



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN GREEN HUMAN RESOURCE
MANAGEMENT (GHRM) PRACTICES AND EMPLOYEE
PERFORMANCE IN THE HOTEL SECTOR**

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THE HOTEL SECTOR**

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ABSTRACT

This study was designed to examine the relationship between green human resource management (GHRM) practices and employee performance. This research employed a quantitative survey design with a set of surveys returned representing 108 employees at three hotels in Kuching which are Sheraton Hotel, The Waterfront Hotel and Raia Hotel. The two standardized instruments used in this study include GHRM Practices Questionnaires by Shah (2019) and Yong et al. (2019) and Employee Performance Questionnaires by Ragas et al. (2017). The Pearson Correlation Coefficient revealed that there was a significant and strong positive relationship amongst all the three practices of a GHRM and employee performance. The results of this study imply that GHRM practices are effective in improving performance of employees in the hotel industry. The study helps increase the number of literatures available on sustainable human resource practice and it offers some practical information to practitioners in the human resource seeking to ensure that environmental sustainability can be used to foster employee productivity.

ABSTRAK

Kajian ini direka bentuk untuk mengkaji hubungan antara amalan pengurusan sumber manusia hijau (GHRM) dan prestasi pekerja. Penyelidikan ini menggunakan reka bentuk tinjauan kuantitatif dengan satu set soal selidik yang dikembalikan mewakili 108 orang pekerja di tiga buah hotel di Kuching iaitu Sheraton Hotel, The Waterfront Hotel dan Raia Hotel. Dua instrumen yang digunakan dalam kajian ini ialah Soal Selidik Amalan GHRM oleh Shah (2019) dan Yong et al. (2019) serta Soal Selidik Prestasi Pekerja oleh Ragas et al. (2017). Korelasi Pearson menunjukkan terdapat hubungan yang signifikan dan positif yang kuat antara ketiga-tiga amalan GHRM dengan prestasi pekerja. Hasil kajian ini membayangkan bahawa amalan pengurusan sumber manusia hijau (GHRM) berkesan dalam meningkatkan prestasi pekerja dalam industri perhotelan. Kajian ini membantu menambah bilangan literatur yang tersedia mengenai amalan sumber manusia lestari dan ia menawarkan maklumat praktikal kepada pengamal sumber manusia yang ingin memastikan kelestarian alam sekitar dapat digunakan untuk meningkatkan produktiviti pekerja.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter is divided into nine sections that serve as the research's basis, introducing crucial study aspects. It covers the background of study, problem statement, research objectives, research hypothesis, conceptual framework, definition of terms, significance of research, limitations of research and the summary of Chapter One. In essence, this chapter presents a summary of the study's key components, describing its objective, relevance, and significance to the researcher.

1.1 Background of Study

Human Resource Management (HRM), a strategic method to efficiently managing employees to assist organizations obtain a competitive edge, has grown to handle more than simply the conventional components of employee management. According to Malek (2024), human resource management, or HRM, is the process of hiring people, using their resources, maintaining them, and paying them according to the demands of the position and the company. In the fast-paced surroundings of modern organizations, the term of sustainability has become known as a critical principle that develops beyond traditional ideas of profitability and expansion. As our planet faces enormous environmental problems, organizations are expected to play a key role in minimizing the negative effects of climate change as well as destruction of the environment. Aggarwal et al. (2023) mentioned that application of human resource management strategies that foster resource sustainability inside organizations and, more broadly, to promote environmental sustainability goals is

referred to as Green Human Resource Management. According to Ramachandaran et al. (2024), Green human resource management has become an effective catalyst of change in this dynamic climate, changing how organizations, employees, and the environment interact. This can be further explained by the study of Chuah et al. (2021), as they carried out the research that involved both academic and administrative staff, where the researchers noted that Green human resource management (GHRM) is concerned with the embodiment of sustainable development into internal activities and decision-making processes. Human resource management that is oriented to the environment (GHRM) is a new discipline that is still quite dynamic. Green recruitment and selection, green training and development and green performance management are commonly studied components of GHRM (Ashraful et al., 2021; Naseer et al., 2023; Ramachandaran et al., 2024).

Ramachandaran et al. (2024) highlighted that GHRM aims to encourage environmental sustainability through many factors such as green recruiting and selection, green training, green performance management, green compensation and incentives and green participation. This comprehensive strategy emphasizes the significance of choosing people whose work has a positive environmental impact by implementing strategies like green employer branding, using green criteria to draw in eco-aware workers, and testing candidates' environmental awareness levels during the hiring process (Zhao et al., 2020). Furthermore, research by Pirakatheeswari et al. (2024) in the Coimbatore region of India highlighted that GHRM seeks to integrate eco-friendly practices into HRM frameworks, such as employee engagement, performance evaluations, training, and recruiting. Another research conducted in Malaysia, reported by Islam (2020), highlighted that GHRM is essential to developing a green workforce that comprehends, values, and carries out green initiatives while sustaining green goals. This includes the HRM procedures of hiring, training, paying, developing, and promoting the company's human resources (Islam, 2020). Furthermore,

green reward and compensation, which promotes green behaviour with eco-based rewards, has been given a particular focus by some researchers (Ashraful et al., 2021; Aggarwal et al., 2023; Islam, 2020; Naseer et al., 2023).

Green recruitment and selection prioritise prospective employees who have knowledge, skills, character, and habits that are in line with the organization's environmental goals (Ashraful et al., 2021). For green training and development, refers to providing employees with the skills, information, and awareness needed to use environmentally conscious practices in their professions and contribute to organizational green initiatives (Ashraful et al., 2021). Green performance management is a systematic approach to monitoring, analysing, and improving employee performance in environmentally responsible actions while being consistent with the organization's environmentally conscious goals (Ramachandaran et al., 2024).

As highlighted by Naseer et al. (2023), GHRM practices can enhance employee performance in the banking sector. Furthermore, research indicates that Green HRM has a direct impact on worker outcomes in the mining and oil sectors (Chen et al., 2021). On top of that, Mukherji and Bhatnagar (2022) reviewed current ideas and concepts related to green HRM and investigated how it relates to sustainability. According to the research conducted in Oman by Al-Hajri (2020), GHRM encompasses methods that enable organizations to make effective use of resources, supporting environmental sustainability and raising employee morale and satisfaction.

According to Alghamdi (2021), employees' performance is crucial for the overall performance of the organization. Aspects like enthusiasm, dedication, job satisfaction and more importantly, achievement of the organizational goals, can be termed as the employee's job performance that defines the organization's success. This indeed makes employees the

most important asset of the organization and their performance indicates how effective the organization is at achieving its goals (Khatimah, 2021). Other variables in the past research that have correlated to employee performance, include work engagement and psychological capital (Yao et al., 2022) and leadership style (Cheng, 2025), indicating that employee performance is both influenced by personal and organizational factors. In regards to the Green Human Resource Management (GHRM), the introduction of the eco-friendly practices into the HR practice can enhance not only the awareness of the environmental issues, but also can increase the work performance of the employees significantly (Chuah et al., 2021). This link between GHRM practices and job performance is especially crucial as organizations attempt to achieve both sustainability goals and operational success.

Few studies have previously examined the relationship between green HRM and employee job performance within the Malaysian context. For example, Chuah et al. (2021) examined the impact of GHRM practices on green lifestyles and job performance. However, most of the existing research has been conducted in Eastern and South Asian regions. A good illustration can be taken from the work of Ramachandaran et al. (2024) who focused on the role of GHRM and its effects on employees' job performance in China.

The target population, the hotel sector of Malaysia particularly in Kuching, Sarawak is considered to be among the key sectors of the country's economy. Nonetheless, it has challenges like inefficient energy usage and waste production as well as the integration of green approaches to meet the demands of environmentally aware tourists. As a labour-intensive industry, its sustainability relies on employee engagement and productivity. Implementing Green Human Resource Management (GHRM) strategies, such as green recruitment and selection, green training and development and green performance management may assist in resolving these difficulties by developing an employee that values sustainability while providing excellent service. This not only improves operating efficiency

but also increases the sector's environmental commitment, attracting environmentally concerned visitors and investment. Thus, the purpose of this study is to investigate how GHRM practices influence employee performance, thereby offering insights into long-term workforce administration success.

1.2 Problem Statement

The research on the relationship between Green Human Resource Management Practices and employee performance has been focused largely on West Malaysia with little investigation into East Malaysia, specifically Sarawak. Globally, research on GHRM practices and employee performance have focused on different countries such as China, Saudi Arabia, Pakistan, and India. These investigations concentrate on private sector organizations, mostly use quantitative research approaches and conduct in another sector which are health sector and manufacturing sector. Most of the previous studies have not examined employee performance by practicing green human resource management in the hotel industry (Islam, 2020). This poses a huge research gap, particularly in terms of comprehending the nuances of GHRM implementation in various regional and cultural settings within Malaysia.

The hotel industry in Sarawak is a key driver of the state's economic growth and tourism attraction, has the capability to play an essential part in fostering sustainability through GHRM practices. Adopting GHRM techniques into the hotel business may improve employee performance, minimize operational inefficiencies, and encourage green practices. Despite its enormous potential, this component is underutilized, limiting the industry's capacity to successfully contribute to sustainability goals.

Sarawak's distinct natural and cultural backdrop requires specific GHRM approaches. Limited research attention in this part of Malaysia provides little opportunity in determining how these techniques might be tailored to the unique demands of Sarawak's hotel business.

While many studies on green human resource management have focused on environmental performance, there is currently a lack of research on employee performance (Islam, 2020). Addressing this gap through extensive research might give crucial understanding into how GHRM practices affect employee work performance in East Malaysia, particularly Sarawak, helping both the business and the larger environmental agenda.

1.3 Research Objectives

1.3.1 General Objectives

To examine the relationship between Green Human Resource Management Practices (GHRM) and employee performance in the hotel sector.

1.3.2 Specific Objectives

- To determine the relationship between Green Recruitment and Selection and employee performance in the hotel sector.
- To determine the relationship between Green Training and Development and employee performance in the hotel sector.
- To determine the relationship between Green Performance Management and employee performance in the hotel sector.

1.4. Research Hypothesis

H_{01} : There is no significant relationship between Green Recruitment and Selection and employee performance.

H_{02} : There is no significant relationship between Green Training and Development and employee performance.

H_{03} : There is no significant relationship between Green Performance Management and employee performance.

1.5 Conceptual Framework

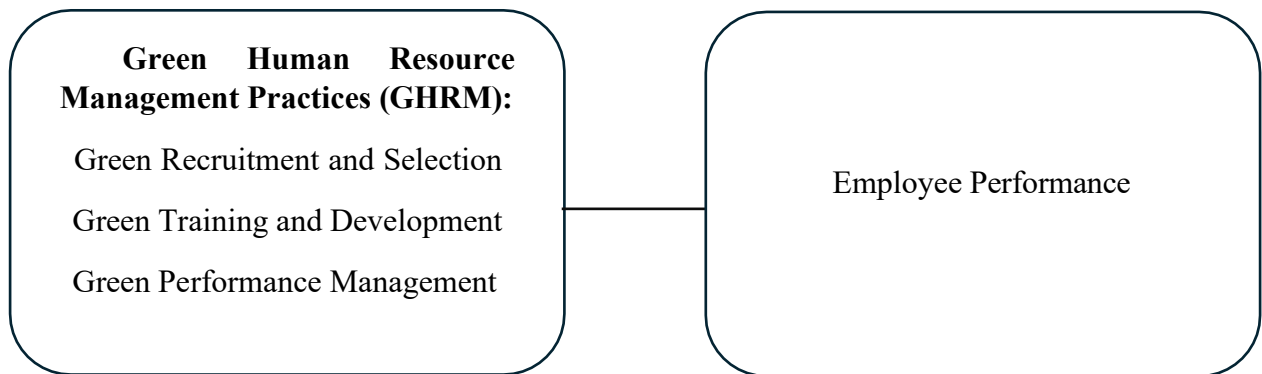


Figure 1. Conceptual Framework

1.6 Significance of Study

1.6.1 Body of Knowledge

This research will add additional investigation on the relationship between Green Human Resource Management Practices and employee performance to the previous research. It demonstrates how the GHRM procedures may affect employees' job performance. As a result, it can serve as a beneficial reference for future researchers, particularly those in Malaysia, as they continue to learn more about GHRM practices and employee job performance.

1.6.2 Policy Development

This research may assist policymakers and industry leaders create and execute policies that include Green Human Resource Management (GHRM) practices into organization frameworks. According to Shah et al. (2021), Green HRM encompasses strategies that maximize resource usage and promote responsible environmental behaviour, leading to enhanced staff engagement and satisfaction. Comprehending the link between GHRM practices and employee job performance allows organizations, particularly those in the hotel sector, to develop policies that support eco-friendly efforts while increasing staff productivity. These insights may also be used to improve government and corporate policies for encouraging sustainable business practices, which will help to achieve larger ecological and economic objectives.

1.6.3 Human Resource (HR) Practitioner

This study offers helpful guidance to HR practitioners by emphasizing how Green Human Resource Management (GHRM) practices could boost employee job performance. Research suggests that employee behaviour is crucial for fulfilling green management objectives (Peerzadah, et al., 2018). HR experts can assist build an ecologically conscious workforce by using techniques such as green recruiting, eco-friendly training, and performance management. The results of the research will provide HR practitioners with practical insights for aligning organizational goals with sustainability efforts, resulting in increased employee engagement and efficiency in operations.

1.6.4 Practical Implication for Organizational Leader

This study offers organizational leaders' useful insight into the advantages of adopting Green Human Resource Management (GHRM) practices into their management strategy. Identifying the beneficial impact of GHRM on employee work performance enables leaders to make intelligent choices about implementing eco-friendly activities that correspond with organizational aims. The research focusses on how implementing green policies could boost operational efficiency, increase employee engagement, and promote the company's status as an environmentally conscious company, while supporting long-term growth and market competitiveness.

1.7 Limitations of Study

This research has a few limitations that should be addressed. Firstly, the study focusses solely on the hotel business in Sarawak, East Malaysia, which may restrict the potential for generalization of the findings to other locations or industries in Malaysia or internationally. Sarawak's distinct cultural, economic, and environmental setting limits the application of the findings. Furthermore, since the research focusses on the hotel industry, the findings may not immediately apply to other industries with distinct operating characteristics, such as manufacturing or banking. Using self-reported data from employees and supervisors involves possible biases, such as social desirability or poor recall, which might undermine the impartiality of the results. Additionally, the study is carried out within a limited time period, making it difficult to capture the long-term impacts of GHRM practices on employee job performance. While the study emphasizes on the relationship between GHRM practices and employee performance, other important elements, such as organizational culture, management style, and external environmental legislation, are not thoroughly examined.

Lastly, the results are influenced by the sample size and variety of respondents, and a small or homogeneous sample may restrict the study's potential to give extensive insight into the effects of GHRM policies across varied demographics and jobs in the hotel sector.

1.8 Definitions of Term

Table 1. Defintions of Terms

Term	Conceptual Definition	Operational Definition
Green Human Resource Management	GHRM includes a wide range of procedures and guidelines that include sustainability and environmental issues into every element of an organization's HRM strategy, from hiring and training to performance reviews and employee engagement (Ramachandaran et al., 2024).	This research focus on GHRM approaches such as green recruitment and selection, green training, and green performance management.
Green Recruitment and Selection	Prioritizes potential applicants that align with the organization's environmental programs in terms of knowledge, skills, character, and habits (Ashraful et al., 2021).	A method of attracting and selecting environmentally responsible applicants by integrating sustainability criteria into HR procedures, implementing eco-friendly practices such as paperless

		recruitment, and employing green employer branding to appeal to candidates who prioritise environmental values when selecting an employer.
Green Training and Development	The term refers to providing employees the necessary skills, knowledge, and awareness required to apply ecologically conscious practices in their jobs and contribute to organizational green efforts (Ashraful et al., 2021).	Involves identifying whether employees require environmental management training, making sure peers and managers support the application of acquired learning material, and setting in place training programs that prioritise environmental protection to raise employee knowledge, ability, and awareness of sustainable practices.
Green Performance Management	A structured way to monitoring, evaluating, and improving employee performance in environmentally responsible activities while maintaining alignment with the organization's	The establishment of systems and procedures that set green targets, convey environmental goals, assess progress using green criteria, monitor non-compliance, and encourage commitment to environmental

	eco-friendly objectives (Ramachandaran et al., 2024).	objectives. It also includes recognising and rewarding the employees that surpass green performance targets.
Employee Performance	Defined as their ability to satisfy work expectations, achieve company objectives, and display commitment, efficiency, and productivity in their job duties (Chuah et al., 2021). .	An employee's capacity to do work effectively, cooperate professionally, display good behaviours, solve problems, manage time, and continually improve abilities in order to contribute to the achievement of organization goals.

1.9 Summary

According to the discussion, Green Human Resource Management (GHRM) practices and employee performance are underexplored issues, especially in Sarawak's hotel sector. Employees have an important part in attaining organizational sustainability objectives, since their contributions are crucial to promoting green initiatives and increasing overall performance within the organization. By adopting GHRM strategies involving green recruitment and selection, green training and development and green performance management into place, companies can develop a highly productive and ecologically conscientious employees. Nevertheless, applying GHRM policies may challenge established organizational conventions, thereby affecting employee job performance. Addressing these relationships is critical for comprehending how GHRM practices may influence employee performance while contributing to sustainability.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter examines academic research relating to this research using related concepts and theories. The concepts and theories that supported the development of Green Human Resource Management practices and employee performance including few scholars that proposed other GHRM practices and commonly used ability, motivation and opportunity (AMO) theory.

2.1 The Concept of Employee Performance

According to Hermina and Yosepha (2019), performance, or work performance, is defined as the amount and quality of the tasks completed by an employee in fulfilling his duties in line with his assigned obligations. A study by Khatimah (2021) stated that employee performance is determined by their behaviour in the workplace and their ability to meet the organization requirements. Another research article by Putra and Gupron (2020) stated that performance is the outcome of job duties, or the amount of accomplishment obtained by employees in their field of work, which can be clearly seen in the results generated in terms of quantity and quality, based on the demands of the job. Furthermore, Rivaldo and Nabella (2023) highlighted that employee performance is the outcome of their efforts in carrying out the tasks assigned by the organization in a way that best suits their skills. An indicator of excellent performance is the process of completing tasks that employees can do in compliance with the organization's criteria. Whenever employees are incapable to fulfil the responsibilities or tasks that have been allocated to the job as desired by company managers,

it can be considered that the employee performs poorly. Andri et al. (2021) define employee performance as their capacity to perform specified abilities. Additionally, the company sets performance targets for employees and every part of the organization to enhance customer value, minimise waste, and improve efficiency. According to Khatimah (2021), job efficiency, quality, and proficiency may all impact employee performance. In the view of Khatimah (2021), performance refers to an individual's completion of tasks based on their evaluation results, which are applicable to related job. Employees can be informed of the significance of performance in the following ways:

1. Aid in taking the cost of the resources utilised into account. Apart from the quantity of work executed, the quality is also assessed.
2. Improving workers performance and efficiency leads to better decision-making.
Assist in achieving and evaluating defined performance targets.
3. Make organizations prominent among competitors.

Employee performance factors according to Ragas et al. (2017) as follows:

1. **Task Competency:** Excel at solving issues, remain calm under pressure, have a good attitude, and consistently provide outstanding work on time.
2. **Flexibility and Efficiency:** Demonstrate good cooperation, interactions, confidence in oneself, and leadership skills, assuring efficient and independent job completion while cultivating positive connections.
3. **Professional Development:** Discover knowledge, accept feedback, prioritise self-improvement, and consistently provide excellent results.
4. **Work Efficiency:** To increase productivity, you must keep organised, stay focused, and manage your time well.

According to Khatimah (2021), high-performing individual possesses the following traits:

1. **Possessing a high level of personal commitment:** Employees that are extremely committed to their jobs usually want to give their best effort so that they may take great personal responsibility for their job duties.
2. **Have the courage to accept the risks that lie ahead:** Employees with high levels of personal responsibility are aware of the risks related to their jobs, such as working extra on the weekends or out of town.
3. **Set achievable goals:** Employees have to be responsible for carrying out their job, which involves performing tasks in order to assist the business or organisation reach its goals.
4. **Utilise concrete feedback for all job tasks:** Feedback is a crucial component in determining how well the work plan will function.

Performance in fulfilling its responsibilities is not autonomous but always connected to employee work satisfaction and the amount of incentive offered, and is impacted by individual talents, abilities, and qualities (Hermina & Yosepha, 2019). Additionally, Andri et al. (2021) mentioned that employee behaviour and attitudes towards their job have a significant impact on performance, which is not just decided by their mastery of in-depth information. To ensure successful business operations, employees must be informed, skilled, and committed to the organization (Andri et al., 2021). Employees play a crucial role in job completion, as their capabilities are unpredictable. As a result, it is essential to establish precise, measurable standards that are decided upon together as a guide.

2.2 Green Human Resource Management (GHRM) Practices

Green Human Resource Management, or Green HRM, has drawn particular attention in recent studies due to environmental management's growing awareness and sustainable growth. As noted by Khatimah (2021), the growth of green human resource management involves more than just awareness of environmental issues like waste reduction; it also entails improvements in the social and economic welfare of people and organizations, like raising profits and striking a balance between work and life. Furthermore, in the research of Naseer et al. (2023), green human resource management methods are becoming increasingly popular due to their potential to promote sustainable and eco-friendly activities in organizations. According to Malik et al. (2021), green human resource management integrates sustainability and human resource management practices. This strategy allows organizations to reduce operational expenses while maintaining highly skilled workers, leading to increased productivity, improved management effectiveness, and a competitive advantage (Malik et al., 2021). Another study by Bendilmi and Laib (2024) stated that utilising Human Resource Management (HRM) techniques to strengthen environmentally sustainable activities and boost employee commitment to environmental sustainability is known as "GHRM," a recently popular concept. Green initiatives may enhance a hotel's image, boost employee confidence, boost productivity, cut expenses, eliminate waste, and saving time (Adeyefa et al., 2023). As stated by Malik et al. (2021), this strategy helps companies grow by cutting expenses while keeping valuable staff, which boosts output, increases management efficacy, and eventually puts them in a position to be profitable and competitive. Thus, a number of studies have discovered a correlation between the successful implementation of green procedures and the use of GHRM techniques.

2.2.1 Green Recruitment and Selection

According to Adeyefa et al. (2023), the green recruiting process include selecting candidates who concern about the environment by using paperless techniques, such as receiving web-based applications through email and conducting interviews through telephone calls or video meetings. On the other hand, organizations use selection to determine which candidates are appropriate for the organization and which are not (Adeyefa et al., 2023). As defined by Pham and Paillé (2019), GRS is a procedure for attracting and selecting applicants who are prepared to commit to sustainability performance and who are aware of environmental concerns. According to Peerzadah et al. (2018), green recruiting and selection involves selecting environmentally friendly workers to promote efficient ecological management and correspond with the culture of the organization. As described by Naseer et al. (2023), attracting and selecting applicants with environmental knowledge, abilities, and attitudes is given top priority in green recruiting and selection procedures. Besides that, the research by Shah et al. (2021) examines the influence of green recruitment and selecting procedures on the long-term profitability of public and commercial healthcare organizations, with a focus on reaching sustainable development objectives. Another study by Ahmed et al. (2022) believes that employers who implement green factors into their recruitment and selection processes are more likely to hire candidates who have a greater commitment towards environmentally friendly practices. Furthermore, Ramachandaran et al. (2024) stated that green employer branding helps job searchers identify aligned values and fosters enthusiasm when performing duties for an organisation with a strong ecological reputation. In order to assess how effectively a firm treats its employees, job seekers frequently use environmentally friendly performance statistics. Green branding is an effective tactic to draw applicants with a favourable attitude towards environmental concerns as companies with strong green signals are capable of attracting in job seekers (Tang et al., 2018). Therefore,

green recruitment and selection could enhance environmental performance by identifying and recruiting appropriate employees (Pham & Paillé, 2019).

2.2.2 Green Training and Development.

Green training and development is another green human resource management approach that helps organizations develop the implementation of green HRM. Fapohunda et al. (2022) highlighted that reducing waste, conserving and preserving energy, using resources effectively, and minimising environmental degradation are all achieved through green training and development approaches. According to Adeyefa et al. (2023), GT assists in training workers about environmentally friendly initiatives and sustainable challenges. Newly hired employees should attend seminars on environmental consciousness as part of their training and development program. Apart from that, Amjad et al. (2021) suggest that green training sessions educate managers and non-managers about environmental problems, leading to changes in attitude and behaviour. Research conducted by Peerzadah et al. (2018) shows that all of this will guarantee the best possible use of resources, reduce waste, and promote energy conservation. As indicated by Alegbesogie (2023), green training and development include work methods for staff members that improve waste reduction, resource efficiency, energy conservation, and reduce environmental damage caused on by hotel operations. It is believed that training in environmental topics is a crucial component of human resource development. With the use of this type of knowledge, organizations can potentially be able to create environmentally friendly, green initiatives that reduce waste and promote environmentally conscious behaviour. According to Shah et al. (2021), the training program allows for the implementation of strategies for handling waste, recycling, energy saving, and sustaining the environment. One of the main strategies for developing human resources is

frequently considered to be environmental training (Alegbesogie, 2023). Its objectives include increasing people's awareness of environmental concerns and their level of mindfulness, fostering positive attitudes, encouraging proactive greening initiatives, and developing their capacity to reduce waste and save energy (Alegbesogie, 2023). Additionally, environmental training can motivate employees to adopt environmentally responsible actions by providing a feeling of challenge (Pinzone et al., 2019).

2.2.3 Green Performance Management

One of important aspect of human resource management (HRM) is the implementation of green performance management, a structured way to monitoring, evaluating, and improving employee performance in environmentally responsible activities while maintaining alignment with the organization's eco-friendly objectives (Ramachandaran et al., 2024). Furthermore, Amjad et al. (2021) argue that green performance management and assessment systems raise employee awareness and improve the environmental performance of an organization. Setting goals will assist employees comprehend their green tasks. By adopting normative assessment criteria to assess their performance, employers may be motivated to meet their goals. They will additionally consider themselves more responsible for their environmental initiatives. By introducing disbenefits, employees are made aware that they might face penalties if their productivity is too low (Zhao et al., 2020). Other clear strategies for companies to boost employees' green performance and encourage them to turn into green champions include establishing an open and transparent green performance management system and fairly assessing their green performance (Cheng et al., 2022). If employers desire to maintain improved employee performance, they must establish corporate-wide measures to evaluate resource acquisition. Ramachandaran et al. (2024)

believe that to adopt green HR practices, supervisors should encourage employees to express their opinions on their roles and responsibilities. The management team should establish objectives for the upcoming year that address employee performance evaluations as well as the implementation of these eco-friendly initiatives. Green productivity quality is a common performance metric utilised in green performance appraisals (Ramachandaran et al., 2024). Employee performance criteria can be set by green performance management systems to assist staff in achieving their sustainability environmental goals. As reported by Amjad et al. (2021), green performance assessments often focus on green production quality. Thus, green performance management ensures that employees' diverse behaviours and outcomes meet the company's established green goals.

2.3 Theory Related to the Study

2.3.1 AMO Theory

The AMO paradigm is well-suited for studies that assess the impact of GHRM practices on organizations, whether through an overall rating or quality-based criteria. According to Al-Tit (2020), several research investigations have focused specifically on the AMO framework's three attributes of an individuals which are ability, motivation, and opportunity, which promote a collaborative work environment. Furthermore, the model improves worker competencies and motivation through incentives, performance management, sharing ideas, and opportunities to solve issues (Rajiani et al., 2023).

Gomes et al. (2023) stated that AMO demonstrates that providing tools, incentives, and opportunity for employees to dedicate themselves to environmentally friendly procedures can lead to improved organizational performance. The AMO theories indicates that employee

performance is influenced by their ability, motivation, and opportunity to accomplish tasks. Establishing a green incentive system that encourages green motivation, identifying and enhancing employees' environmental protection skills, and giving them flexibility, autonomy, and chances to make decisions are all essential to enhancing their green behaviour at work. The capacity to carry out specific jobs, support from managers and supervisors, the opportunity to finish specific tasks and hone skills, and involvement with multiple decision-making processes and programs are all necessary for workers to perform their jobs effectively.

GHRM approaches increase these three elements in different ways. For example, training and development programs can increase their capabilities (A) while job design and rewards systems can increase employees' motivation (M). The procedures like collaboration between departments, job rotations, and knowledge sharing platforms can all help enhance organizational opportunities (O). By emphasising on these three characteristics and developing GHRM practices that encourage them, organizations may develop an efficient work environment that improves organizational outcomes. The AMO theory makes it simpler to comprehend how GHRM techniques may be applied to enhance productivity and be in line with business goals and objectives. According to Ari et al. (2020), One of the most crucial hypotheses for comprehending how human resource practices effect employee and organisational outcomes is the AMO hypothesis, which believes that HR practices have an essential effect on mindset and overall productivity.

Ability

According to Mat et al. (2021), ability significantly impacts employee behaviour and work performance. It includes the knowledge, abilities, and skills individuals need to successfully perform their jobs; these have been categorised as learnt capabilities and

naturally aptitudes. At each person's level of analysis, ability may be described as each employee's unique set of knowledge, skills, and abilities (Kremmydas and Austen, 2020). In the former case, employees' natural skills may help them carry out their jobs efficiently. In the latter case, an employee's behaviour and work performance may be unique due to their abilities and expertise. Competencies are the result of combining these components.

Employee performance is significantly influenced by knowledge and abilities, primarily in relation to the increased workload that employees are experiencing as a result of changes in their work structure. Thus, skill development is crucial for addressing the skills gap among individuals in today's workplace (Mat et al., 2021).

Motivation

. In the view of Mat et al. (2021), motivation is crucial for highly capable people to perform successfully. Another study by Kremmydas and Austen (2020) define motivation as a set of attitudes among employees that indicate an eagerness to execute tasks effectively at work. Motivation explains the extent to which people are motivated to use their abilities, whereas ability highlights their capacity to contribute. Mat et al. (2021) stated that the framework of an organization's human resources management system affects motivation among workers in several ways such as organizations may utilise positive reinforcement to drive employee behaviour towards specified goals. When workers successfully accomplish the intended goals, they might be rewarded through an incentive compensation plan or merit pay. Nonetheless, organisations may choose to apply a negative reinforcement strategy, whereby grievance processes are employed to prevent unwanted behaviours. This motivates people to work harder since they understand the implications of their actions. In today's workplace, financial benefits are highly valued by knowledge workers, making it tough to establish a fair and equal policy for all employees.

Opportunity

According to AMO theory, providing people with opportunities to participate and do their jobs leads to excellent organizational results. According to Kremmydas and Austen (2020), opportunity is defined as "the process by which workers' skills and efforts can be translated into results." More specifically, opportunity encompasses the freedom, importance of tasks, and perceived influence that people have at work, which represent their opportunities to use their abilities in their positions and support the development of the company. Other than that, opportunity refers to engaging in job-related behaviours through job design and commitment (Mat et al., 2021). Creating innovative workplace behaviour is crucial in today's fast-paced environment, where individuals must adapt to changing circumstances and execute their jobs effectively. Assigning people to work in teams is seen as an opportunity for them to thrive. As stated by Mat et al. (2021), The idea of opportunity to perform was an ideal solution for the frequent problem of employee engagement at work, since it allowed workers greater freedom to carry out their duties. Crucially, researchers emphasised how crucial it is to improve employees' perceptions of HRM practices in order to encourage creative behaviour that is important to organizational success. Therefore, HRM practices offer certain recommendations for workers to follow in order to behave appropriately and fulfil their job expectations, which are subject to quick adjustments in response to shifts in their workload.

2.4 Past Similar Findings Related to the Study

The Impact of Green Human Resource Management Practices on Employee Performance

Ramachandaran et al. (2024) conducted research on the impact of green human resource management practices in employee performance in China. The sample and population of the study are 359 employees in China. The instrument used in the study is Koopmans et al. (2012) develop employee performance questionnaire while green recruitment and selection questionnaire by Tang et al (2018), green training questionnaire by Yafi et al. (2021), green performance management by Zhao et al. (2020), green compensation and incentive system questionnaire by Kirkpatrick (2015) and green participation questionnaire by Hinton et al. (2004).

The result of the research suggested that green recruitment and selection, green training, green performance management, green compensation and incentive system and green participation was demonstrated a positive correlation with employee job performance in China. According to Ramachandaran et al. (2024), the results demonstrate that green HRM practices could enhance employee productivity, thus companies should give their employee top priority if they desire to improve overall performance.

Green Human Resource Management Practices and Employee Performance

A study conducted by Islam (2020) examined the relationship between green human resource management practices and employee performance in Malaysian hotel industry. The survey questionnaire was conducted among 150 respondents those who were working at hotel's located in area Kedah and Perak in Malaysia. The instrument used in the study is the questionnaire adapted from the previous research Ragas et al. (2017) consist of four dimensions which are green recruitment and selection, green training and development, green performance management and appraisal and green reward and compensation.

Based on the findings, green recruitment and selection, green training and development, green performance management and appraisal and green reward and compensation positively affect employee performance Malaysian hotel industry. According to Islam (2020), statistically significant relationships between GHRM practices and employee performance.

2.5 Summary

This chapter investigated the theoretical and conceptual basis for the relationship between Green Human Resource Management practices and employee performance. The topics included definitions, variables influencing performance, and essential GHRM components such green recruiting and selection, green training and development, and green performance management. On top of that, the AMO theory was employed as a framework to investigate the mechanisms by which GHRM influences employee performance. In addition to achieving sustainability goals, organizations may improve overall performance and competitiveness by matching employee abilities, motivation, and opportunities with green activities.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter discusses the methods used in the research and includes nine important parts which are research design, population, sample and sampling procedure, research instrument, pilot study, validity and reliability, ethics of the study, data collection procedure, data analysis procedure and summary, The chosen methodology approach ensures that the study is carried out methodically and in line with its primary objectives.

3.1 Research Design

The study will be conducted in quantitative approach and correlational research design will be used. This research correlates the three independent variables Green Recruitment and Selection, Green Training and Development and Green Performance Management with the dependent variable Employee Performance. According to Devi et al. (2022), correlative studies examine the relationship between one or more independent variables. The Green Human Resource Management practices as the cause variable and employee performance as the result variable. Statistical analysis will be used to determine the relationship among these three variables.

The Green Human Resource Management practices and employee performance questionnaires allow the researcher to obtain essential data from the population through an online survey. The obtained data will be analysed to get findings information regarding the target population. The benefits of adopting an online survey include the ease and speed with which data may be analysed in real time, as well as the ability to present results and develop

conclusions (Bhat, 2024). A statistical analysis is carried out to determine the relationship among variables.

3.2 Population, Sample and Sampling Procedure

3.2.1 Population

Shukla (2020) stated that population is a collection of every component that have the variable characteristics under investigation and for which the results of research may be generalised. For this research, the population consists of employees in hotel industry in Kuching, Sarawak, particularly from Sheraton Hotel, Waterfront Hotel and Raia Hotel.

3.2.2 Sample

According to Casteel and Bridier (2021), a sample is a collection of elements chosen based on the population of interest. The sample population in the study is focus on employees in the hotel sector in Kuching, Sarawak which are Sheraton Hotel, Waterfront Hotel and Raia Hotel. Krejcie and Morgan (1970) table is used to estimate the minimal sample size needed to reflect the entire population. Roughly, there are about 150 workers working at the hotel. Thus, 108 respondents are involved, according to Krejcie and Morgan's (1970) sample size determination table.

Table 2. Krejcie & Morgan's Sample Size Determination Table

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310

35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

N: Population size S: Sample Size

Source: Krejcie & Morgan (1970)

3.2.3 Sampling Procedure

Simple random sampling is used as the sample method for this study. Simple random sampling is used for extremely homogeneous groups, and research respondents are chosen at random to take part in the study, guaranteeing that each participant of the population has an equal probability of getting selected (Noor et al., 2022). This approach was chosen to ensure fairness and gather unbiased data on the relationship between Green Human Resource Management (GHRM) practices and employee performance. Furthermore, by increasing the representativeness of the targeted population, this method of sampling improves the findings' validity. The benefit of using simple random sampling is that it can lessen selection bias, giving a more accurate representation of the population under study (Noor et al., 2022).

3.3 Research Instrument

Oben (2021) stated that a research instrument is a scientifically and methodical developed method used to gather, measure, and analyse data on research interests and alignment. For this research, the main research instrument used in the study was the questionnaire. The questionnaires for every variable were adopted from existing literature. For the chosen GHRM practices which is Green Recruitment and Selection is going to be measured using Shah (2019) and Yong et al. (2019) questionnaire, which consists of 5 items. 3 items from Shah (2019) questionnaire to assess the requirement concept while 2 items from Yong et al. (2019) questionnaire to capture selection concept. Green Training and Development, there are 4 items developed and produced by Shah (2019). The 6 items developed by Shah (2019) were also utilised in the study on the Green Performance Management. The research used a 5-point scale (Likert scale) to gather input. This scale provided participants with options to indicate their agreement or disagreement with specific statements. The options ranged from strongly disagree (1) to strongly agree (5). This helped

to analyse the intensity of participants' opinions, giving them a more comprehensive understanding of their views and feelings about the topics explored in the study.

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

Figure 2. Five-Points Likert Scale for GHRM Practices Questionnaires

The employee performance questionnaire by Ragas et al. (2017) which consist of 23 items with Likert scale ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and ends at 5(strongly agree).

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

Figure 3. Five-Points Likert Scale for Employee Performance Questionnaires

Table 3. Research Instrument

Section	Measure	Item	Source
1	Demographic Characteristics	5	NIL
2	GHRM Practices Questionnaires	15	Adopted from Shah (2019) and Yong et al. (2019)
3	Employee Performance Questionnaires	23	Adopted from Ragas et al. (2017)

3.4 Pilot Study

A pilot study is a brief research study undertaken before the main study to determine the validity of the questionnaire that will be used. Determining the validity of content's scores for a survey and providing an initial assessment of its internal consistency (Sundram & Romli, 2023). This is meant to be completed before the questionnaire is distributed to the actual participants. To achieve a high-quality result, the pilot study is designed to identify ambiguities in the questionnaire before conducting the main research, which will be useful in testing the suitability and application to the organization context.

In this study, a questionnaire will be distributed to 30 respondents from the hotel sector to identify and detect any potential difficulties or weaknesses in the instruments before they are being used in a complete study. The pilot study's feedback will be obtained, and certain parts may require adjustment to ensure that the questions in the finalised questionnaire appropriately reflect the research goals. To sum up, the purpose of the pilot study is to confirm that the questionnaire is thorough and that the questions are clearly stated and presented consistently.

3.5 Validity and Reliability

In academic studies, validity and reliability are key ideas that establish the legitimacy and dependability of study findings (William, 2024). William (2024) highlighted that validity can be described as the degree to which research determines or reflecting the topics it claims to measure. In contrast, reliability is defined as the coherence and stability of the outcomes of a research investigation. The validity and reliability of findings will be guaranteed in order to achieve quality academic research (William, 2024).

The content is determined for validation and measurement using Cronbach Alpha in Statistical Package for Social Sciences (SPSS) to ensure validity and reliability. Cronbach Alpha measures internal consistency and correctness of the questionnaire. A higher α value indicates stronger internal consistency. The Cronbach's Alpha value should be a minimum of 0.7.

Table 4. Cronbach's Alpha Value

Cronbach's Alpha	Internal Consistency
$\alpha \leq 0.9$	Excellent
$0.9 > \alpha \geq 0.8$	Good
$0.8 > \alpha \geq 0.7$	Acceptable
$0.7 > \alpha \geq 0.6$	Questionable
$0.6 > \alpha \geq 0.5$	Poor
$0.5 > \alpha$	Unacceptable

Table 5. Cronbach's Alpha value from the study.

Variables	N of items	Alpha Coefficient Value
Green Recruitment and Selection	5	0.759
Green Training and Development	4	0.726
Green Performance Management	6	0.853
Employee Performance	23	0.944

3.6 Ethics Of The Study

The primary ethics mentioned in this study are informant consent and confidentiality. Researchers have an ethical and legal responsibility to preserve the private information of respondents in surveys who agree to be involved. Respondents have the legal right to assume that their private details will be kept confidential when the research becomes public or the information gathered is shared with other researchers. Confidentiality is the disclosure of information gained during data gathering. Consent describes to an informed permission form that each responder reviews and agrees. Respondents must be informed about what to expect throughout the survey as well as the research's aims. The researcher ought to avoid asking any sensitive enquiries in the survey's questionnaire.

3.7 Data Collection Procedure

This study is entirely based on original data provided by workers from the selected hotel. To carry out research in a selected hotel, first get an authorisation letter from the faculty. After issuing the consent letter, it is forwarded to the organization requesting permission to distribute the survey questionnaire and gather data. Then, respondents are given an online questionnaire utilizing simple random sampling. Lastly, the respondents need to fill out the online questionnaire completely. The researcher will obtain the data when the respondent has completed and submitted the questionnaire. The steps involved in the data collecting process are shown in the flowchart below.

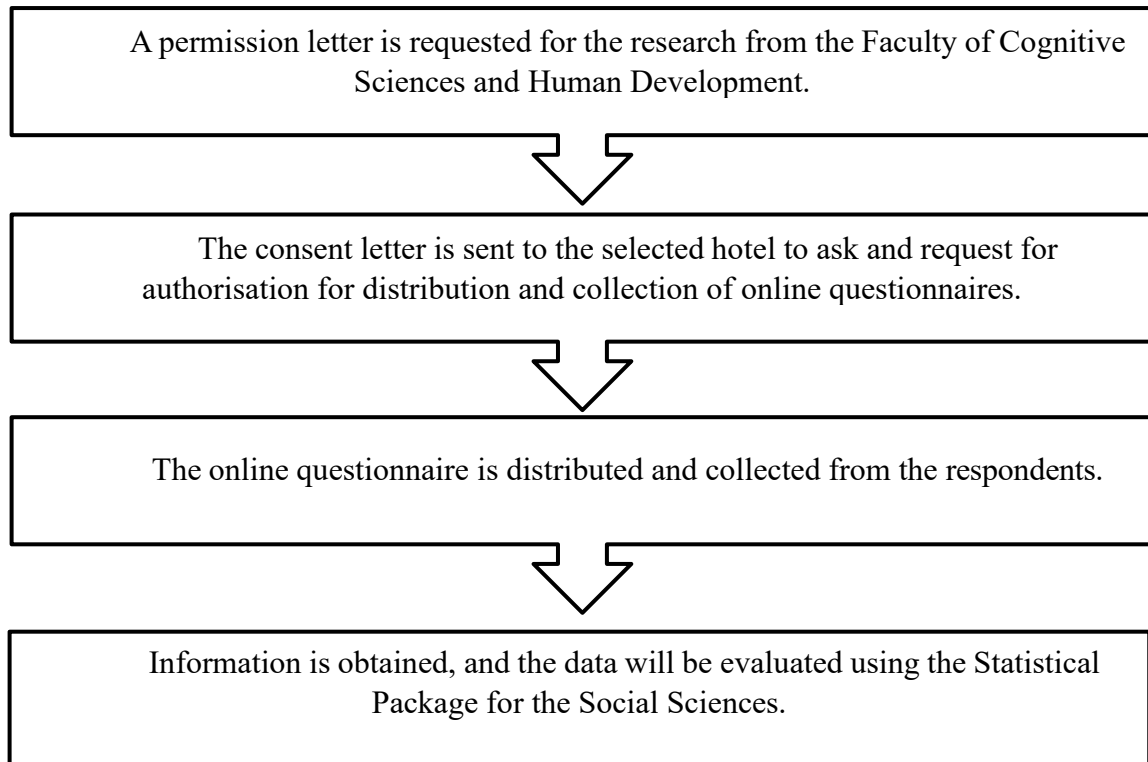


Figure 4. The Flowchart for The Data Collection Procedure

After completing the pre-distribution procedure, the online questionnaire may be distributed and collected. The process for gathering data took about one to two weeks, giving respondents plenty of time to complete the online questionnaire. Utilising an online platform allowed respondents to access and complete answers at their own leisure, reducing the possibility of misplaced or missing surveys. The Krejcie and Morgan (1970) sample size determination table stated that 108 responses was the bare minimum needed.

3.8 Data Analysis Procedure

The data analysis process begins once the survey has been distributed and gathered. The Statistical Package for Social Science (SPSS) will be used to analyse the data. The data will be examined using both descriptive and inferential statistics. Descriptive statistics employ the data supplied to describe the population, and they frequently include visual tools such as table and pie charts to make the data simpler to interpret. Thus, it validates the data gathering in this study, which will be shown clearly. The descriptive statistics will look at demographic parameters including age, race, gender, educational background and length of working experience. Initially, the raw data will be entered into SPSS, and the data analysis will be based on frequency, mean, and standard deviation. The results are subsequently converted into table and pie charts.

Following that, inferential statistics is an approach for generalising a population based on drawn samples. The procedure of analysis is used to evaluate connections between variables in a population, and in this research, inferential statistics which is Pearson Correlation will be utilised to assess the relationship between the GHRM practices and employee performance in the hotel sector.

Table 6. Pearson's Correlation Coefficient Scale (Rules of Thumb on the Strength of Correlation Coefficients)

Pearson's correlation coefficient value, r	Strength
± 0.81 to ± 1.00	Very strong relationship
± 0.61 to ± 0.80	Strong relationship
± 0.41 to ± 0.60	Moderate relationship
± 0.21 to ± 0.40	Weak relationship
± 0.00 to ± 0.20	Weak to No Correlation

Source: Hair, Jr., Celsi, Oritinau & Bush (2013)

Table 7. Data Analysis Method

	Hypothesis	Test
H₀₁	There is no relationship between green recruitment and selection and employee performance.	Pearson correlation
H₀₂	There is no relationship between green training and development and employee performance.	Pearson correlation
H₀₃	There is no relationship between green performance management and employee performance.	Pearson correlation

3.9 Summary

This chapter explains how the research will be carried out and how some aspects, such as sample size and study setting, will be more precise. Aside from that, it addresses roughly where and how this research is done, the qualities of the research, and the method in which the study is led. Finally, it gives an analytical summary of the research and outlines every progress made during the investigation.

CHAPTER FOUR

FINDINGS AND DISCUSSION

4.0 Introduction

The content of this chapter describes the result from the data collection and data analysis procedure that has been done earlier. The data findings are answered based on the research objectives and research hypotheses in Chapter One. There are ten main parts of this chapter that includes the introduction, respondents' demographic characteristics and normality test as the descriptive statistics. Moreover, this chapter consists of the findings and discussion of hypotheses testing using inferential statistics which is Pearson's Correlation Coefficient analysis to determine the relationship between green human resource management practices (GHRM) and employee performance in the hotel sector. At the end of this chapter, it concludes whether the research hypotheses are failed to reject or rejected.

4.1 Descriptive Statistics

Descriptive statistics is a brief description that is used to organize and summarize a set of data in a manner it can be easily understood. It is a collection of data that are collected and presented in the form of frequency count and distribution. In addition, descriptive statistics can be classified into measures of central tendency and measures of variability. The measures of central tendency that involve the mean, standard deviation, skewness and kurtosis are applicable in describing the data in this study and do not seek any inference of the sample. Mean is the average which is arrived at by summing all the numbers in the data set and then dividing the sum with the figures. The degree of the spread of the data set against the mean is known as standard deviation and this is computed as the square root of variance. The deviation is greater in the data set when the data points are more distant to the mean. The higher the mean spread out, the higher will be the standard deviation.

4.1.1 Demographic Profile of Respondents

Demographic profile includes five parts which are gender, age, race, educational level and duration of working experience were obtained on 108 respondents in the process of gathering the data. The collection of these demographic variables occurred in the data collection phase to give an in-depth layout of the nature of the sample as well as to make sure that the results are properly interpreted. The summary of demographic data of respondents is given in table below:

Table 8. Demographic Characteristics Overview

Respondents' Demographic Characteristics		Frequency	Percentage (%)
Gender	Male	59	54.6
	Female	49	45.4
	Total	108	100.0
Age (years old)	18-30	36	33.3
	31-40	37	34.3
	41-50	30	27.8
	>51	5	4.6
	Total	108	100.0
Race	Malay	43	39.8
	Chinese	20	18.5
	Indian	4	3.7
	Bumiputera Sarawak	34	31.5
	Bumiputera Sabah	7	6.5
	Total	108	100.0
Educational Background	SPM/O Level	10	9.3
	STPM/A Level/Matriculation	16	14.8
	Diploma	37	34.3
	Bachelor's Degree	41	38.0
	Master's	4	3.7
	PhD	0	0
	Total	108	100.0
Length of Working Experience	Less than 1 year	18	16.7
	1-3 years	32	29.6
	3-5 years	35	32.4
	More than 5 years	23	21.3
	Total	108	100.0

4.1.2 Gender

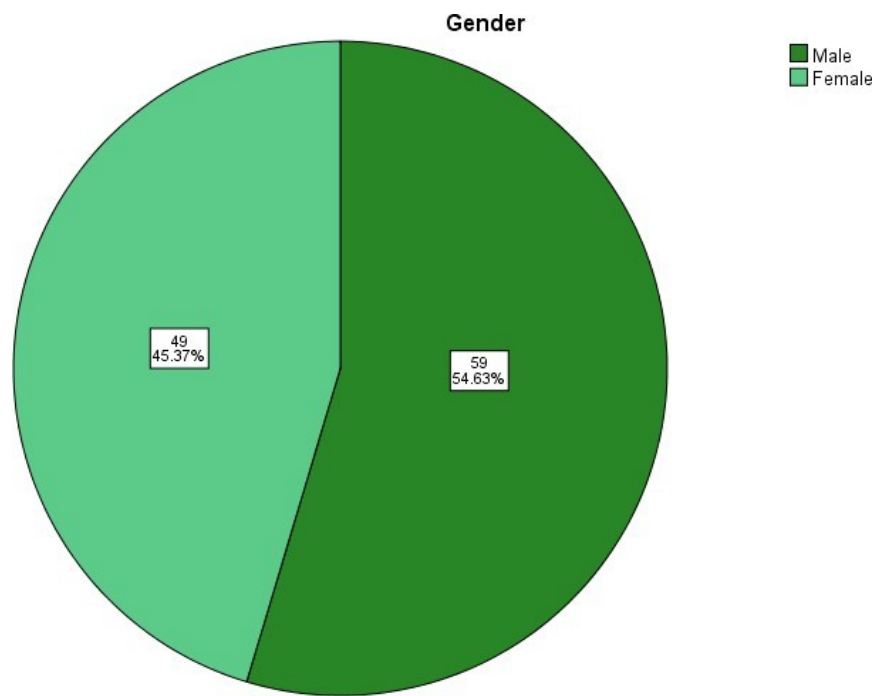


Figure 5. Gender

In the above figure, 54.63 % being 59 respondents involved in the research are male and 45.37 % amounting to 49 respondents are female. The designation of gender in the research was a representation of the overall respondents.

4.1.3 Age

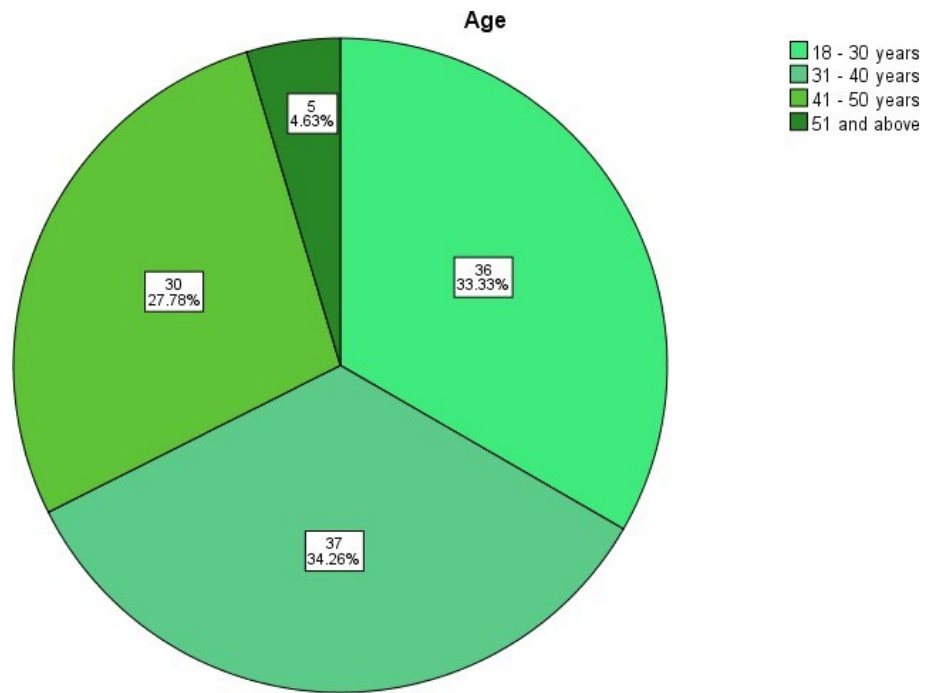


Figure 6. Age

The variable dispersion of age range in this study is separated by 4 age groups where the highest number of the age group is aged 31-30 years old with the percentage of 34.26% (37), the percentage of age group 18-30 years old is 33.33% (36), the 41-50 age group is 27.78 (30) and 51-60 age group is only 4.44 (5). The rest which was 4.63 percent (5) were aged 51 years and above.

4.1.4 Race

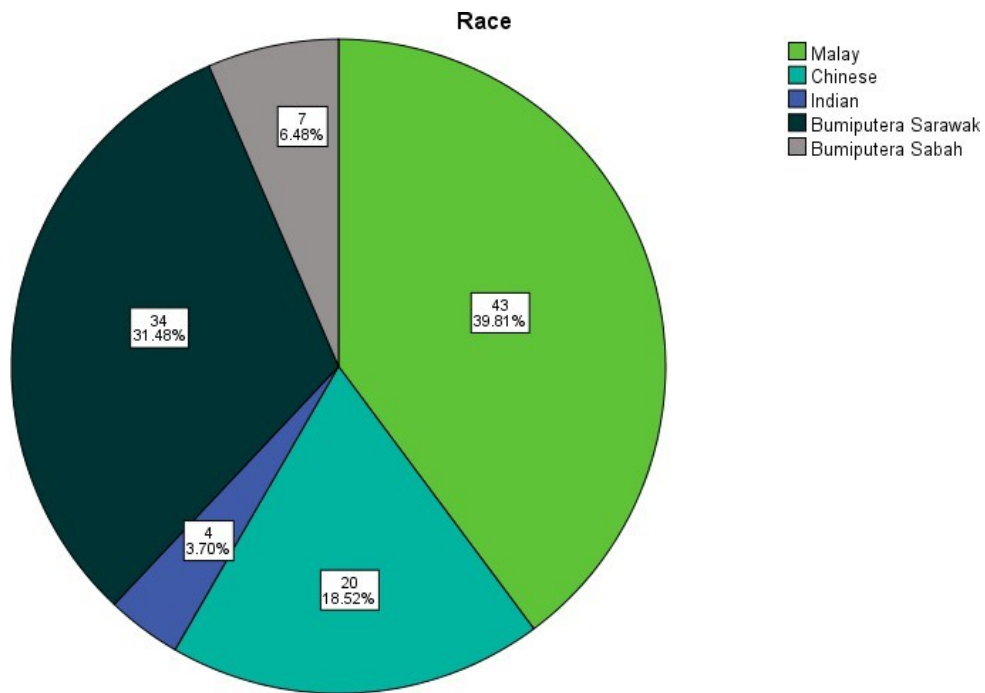


Figure 7. Race

According to the Figure 8, Malay is the dominant race in the sample population, and it comprises 39.81% (43) of the total respondents (108). It is followed by Bumiputera Sarawak with 31.48 % (34), Chinese with 18.52 % (20), Bumiputera Sabah with 6.48 % (7) and the rest 3.70 % (4) is Indian.

4.1.5 Educational Background

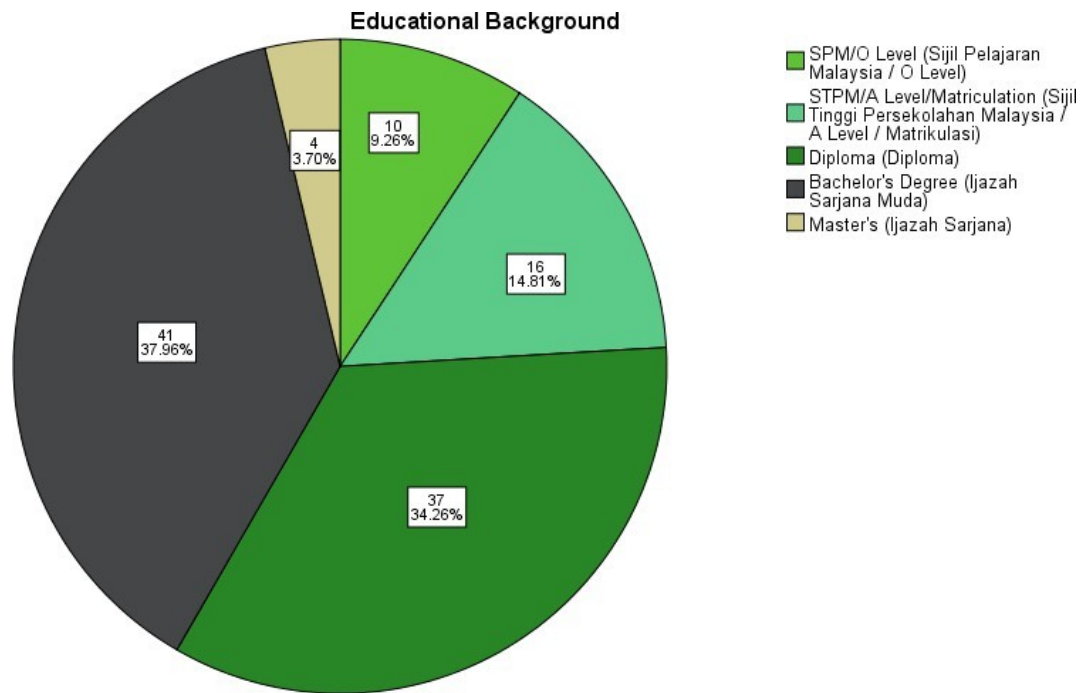


Figure 8. Educational Background

The highest proportion of the respondents is that of those who have obtained a Bachelor Degree as the highest level of education where 37.96% (41) fit under this category. It shows that the majority of the respondents probably got tertiary education and joined the workforce after completing it. The second largest group of educational background is the Diploma with 34.26 % (37), and the third largest group is the STPM/A Level/Matriculation, which was 14.81 percent (16). The SPM/O Levels have 9.26 % or (10) individuals of the respondents, with the very small percentage being the Master s Degree which makes the 3.70 % or (4) individuals of the respondents.

4.1.6 Length of Working Experience

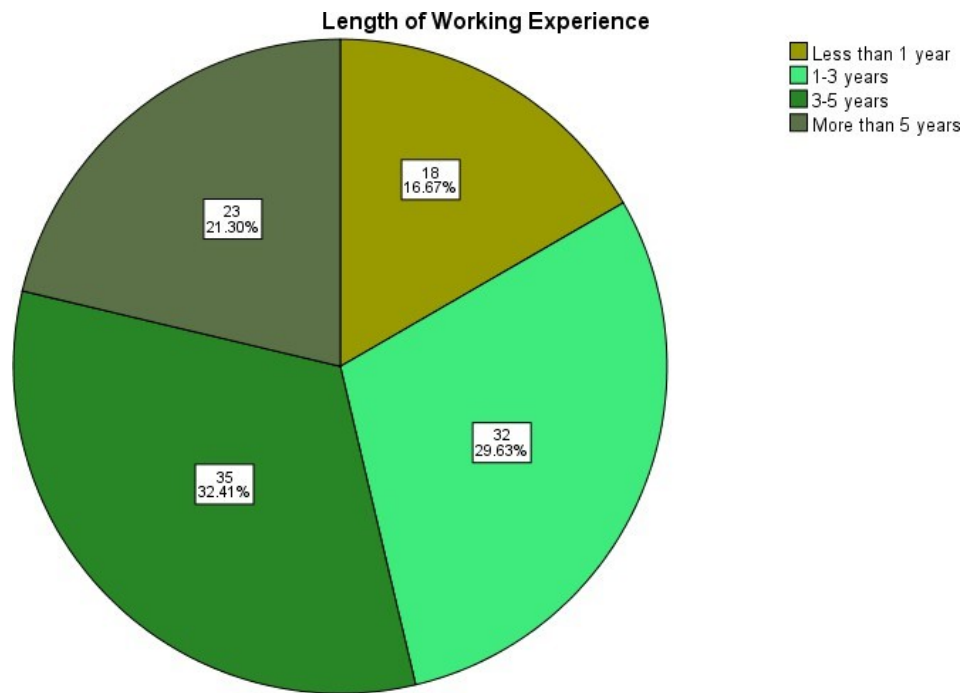


Figure 9. Length of working Experience

From the figure above, the results from the length of working experience show 32.41% which is 35 people has been working for the company for 3-5 years. Next, 29.63% (32) of the respondents has working for about 1-3 years in the organization. 21.30% or 23 people among the respondents has been working for about more than 5 years in the company and the remaining 18 people that weigh 16.67% just started working working for about 1 year in the organization.

4.2 Green Human Resource Management (GHRM) Practices

4.2.1 Green Recruitment and Selection

Table 9. The item findings for Green Recruitment and Selection that consists of 5 selected questions.

Items	SD	D	N	A	SA	Mean	Std. Dev
1. Our company has incorporated “green aware” criteria in HR staffing policy.	4	19	9	36	40	3.82	1.214
2. My company practices the use of paperless recruitment and selection process.	13	12	6	38	39	3.72	1.373
3. We appeal to green job applicants who practice green criteria choose employer (green employer branding).	11	11	10	43	33	3.70	1.284
4. Employee selection takes environmental motivation into account.	4	18	9	56	21	3.67	1.085
5. All selection steps consider environmental questions	12	10	5	39	42	3.82	1.338

4.2.2 Green Training and Development

Table 10. The item findings for Green Training and Development that consists of 4 selected questions.

Items	SD	D	N	A	SA	Mean	Std. Dev
1. My company assesses who need training in environmental management.	9	10	10	44	35	3.80	1.229
2. My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job.	3	19	5	45	36	3.85	1.150
3. My organization uses environmental protection elements as the central themes of green training.	13	8	7	44	36	3.76	1.318
4. My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management.	4	13	13	25	53	4.02	1.200

4.2.3 Green Performance Management

Table 11. The item findings for Green Performance Management that consists of 6 selected questions.

Items	SD	D	N	A	SA	Mean	Std. Dev
1. Our company establishes green targets, objectives, and duties for each employee across organization.	12	11	6	47	32	3.70	1.299
2. In my company, there is communication of green goals.	13	10	13	41	31	3.62	1.316
3. The use of green criteria to evaluate performance.	4	16	8	44	36	3.85	1.150
4. My company keeps track of non-compliance or not meeting green objectives.	12	8	14	38	36	3.72	1.303
5. My company reinforces compliance of meeting environmental goals.	4	21	5	41	37	3.80	1.213
6. Identification of “Green Superstars” (remarkably talented individuals who perform beyond the standards) and distribution of prizes based on their green contributions.	5	19	9	42	33	3.73	1.204

4.3 Employee Performance

The table below shows a frequency table distribution based on employee performance questionnaire that has 23 questions related to the variable. In the table, the frequency of the answered questions is presented along with the mean and standard deviation. Employee performance is divided by 4 sub-variables which are task competency, flexibility and efficiency, professional development and work efficiency. However, the component of employee performance is not used as a part of the analysis.

Table 12. Employee Performance – Item Results

Items	SD	D	N	A	SA	Mean	Std. Dev
1. I easily identify problems and create solutions.	3	19	9	41	36	3.81	1.161
2. I am calm and competent especially in unfamiliar situations.	6	12	13	48	29	3.76	1.135
3. I find it easy to accomplish my tasks.	10	10	7	43	38	3.82	1.267
4. I am able to initiate actions to solve problems.	3	14	12	37	42	3.94	1.130
5. I am able to think clearly during work.	13	8	12	40	35	3.70	1.320

6. I display a positive attitude in work.	1	18	15	39	35	3.82	1.092
7. I am able to meet work deadlines.	14	7	11	35	41	3.76	1.366
8. I am capable of cooperating harmoniously with colleagues.	6	18	10	37	37	3.75	1.246
9. I communicate professionally to my colleagues and supervisor.	4	16	12	39	37	3.82	1.167
10. I am able to maintain good relationship with colleagues.	13	9	12	42	32	3.66	1.312
11. I am capable of coordinating with other departments as may be necessary.	11	9	15	35	38	3.74	1.300
12. I exude self-confidence on my job duties and responsibilities.	11	9	15	35	38	3.83	1.234
13. I can work without supervision.	15	9	8	42	34	3.66	1.368
14. I exhibit leadership skills.	3	18	10	37	40	3.86	1.172
15. I accomplish tasks with efficiency.	13	10	13	40	32	3.63	1.323

16. I consult others for their opinions/insights about possible solutions to problems and how I can improve myself.	11	12	9	39	37	3.73	1.316
17. I am open to constructive criticism/feedback.	6	17	11	42	32	3.71	1.208
18. I find ways to improve myself and my job performance.	10	14	11	42	31	3.65	1.278
19. I am able to produce results with quality or have reached the quota.	8	14	7	41	38	3.81	1.256
20. I am able to fully concentrate on my work & ignore distractions (e.g. Facebook, Twitter, etc.).	12	8	6	42	40	3.83	1.308
21. I am able to breathe in my workspace as it is organized, clean, and orderly.	2	19	14	42	31	3.75	1.112
22. I am able to maximize working hours.	12	9	10	46	31	3.69	1.279
23. I use my time effectively.	12	12	5	38	41	3.78	1.356

4.4 Normality Test

Table 13. Skewness and Kurtosis Z-value Results

Variable	Skewness		Kurtosis	
	Statistics	Std. Error	Statistics	Std.-Error
Green Recruitment and Selection	-1.065	.233	-.068	.461
Green Training and Development	-1.153	.233	.153	.461
Green Performance Management	-.922	.233	-.519	.461
Employee Performance	-.927	.233	-.181	.461

The normality test is performed to determine whether the data follows a normal distribution. Hair et al. (2010) states the data are considered normal when the skewness falls between -2 and +2, and the kurtosis is between -7 and +7. In green recruitment and selection, the skewness is -1.065 and kurtosis is -.068 values fall within the acceptable range. Next, green training and development skewness is -1.153 and kurtosis is .153 value also fall within the normal range. Meanwhile, for green performance management, the skewness is -.922 and kurtosis is -.519 also fall within the normal range. Lastly, for employee performance, the skewness is -.927 and kurtosis is -.181 shows that the data is normally distributed as it falls within the normal range. To conclude, all variables are normally distributed. Thus, this research will employ a parametric test, specifically Pearson correlation, to analyze the data

4.5 Inferential Statistics

Inferential statistics involves using sample data drawn from a population to make predictions or conclusions regarding the population and to describe it. Through inferential statistics, the endeavours to achieve goals and hypotheses extends beyond what the current data can provide. Additionally, it is a method that is used to draw a conclusion regarding the targeted population. After analysing the data, inferential statistics assist in providing support for the determined objectives and hypotheses to see the differences and correlation. In this study, Pearson's Correlation Coefficient is used to analyse the relationship between green human resource management (GHRM) practices and employee performance while multiple regression analysis was used to assess the predictive power and influence of GHRM practices on employee performance.

4.5.1 Pearson's Correlation Coefficient

Since the data were normally distributed, a Pearson Correlation was applied as a parametric test in order to identify the relationship between three dimensions of green human resource management (GHRM) practices (GRS, GTD and GPM) and employee performance. Hypothesis one to three were tested using Pearson correlation, with the coefficient showing the strength and direction of the relationship. A two-tailed p-value was used to determine hypotheses failed to reject or rejected.

4.5.1.1 Relationship between Green Recruitment and Selection and Employee Performance

The first research objective is tested using Pearson's Correlation Coefficient to assess between two variables. The first hypothesis is used to examine the relationship between green recruitment and selection (GRS) and employee performance as shown in the hypothesis below:

H₀₁: There is no relationship between green recruitment and selection and employee performance in the hotel sector.

Table 14. Research Hypothesis 1 – Results

Correlations			
		GRS	Employee_Performance
GRS	Pearson	1	.917**
	Correlation		
	Sig. (2-tailed)		.000
	N	108	108
Employee_Performance	Pearson	.917**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	108	108

** . Correlation is significant at the 0.01 level (2-tailed).

Table 14 showed the Pearson Correlation result for the first hypothesis. Based on the table, the correlation, ($r = 0.917$, $n = 108$ and $p = 0.000$ where $p < 0.01$). This result showed that there is a significant relationship between Green Recruitment and Selection (GRS) and Employee Performance in the hotel sector. The score of r , showed a strong positive relationship between Green Recruitment and Selection (GRS) and employee performance meanwhile the p -value is 0.000 which is less than 0.01. Therefore, this showed that the hypothesis testing of (H_{01}) is rejected. Hence, the results provide strong evidence that GRS practices play an important role in enhancing employee performance.

The finding supported by few past research on the similar study. Islam (2020) research regarding green human resource management practices and employee performance in Malaysian hotel industry found that green recruitment and selection have a significant relationship with employee performance. Furthermore, the study with the same findings as the study from Ramachandaran et al. (2024) which indicates a significant relationship

between green recruitment and selection practices and enhanced employee job performance. Most researchers found that green recruitment and selection has significant relationships with employee performance, emphasising the rising significance of adopting environmentally responsible recruiting and selecting practices into organisational initiatives to encourage both sustainable development and better employee results.

4.5.1.2 Relationship between Green Training and Development and Employee Performance

The second research objective is tested using Pearson's Correlation Coefficient to assess between two variables. The second hypothesis is used to examine the relationship between green training and development (GTD) and employee performance as shown in the hypothesis below:

H02: There is no relationship between green training and development and employee performance in the hotel sector.

Table 15. Research Hypothesis 2 – Results

Correlations			
		GTD	Employee_Performance
GTD	Pearson Correlation	1	.925**
	Sig. (2-tailed)		.000
	N	108	108
Employee_Performance	Pearson Correlation	.925**	1
	Sig. (2-tailed)	.000	
	N	108	108

** . Correlation is significant at the 0.01 level (2-tailed).

Table 15 shows the Pearson Correlation result for the second hypothesis. Based on

the table, the ($r = 0.925$, $n = 108$ and $p = 0.000$ where $p < 0.01$). This indicates showed that there is significant relationship between Green Training and Development and Employee Performance in the hotel sector. The score of r , showed a strong relationship between Green Training and Development (GTD) and Employee Performance meanwhile the p -value is 0.000 which is less than 0.01 showed that the hypothesis testing of ($H02$) is rejected. Hence, this result provides strong evidence that Green Training and Development is positively associated with improved employee performance in the hotel sector, showing that implementing effective green training initiatives can significantly enhance employees' knowledge, skills, and overall job performance.

The results are aligned with the research conducted by Naseer et al. (2023) indicated that there is a positive correlation between green training and development and employee's job performance in a banking sector of Pakistan. Another research by Islam (2020) stated that there is a significant relationship between green training and development in the hotel industry of Malaysia, emphasizing that structured green training programs not only raise environmental awareness among employees but also contribute to higher performance levels. According to these results, adding green components to staff development initiatives not only achieves environmental goals but also produces quantifiable gains in worker productivity and organizational efficacy.

4.5.1.3 Relationship between Green Performance Management and Employee Performance

The third research objective is tested using Pearson's Correlation Coefficient to assess between two variables. The third hypothesis is used to determine the relationship between green performance management (GPM) and employee performance as shown in the hypothesis below:

H03: There is no relationship between green performance management and employee performance in the hotel sector.

Table 16. Research Hypothesis 3 – Results

Correlations			
		GPM	Employee_Performance
GPM	Pearson	1	.935**
	Correlation		
	Sig. (2-tailed)		.000
	N	108	108
Employee_Performance	Pearson	.935**	1
	Correlation		
	Sig. (2-tailed)	.000	
	N	108	108

** . Correlation is significant at the 0.01 level (2-tailed).

Table 16 shows the Pearson correlation result for the third hypothesis. Based on the table, the ($r = 0.935$, $n = 108$ and $p = 0.000$ where $p < 0.01$). This result showed that there is statistically significant positive relationship between Green Performance Management (GPM) and Employee Performance in the hotel sector. The score of r , showed a very strong positive relationship between Green Performance Management (GPM) and Employee Performance meanwhile the p-value is 0.000 which is less than 0.01. Hence, the hypothesis testing of ($H03$) is rejected, and this gives solid evidence that Green Performance Management (GPM)

do play a significant role in enhancing employee performance in the hotel industry.

Therefore, this conclusion implies that in order to achieve significant employee results and organizational sustainability, it is possible to combine the efforts of aligning performance management processes with green initiatives.

The results supported by the research conducted by Amjad et al. (2021) indicated that green performance management and appraisal has a positive correlation with employee performance in the textile industrial sector of Pakistan. Other than that, Malek (2024) with their research about human resource management and employee performance in health centers in Juba City are also concluded that green performance management is associated with employee performance, strengthening the concept that eco-friendly appraisal systems can promote increased employee involvement and efficiency. These results suggest that hotel sector can significantly gain by integrating eco-friendly principles into their performance management systems, as it enhances employee productivity and aids the industry's larger sustainability objectives.

4.5.2 Summary of Pearson Correlation Results

Table 17. Summary of Pearson Correlation Results

	Hypothesis	Results
H₀₁	There is no relationship between green recruitment and selection and employee performance.	Rejected $r = 0.917$ $n = 108$ $p = 0.000$ $[r(108) = 0.917, p < \alpha (0.01)]$ Strong relationship between Green Recruitment and Selection and Employee Performance.
H₀₂	There is no relationship between green training and development and employee performance.	Rejected $r = 0.925$ $n = 108$ $p = 0.000$ $[r(108) = 0.925, p < \alpha (0.01)]$ Strong relationship between Green Training and Development and Employee Performance.
H₀₃	There is no relationship between green performance management and employee performance.	Rejected $r = 0.935$ $n = 108$ $p = 0.000$ $[r(108) = 0.935, p < \alpha (0.01)]$ Strong relationship between Green Performance Management and Employee Performance.

4.6 Summary

This chapter summarized the findings of the data collected. Descriptive statistics were used to analyse the demographic factors related to the gender, age, race and the education background and the length of working experience in Section 1. This study also carried out normality test. Next, the score on the independent and dependent variables in Section 2 and 3 were tested using Pearson's Correlation Coefficient in the present study, which was the green recruitment and selection, green training and development and green performance management which has been correlated with employee performance. The results of this study were analysed and discussed in this chapter in terms of its correlation and significant level. The findings of this chapter will have proceeded for implication and recommendations for the next chapter.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter will conclude the overall of Chapter One until Chapter Four. The summary of this chapter will be important for the outcome of this study. It will discuss the implication of the research to the human resource practitioners, methodology and organization. Other than that, the recommendations for human resource practitioner, organization and future research will be included at the end of this chapter which can benefit for future improvement and endeavour.

5.1 Summary of the Research

The research consists of five chapters altogether. The main purpose of the study was to determine the relationship between green human resource management (GHRM) practices and employee performance in the hotel sector. The first chapter discusses the aim of the research through three types of green human resource management (GHRM) practices which are green recruitment and selection, green training and development and green performance management. These three types are the independent variables and employee performance as the dependent variable. Next, problem statement has been presented followed by the research objectives that are further divided into two sections which are the general objective and specific objectives. Research hypotheses have been constructed from the research objectives. Hypothesis one until three state that there is no relationship between green recruitment and selection, green training and development, green performance management with employee performance. As a guideline to this study, a conceptual framework was created.

The conceptual and operational definitions of both the independent variable and the dependent variable in the present research were provided. Furthermore, it has stated in the first chapter the significance of research to the body of knowledge, policy development, human resource practitioner and practical implication for organizational leader. In the past study that had been conducted was lacking in identifying green human resource management practices (GHRM) and employee performance. Hence, the study is intended to address the research gap by understanding the correlation of green human resource management practices (GHRM) and employee performance in the hotel sector in Sarawak, specifically in Kuching.

Next, chapter two in this study fully addressing all the literature view gained from the previous scholar related to green human resource management practices (GHRM) and employee performance. The primary objective of conducting literature review is to get insight of what the study is about and be aware of any possible gaps that exist between previous study and the present one. It discusses five main issues relevant to the studies which are the concept of employee performance, green human resource management practices (GHRM), theory and past similar findings related to the study. Through this chapter, researcher can advance existing knowledge on the related field. Besides this, literature review also assists researcher to explain the methodologies that were adopted in the previous studies on the related issue.

In chapter three, the researcher discussed about the methodologies which were applied and utilized to achieve the objectives and hypothesis of this research. The study design will be correlational study using survey questionnaires (Google Form). The questionnaires were adopted from respective scholars. The research was carried out by distributing a Google Form questionnaire which successfully collected 108 employees in three hotels in Kuching which are Sheraton Hotel, The Waterfront Hotel and Raia Hotel that had agreed to participate in this

research. The number of sample size is determined by Krejcie and Morgan (1970) sample size determination table and the sampling technique used for this research is simple random sampling. For the research instrument, Section 1 of the questionnaires gathered the demographic information of the respondents which includes gender, age, race, education background and length of working experience. Section 2 of the questionnaires measured the respondents' the implementation level of green human resource management (GHRM) practices within their organization by using Shah (2019) and Yong et al. (2019) questionnaire that contains 15 questions using a 5-point scale (Likert scale) ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree) and 5 (strongly agree). Section 3 of the questionnaire measured individual employee performance within the hotel sector by using the employee performance questionnaire by Ragas et al. (2017). Furthermore, pilot study was conducted to determine the validity of the questionnaire that will be used and 30 respondents from the hotel sector successfully gathered for the pilot test. The validity and reliability test are determined by Cronbach's Alpha for green recruitment and selection items value ($\alpha = 0.759$) which are acceptable, green training and development items value ($\alpha = 0.726$) which are acceptable, green performance management items value ($\alpha = 0.853$) which are good and employee performance items value and employee performance items value ($\alpha = 0.944$) which are excellent. Additionally, there are few ethical considerations for this study to ensure the researcher obliged to informant consent and confidentiality. The data were gathered with a proper procedure. For the data analysis procedure, the data were analysed using the Statistical Package for the Social Sciences (SPSS) version 26. The descriptive statistics analysed the demographic characteristics, frequency, mean, standard deviation and normality of the data. Other than that, inferential statistics were used to test the hypothesis developed for this research using Pearson's Correlation Coefficient.

The Chapter Four contained the key findings of the data analysis. The initial part in this chapter was a discussion based on the demographics of the respondents and the descriptive analysis of each of the sections in the questionnaire. Then, the result of the normality test was provided. This was followed by Pearson Correlation result. The findings revealed that green recruitment and selection (GRS) is strongly positive significant relationship with employee performance, green training and development (GTD) has a strong positive relationship with employee performance and lastly, green performance management (GPM) has also a strong positive correlation with employee performance. Therefore, the hypothesis one until hypothesis three were rejected. These findings were also presented in a form of a table to make it easy to read.

5.2 Implications of the Study

This section provides an insight into how green human resource management (GHRM) practices affecting employee performance in hotel sector particularly in Kuching, Sarawak. This research identified that each of the dimensions of the green human resource management (GHRM) practices was significantly relationship to employee performance. The findings of this research have implications to three areas which are the HR practitioners, methodology and the organization.

5.2.1 Implications of the study to HR Practitioner

This study will give HR practitioner a better understanding on the relationship between green human resource management (GHRM) practices and employee performance. It will act as a guideline to HR practitioners on choosing what practices of green human resource management to apply among the employees depending on the nature of business of the company. The reason is that the HR practitioners can compare the current findings among

employees in the hotel sector with past research on similar study but a different sector such as banking and mining sectors.

Based on the finding of first hypothesis, green recruitment and selection (GRS) has a strong positive relationship to employee performance. Green recruitment and selection practices may also be used as strategic filter where green minded talent is recruited. It is suggested that HR practitioners should implement the sustainable requirements during the job posting, interviews, and employee screening tools to guarantee alignment of organizational environmental priorities with those of newly hired employees. Environmentally friendly recruitment and selection policy of companies will assist them in attracting and retaining the candidates with environmental mindset, attitude and awareness (Malik et al., 2021). Besides amplifying the organizational image as one which is contributing to the development of a green employer, doing so will lift job satisfaction and engagement levels among employees bearing sustainability in mind.

Second hypothesis indicated that green training and development (GTD) results in a significant relationship on the performance of the employees because it can provide the staff with the skills and knowledge they need to engage in sustainable practices. Structured environmental training programs should be designed and implemented by the HR practitioners which include training on energy efficiency, waste reduction, and environment friendly workplace behaviour. The programs will create a culture of environmental responsibility and enhance the competencies and job performance of the employees. GHRM practices will ensure that employees can learn skills and have a chance to engage in green efforts through green training (Ashraful et al., 2021).

Third hypothesis results showed that the green performance management (GPM) has a strong relationship with employee performance. Based on the research by Naseer et al.

(2023), GPM means measuring, evaluating the environmental performance of employees and their adherence to sustainability. GPM focuses on a necessity of establishment of environment-based performance indicators as well as on the feedback of the green initiatives on a regular basis. HR practitioners should consider to the green KPIs in performance appraisals, award green behaviour, and openly acknowledge green performance. This practice encourages the employees to make a positive contribution towards the sustainability of the organization and boost their personal performance at the same time.

5.2.2 Implications of the study to Methodology

The implications of the study on methodology occur when it was included in data collection process with the systematic reviews of the literatures related field and the actual process of data collection in the organization. The sets of the questionnaires that were used to provide independent and dependent variables were reliable and valid. The questionnaires in this study are ensured by the past researcher since the questionnaires have been tried or tested in the past and the error of measurement has been minimized. Furthermore, the questionnaires were reviewed by expert who is the research supervisor before they were sent to the respondents. Therefore, the results obtained were genuine and consistent with the past studies. The sample size to be used in this study was determined using the Krejcie and Morgan (1970) table of sample size determination. Pearson correlation has given the results which indicate that all the proposed hypothesis were rejected. In summary, the study can be applicable to future studies and researcher can utilize or improvise instrument that was employed in this research study.

5.2.3 Implications of the study to the Organization

The result of this research will give implication to the organization especially in the hotel industry, as this value proposes the strategic importance of adopting green human resource management (GHRM) processes into everyday operations. The fact that GHRM practices correlate positively with employee performance implies that companies practicing green recruitment and selection, green training and development, and green performance management are most likely to experience an increase in employee engagement, motivation, and performance. The research tends to motivate organizations to consider sustainability not only as a corporate responsibility campaign but also as a workable strategy of boosting the efficiency of the workforce and business operations. Having its HR practices aligned to the environmental objectives can help companies implement a sustainability culture that will lead to lower costs and a better brand reputation among environmentally concerned customers and stakeholders. In summary, the application of GHRM practices may help an organization achieve a sustainable future, workforce well-being, and competitive edge in an environment where sustainability is becoming a key determinant. According to Shah et al. (2021), organizations have to realize the importance of green human resource practices and its impact to environmental sustainability in order to be able to compete in the contemporary business sector.

5.3 Recommendations

In this part, recommendations or suggestions are also given to the human resource practitioner, organization and future researchers. The aim of the recommendation/suggestion is to provide summary of guideline that is of relevance to the human resource practitioner or the behavioural scientist consultant and to the future researchers who are keen to conduct a similar study in the future. The guideline would be essential in ensuring that the future researchers can enhance the current research and provide ideas on how the research should be extended to additional topics. The recommendation on this part only draws on the findings of this study, and it is meant to improve the procedures of green human resource management practices in this organization, which can influence the performance of the employees towards the organization.

5.3.1 Recommendation to Human Resource Practitioner

Human resource practitioners are suggested to integrate green values and sustainability awareness into their systems of recruitment and selection. This involves coming up with job designs that emphasize on the environmental efforts of the organization and screening candidates based on their knowledge, attitude, and commitment toward environmental sustainability. For instance, interview questions can be created and evaluated through candidates' knowledge of green practices or experience in green initiatives. According to Aggarwal et al. (2023), employees recruited through sustainable hiring methods tend to be more skilled. This is to ensure that the new recruits are not merely competent to the position but also commit towards the sustainability objectives of the company as it builds a culture of environmental awareness amongst new recruits at an early stage.

Human resource practitioners need to develop and establish green training and development programs that help employees acquire appropriate knowledge and skills needed to support environmental goals. It includes developing and designing training programs that would teach employees on green methods and how they can integrate green methods in their day-to-day activities. For instance, the organization can conduct “Green Workplace Awareness” workshops which help to educate employees on the ways to minimize the usage of paper, learn to energy conservation (turning off the machines when not in use), properly handle waste by recycling them, and use digital procedures, replacing the physical ones. According to Ramachandaran et al. (2024), the involvement of employees in sustainability and environmental programmes can raise high level of performance.

Human resource practitioners should create particular green indicators in the employee performance appraisal systems. These could include measuring the impact of employees in terms of environmental impact reduction like consumption of less paper, energy wastage or suggestions of sustainability improvement (Tanova & Bayighomog, 2022). The example of this is that a hotel can evaluate housekeeping employees not only based on the level of their cleanliness but also by the extent to which they follow water-saving or chemical-reductions guidelines. Rewarding employees that are achieving higher results than these green targets may have a subsequent effect of encouraging other employees to follow their lead and the same effect can happen throughout the organization.

5.3.2 Recommendation to Organization

The most effective way to use green human resource management (GHRM) is to ensure that such organizations have a workplace culture that environmental awareness is highly recognized and rewarded. This can be done by arranging green campaigns, promoting sustainability initiatives led by employees, and recognising eco-friendly successes. For example, an award called “Green Employee of the Month” aim to reward employees that have excellent environmentally friendly habits, including minimizing generation of waste or suggesting eco-friendly works. Employees that provide an active participation in the green programs or deliver excellent outcomes must be rewarded and acknowledged (Ramachandaran et al 2024). Encouraging a green culture not only helps employees but also improves the organization’s reputation as a sustainability-oriented employer.

The organizations are suggested to design and make a clear Green Human Resource Management (GHRM) policy that anchors on sustaining the environment through all the HR activities. This involves the implementation of green programs in the hiring, training, performance appraisals and the day-to-day activities. A formal policy is a strategic direction to employees and management on how to align their duties in line with sustainability initiatives. An example of this is that a hotel may use a GHRM policy to require check-in to be paperless and all communication with customers will be digital to eliminate the use of paper as a way of showing that the organization cares about the environment. As highlighted by Naseer et al. (2023), Green Training and Development programs are designed to improve employee knowledge, skills as well as their awareness about sustainable practices.

Organizations should have in place a system to track, review and enhance their green human resource (GHRM) practices on a regular basis. This can be done by establishing green

KPIs (Key Performance Indicators) that can be measured, by carrying out regular audits as well as by seeking the feedback of employees in order to review the performance of the green initiatives. As an example, a hotel may monitor the monthly energy use per department in relation to the targets and reward those teams that have achieved the target or even exceeded it. Evaluation mechanisms minimize accountability, facilitate the capability of recognizing areas that need improvements, and place the organization in the right path toward attaining long term sustainability results. Islam (2020) highlighted that this can enable them to eliminate pollution and produce healthy environment by consuming green practices.

5.3.3 Recommendation to Future Research

Future researchers are suggested to extend the scope of this experiment by identifying the relationship between Green Human Resource Management (GHRM) practices and employee performance in various industries other than the hotel industry including manufacturing, health care or education industries. Considering additional industries as a part of the study would offer a broader view of how the GHRM practices work in new organizations and whether the overall positive outcome on employee performance in various industries is similar.

Besides, it might also be interesting to include the qualitative research or even mixed-methods strategies in future studies to understand better the perception and lived experiences of the employees concerning their exposure to the GHRM practices. Although the present study will explore quantitative data and conduct statistical analysis, an interview or focus groups will help to identify the environmental factors, barriers, and drivers that must be considered when addressing the effectiveness of GHRM implementation. This would be an addition to the findings and present a more balanced picture of the prospects and the problems of green HR in the work process.

5.4 Summary

This chapter has outlined all the chapters in this study. The findings of study have been thoroughly discussed as the researcher came out with the implications and comprehensive recommendations to human resource practitioner, organization and future researcher. Finally, researcher hope that this study is insightful and able to provide a deeper understanding on green human resource management (GHRM) practices able to enhance employee performance, particularly within the hotel sector. The study is expected to provide a useful stimulus to future projects on human resource development particularly when it comes to encouraging sustainability and performance at workplace.

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APPENDIX

Appendix A: Google Form Survey Questionnaire



The Relationship Between Green Human Resource Management (GHRM) Practices & Employee Performance in The Hotel Sector Survey

Dear Respondent,

Kepada Responden,

My name is Austin Dima Anak Ambrose Karim, and I am a final-year student from the Human Resource Development (HRD) program under the Faculty of Cognitive Sciences and Human Development (FCSHD) at Universiti Malaysia Sarawak (UNIMAS). I am currently conducting research as part of my **Final Year Project (FYP)**. The title of my research is: **"The Relationship Between Green Human Resource Management (GHRM) and Employee Performance in the Hotel Sector."**

Nama saya Austin Dima Anak Ambrose Karim, dan saya merupakan pelajar tahun akhir dalam program Pembangunan Sumber Manusia (HRD) di bawah Fakulti Sains Kognitif dan Pembangunan Manusia (FCSHD), Universiti Malaysia Sarawak (UNIMAS). Saya kini sedang menjalankan kajian sebagai sebahagian daripada Projek Tahun Akhir (FYP) saya. Tajuk kajian saya ialah: **"Hubungan Antara Pengurusan Sumber Manusia Hijau (GHRM) dan Prestasi Pekerja dalam Sektor Hotel."**

The objective of this study is:

Objektif kajian ini adalah:

1. To determine the relationship between **Green Recruitment and Selection** and **employee performance** in the hotel sector.
Untuk mengenal pasti hubungan antara Pengambilan dan Pemilihan Hijau dengan prestasi pekerja dalam sektor hotel.
2. To determine the relationship between **Green Training and Development** and **employee performance** in the hotel sector.
Untuk mengenal pasti hubungan antara Latihan dan Pembangunan Hijau dengan prestasi pekerja dalam sektor hotel.
3. To determine the relationship between **Green Performance Management** and **employee performance** in the hotel sector.
Untuk mengenal pasti hubungan antara Pengurusan Prestasi Hijau dengan prestasi pekerja dalam sektor hotel.

The questionnaire consist of THREE sections:
Soal selidik ini mengandungi **TIGA** bahagian:

Section 1: Demographic Information
Bahagian 1: Maklumat Demografi

Section 2: Green Human Resource Management (GHRM) Practices
Bahagian 2: Amalan Pengurusan Sumber Manusia Hijau (GHRM)

Section 3: Employee Performance
Bahagian 3: Prestasi Pekerja

This survey will take approximately **10 to 15 minutes** to complete. Your input is highly appreciated and will contribute significantly to the findings of this research. Please note that all responses will be kept **STRICTLY CONFIDENTIAL** and the data will only be used for **academic purposes**.

Kajian ini akan mengambil masa lebih kurang **10 hingga 15 minit** untuk dilengkapkan. Maklum balas anda amat dihargai dan akan menyumbang secara signifikan kepada penemuan kajian ini. Semua maklumat yang diberikan adalah **SULIT** dan hanya akan digunakan untuk tujuan akademik sahaja.

Your feedback is greatly appreciated and will contribute meaningfully to this research. Segala kerjasama anda amat dihargai dan sangat bermakna untuk penyelidikan ini.

Thank you for your time and support.
Terima kasih atas masa dan sokongan anda.

If you have any inquiries about this study, please feel free to reach out to:
Sekiranya anda mempunyai sebarang pertanyaan berkaitan kajian ini, sila hubungi:
Name: Austin Dima Anak Ambrose Karim
Phone no: 011-27690610
Email: 83318@siswa.unimas.my

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Section 1: Demographic Profile



The Relationship Between Green Human Resource Management (GHRM) Practices & Employee Performance in The Hotel Sector Survey

* Indicates required question

Section 1: Demographic Information

Bahagian 1: Maklumat Demografik

Gender *
Jantina

☐ Male/Lelaki

☐ Female/Perempuan

Age *
Umur

☐ 18 - 30 years/tahun

☐ 31 - 40 years/tahun

☐ 41 - 50 years/tahun

☐ 51 and above/dan ke atas

Race *
Bangsa

☐ Malay/Melayu

☐ Chinese/Cina

☐ Indian/India

☐ Bumiputera Sarawak

☐ Bumiputera Sabah

Educational Background *
Latar Belakang Pendidikan

☐ SPM/O Level (Sijil Pelajaran Malaysia / O Level)

☐ STPM/A Level/Matriculation (Sijil Tinggi Persekolahan Malaysia / A Level / Matrikulasi)

☐ Diploma (Diploma)

☐ Bachelor's Degree (Ijazah Sarjana Muda)

☐ Master's (Ijazah Sarjana)

☐ PhD (Ijazah Kedoktoran)

Length of Working Experience *
Tempoh Pengalaman Bekerja

☐ Less than 1 year/Kurang daripada 1 tahun

☐ 1-3 years/tahun

☐ 3-5 years/tahun

☐ More than 5 years/Lebih daripada 5 tahun

Section 2: Green Human Resource Management (GHRM) Practices



The Relationship Between Green Human Resource Management (GHRM) Practices & Employee Performance in The Hotel Sector Survey

* Indicates required question

Section 2: Green Human Resource Management (GHRM) Practices

Bahagian 2: Amalan Pengurusan Sumber Manusia Hijau (GHRM)

This section seeks to evaluate the implementation level of Green Human Resource Management (GHRM) practices within your organization. GHRM involves the integration of environmentally sustainable initiatives into key HR functions, including recruitment and selection, training and development, and performance management.

Bahagian ini bertujuan untuk menilai tahap pelaksanaan amalan Pengurusan Sumber Manusia Hijau (GHRM) dalam organisasi anda. GHRM merangkumi penggabungan inisiatif lestari alam sekitar ke dalam fungsi utama sumber manusia seperti pengambilan dan pemilihan, latihan dan pembangunan, serta pengurusan prestasi.

Instruction: Kindly indicate the extent of your agreement with each of the following statements by selecting the most appropriate response based on the scale provided below:

Arahan: Sila nyatakan tahap persetujuan anda terhadap setiap pernyataan berikut dengan memilih jawapan yang paling sesuai berdasarkan skala yang diberikan di bawah:

1 = Strongly Disagree/Sangat Tidak Setuju
2 = Disagree/Tidak Setuju
3 = Neutral/Neutral
4 = Agree/Setuju
5 = Strongly Agree/Sangat setuju

Green Recruitment and Selection *

Pengambilan dan Pemilihan Hijau

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our company has incorporated "green aware" criteria in HR staffing policy./Syarikat kami telah menggabungkan kriteria "kesedaran hijau" dalam dasar pengambilan sumber manusia.	☐	☐	☐	☐	☐
My company practices the use of paperless recruitment and selection process./Syarikat saya mengamalkan proses pengambilan dan pemilihan tanpa kertas.	☐	☐	☐	☐	☐
We appeal to green job applicants who practice green criteria choose employer (green employer branding)./Kami menarik pemohon kerja yang mengutamakan kriteria hijau dalam memilih majikan (penjenamaan majikan hijau).	☐	☐	☐	☐	☐
Employee selection takes environmental motivation into account./Pemilihan pekerja mengambil kira motivasi terhadap alam sekitar.	☐	☐	☐	☐	☐
All selection steps consider environmental questions. (Semua langkah pemilihan mengambil kira soalan berkaitan alam sekitar)	☐	☐	☐	☐	☐

Green Training and Development *

Latihan dan Pembangunan Hijau

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

My company assesses who need training in environmental management./Syarikat saya menilai pekerja yang memerlukan latihan dalam pengurusan alam sekitar.

☐
☐
☐
☐
☐

My company evaluates whether the incumbent has manager and peer support to apply the learned content on the job./Syarikat saya menilai sama ada pekerja tersebut mendapat sokongan daripada pengurus dan rakan sejawat untuk mempraktikkan kandungan yang dipelajari di tempat kerja.

☐
☐
☐
☐
☐

My organization uses environmental protection elements as the central themes of green training./Organisasi saya menggunakan elemen perlindungan alam sekitar sebagai tema utama dalam latihan hijau.

☐
☐
☐
☐
☐

My organization delivers environmental management training to improve employee awareness, skills, and know-how in environmental management./Organisasi saya memberikan latihan pengurusan alam sekitar untuk meningkatkan kesedaran, kemahiran, dan pengetahuan pekerja dalam pengurusan alam sekitar.

☐
☐
☐
☐
☐

Green Performance Management *

Pengurusan Prestasi Hijau

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Our company establishes green targets, objectives, and duties for each employee across organization./Syarikat kami menetapkan sasaran, objektif, dan tanggungjawab hijau untuk setiap pekerja di seluruh organisasi.

☐
☐
☐
☐
☐

In my company, there is communication of green goals./Di syarikat saya, terdapat komunikasi mengenai matlamat hijau.

☐
☐
☐
☐
☐

The use of green criteria to evaluate performance./Penggunaan kriteria hijau untuk menilai prestasi.

☐
☐
☐
☐
☐

My company keeps track of non-compliance or not meeting green objectives./Syarikat saya memantau ketidakpatuhan atau kegagalan untuk memenuhi objektif hijau.

☐
☐
☐
☐
☐

My company reinforces compliance of meeting environmental goals./Syarikat saya menguatkuasakan pematuhan dalam mencapai matlamat alam sekitar.

☐
☐
☐
☐
☐

Identification of "Green Superstars" (remarkably talented individuals who perform beyond the standards) and distribution of prizes based on their green contributions./Pengenalaan "Green Superstars" (individu yang luar biasa berbakat yang menunjukkan prestasi melebihi standard) dan pemberian hadiah berdasarkan sumbangan hijau mereka.

☐
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Section 3: Employee Performance



The Relationship Between Green Human Resource Management (GHRM) Practices & Employee Performance in The Hotel Sector Survey

* Indicates required question

Section 3: Employee Performance

Bahagian 3: Prestasi Pekerja

This section is designed to evaluate individual employee performance within the hotel sector. The following statements cover key performance indicators such as task competency, flexibility and efficiency, professional development, and work efficiency.

Bahagian ini direka untuk menilai prestasi pekerja individu dalam sektor hotel. Pernyataan berikut merangkumi indikator prestasi utama seperti kompetensi tugas, fleksibiliti dan kecekapan, pembangunan profesional, dan kecekapan kerja.

Instruction: Please indicate the extent to which you agree or disagree with each statement by selecting the most appropriate response on the scale provided.

Arahan: Sila nyatakan tahap persetujuan atau ketidaksetujuan anda terhadap setiap pernyataan dengan memilih jawapan yang paling sesuai pada skala yang diberikan:

1 = Strongly Disagree/Sangat Tidak Setuju
2 = Disagree/Tidak Setuju
3 = Neutral/Neutral
4 = Agree/Setuju
5 = Strongly Agree/Sangat setuju

Task Competency *	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I easily identify problems and create solutions./Saya mudah mengenal pasti masalah dan mencipta penyelesaian.	☐	☐	☐	☐	☐
I am calm and competent especially in unfamiliar situations./Saya tenang dan berkebolehan berurusan dalam situasi yang susah.	☐	☐	☐	☐	☐
I find it easy to accomplish my tasks./Saya mendapati mudah untuk menyelesaikan tugasan saya.	☐	☐	☐	☐	☐
I am able to initiate actions to solve problems./Saya mampu mengambil inisiatif untuk menyelesaikan masalah.	☐	☐	☐	☐	☐
I am able to think clearly during work./Saya mampu berfikir dengan jelas semasa bekerja.	☐	☐	☐	☐	☐
I display a positive attitude in work./Saya menunjukkan sikap positif dalam kerja.	☐	☐	☐	☐	☐
I am able to meet work deadlines./Saya mampu menepati tarikh akhir kerja.	☐	☐	☐	☐	☐

Flexibility and Efficiency *

Flexibilitas dan Kecekapan

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am capable of cooperating harmoniously with colleagues./Saya mampu bekerjasama dengan rekan sekerja.	☐	☐	☐	☐	☐
I communicate professionally to my colleagues and supervisor./Saya berkomunikasi secara profesional dengan rekan sekerja dan penyalta saya.	☐	☐	☐	☐	☐
I am able to maintain good relationship with colleagues./Saya mampu mengekalkan hubungan yang baik dengan rekan sekerja.	☐	☐	☐	☐	☐
I am capable of coordinating with other departments as may be necessary./Saya mampu berkoordinasi dengan jabatan lain sekiranya perlu.	☐	☐	☐	☐	☐
I exude self-confidence on my job duties and responsibilities./Saya menunjukkan keyakinan diri terhadap tugas dan tanggungjawab kerja saya.	☐	☐	☐	☐	☐
I can work without supervision./Saya boleh bekerja tanpa pengawasan.	☐	☐	☐	☐	☐
I exhibit leadership skills./Saya menunjukkan kemahiran kepimpinan.	☐	☐	☐	☐	☐
I accomplish tasks with efficiency./Saya menyelesaikan tugas dengan cekap.	☐	☐	☐	☐	☐

Professional Development *

Pembangunan Profesional

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I consult others for their opinions/insights about possible solutions to problems and how I can improve myself./Saya merujuk kepada orang lain untuk mendapatkan pandangan/pendapat mengenai penyelesaian kepada masalah dan cara untuk memperbaiki diri saya.	☐	☐	☐	☐	☐
I am open to constructive criticism/feedback./Saya terbuka kepada kritikan/maklum balas yang membina.	☐	☐	☐	☐	☐
I find ways to improve myself and my job performance./Saya mencari cara untuk memperbaiki diri dan prestasi kerja saya.	☐	☐	☐	☐	☐
I am able to produce results with quality or have reached the quota./Saya mampu menghasilkan keputusan yang berkualiti atau mencapai kuota yang ditetapkan.	☐	☐	☐	☐	☐

Work Efficiency *
Kecekapan Kerja

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am able to fully concentrate on my work & ignore distractions (e.g. Facebook, Twitter, etc.)./Saya mampu memberi tumpuan sepenuhnya terhadap kerja saya dan mengabaikan gangguan (contohnya: Facebook, Twitter, dan lain-lain).	☐	☐	☐	☐	☐
I am able to breathe in my workspace as it is organized, clean, and orderly./Saya berasa selesa di ruang kerja saya kerana ia teratur, bersih, dan kemas.	☐	☐	☐	☐	☐
I am able to maximize working hours./Saya mampu memaksimumkan masa bekerja saya	☐	☐	☐	☐	☐
I use my time effectively./Saya menggunakan masa saya dengan berkesan.	☐	☐	☐	☐	☐

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Appendix B: Demographic Characteristics

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	59	54.6	54.6	54.6
	Female	49	45.4	45.4	100.0
	Total	108	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 - 30 years	36	33.3	33.3	33.3
	31 - 40 years	37	34.3	34.3	67.6
	41 - 50 years	30	27.8	27.8	95.4
	51 and above	5	4.6	4.6	100.0
	Total	108	100.0	100.0	

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	43	39.8	39.8	39.8
	Chinese	20	18.5	18.5	58.3
	Indian	4	3.7	3.7	62.0
	Bumiputera Sarawak	34	31.5	31.5	93.5
	Bumiputera Sabah	7	6.5	6.5	100.0
	Total	108	100.0	100.0	

Educational Background

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SPM/O Level (Sijil Pelajaran Malaysia / O Level)	10	9.3	9.3	9.3
	STPM/A Level/Matriculation (Sijil Tinggi Persekolahan Malaysia / A Level / Matrikulasi)	16	14.8	14.8	24.1
	Diploma (Diploma)	37	34.3	34.3	58.3
	Bachelor's Degree (Ijazah Sarjana Muda)	41	38.0	38.0	96.3
	Master's (Ijazah Sarjana)	4	3.7	3.7	100.0
	Total	108	100.0	100.0	

Length of Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	18	16.7	16.7	16.7
	1-3 years	32	29.6	29.6	46.3
	3-5 years	35	32.4	32.4	78.7
	More than 5 years	23	21.3	21.3	100.0
	Total	108	100.0	100.0	

Appendix C: Reliability Analysis

Green Recruitment and Selection

Reliability Statistics		
Cronbach's Alpha Based on Standardized Items		
Cronbach's Alpha	Items	N of Items
.759	.766	5

Green Training and Development

Reliability Statistics		
Cronbach's Alpha Based on Standardized Items		
Cronbach's Alpha	Items	N of Items
.726	.724	4

Green Performance Management

Reliability Statistics		
Cronbach's Alpha Based on Standardized Items		
Cronbach's Alpha	Items	N of Items
.853	.854	6

Employee Performance

Reliability Statistics		
Cronbach's Alpha Based on Standardized Items		
Cronbach's Alpha	Items	N of Items
.944	.944	23

Appendix D: Normality Test

Descriptive Statistics							
	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Green_Recruitment_Selection	108	3.7481	1.00888	-1.065	.233	-.068	.461
Green_Training_Development	108	3.8565	.98541	-1.153	.233	.153	.461
Green_Performance_Management	108	3.7377	1.02290	-.922	.233	-.519	.461
Employee_Performance	108	3.7621	.97021	-.927	.233	-.181	.461
Valid N (listwise)	108						

Appendix E: Informed Consent Letter

Fakulti Sains Kognitif dan Pembangunan Manusia
Faculty of Cognitive Sciences and Human Development



UNIMAS/NC-16.03/04-13/01 Jld.44 (07)

14 Mei 2025

HR Department,
Sheraton Kuching Hotel,
No. 2, Jalan Padungan,
93100 Kuching
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar Austin Dima anak Ambrose Karim (83318) adalah pelajar Program Pembangunan Sumber Manusia, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduat program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

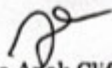
Tajuk Kajian	: <i>"The Relationship Between Green Human Resource Management (GHRM) Practices And Employee Performance In The Hotel Sector"</i>
Penyelia	: Professor Dr Abdul Halim bin Busari
No.Telefon Penyelia	: 082-581648
E-mel Penyelia	: bhalim@unimas.my
No.Telefon Pelajar	: 011-27690610
E-mel Pelajar	: 83318@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,


Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

s.k - Ketua Penolong Pendaftar, FSKPM

UNIMAS/NC-16.03/04-13/01 Jld.44 (84)

21 Mei 2025

HR Department,
The Waterfront Hotel,
No. 68, Jalan Tun Abang Haji Openg,
93000 Kuching,
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Austin Dima anak Ambrose Karim (83318)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Green Human Resource Management (GHRM) Practices and Employee Performance In The Hotel Sector"</i>
Penyelia	: Profesor Dr. Abd Halim bin Busari
No.Telefon Penyelia	: 082-581648/592687
E-mel Penyelia	: bhalim@unimas.my
No.Telefon Pelajar	: 01127690610
E-mel Pelajar	: 83318@siswa.unimas.my

Sehubungan itu, sukacita kiranya pihak tuan/puan dapat memberikan kerjasama kepada pelajar berkenaan untuk mendapatkan maklumat yang diperlukan. Segala maklumat yang diperolehi akan hanya digunakan untuk tujuan akademik semata-mata dan dijamin akan kerahsiaannya.

Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia

UNIMAS/NC-16.03/04-13/01 Jld.44 (83)

21 Mei 2025

HR Department,
Raia Hotel & Convention Centre Kuching,
No. 1, 900A, Richmond Hill,
93250 Kuching,
Sarawak

Tuan/Puan,

Permohonan Menjalankan Kajian/Soal Selidik Bagi Projek Tahun Akhir

Dengan segala hormatnya perkara di atas dirujuk,

Dengan ini disahkan bahawa pelajar **Austin Dima anak Ambrose Karim (83318)** adalah pelajar **Program Pembangunan Sumber Manusia**, Fakulti Sains Kognitif dan Pembangunan Manusia, Universiti Malaysia Sarawak (UNIMAS). Beliau sedang menjalankan kajian untuk menyiapkan Projek Tahun Akhir bagi memenuhi syarat bergraduasi program tersebut.

Maklumat lanjut tentang pelajar dan kajian adalah seperti berikut:

Tajuk Kajian	: <i>"The Relationship Between Green Human Resource Management (GHRM) Practices and Employee Performance In The Hotel Sector"</i>
Penyelia	: Profesor Dr. Abd Halim bin Busari
No.Telefon Penyelia	: 082-581648/592687
E-mel Penyelia	: bhalim@unimas.my
No.Telefon Pelajar	: 01127690610
E-mel Pelajar	: 83318@siswa.unimas.my

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Di atas kerjasama yang diberikan oleh pihak tuan/puan, kami dahului dengan ucapan setinggi-tinggi terima kasih.

Sekian,

Yang benar,



Julia Anak Clifton Akoi@Empadeng
Penyelaras
Program Pembangunan Sumber Manusia