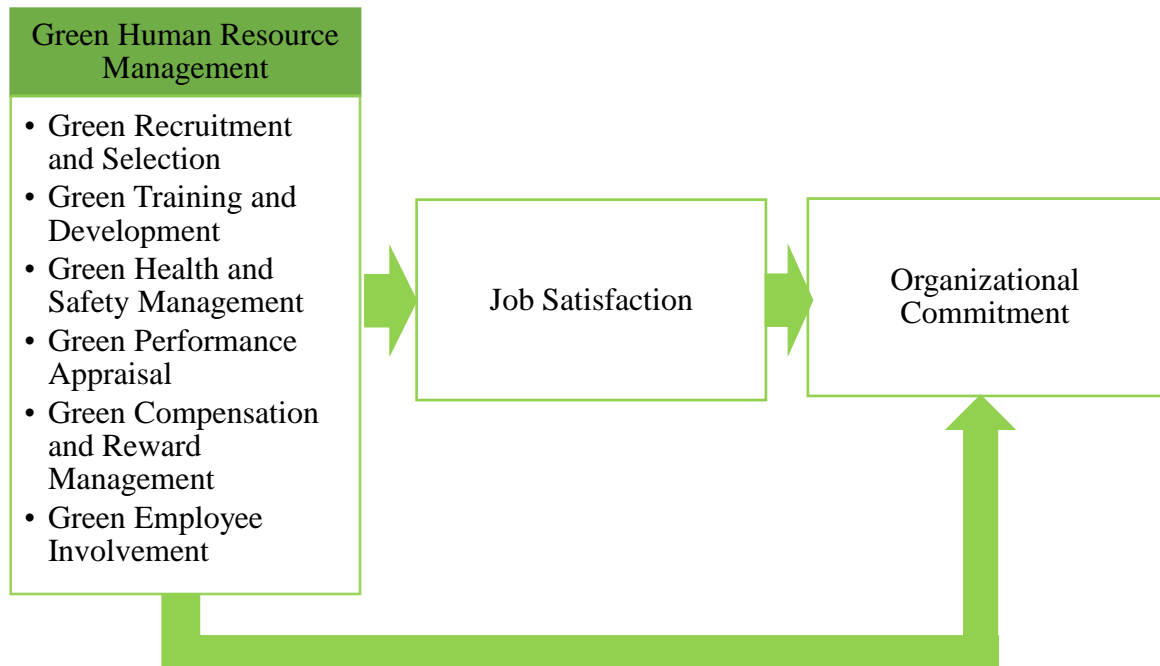
Source: Nath (2018)

The objectives of this previous research were framed as follows: (1) to identify the various GHRM practices adopted by Indian industries under study (2) to identify the relationship between GHRM practices with employee motivation, job satisfaction and organizational commitment (3) to develop the model based on these factors and test goodness of fit for the same. This previous study reviews the current situation of the GHRM practices. These practices are presented by a conceptual model that provides a blueprint for these companies to adopt GHRM practices. This previous study defined which GHRM practices are more correlated with employee motivation, job satisfaction and organizational commitment.

2.6 Conceptual Framework of the Study

This research is to discuss the effect of green HRM on job satisfaction and organizational commitment. In addition, job satisfaction has a strong positive effect on organizational commitment. Therefore, the following conceptual framework was developed based on the previous studies.

Figure 2.3 Conceptual Framework of the Study



Source: Own Compilation (2022)

In this study, the effect of GHRM practices on job satisfaction of the employees and the effect of GHRM practices on organizational commitment are analyzed. In addition, this study also examines that job satisfaction has a positive effect on organizational commitment.

Naturally, satisfied and committed employees feel responsible towards environment and bestow greater commitment to green initiatives and accomplish their tasks in such an efficient way enhancing environmental performance. A happy employee commits towards environment and utilize the resources in a perfect manner and try to reduce the negative impact on mother earth. GHRM practices such as green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and reward management and green employee involvement make employees satisfied towards the green practices and also promote social responsibility.

CHAPTER 3

PROFILES AND GREEN HUMAN RESOURCE MANAGEMENT PRACTICES OF INTERNATIONAL BRAND HOTELS IN YANGON

This chapter presents profiles and green human resource management practices of international brand hotels in Yangon. In addition, it also covers job satisfaction and organizational commitment of employees from international brand hotels in Yangon.

3.1 Profiles of International Brand Hotels in Yangon

As Myanmar becomes more popular as a tourist destination, new hotels are springing up throughout the country. Well-known international chains opened their business before the end of 2017. Since 2017, more tourists have visited Myanmar, and this trend is expected to continue. As a result, an increasing number of investors see opportunities to start their businesses here. There is going to be a significant increase in the number of hotels, particularly in Myanmar's largest city, Yangon. The Korea's largest hotel chain "Lotte" hotels opened the doors of their first branch in Myanmar next to Inya Lake in 2017. Another hotel chain opening its doors in 2017 is GCP Hospitality. GCP Hospitality is the owner of the famous "Strand Hotel" in downtown Yangon. One of Asia's largest hotel and property companies, "Pan Pacific" Hotels Group from Singapore, is also operating in Yangon. Moreover, Pan Pacific is awarded for their efforts in social responsibility. The French AccorHotels Group is probably the hotel chain with the most confidence in the Myanmar tourism market. "Novotel Yangon Max", "Pullman Hotel Yangon", "Ibis Styles" and "Mercure Yangon Kaba Aye" are also included. Furthermore, Meliá Hotels International is opening "Meliá Yangon", the first hotel operated by the company in Myanmar which is a leader in the hotel industry, leading the ranking of Spanish hotel companies and among the top 20 hotel companies worldwide. Wyndham Hotels & Resorts is the world's largest hotel franchising company by the number of properties, with over 9,000 hotels across approximately 90 countries on six continents. Wyndham Hotels & Resorts has kicked off 2019 by doubling its presence in the rapidly growing Asian economy of Myanmar, introducing its upscale "Wyndham Grand" label to the country's capital, Yangon.

3.2 Green Human Resource Management Practices of International Brand Hotels in Yangon

Nowadays, many hotels become interested in ecological practices, noting that environmental protection is in their best interest. In this context, a new approach GHRM practices are the implementation and application of a range of green human resources management programs aimed to reduce the negative impacts of organizations and to improve the environmental behavior amongst their employees. The above-listed hotels are well-known international brand hotels in worldwide, so they sincerely develop GHRM practices which can improve sustainability and environmental awareness. By performing GHRM practices, they also plan to gain job satisfaction and organizational commitment of their employees. GHRM practices that the hotels follow are green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and reward management and green employee involvement.

3.2.1 Green Recruitment and Selection

Green recruitment and selection exhibits an understanding of green culture and environmental values of hospitality organizations through stretching out employees environmental awareness, values, and trusts. It also refers to the importance of organization green culture that new recruits should understand and committed. Therefore, the international brand hotels are seeking to focus on attracting and selecting employees who are interested in supporting and preserving the environment. And the applicants are also notified in the selection context that one of the selection criteria is the environmental issue. Therefore, when interviewing applicants or assessing them, environmental issues is a significant component of the assessment process. Moreover, hotels are now using e-recruitment and conducting virtual interviews to attract potential candidates. Many hotels today use green selection criteria to select candidates in order to reduce paper work and the environmental impact. Select candidates with green consciousness and green behavior are interviewed by using paperless selection tests such as behavioral observation and virtual interviews. While shortlisting candidates who involved in green activities and who are committed to green initiatives should be given priority.

3.2.2 Green Training and Development

Environmental training is one of the primary methods through which HRM establish GHRM initiatives. This is because environmental training has the most significant impact on awareness which is responsible for the creation of green practice culture. Therefore, the international brand hotels consider training needs while design environmental training to get optimal environmental outputs. To develop and acquire knowledge of GHRM practices, hotels are offering training and development strategy via events, workshops, and sessions to facilitate their employees. The hotels provides trainings to staffs to produce green analysis of workspace, waste reduction, development of green personal skills, recycling and energy saving training.

Nowadays, international brand hotels are seriously analyzing and identifying employees' environmental training requirements to make them more workforces involved with the environment. Based on environmental training needs of employees, these hotels carry out serious and systematic education, training and development programs which are given to the employees to provide them with the necessary knowledge, skills and attitudes for good environmental management. Further green training facilitates the employees in motivating the guests to inculcate green behavior by demonstrating its advantages in the adoption of green behavior. Here, some types of green training which are implemented by the international brand hotels are mentioned in the Table (3.1).

Table (3.1) Green Training and Development Programs of International Brand Hotels in Yangon

No.	Name	Types of Training	Objectives
1.	Pan Pacific	Sustainability Program	<ul style="list-style-type: none"> • To select representatives from each department to champion and enhance the organization's sustainability efforts to green awareness. • To train employees across all departments to use only soiled towels for cleaning purposes, and soiled bed sheets for area protection during engineering works which are reusable.
2.	Meliá	Internal Awareness Raising and Training on Environmental Stewardship	<ul style="list-style-type: none"> • To train employees about the environmental policy which is ruled by green committee of hotel. • To educate the employees about the responsibility of maximizing unique recycling practices in respective departments.
3.	Accor Hotels Group (Novotel, Pullman, Ibis Style, Mercure)	The Planet 21 Sustainable Development Program	<ul style="list-style-type: none"> • To train the employees to develop the commitment toward the principles of environmental management. • To gain not only beneficial for organization's environmental policies but also creates a feeling of commitment for employees towards organization's goals.
4.	Wyndham	Wyndham Green Program	<ul style="list-style-type: none"> • To educate the senior leadership of the Wyndham Hotel to understand the responsibility for implementing green processes. • To train the managerial level to identify and remediate environmental issues and to share information regarding the Company's green practices, products, services, and supporting processes to employees.

Source: Survey Data (2022)

3.2.3 Green Health and Safety Management

For psychological and moral reasons, green health and safety management is regarded as the most important factor in the workplace. Employees have the right to work in a safe and healthy green environment. This is because; a green, safe and healthy environment has a significant positive impact on the psychological contract. Employees who have a peaceful and secure psychological mind contribute to the efficient performance of organizations. This has an impact on product quality and employee efficiency. A green, healthy and safe workplace reduces accidents, improves employee relations, and encourages employees to be committed to the quality of their work. The GHRM of the international brand hotels in Yangon will lead employees from the influences by no matter the environmental problem or their individual problem. Furthermore, job satisfaction, job performance, high productivity and organizational commitment are the major results of the green workplaces which are being developed in order to make green health and safety management with a very increased output of the hotel.

3.2.4 Green Performance Appraisal

Hospitality organizations developed corporate-wide environmental performance standards which are aligned with green information systems led to evaluate the green performance of their employees. HR department of the international brand hotels are monitoring environmental behaviors of employees, and evaluating achievement of environmental objectives as green work rating which is the key indicator of job performance. Moreover, managers usually provide regular comments to the employees or teams about their role in accomplishing environmental desires. This is because; the feedbacks help the workers to improve their knowledge, skills, and capability in the understanding of GHRM and other aspects. The hotels know that sharing appraisal outcomes with employees on how nicely they're making progress toward environmental targets is crucial for job satisfaction, and increases their organizational commitment.

3.2.5 Green Compensation and Reward Management

A hospitality organization greening goal can be achieved by rewarding employees for their commitment to environmental practices. The international brand hotels in Yangon know

that reward programs increase motivation for the environmentally friendly behavior of employees. Normally, employees who are dedicated to achieving environmental goals and those in middle management who encourage their subordinates to adopt green practices are rewarded by the hotel. Green reward management practices are being accessed by the international brand hotels through connecting green initiatives to promotion/career gains or by providing incentives to encourage green recycling and waste management practices. They hope to uplift green creativity and innovation of employees by encouraging them to share ideas for green activities at work. In addition, setting green rewards shows organizational commitment towards green practices. However, the international brand hotels always give employees who effectively follow green practices and promote green behavior by both financial and non-financial rewards.

3.2.6 Green Employee Involvement

HR executives from international brand hotels empower their employees to participate in developing and designing new eco-friendly ideas. As a result, employees are willing to negotiate with their managers through green suggestion schemes and involve in problem-solving circles which they can offer unique ideas for managing GHRM policies. Moreover, employees are active to involve in formulating the organization's environmental plan to generate and develop the required expertise to market green products and services. The involvement of employees leads to improve positive employee eco-friendly behavior resulting in a good environmental performance which is a part of GHRM.

3.3 Profiles of Respondents

To analyze the effect of GHRM practices on job satisfaction and organizational commitment of the international brand hotels in Yangon, demographic characteristics, such as gender, age, education level, position, department, salary, experiences and others elements are firstly presented. The frequency and percentage of the profile of the respondents are presented in the study based on the findings. Profile of the respondents is shown in Table (3.2).

Table (3.2) Demographic Data of the Respondents

Sr.No	Particular	Frequency	Percentage (%)
	Total	180	100.0
1.	Gender: Female Male	89 91	49.4 50.6
2.	Age: 20-29 years 30-39 years 40-49 years 50 years & above	69 64 32 15	38.3 35.6 17.8 8.3
3.	Education: High School Diploma Bachelor Master	37 37 57 49	20.6 20.6 31.6 27.2
4.	Position: Staff Supervisor Manager Director	61 59 38 22	33.9 32.8 21.1 12.2
5.	Department: Front Office Food & Beverage House Keeping Sales & Marketing HR IT & Engineering Maintenance Banquets/Event Finance Others	22 28 23 22 17 28 13 11 16	12.2 15.6 12.8 12.2 9.4 15.6 7.2 6.1 8.9
6.	Salary: 200000-400000 MMK 400001-600000MMK 600001-800000 MMK 800001 MMK & Above	75 37 17 51	41.7 20.6 9.4 28.3
7.	Experience in current organization: Less than one year 1-5 years 5-10 years Above 10 years	26 86 47 21	14.4 47.8 26.1 11.7
8.	Experience in current position: 1-6 months 6 months to 1 years 1-3 years 3 years & above	20 20 94 46	11.1 11.1 52.2 25.6
9.	Shift: A.M P.M Both	20 31 129	11.1 17.2 71.7

Source: Survey Data (2022)

According to the Table (3.1), there are 91 male respondents in total of 180 respondents which represent the 60 percent of the total while the remaining are the female respondents with 89 numbers. And most of the respondents are between the age of 20 & 29 years old which represent the 38.3 percent of the total respondents. And according to the survey, the number of respondents with the age of 50 years old and above is only 15 people which represent the minority group with 8.3 percent of the total. Therefore, majority of the employees of international brand hotels in Yangon are young people. Regarding the education level, 32 % of the employees are bachelor degree holders and they contribute the large portion. Along with that, 27 % of employees hold master degrees which represent the second largest portion of the total. And the remaining respondents are high school and diploma level. As stated in the table, most of the employees of international brand hotels in Yangon are educated employees.

Table (3.1) indicates that most of the respondents are staffs with the numbers of 61 in total 180. The rest of the respondents are supervisors, managers and directors of the international brand hotels in Yangon which represent the 32.8 %, 21.1 % and 12.2 % respectively. In the analysis of department of respondents, front office, food & beverage, housekeeping, sales & marketing, HR, IT & engineering maintenance, banquets/events, finance and others are described in the survey. With the 28 percent, the majority of respondents are from food & beverage department and IT & engineering maintenance department. 17 respondents from HR department, 22 respondents from front office, 23 respondents from housekeeping, 22 respondents from sales & marketing, 13 respondents from banquets/events, 11 respondents from finance and 16 respondents from other departments are described with the percentage in the table 3.1. The next demographic factor is salary. 41.7 percent of the respondents get the salary between 200,000 and 400,000 MMK and they represent the largest portion among the respondents. In the second, 28.3 percent of respondents with between 800,001 MMK and above are followed. The respondents of 20.6 percent get between 400,001 and 600,000 MMK. Employees who get between 600,000 and 800,000 MMK represent 9.4 percent of the respondents.

As stated in the Table (3.1), most of the employees of international brand hotels in Yangon have 1-5 years service which represents 47.8% of total respondents. The 14.4% of employees have less than one year service and 26.1% of employees have 5-10 years service. Among them, 11.7% are above 10 years service in their related hotels. In survey, working experience in current position of employees are also included. To this analysis,

20 respondents have 1-6 months of working experience in their current position, another 20 have 6 months to 1 year, 46 respondents have 3 years and above. Together with, the largest portion of respondents who have 1-3 years working experience in current position is 94 respondents. Among the 180 respondents, 129 employees work in both day and night shift, 20 employees work in day time and 31 respondents work only in night shift.

3.4 Reliability Analysis

In order to test the internal consistency of the variables in the questionnaire, reliability analysis is needed to handle. Cronbach's alpha is a measure of internal reliability of the questionnaire and it is shown in Table (3.3).

Table (3.3) Reliability Analysis

Category	Cronbach's alpha	No. of Questions
Green Recruitment and Selection	.745	4
Green Training and Development	.630	4
Green Health and Safety Management	.763	4
Green Performance Appraisal	.878	4
Green Compensation and Reward Management	.689	4
Green Employee Involvement	.788	4
Job Satisfaction	.955	13
Organizational Commitment	.980	14

Source: Survey data (2022)

The Cronbach's Alpha values for green training and development and green compensation and reward management are higher than 0.6. The Cronbach's Alpha values for green recruitment and selection, green health and safety management and green employee involvement are higher than 0.7. And the value of Cronbach's Alpha for green performance appraisal is higher than 0.8 and job satisfaction and organizational commitment are higher than 0.9. According to Tavakoi and Dennick (2011), Cronbach's Alpha value above 0.6 is considered to be reliable and valid. Therefore, the reliability test of data for independent and dependent variables are within acceptable limit.

CHAPTER 4

ANALYSIS OF GHRM PRACTICES ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF INTERNATIONAL BRAND HOTELS IN YANGON

In the analytical section, analysis on the effect of GHRM Practices on job satisfaction and organizational commitment and another analysis on the effect of job satisfaction on organizational commitment of international brand hotels in Yangon are included. In this research, multiple linear regression analysis is used in order to find out the relationship between those variables by surveying 180 employees from the international brand hotels in Yangon.

4.1 Green Human Resource Management Practices of International Brand Hotels in Yangon

In this study, GHRM practices affecting on the job satisfaction and organizational commitment of the employees from international brand hotels in Yangon are analyzed by using the structured questionnaire. In order to find out which GHRM practices effect on job satisfaction and organizational commitment, five-point Likert scale (1: strongly disagree, 2: disagree, 3: neutral, 4: agree, 5: strongly agree) is used in the structured questionnaire. Then, descriptive statistics is used to get such as mean, standard deviation for the measurement. Moreover, a regression model is developed and estimated to analyze the effect of GHRM practices on job satisfaction and organizational commitment. In the model, the dependent variables are job satisfaction and organizational commitment while the independent variables are six GHRM practices: green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and rewards and green employee involvement.

(a) Green Recruitment and Selection

Green recruitment and selection refers to the procedure of hiring people having behavior, knowledge and skills of environment management systems in the organization. Recruiting candidates with green bend of mind makes it easy for firms to induct

professionals who are aware of sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world. The findings regarding green recruitment and selection of international brand hotels in Yangon are presented in Table (4.1).

Table (4.1) Green Recruitment and Selection

Sr. No	Green Recruitment and Selection	Mean	Std. Deviation
1.	Recruitment posts contain environmental behavior/commitment criteria.	3.28	0.56
2.	Recruitment policy reflects hotel environmental policy and strategies.	2.94	0.62
3.	Containing environment-related questions in interview.	3.24	0.49
4.	Selecting candidates who are adequately aware of green activities.	2.91	0.60
	Overall Mean	3.09	

Source: Survey data (2022)

Table (4.1) reports that most of the employees neither agree nor disagree that the hotels are performing green recruitment and selection practices. Because the overall mean score is 3.09 which is slightly higher than the cut off mean 3. Among the factors, containing environmental behavior/commitment criteria in recruitment post got highest mean score 3.28. The process of attracting green candidates for job vacancies, job advertisements express certain environmental values. Therefore, the fact that the recruitment advertising posts of the listed hotels always contain environmental behavior/commitment criteria, make the employees feel satisfied. As the hotels which practice GHRM, they prefer to recruit the new employees who have competencies and attitudes to participate in corporate environmental management initiatives. During the interview, the hotels ask environment-related questions to the selected candidates. Nevertheless, the employees from international brand hotels in Yangon thought that the hotels are selecting not only the candidates who are adequately aware of green activities but also the candidates who do not have green awareness. Because, the mean value

of that fact is lowest with 2.91 which represent the employees disagree the fact that the hotels are selecting candidates who are adequately aware of greening.

(b) Green Training & Development

In order to create environmental awareness among all hotel members in all management levels as well as to improve the required knowledge and skills, hotels provide an environmental training for new and existing employees. The hotel HR department design environmental training programs starting with gap analysis through identifying candidates' environmental training needs with a view to provide the environmental skills, knowledge, and attitudes needed to employees. Table (4.2) shows the employee job satisfaction and organizational commitment regarding to the green training and development of international brand hotels in Yangon.

Table (4.2) Green Training and Development

Sr. No	Green Training and Development	Mean	Std. Deviation
1.	Provides environmental friendly best practices training.	2.98	0.61
2.	Provides environmental education to the employees.	3.26	0.54
3.	Identify environmental training needs of employees.	2.83	0.67
4.	Trainers conduct online training programs to reduce the usage of paper.	2.81	0.73
	Overall Mean	2.97	

Source: Survey data (2022)

According to the Table (4.2), it is found that most of the respondents perceived that the international brand hotels in Yangon are weaken in green training and development according to the overall mean value score 2.97. Among the factors of green training and development, providing environmental education to the employees got the mean value score of 3.26. It represents the employees feel that the hotels are practicing only that activity in green training and development practices. There are many benefits of

green training such as improving the environmental awareness and achieving a good environmental performance. To go green, trainers conduct online training programs to reduce usage of paper and ultimately save trees and save the nature. However, the mean value of this factor has the lowest mean value 2.81. It means that the employee thought that the trainers did not reduce the usage of paper in training activities.

(c) Green Health & Safety Management

Organizations become environment friendly by adopting green building practices thereby improving the safety of all stakeholders. In recent years, due to the pandemic crisis of Covid-19, the hotels are more concerned about the health and safety of their employees and customers. However, working in a health and safety environment is the dream of each and every employee, and management has a crucial role in the establishment of such conditions. The Table (4.3) represents the finding on the green health and safety management of the international brand hotels in Yangon.

Table (4.3) Green Health and Safety Management

Sr. No	Green Health and Safety Management	Mean	Std. Deviation
1.	Provides safety training for the employees.	2.52	0.66
2.	Having enough safety equipment for the employees and workplace.	3.00	0.61
3.	Having right to work in a safe and healthy green environment.	3.14	0.61
4.	Offers health support for the employees.	3.07	0.56
	Overall Mean	2.93	

Source: Survey data (2022)

Table (4.3) indicates that the overall mean score is 2.93 which represents that the employees considered that green health and safety management of the international brand hotels in Yangon are weak. Most of the respondents feel one of the most important fact in workplace is that the employees have the right to work in a safe and healthy green environment. This factor got the highest mean value score 3.14 which shows the employees are aware with the action of the hotels provide. With the current situation of

Covid-19, the well-known international brand hotels dare not to neglect the health & safety management. According to the result, the second highest mean value score is 3.07 for the fact: the hotels offers health support for the employees. Then, the hotels have enough safety equipment for the employees and workplace. They clear know that if they do not have enough, the probability of the accidents increase then the consequences such as fine and bad reputation can occurred. In this Table, the lowest mean value score is 2.52 for providing safety training for the employees. It means that the employees assumed they did not receive enough safety trainings.

(d) Green Performance Appraisal

The green performance appraisal is the process through it the hotel evaluates green work over a set period, provides green feedback, and resets individuals green goals. The green appraisal is one of the quality indicators that measuring the actual green performance of employee against the previously established goals. Moreover, measuring employee green performance of job is one of the key functions in GHRM. The findings of green performance appraisal are showed in Table (4.4).

Table (4.4) Green Performance Appraisal

Sr. No	Green Performance Appraisal	Mean	Std. Deviation
1.	Awareness with green targets, goals and responsibilities.	3.44	0.63
2.	Appraisal including staff contributions to environmental management.	3.49	0.63
3.	Regular feedback to the employees or teams to achieve environmental goals.	3.15	0.71
4.	Installing corporate-wide environmental performance standards.	3.09	0.72
	Overall Mean	3.30	

Source: Survey data (2022)

According to the Table (4.4), most of the respondents please with the process of green performance appraisal of the international brand hotels in Yangon. The overall mean value is 3.30 and it represents that the employees perceive green performance

appraisal of the hotels are quite good. The employees knew the appraisals included staff contributions to environmental management because this fact got the highest mean score 3.49. And according to their responses, they are friendly aware with green targets, goals and responsibilities. In the appraisal form, one of the most important thing for green practices: Regular feedback to the employees or teams to achieve environmental goals is concluded. Then, installing corporate-wide environmental performance standards is also a must in the green performance evaluation context. But, the mean value of that fact is 3.09 which indicates the employee are neither agree nor disagree it. To conclude the findings of green performance appraisal, the international brand hotels in Yangon set green targets, goals and responsibilities for their sections or divisions or departments, and then they assess number of green incidents, use of environment responsibility, and successful communication of environmental policy within their scope of their operations.

(e) Green Compensation and Reward Management

Green compensation and reward management is another key function of GHRM. The sustainability of organization’s environmental performance is highly dependent on the green reward management practices of the organizations. Moreover, green compensation and reward management has important contributions to motivate all employees of organization on corporate environmental management initiatives. Table (4.5) shows the findings on the green compensation and reward management of the international brand hotels in Yangon.

Table (4.5) Green Compensation and Reward Management

Sr. No	Green Compensation and Reward Management	Mean	Std. Deviation
1.	Introducing rewards system for innovative environmental performance.	3.46	0.67
2.	Reward employee for environmental performance.	2.79	0.71
3.	Rewarding a financial and /or non-financial.	2.71	0.77
4.	Rewards can uplift employees’ green activities at work.	2.38	0.73
	Overall Mean	2.83	

Source: Survey data (2022)

As stated in the Table (4.5), the overall mean value is 2.83 which show that the employees from the international brand hotels in Yangon assumed the hotels do not have the system of green compensation and reward management for employees. The success of recognition rewards relies on the importance of company-wide identification. For example, such attention increases employees' awareness of environmental achievements and uplift employees' green activities at work. Nevertheless, the results show that the respondents feel that the hotels introduce rewards system for innovative environmental performance because this fact got the highest mean score 3.46. The other facts which are related about actual rewards obtain the mean scores which are lower than cut off mean 3. The mean value of rewards can uplift employees' green activities at work is 2.38 which is the lowest score among the activities of green compensation & reward.

(f) Green Employee Involvement

In GHRM, employee involvement is critical in implementing corporate environmental management initiatives and programs. It refers to the opportunities given to employees to learn green strategies and adopt them to prevent pollution and other environmental issues. The findings of green employee involvement are shown in the Table (4.6).

Table (4.6) Green Employee Involvement

Sr. No	Green Employee Involvement	Mean	Std. Deviation
1.	Provides opportunities to suggest in developing green activities.	2.76	0.69
2.	Participate in environmental initiatives or programs.	2.75	0.63
3.	Active to involve in formulating the organization's environmental plan.	3.13	0.69
4.	Involvement of employees leads to improve positive employees' eco-friendly behavior.	2.62	0.70
	Overall Mean	2.82	

Source: Survey data (2022)

Table (4.6) reports the overall mean value is 2.82 which represents most of the respondents are not active in green employee involvement activities. According to the results, the employees are active to involve in formulating the organization's environmental plan and it ranks in top among the involvement activities with the mean score 3.13. But the employees are not willing to participate in environmental initiatives or programs; they are more favor in suggesting the activities rather than in participation. The employees also feel that they need more to involve in green activities to improve positive employees' eco-friendly behavior. Regardless, the employees from international brand hotels in Yangon assume that the involvement of employees did not leads to improve positive employees' eco-friendly behavior because the mean value of that fact is 2.62 which is the lowest among the activities of green employee involvement.

(g) Comparison of Green Human Resource Management Practices

The survey result of GHRM practices such as green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and reward management and green employee involvement are as shown in Table (4.7).

Table (4.7) Summary of Green Human Resource Management Practices

Sr. No	Green Human Resource Management Practices	Mean
1.	Green Recruitment and Selection	3.09
2.	Green Training and Development	2.97
3.	Green Health and Safety Management	2.93
4.	Green Performance Appraisal	3.30
5.	Green Compensation and Reward Management	2.83
6.	Green Employee Involvement	2.82

Source: Survey data (2022)

Table (4.7) reports that green recruitment & selection and green performance appraisal have the strongest mean scores 3.09 and 3.30 respectively which is higher than cut off mean value 3, indicating that the hotels are actively doing those two GHRM

practices. But green training and development, green health and safety management, green compensation and reward management and green employee involvement are not well used at the international brand hotels in Yangon, according to the mean scores. These six GHRM practices are very important for the international brand hotels in Yangon in order to gain environmental awareness. According to the result, the employees are agree with the process of green recruitment and selection, and green performance appraisal. But they disagree that the hotels are doing well in other remaining practices.

4.2 Job Satisfaction and Organizational Commitment of International Brand Hotels in Yangon

This sector explains job satisfaction and organizational commitment of the employees from international brand hotels in Yangon along with the descriptive statistics.

(a) Job Satisfaction

It is important to analyze the relationship to find out which GHRM practices affect on job satisfaction of the employees. GHRM practices such as green recruitment and selection, green training and development, green health & safety management, green performance appraisal, green compensation and reward management and green employee involvement make employees satisfied towards the green practices and also promote social responsibility. Only satisfied employees feel responsible towards environment and bestow greater commitment to green initiatives and accomplish their tasks in such an efficient way enhancing environmental performance. The findings of Job satisfaction of the employees from the international brand hotels in Yangon are mentioned in the Table (4.8).

Table (4.8) Job Satisfaction

Sr. No	Job Satisfaction	Mean	Std. Deviation
1.	Satisfied about Organization GHRM method.	4.00	0.88
2.	Satisfied about top to bottom employee supervision of GHRM practices.	3.81	0.95
3.	GHRM make present job better.	4.19	0.79
4.	Provided GHRM training directly help to apply in the job.	3.81	0.98
5.	Good green management makes the employees feel satisfied.	4.16	0.83
6.	GHRM make the job to complete in high effective rate.	3.82	0.93
7.	GHRM do not increase work load.	2.76	1.21
8.	GHRM and work goal are consistent.	3.88	0.97
9.	Individual of the department has very high GHRM sense.	3.80	0.92
10.	Having clear goals and responsibilities of GHRM	3.82	0.95
11.	GHRM make the communication quick and convenient.	3.92	0.91
12.	GHRM bind the colleagues together.	3.79	0.96
13.	GHRM make work environment more comfortable.	4.12	0.95
	Overall Mean	3.84	

Source: Survey data (2022)

Table (4.8) indicates that the overall mean score is 3.84, which represents the employees from the international brand hotels in Yangon are satisfied with their job in respective organizations. According to the results, employees feel satisfied about green HRM method in the organization. And they feel satisfied about top to bottom employee

supervision of GHRM method. The mean value of GHRM make present job better is 4.19 which is the highest mean score in the factors of job satisfaction and represents the employees agree to promote GHRM practices internally or externally. Moreover, the international brand hotels in Yangon provide GHRM training and the employee assume those training directly help them to apply in the job. In addition, the employees reckoned that GHRM make their job completed in high effective rate and they agree good green management makes them very satisfied which has the second highest mean value 4.16. Most of the respondents disagree that promoting GHRM do not increase their work load which has the lowest mean value 2.76. While applying GHRM practices, the employees feel GHRM and their work goal are consistent. Because of good GHRM practices, individual of the department has very high green management sense. The employees are also agree with having clear goals and responsibilities which are ruled by the hotels. And they are truly pleased with the quick and convenient communication which is happened by the GHRM. The employees from the international brand hotels in Yangon accept the facts that GHRM practices bind the colleagues together and have higher execution ability.

(b) Organizational Commitment

In this section, descriptive statistic is used to analyze the organizational commitment of the employees from the international brand hotels in Yangon. For this section, 14 questions were asked to the employees whether they are committed to their respective organization or not. Table (4.9) shows the findings of the organizational commitment as follow.

Table (4.9) Organizational Commitment

Sr. No	Organizational Commitment	Mean	Std. Deviation
1.	Support GHRM policy of the hotel.	4.04	0.95
2.	Thoughts of GHRM policy would have a promising future for the hotel.	4.02	0.97
3.	Make a decision to work in a Green company	3.99	0.87
4.	Present company is the best practiced GHRM company.	4.02	1.03
5.	Mention to friend about the GHRM practices of hotel.	3.82	0.94
6.	Lucky to work in a practiced GHRM company	3.76	0.98
7.	Think Green HRM will bring big profit to the company.	4.16	0.86
8.	Feel pride when everyone knows the GHRM practices of hotel.	3.81	0.93
9.	Concern about the future GHRM development and vision of hotel.	4.04	0.85
10.	Extra effort to assist GHRM development of the company getting optimal performance.	3.92	0.90
11.	Willingness to participate and practice environmental strategy.	4.11	0.81
12.	Willingness to accompany the energy-saving policy.	3.94	0.90
13.	Active to participate green activities of the hotel.	4.13	0.78
14.	Active to propose green innovative elements or methods to the hotel.	3.97	0.91
	Overall Mean	3.98	

Source: Survey data (2022)

According to the Table (4.9), most of the respondents are committed to their organization with the result of overall mean score 3.98 which is higher than cut off mean 3. It represents the employees of the international brand hotels in Yangon are committed to their organization and generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. Therefore, employees tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support in the GHRM policies of the hotels. Moreover, the employees agree with GHRM will bring big profit to the company because the mean value is 4.16 which is the highest among the factors of organizational commitment. And they feel pride when everyone knows their hotel practice and promote GHRM policies. The second highest mean value 4.13 indicates that the employees are also active to participate in the green activities of the hotels. The employees are also willing to develop the innovative green strategy for the services which can lead to the promising future of the hotel. Nonetheless, the employees did not strongly agree that they are lucky to work in a practiced GHRM company with the mean value 3.76 which is the lowest in the factors of organizational commitment. However, the overall mean value shows that employees feel bound to the organization and display environmental friendly behavior.

4.3 Analysis on the Effect of Green Human Resource Management Practices on Job Satisfaction

In this study, the effect of green human resource management practices on job satisfaction is analyzed by the use of Regression model. The result of estimated regression model of the effect of green human resource management practices on job satisfaction has shown in Table (4.10), as follows.

Table (4.10) Effect of Green Human Resource Management Practices on Job Satisfaction

Variable	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
(constant)	1.170	.184		6.361	.000	
Green Recruitment & Selection	.113**	.053	.154	2.154	.033	1.502
Green Training & Development	.069	.058	.097	1.192	.235	1.953
Green Health & Safety Management	.012	.050	.018	.239	.811	1.581
Green Performance Appraisal	.075**	.034	.138	2.186	.030	1.162
Green Compensation & Reward	.158***	.051	.261	3.101	.002	2.078
Green Employee Involvement	.162***	.048	.274	3.399	.001	1.901
R	.641					
R Square	.411					
Adjusted R Square	.390					
Durbin Watson	1.732					
F-value	20.078***					

Source: Survey data (2022)

Dependent Variable: Job Satisfaction

***, **, * significant at 1%, 5%, 10%

According to Table (4.10), the value of R Square is 64 percent and the adjusted R square is 0.411 which means the model explains 41.1 percent about the variance of the independent variable and dependent variable. The overall significance of the model, F value (the overall significance of the model), is highly significant at 1% level. The

Durbin-Watson statistic is 1.732 which is between 1.5 and 2.5. Therefore this is the acceptable level. Among six GHRM factors, only four GHRM factors have the significant effect on the job satisfaction. Green recruitment and selection is significant at 5% level. If there is an increase in green recruitment & selection by 1 unit, this will also raise the job satisfaction of the employees by .113 unit. Because, in the practice of green recruitment and selection, environmental criteria is contained in recruitment advertising posts and the candidates are asked environmental-related questions during the interview. Green performance appraisal is also significant at 5 % level. If there is an increase in green performance appraisal by 1 unit, this will also raise the job satisfaction of the employees by .075 unit. That is because, the hotels check the employees if they have or have not awareness with green targets, goals and responsibilities and evaluate staff contributions to environmental management in green performance appraisal.

Green compensation and reward management and green employee involvement are highly significant at 1% level. If there is an increase in green compensation & reward by 1 unit, this will also raise the job satisfaction of the employees by .158 unit. If there is an increase in green employee involvement by 1 unit, this will also raise the job satisfaction of the employees by .162 unit. The two GHRM practices are significant because, the hotel introduced rewards system for innovative environmental performance in green compensation and reward management and the employees are active to involve in formulating the organization's environmental plan in the activities of green employee involvement. The remaining two GHRM practices: green training and development and green health and safety management are not significant according to the regression analysis. Because there is no evaluation on environmental training needs of employees and lack of safety training for the employees. To conclude, the standardized coefficient (Beta) of green employee involvement factor has the largest value (.274) among six explanatory variables indicating that green employee involvement has the greatest contribution to increase the job satisfaction of the employees towards their organizations. This is because, the higher the absolute value of the beta coefficient, the stronger the effect.

4.4 Analysis on the Effect of Green Human Resource Management Practices on Organizational Commitment

This study analyzes the effect of GHRM practices on organizational commitment of the employees from international brand hotels in Yangon. Regression is done in SPSS in order to find out the dependent variable and independent variable. The finding is shown in Table (4.11).

Table (4.11) Effect of Green Human Resource Management Practices on Organizational Commitment

Variable	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
(constant)	1.380	.217		6.359	.000	
Green Recruitment & Selection	-.034	.062	-.042	-.549	.583	1.502
Green Training & Development	.284***	.069	.360	4.146	.000	1.953
Green Health & Safety Management	-.070	.058	-.094	-1.199	.232	1.581
Green Performance Appraisal	.163***	.041	.269	4.020	.000	1.162
Green Compensation & Reward	.166**	.060	.247	2.756	.006	2.078
Green Employee Involvement	.057	.056	.086	1.007	.315	1.901
R	.576					
R Square	.332					
Adjusted R Square	.309					
Durbin Watson	1.914					
F-value	14.329***					

Source: Survey data (2022)

a. Dependent Variable: Organizational Commitment,

***, **, * significant at 1%, 5%, 10%

Table (4.11) shows the value of R square is 33.2 percent thus this specified model could explain about the variation of the organizational commitment of employees towards their international brand hotels. The adjusted R square is 0.309, it means the model also explain nearly 31 percent about the variance of the independent variable and dependent variable. The overall significance of the model, F value (the overall significance of the model), is highly significant at 1% level. The Durbin-Watson statistic is 1.914 which is between 1.5 and 2.5 which is the acceptable. Among six GHRM factors, only three GHRM factors have the significant effect on organizational commitment. Green training and development and green performance appraisal are strongly significant at 1% level. If there is an increase in green training and development by 1 unit, this will also raise the organizational commitment of the employees by .284 units. If there is an increase in green performance appraisal by 1 unit, this will also raise the organizational commitment of the employees by .163 units. Green training and development and green performance appraisal are significant because the hotels provide environmental education and practices trainings to the employees, evaluate staff contributions to environmental management and give regular feedback to the employees or teams to achieve environmental goals. Then, green compensation and reward management is significant at 5% level because there is a financial or non-financial reward system regarding to the green performance of the employees. If there is an increase in green compensation and reward by 1 unit, this will also raise of the organizational commitment of the employees by .166 units.

The remaining three GHRM practices: green recruitment and selection, green health and safety management and green employee involvement are not significant due to the facts of selecting both candidates who have green awareness and who have not, having no recruitment policy which reflects hotels environmental strategies, offering insufficient health support for the employees and providing less opportunities for employees to participate in developing green activities. To summarize, the standardized coefficient (Beta) of green training & development factor has the largest value (.360) among six explanatory variables indicating that green training & development has the greatest contribution to increase the organizational commitment of the employees towards their organizations. In standardized coefficient (Beta), the higher the absolute value, the stronger the effect.

4.5 Analysis on the Effect of Job satisfaction on Organizational Commitment

To analyze the relationship between job satisfaction and organizational commitment of the international brand hotels in Yangon, regression analysis is used for the study. The result of estimated regression model of the effect of job satisfaction on organizational commitment has shown in Table (4.12), as follows.

Table (4.12) Effect of Job Satisfaction on Organizational Commitment

Variable	Unstandardized Coefficients		Beta	t-value	Sig.	VIF
	B	Std. Error				
(constant)	1.250	.201		6.234	.000	
Organizational Commitment	.628***	.068	.566	9.165	.000	1.000
R	.566					
R Square	.327					
Adjusted R Square	.317					
Durbin Watson	1.829					
F-value	84.006***					

Source: Survey data (2022)

a. Dependent Variable: Organizational Commitment

***, **, * significant at 1%, 5%, 10%

According to the Table (4.12), R Square is 0.327 and Adjusted R Square is 0.317. This model can explain nearly 32 % about the variance of dependent variable with the independent variable. F-value (the overall significance of the model) is highly significant at 1% level. It means organizational commitment has the expected positive sign and is highly significant at 1 percent level. The Durbin-Watson statistic is 1.829 which is between the acceptable level of 1.5 and 2.5. According to the regression result, positive effect means that the increase in job satisfaction leads to more commitment of the employees towards their respective hotels. If there is an increase in job satisfaction by 1 unit, this will also raise the commitments of the employees by .628 unit. This is because, GHRM make present job better, the employees are satisfied with organization's GHRM practices, GHRM make the work environment more comfortable, employees are willing to participate and practice environmental strategy and concern about the future GHRM

development and green vision of the hotels. To summarize, job satisfaction has strong influence on the organizational commitment of the employees from the international brand hotels in Yangon.

CHAPTER 5

CONCLUSION

The environmental issue raised the attention to many companies while they operate in the organization. They began to aware of developing regulations to reduce pollution on the environment and adjusting the mode of operation. As the international brand hotels, environmental commitment became one of the key roles in the mode of operation. Therefore, the hotels are active to develop the production of green products or services which meet the highest international environmental standards in order to gain competitive advantages in the market. The hotels know that job satisfaction and organizational commitment are vital to the organizational to keep their talented employees. Along with the side of developing green behaviors, the hotels apply GHRM practices to gain job satisfaction and organizational commitment of the employees. This chapter shows the findings and discussions, suggestions and recommendations and need for further research. It explores the GHRM practices of the international brand hotels in Yangon. Moreover, this study describes job satisfaction and organizational commitments and of employees. It covers the relationship between dependent and independent variables. Based on the findings, this study suggests and makes recommendations in order to gain job satisfaction and more employee commitment of the employees.

5.1 Findings and Discussions

Human resource is the most important asset of hotel that plays a key role in managing the hotel staff. Currently, the recent increased trend of corporate focus on greening the business, the human resource managers have been assigned with additional HRM responsibility of incorporating the green policy to the traditional practices. The GHRM practices include green recruitment and selection, green training and development, green health and safety management, green performance appraisal, green compensation and rewards management and green employee involvement.

This study is systematically done by collecting data from 180 employees who are currently working at the international brand hotels in Yangon. In order to analyze, the regression analysis is used to determine the effect of GHRM practices on job satisfaction and organizational commitment of the employees. According to the data analysis, important findings are found and discussed in the following paragraphs. As stated in the

demographic data results, most of the employees of the international brand hotels in Yangon are educated and bachelor degree holders. They also are young people with positive attitude to the environmental commitment. And most of them are working in current organization more than one year.

According to the descriptive statistics, the hotels are practicing well in green recruitment and selection and green performance appraisal. But they are weak in the activities of green training and development, green health and safety, green compensation and reward management and green employee involvement. On the report of regression analysis, the employees feel that green recruitment and selection, green performance appraisal and green employee involvement have strongly influence on the job satisfaction of the employees. The more the hotels provide those three GHRM practices, the increase of the employee job satisfaction definitely occur. Link to the process of green recruitment and selection, recruitment advertising posts contain environmental commitment criteria. During the interview, there are environmental related questions which create impressions for these hotels. In the way of green performance appraisal, installing corporate-wide environmental performance standards is key role for this practice. Then, there is always a regular feedback to the employees or teams to achieve environmental goals and that employee appraisal include staff contributions to environmental management. For the activities of green employee involvement, the hotel provides opportunities to their employees to suggest in developing green activities. Moreover, the employees are active to involve in formulating the organization's environmental plan to market green products and services.

To examine the effect of GHRM practices on organizational commitment is one of the objectives of this study. The employees of the international brand hotels in Yangon are satisfied with the only three GHRM practices among six. The findings show the direct impact of green training and development, green performance appraisal and green compensation and rewards management with organizational commitment. In the action of green training and development, the hotels provide environmental education to the employees provides training to environmentally friendly best practices and identify environmental training needs of candidates to make them more environmental concerned. Related to the green compensation and reward management, the hotels reward employee for environmental performance and they offer a financially and /or non-financially rewarding for employee good environmental performance. In addition, the

findings clearly show that job satisfaction has great influence on organizational commitment of the employees. It reflects that when the level of job satisfaction increases, the level of organizational commitment also increases.

The conclusion that can be derived from this research is that green ideas and practices are more and more relevance in many organizations and within the space of the HR profession. HR leaders being the advocates of organizational culture and policies are critical to inculcate a sense of responsibility in each employee towards a sustainable green human resources management. However, still greater change needs to happen so that employees and organizations take that big leap in ensuring greening process in all their activities.

5.2 Suggestions and Recommendations

Job satisfaction of employees in any organization is of utmost importance to in order to achieve the objectives of an organization and make it sustainable in the long run. As reported by the finding of this study, the processes of green recruitment and selection, green performance appraisal, green compensation and reward and green employee involvement are significant on job satisfaction of the employees; therefore, the hotels need to do more in these practices in order to gain more job satisfaction of the employees. But the activities of green training and development, green health and safety management and green compensation and reward need to review and change to get more job satisfaction of the employees from the international brand hotels in Yangon. This is because; those GHRM practices have no impact on the job satisfaction of the employees according to the result of regression analysis. The employees are not satisfied with the current process of these three GHRM practices and assume that the hotels need to do better on them. Based on the study findings, the following are recommended: Firstly, more training programs have to be organized and provided to managerial and non-managerial members of various organizations to raise awareness and understanding of green HRM. Secondly, the hotels need to provide more health and safety supports for the employees. Thirdly, the hotels definitely need to reward or recognize the employee who is well behaved in environmental performance.

The finding, an analysis on the effect of GHRM practices on organizational commitment, shows that green recruitment and selection, green health and safety management and green employee involvement are not significant on the organizational commitment. Therefore, the hotels need to review and develop the process of those

GHRM practices. The hotel need to selects more candidates who are adequately aware of greening and recruitment policy should reflects hotel environmental policy and strategies. Then, the hotels should definitely provide a safe and healthy green environment to work and arrange safety equipment for their employees. Furthermore, the hotels need to provide more opportunities to their employees to suggest and participate in developing green activities. This is because a business and businessmen have to ensure the employee participation in management and administration. Harmonious and team work is always effective and efficient for the business success. When the workers and employees are encouraged to take part in the management and decision making that means they are contributing to the organization. Similarly, the hotels should more focus on green training and development, green performance appraisal and green compensation and reward because those GHRM practices are already significant on the organizational commitment. The more focus on those, the more organizational commitment will be gained.

Organizations that are willing and able to practice GHRM are likely to attract more customers, shareholders and comply with legal and ethical standards. However, the hotel industry has awakened about its responsibility in preserving environment. Only few hotels around the globe have adopted green practices but still many hotels due to high initial cost, are reluctant to adopt the green practices and also hotels failure in perceiving the environment protection and green practices and its significance. Adopting ecofriendly practices means not only saving the environment, but it also yields long run profits. By adopting green practices through human resource management, hotels become 'Ecotels'. That is why hotel managers should understand and increase the scope and depth of GHRM practices, organizations can improve their environmental performance in a more sustainable manner than before.

5.3 Needs for Further Research

This study focuses only on the six GHRM practices and there are other GHRM practices that are performing in the hotel industry. Therefore, it would be worth to conduct a further study which may apply other GHRM practices and to explore their influences. The future of GHRM appears promising for all the stakeholders of HRM including employers, employees, practitioners, or academicians. And GHRM has

substantial scope for research in management field but lacks behind in practice within academic arena; hence, there is a need to bridge the gap between professional GHRM practices and preaches in research and teaching environmental management. Pushing further, more research on this topic in near future, which can highlight the role of HRM activities in supporting green initiatives and to some extent even influencing environmental management strategies should be examined. A further study which conducts with a bigger sample size, data collected in multi-industries is required and the study will bring out a better understanding of GHRM application and its roles. Studies that observe the overall impact of GHRM systems rather than individual practices would be particularly helpful in this respect. Such studies can help organizations to reduce degradation of the environment become healthier both physically and financially and, make the world a cleaner and safer place to live.

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APPENDICES

Appendix – 1

Part A

Demographic Factors

Please choose the option that best describing you.

1. Gender

- (i) Female
- (ii) Male
- (iii) Prefer not to say

2. Age

- (i) 20-29 years
- (ii) 30-39 years
- (iii) 40-49 years
- (iv) 50 years & above

3. Education

- (i) High School
- (ii) Diploma
- (iii) Bachelor
- (iv) Master

4. Position

- (i) Staff
- (ii) Supervisor
- (iii) Manager
- (iv) Director

5. Which Department are you in?

- (i) Front Office
- (ii) Food & Beverage
- (iii) House Keeping
- (iv) Sales & Marketing
- (v) HR
- (vi) IT & Engineering Maintenance
- (vii) Banquets/Events
- (viii) Finance
- (ix) Others

6. Salary

- (i) 200000-390000 MMK
- (ii) 400000-590000MMK
- (iii) 600000-790000 MMK
- (iv) 800000 MMK & Above

7. How many years have you worked in current organization?

- (i) Less than one year
- (ii) 1-5 years
- (iii) 5-10 years
- (iv) Above 10 years

8. How long have you been in current position?

- (i) 1-6 months
- (ii) 6 months to 1 years
- (iii) 1- 3 years
- (iv) 3 years and above

9. What shift do you work most often?

- (i) A.M
- (ii) P.M
- (iii) Both

Part – B

Green Recruitment and Selection

No.	Statement	1	2	3	4	5
1.	Recruitment advertising posts contain environmental behavior/commitment criteria.					
2.	Recruitment policy reflects hotel environmental policy and strategies.					
3.	When interviewing employees or evaluating them for selection, there are a questions environment-related.					
4.	The hotel selects candidates who are adequately aware of greening to fill job vacancies.					

Green Training and Development

No.	Statement	1	2	3	4	5
1.	The hotel provides training to environmentally friendly best practices.					
2.	The hotel provides environmental education to the employees.					
3.	The hotel identifying environmental training needs of candidates to make them more environmental concerned.					
4.	Trainers conduct online training programs to reduce usage of paper and ultimately save trees and save the nature.					

Green Health & Safety Management

No.	Statement	1	2	3	4	5
1.	The Hotel provides safety training for the employees.					
2.	The Hotel has enough safety equipment for the employees and workplace.					
3.	Employees have the right to work in a safe and healthy green environment.					
4.	The Hotel offers health support for the employees.					

Green Performance Appraisal

No.	Statement	1	2	3	4	5
1.	Employees are aware with green targets, goals and responsibilities.					
2.	Employee appraisal including staff contributions to environmental management.					
3.	There is a regular feedback to the employees or teams to achieve environmental goals.					
4.	Installing corporate-wide environmental performance standards.					

Green Compensation and Reward Management

No.	Statement	1	2	3	4	5
1.	Introducing rewards system for innovative environmental initiative/performance.					
2.	Hotel rewards employee for environmental performance.					
3.	Hotel offers a financially and /or non-financially rewarding foremployee good environmental performance.					
4.	Rewards can uplift employees' green activities at work.					

Green Employee Involvement

No.	Statement	1	2	3	4	5
1.	The hotel provides opportunities to their employees to suggest in developing green activities.					
2.	Employees participate in environmental initiatives or programs.					
3.	Employees are active to involve in formulating the organization's environmental plan to market green products and services.					
4.	The involvement of employees lead to improve positive employees' eco-friendly behavior.					

Job Satisfaction

No.	Statement	1	2	3	4	5
1.	You feel satisfied about green HRM method in the organization.					
2.	You feel satisfied about top to bottom employee supervision of green HRM method.					
3.	Promote Green HRM make present job better.					
4.	Your organization provided Green HRM training directly help you to apply in the job.					
5.	Good green management make me very satisfied.					
6.	You reckoned that Green HRM make your job completed in high effective rate.					
7.	Promoting Green HRM do not increase your work.					
8.	During the work, Green HRM and your work goal are consistent.					
9.	Individual of the department has very high green HRM sense.					
10.	Clear goals and responsibilities, cooperative of green HRM across the department.					
11.	Consistent consensus of green HRM across the department, make the communication quick and convenient.					
12.	Green HRM bind the colleagues together, have higher execution ability.					
13.	Green HRM make my work environment more comfortable.					

Organizational Commitment

No.	Statement	1	2	3	4	5
1.	You quite acknowledge any related Green HRM policy in the company.					
2.	You think the company continually practice Green HRM policy would have a promising future.					
3.	You think it is a very accurate decision to work in a company that possess Green HRM policy.					
4.	The present company is the best practiced Green HRM company that I ever stayed.					
5.	You usually mention to your friend, it is worthwhile to encourage that your company practiced Green HRM.					
6.	You are lucky to work in a practiced Green HRM company.					
7.	You think Green HRM will bring big profit to the company.					
8.	You feel pride that everyone knows your company practiced Green HRM.					
9.	You concern about the future Green HRM development and vision of your company.					
10.	You would love to pay extra effort to assist Green HRM development of the company getting optimal performance.					
11.	You would love to participate and practice environmental strategy of the company.					
12.	You would love to accompany the energy-saving policy of the company.					
13.	You would actively participate green activities of the company.					
14.	You would actively propose green innovative elements or methods to the company.					

Appendix – 2

Effect of GHRM on Job Satisfaction

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.641 ^a	.411	.390	.24594	1.732

a. Predictors: (Constant), EIM, PAM, TDM, RSM, HSM, CRM

b. Dependent Variable: JSM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.287	6	1.215	20.078	.000 ^b
	Residual	10.464	173	.060		
	Total	17.752	179			

a. Dependent Variable: JSM

b. Predictors: (Constant), EIM, PAM, TDM, RSM, HSM, CRM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.170	.184		6.361	.000		
	RSM	.113	.053	.154	2.154	.033	.666	1.502
	TDM	.069	.058	.097	1.192	.235	.512	1.953
	HSM	.012	.050	.018	.239	.811	.632	1.581
	PAM	.075	.034	.138	2.186	.030	.860	1.162
	CRM	.158	.051	.261	3.101	.002	.481	2.078
	EIM	.162	.048	.274	3.399	.001	.526	1.901

a. Dependent Variable: JSM

Effect on GHRM on Organizational Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.576 ^a	.332	.309	.29016	1.914

a. Predictors: (Constant), EIM, PAM, TDM, RSM, HSM, CRM

b. Dependent Variable: OCM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.238	6	1.206	14.329	.000 ^b
	Residual	14.565	173	.084		
	Total	21.803	179			

a. Dependent Variable: OCM

b. Predictors: (Constant), EIM, PAM, TDM, RSM, HSM, CRM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.380	.217		6.359	.000		
	RSM	-.034	.062	-.042	-.549	.583	.666	1.502
	TDM	.284	.069	.360	4.146	.000	.512	1.953
	HSM	-.070	.058	-.094	-1.199	.232	.632	1.581
	PAM	.163	.041	.269	4.020	.000	.860	1.162
	CRM	.166	.060	.247	2.756	.006	.481	2.078
	EIM	.057	.056	.086	1.007	.315	.526	1.901

a. Dependent Variable: OCM

Effect of Job Satisfaction on Organizational Commitment

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.566 ^a	.321	.317	.28847	1.829

a. Predictors: (Constant), JSM

b. Dependent Variable: OCM

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.991	1	6.991	84.006	.000 ^b
	Residual	14.813	178	.083		
	Total	21.803	179			

a. Dependent Variable: OCM

b. Predictors: (Constant), JSM

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.250	.201		6.234	.000		
	JSM	.628	.068	.566	9.165	.000	1.000	1.000

a. Dependent Variable: OCM

Green Recruitment and Selection

Reliability Statistics

Cronbach's Alpha	N of Items
.745	4

Green Training and Development

Reliability Statistics

Cronbach's Alpha	N of Items
.630	4

Green Health and Safety Management

Reliability Statistics

Cronbach's Alpha	N of Items
.763	4

Green Performance Appraisal

Reliability Statistics

Cronbach's Alpha	N of Items
.878	4

Green Compensation and Reward Management

Reliability Statistics

Cronbach's Alpha	N of Items
.689	4

Green Employee Involvement

Reliability Statistics

Cronbach's Alpha	N of Items
.788	4

Job Satisfaction

Reliability Statistics

Cronbach's Alpha	N of Items
.955	13

Organizational Commitment

Reliability Statistics

Cronbach's Alpha	N of Items
.980	14