REALIZING GREEN HUMAN RESOURCE PRACTICES AS THE KEY FACTOR TO EMPLOYEES' GREEN PRACTICES ATTITUDE

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ABSTRACT

The rapid expansion of the hotel industry and the emergence of new hotels that compete with existing hotels cause intense rivalry among the hotels without considering the environmental impact. Dealing with an unpredictable market, ever-changing customer expectations and innovation make it easier to compare to their rivals. This study intends to investigate the relationship of green HR practices and employer's green practices attitudes in the Malaysian hotel industry. A quantitative data collection strategy based on the survey technique was adopted, and the questionnaire was constructed based on established measurement items by scholars. Non-probability, which is a type of purposive sampling method was employed. The data was analyzed using the Statistical Package for the Social Science Version 26 (SPSS 26) and Partial Least Square-based Structural Equation Modeling (PLS-SEM) via SMART PLS version 4.0. It is hoped that this study will have a positive impact by assisting organizations and employees in improving the efficacy of management functions through green practices. At the same time, it can provide academics with a more refreshing literature review on current green practices in the hotel industry and contribute to the field of human resource management field.

1. INTRODUCTION

Despite efforts to promote green in organizations, issues and challenges arising from all corners of various industries must be taken into consideration. Challenges include green technology, environmentally friendly products, resource degradation, disaster risk, climate change and pollution (11th Malaysia Plan, 2018). The continuous change of both internal and external environments also forces organizations to swiftly adapt to new surroundings. Burma (2014) suggested a complex understanding of organizational governance and a clear direction for human resource management to

stay competitive. The environmental crisis and economic uncertainty caused by the COVID-19 epidemic may necessitate the leadership role in an organization to build an effective strategy to overcome the organization's difficulties. Leaders guide an organization's strategic direction in continuing its journey towards more success and achieving more milestones yet facing threats along the way, such as the COVID-19 epidemic. They need to identify the problems, design possible solutions, create an action plan, execute, and convey the idea to the employees (Zabaniotou, 2020). They must be able to comprehend the continuing process to clarify the circumstances and the intended objectives. Thus, green HR practices may help this industry overcome challenges and boost production (Cheema & Javed, 2017).

In this day and age, green practices are gaining more attention from the majority of businesses across all industries. Reduction of paper usage, minimizing water consumption, turning off unused electrical devices, and other actions are implemented as part of their "go green" approach adopted throughout their organization. Such commitments may improve customer perception and organizational performance, as well as reduce negative environmental effects. However, green practices remains "green" among industry players and only a handful are familiar with the concept. The adoption of green practices into daily life is still at a meagre stage. The lack of specific green practices, knowledge, and involvement at all levels of employees appears to be attributable to management's lack of exposure from the start. Khursiah et al. (2018) estimated that hotel electricity accounts for 60% to 70% of hotel utility costs. Thus, reviewing industrial conservation efforts is worthwhile. Top management and employees play a crucial role in venturing into the organization's green endeavour. In Malaysia, green consciousness is relatively new and still being explored for its benefits and advantages.

Hotel impacts on environmental issues caused by tourism development expansion have been widely discussed in recent decades (Khan & Hashim, 2020). There is a rational concern when it comes to this as it is reflected through the tourism industry's decline and the hospitality industry's business fragility. Nonetheless, the COVID-19 spread impacted the whole world, including Malaysia, and the hotel industry is experiencing a crisis caused by this outbreak. The Malaysian Government's Movement Control Order (MCO) prevented hoteliers from operating, forcing a majority of them to close down subsequently. The pandemic has reshaped the hotel landscape to move towards more environmentally friendly hotels. Since hotels were closed during the MCO period, the impact hit the hotels' revenue as well, which saw a decline as hotels' activities were suspended from operating. Various industries across all sectors too, recorded a reduction of revenues by over 90% (Malaysian Digital Association, 2020). For the tourism sector, the loss is estimated to be RM5.5 trillion by travel and tourism agencies in GDP due to MCO and travel restrictions (Khan & Hashim, 2020). Financial issues arise from retail stores, social events, and interstate travel restrictions as well. According to the United Nations Conference and Trade Development (UNCTAD), Malaysia is one of the 15 countries most economically affected by the pandemic (Kumar et al., 2020). The pandemic hit the hotel business hardest. Even before the MCO officially took place, the industry had begun to feel the consequences as the number of COVID-19 cases was rising rapidly worldwide instilling travel fears, which affected the booking capacity of hotel stays (Gursoy & Chi, 2020). Hoteliers were urged to strengthen their workforce capabilities by coaching them to be resilient regardless of the challenges faced by them. The

challenges may be manifested in various ways as organizations increasingly move toward digitalization. The industry may reconsider its business practices, relearn and reform from economic gain and adopt a more comprehensive environmental practice and social well-being. The pandemic, for example, has become a global challenge, educating the sector on how to redesign their business to be more sustainable.

1.1 Research problem

Green practices plays an important role in organizations, which every manager should consider to embrace in order to increase their organizational performance. Recently, many issues have arisen in this area, which led to and triggered a deeper curiosity for further research to investigate the subject matter. According to Mousa and Othman (2020), in developing countries, there is still a dearth of research on these practices. They further mentioned that developing countries lack economic growth and underdeveloped financial markets, which impedes green implementation from taking place. In addition, governments, businesses, and consumers are increasingly confronted with the challenges associated with green applications and opportunities, however, have been relatively slow to address the issues (Siyambalapitiya et al. 2018).

Apart from that, resistance to change is another impediment to green implementation (Nejati et al., 2017). Resistance to change is believed to shape employees' behavior toward green practices, making it more challenging to implement. Research conducted by Yusoff et al. (2018) stated that environmental concerns are relatively new in Malaysia's hotel industry, and green consciousness is still developing. Therefore, green HR practices may be a solution to the issue, and implementing green practices may strengthen the green HR practices impact. The researcher believes addressing the abovementioned challenges will increase organizational performance and quality, boosting the Malaysian economy globally. Thus, this study investigates the relationship between green HR practices and green practices in the context of the Malaysian hotel industry.

2. LITERATURE REVIEW
2.1 Green HR practices

Initiatives to protect the ecosystem have been the primary concern of top decision-makers in various business fields. To remain competitive, organizations continuously explore new ways to offer key resources. Thus, green organizational practices highly depend on how human resources strategize and design its policies for the organization. Failure to comprehend human resources practice can lead to organizational challenges, specifically green practices issues. Some green practices-related issues often occur in organizations, including waste of electricity, energy, water supply, paper, and more. Besides, management needs greater assistance and communication to paint "green" throughout the organization smoothly.

HR practices are the foundation of any business as they are the main initiator for the implementation of environmentally responsible policies. Shoeb (2015) stated that human resources are needed for a green program. Green HR practices focuses on an organization's orientation towards environmental protection that focuses on its business activities' ecosystems and ecological effects, as well as involving hiring and maintaining an eco-friendly contribution (Kim et al., 2019). In human resources and people management, "green" has four meanings [1] protecting nature; [2] limited natural environment use for future generations; [3] environmental pollution reduction;

[4] air, water, and atmospheric contamination reduction (Cheema & Javed, 2017: 3). According to Mousa and Othman (2020), green HR practices created a green culture by utilizing resources more efficiently and encouraging employees to reduce environmental waste. Siyambalapitiya et al. (2018) emphasized employees in any functional area are responsible for their organization's green work environment. Yusliza et al. (2015) suggested that green HR practices must align with other organizational strategies, cultures, customer needs, and social trends to harmony the environment, social and economic components. Other researchers, such as Deepika and Karpagam (2016) identified green HR practices as a corporate social responsibility to address environmental issues. Additionally, there is growing research in the management field on green marketing, green retailing, and green accounting. However, green HR practices are relatively diverse (Kim et al., 2019). Despite the green transformation initiatives, research on green HR practices in many companies remains limited (Yi Yong et al., 2019). Furthermore, developing countries have limited theoretical and empirical studies on green HR practices, with the majority of them taking place in Western culture, specifically in a manufacturing organization (Tang et al., 2018; Siyambalapitiya et al., 2018).

2.2 Planning
Considering the organization's long-term environmental management development, planning is HR's initial job and must be flexible and forward-thinking. To meet environmental goals, an organization must anticipate and plan for the movement (flow) of people into, within, and out of an organization (Siyambalapitiya et al., 2018). According to Robbins and Coulter (2016), planning sets goals and coordinates activities, and the goals are shared with members for everyone to understand what needs to be done. Arulrajah et al. (2015) regard planning as setting targets and duties for environmental activities. Abdul Hadi Nawawi et al. (2015) suggested safeguarding during project planning to avoid community harm, ecological damage, and lower expenses. Consistent implementation of the strategy helps an organization to protect the environment by providing greener, cleaner, and more sustainable employment. According to Fayyazia et al. (2015), implementing green HR practices is challenging as there is no comprehensive plan or clear definition of green value. Arurajah et al. (2015) also noted that green planning practices are unclear in the literature. However, Khursiah et al. (2018) found that human resources planning is highly regarded in Malaysia's hotel industry due to career development programs, local labor supply monitoring, promotion, and strong connections with local colleges as a source of external supplies.

The literature emphasizes teamwork, especially in environmental policy planning execution. Siyambalapitiya et al. (2018) found that integrating HR into strategic planning improves the organization's environmental aim. Thus, planning requires the right expertise, such as knowledge and skills to make it more effective and strategic. Cheema and Javed (2017) noted that each employee has unique expertise and abilities that might assist in building a method or identifying pollution sources and giving a solution. Moreover, employees' involvement in environmental efforts begins during the planning stage. Therefore, senior managers should provide continual support by demonstrating an interest in environmental activities and rewarding employees who participate in the planning stage to reduce pollution (Renwick et al., 2013). When employees are permitted to participate in planning projects, they must ensure that their

choices are acceptable and appropriate for the project context (Xue et al., 2011). Therefore, the organizational policy on green performance should be evaluated throughout the planning stage and fit into the organization's overall strategy while balancing economic, environmental, and social aspects. Top management should regularly examine policies throughout the early implementation to verify progressing activities.

2.3 Organizing

Organizing links resources, people, and goals (Kamaluddin et al., 2014). Measuring and classifying all organizational activities and establishing employee authority must consider organizational differences, information and technology systems, dimensions and strategies and needs and goals (Kim & Mauborgne, 2003). Robbins and Coulter (2016) described organizing as allocating and structuring tasks to accomplish organizational goals. Organizing entails choosing what needs to be done, how it will be done, who will do it, who will report to whom, and where the decision will be made (Robbins & Coulter, 2016). Various researchers have classified organizing into green job design (Chams & García-Blandòn, 2019); green recruitment (Yi Yong et al., 2019); and green selection (Tang et al., 2018). Siyambalapitiya et al. (2018) suggested organizing employees by knowledge, competencies, and skills. A division lets an organization hire environmentalists (Tang et al., 2018). Nowadays, many organizations are adding environmental-based tasks to employees' job specifications under various environments (Mousa & Othman, 2020).

Additionally, green HR practices boost selection appeal and "employer branding," helping the company to attract top talent and overcome challenges (Mousa & Othman, 2020). Green recruitment and selection methods produce environmentally conscious employees (Siyambalapitiya et al., 2018). Thus, green employers attract better quality talent (Tang et al., 2018). For instance, a job interview protocol emphasizing the applicant's environmental knowledge and values must be emphasized in the job descriptions during the recruitment process. Another example includes HR practices that previously relied on traditional media, such as newspapers, which have shifted to a web-based strategy. However, insufficient research on how the environmental management movement affects selection criteria and procedures (Renwick et al., 2012). Khursiah et al. (2018) discovered a high-quality rating system for hotel staffing functions with hiring criteria like strong communication skills, attitude, work experience, and capability to execute the job. Renwick et al. (2013) found that income projected through the intention of job pursuit surpassed the environmental image that comes with the job. This implies that job characteristics must favor environmental image with commensurate compensation. Additionally, some employers recruit "green job candidates" because candidates prefer green companies (Renwick et al., 2012).

2.4 Leading

Leadership is a multidimensional mechanism that involves inspiring and communicating with team members and stakeholders consistently (Schraeder, 2014). It is a process in which managers encourage, influence, resolve conflict, monitor, direct, and determine the best communication medium to address behavioral challenges (Robbins & Coulter, 2016). Xue et al. (2011) stated that leaders improve performance and create a comfortable work atmosphere by enhancing employees'

productivity. Arnold et al. (2000) highlighted five leadership characteristics: coaching, participative decision-making, showing concern, leading by example, and informing. To elaborate further, leading in this context is to measure and influence employees' behaviors, attitudes, motivation, reward practices, knowledge, and practical training programs to raise environmental consciousness (Dumont et al., 2016). HR uses green training to help organizations achieve their environmental goals (Pinzone et al., 2019). They enhance employees' environmental awareness, teach them environmental management skills, and improve the company's environmental management expertise (Renwick et al., 2013). Yet, it can also overcome an individual's environmental behavior barriers at the same time (Pinzone et al., 2018). Gardner et al. (2011) mentioned a shortage of empirical evidence makes leadership validity assessment challenging. However, Renwick et al. (2013) found clear evidence of an organization's investment in environmental knowledge-based training and the development of pro-environment managers and leaders. They further suggest green leadership covers managerial values, personality, and other potential antecedents (Renwick et al., 2013). Green leadership measures, such as reward, promotion and training and development would enable the management to win employees' total support. Thus, management is highly encouraged to participate in this green practices and leadership. Kim et al. (2019) suggested studying organizational characteristics, including supervisory support behavior.

Past research has established the critical role of green training as a necessary component for innovation practices (El-Kassar & Singh, 2019; Siyambalapitiya et al., 2018). It encourages staff engagement to achieve goals. In addition, managers should monitor the progress to ensure the desired outcome is achieved. Mousa and Othman (2020) emphasized the importance of green training and development for waste reduction, resource efficiency, and pollution reduction. Pinzone et al. (2019) also confirmed that green HR management practices commence better through green training for environmental management. Besides, green training improves environmental performance, and develops skills and knowledge (Yusmani, 2018). In line with organizational commitment in practice, reward management demonstrates an organization's ability to manage green practices effectively. Renwick et al. (2013) defined green reward management as aligning pay practices with corporate goals. Compensating environmental management work may improve green practices more than fixed salaries for personnel (Renwick et al., 2013) and Siyambalapitiya et al. (2018) highlighted that green rewards should motivate and satisfy employees. It may contribute to the company's "greener" workplace while boosting employees' engagement. There is an example of a competence-based reward in environmental management, such as environmental knowledge, which helps an organization minimize the environmental impact of its activities (Cheema & Javed, 2017). However, the literature rarely addressed pay and environmental management (Renwick et al., 2013).

2.5 Controlling

Numerous businesses have used the control strategy to eliminate confusion and strengthen their position in their respective industry as each company competes with one another locally and globally today. Several researchers defined controlling in various ways, which becomes the primary issue when defining the term properly. Beuren and Teixeira (2014) and Abernethy and Chua (2003) described controlling as

part of strategy execution. Horngren et al. (2000) defined controlling as organizational decision-making and planning coordination, whereas Chenhall (2003) described it as monitoring and improving organizational operations. Other scholars believe it fits the organization's structure (Schraeder, 2014). A different definition of controlling concludes that it involves monitoring actions to ensure they are carried out as intended (Robbins & Coulter, 2016). This includes setting green targets for all members, generating green performance indicators, reviewing employees' green outcomes, and applying employee discipline (Tang et al., 2018). Beuren and Teixeira (2014) defined the control system using business management and performance measurement. However, the outcome of managerial control differs according to the formalization in each organization. This is due to the organization's and managers' distinctive traits. According to Ferreira and Otley (2006), control management directly benefits economic activities. Unfortunately, obtaining feedback and information causes control system issues.

Simultaneously, the evaluation method eliminates the challenge for the manager, as the manager can perform the execution. Additionally, employees are isolated from the assessment process, which incorporates environmental objectives, adding to the challenge. Renwick et al. (2013) suggested all employees should receive ecological evaluations, and not just executives and division managers. Negative feedback or punishment may help employees focus on their goals (Cheema & Javed, 2017). Negative reinforcement in the performance evaluation system may also increase environmental management skills. However, negative support like criticism, warnings, and suspensions may induce employees to engage in self-protective actions, which leads to the failure of the management and HR to detect the root of the problems (Renwick et al., 2012). Thus, performance appraisal is crucial to green performance evaluation since it impacts incentives and pay (Tang et al., 2018). Mousa and Othman (2020) recommended rewarding employees for green environmental behavior to promote environmental strategy. Thus, implementing a green standard and indicator entails setting goals and creating an employee action plan. Monitoring and rectifying environmental concerns periodically can help a company enhance its environmental performance (Siyambalapitiya et al., 2018).

2.6 Green practices

Nowadays, green practices is becoming more popular and being applied by individuals and organizations as well. It is encouraging to note that more people are conversing on green issues among themselves these days. Despite rapid development that is in place within, they do care about their surrounding environment too. Local authorities do especially play a vital role in the hotel industry regarding green practices. These initiatives need support and encouragement to succeed in the hospitality sector. Yusof and Jamaludin (2014) found that Malaysian green hotels lack government backing and enforcement of green management. Therefore, all relevant organizations should focus on raising environmental awareness by offering enough information on these practices. At the organizational level, the "go green" strategy is implemented in each sector to minimize environmental impacts and preserve resources for future expansion. Shoeb (2015) claimed that promoting green practices in an organization is essential for balancing industrial growth, environmental preservation, and profit. According to Dodds (2008), some highlighted benefits

include gaining a competitive advantage, monetary advantage, recognition, customer loyalty, employee retention, and increased brand value.

While in Malaysia, the term "green practices" gained attention during the economic crisis of 1997. Emerging economies have increased their energy and natural resources consumption, resulting in environmental damage. For example, the average annual growth rate of CO2 emissions was slightly greater than 6.00%, close behind the People's Republic of China, the world's second-largest economy, which increased by 7.42% (Sadorsky, 2014). Correspondingly, Malaysia also faced environmental issues and pollution, motivating them to adopt green practices (Fauziah et al., 2017). Given the environment's current situation, an organization must choose between profit and environment in the current setting. An organization can easily implement green practices if they understand them. Green practices have many definitions, according to previous research and green approaches do save tons of natural resources (Maltzman & Shirley, 2011). Teng et al. (2015) and Shi et al. (2012) described green practices as an organization's long-term program to promote cost reduction and environmental protection. The current study adopted Tang et al. (2018) definition of green practices, which encourages organizations to support pollution prevention and environmental opportunities. The government, environmental agencies, stakeholders, rivals, society, and employees have pressured the organization to implement more green practices due to its rapid expansion and natural resource depletion (Mousa & Othman, 2020). According to previous research, green practices include green culture and values, and pollution emission (Pham et al., 2019); energy conservation (Teng et al., 2015); water conservation (Shi et al., 2012); and waste and recycling (Mousa & Othman, 2020). These techniques have improved operational development, performance, economic gain, and competitive advantage (Mousa & Othman, 2020).

Thus, one aspect of green practices that has been highlighted is the customer's green behavior. Green behavior encourages customers to return to environmentally friendly hotels, thereby increasing the hotel's profitability. Green hotels attract customers who want to stay and spend (Norazah & Norbayah, 2015). In contrast, customers are aware that opting for a green hotel may cost them more, but they are willing to pay the extra amount for the sake of environmentally friendly service (Tynan & McKechnie, 2009). They believe it may help preserve the earth and an appropriate ecosystem for future generations (Barsky, 2008). For example, many hoteliers now offer daily towel and bed sheet changes, which lowers energy, water, and laundry soap output into the sewer system.

Nevertheless, Norazah (2013) claimed that knowledge of green practices is essential because it can influence young customers' decisions and raise acceptance of green services. If customers truly understand green practices, they will stay at the same or another eco-friendly hotel. Manaktola and Jauhari (2007) confirmed that staying in an environmentally friendly hotel makes them want to remain and feel good about helping the environment. To encourage green workplace behavior, research suggests considering environmental values and behaviors while establishing a wide vision of green organizational culture (Roscoe et al., 2018). According to Chen and Peng (2012), a green hotel uses environmentally friendly energy, water, and materials to minimize environmental influence. These three characteristics of a green hotel are the key to performance and operational efficiency, helping the hotel industry adapt to rapid technological development and market rivalry. The green hotel industry provides high-quality service while avoiding environmental impact (Lanjewar, 2015).

Besides, green practices improve the client experience and increase the company's profitability. Social media platforms such as Facebook, Twitter and Instagram can be excellent channels also promotes for disseminating information about the practices. Norazah and Norbayah (2015) urged hotel management to leverage advanced technology to raise awareness about environmentally friendly hotels as social media grew in popularity.

2.7 The Linkage between green HR practices and green practices

The organization is vital in developing green behaviors throughout its business processes. Renwick et al. (2013) found that integrating environmental values into HR practices enhances performance. Despite the extensive HR practices literature review, green HR practices are rarely mentioned (Zaid et al., 2018). It has been widely accepted that implementing green HR practices can significantly contribute to greening an organization. It comprises procedures that affect an organization's performance. Zaid et al. (2018) suggested green training, green hiring, green compensation, and green performance management for green HR. Siyambalapitiya et al. (2018) emphasized the need for green business approach in an organization. Gilal et al. (2019) added that employee behavior and attitude are the main reasons green HR approaches improve environmental performance. Kim et al. (2019) also found that green HR practices affect employees' eco-friendly behavior and commitment to non-green hotels. For this reason, empirical studies on green practices remain relevant.

3. METHODOLOGY
3.1 Sampling technique

A quantitative research design, which is a purposive sampling technique was conducted to collect information regarding green HR practices and green practices in Malaysia's hotel industry. The researcher establishes the required information and seeks out individuals capable of providing experience or knowledge. The research also focuses on one to five-star hotels. According to the data from the interview, the researcher concludes that there are three hotel classifications. Firstly, a hotel that is awarded and certified as a green hotel, secondly, a hotel without a green certificate but committed to being green, and thirdly, it is classified as a non-green hotel. The study examines green-certified hotels and hotels without a certificate but going green. The data analysis focuses on the organization level where the respondents are top management executives comprising Manager, Assistant Manager, General Manager, and Assistant General Manager working in the hotel industry. The study used G-Power software to determine the minimum sample size (Cunningham & McCrum-Gardner, 2007). The total sample size is 150 respondents and the researcher used F tests with linear multiple regression: fixed model, R^2 deviation from zero. The sample size was calculated using an effect size of 0.15, with a significance level of 0.05 and a power value of 0.95.

3.2 Ethical approval

Permission to collect data was obtained from the participating hotels. The data from the Ministry of Tourism, Arts, and Culture Malaysia (MOTAC) showed there are 610 rated hotels ranging from one to five stars (MOTAC, 2020). Before the research was conducted, the researcher sent a letter of permission to the hotels' human resource manager for permission to distribute the data.

3.3 Instruments

In this study, a self-administered questionnaire was distributed to the hotels. The questionnaire form was prepared in both English and Malay languages. This questionnaire was divided into four sections. In section A, the information included the screening question, such as the types of hotels (awarded or certified green hotel or non-green hotel but going green), green commitment and green participation. Section B of the questionnaire measured the green HR practices and green practices, which was adopted from Arulrajah et al. (2015) for green HR practices (Planning), Bombiak and Marciniuk-Kluska (2018) for green HR practices (Organizing), Dumont et al. (2016) for green HR practices (Leading), and Tang et al. (2018) for green HR practices (Organizing). Section C measured green practices, and the questionnaire was adopted from Tang et al. (2018). The questionnaire comprised 30 items. Section D is the participants' demographics, such as gender, age, working experience, education level and years of service. The items were designed using a five-point Likert scale, from Strongly Disagree (1) to Strongly Agree (5). Respondents were asked to rate their degrees of agreement with the items by assigning scores from 1 to 5.

3.4 Data analysis

The researchers employed Statistical Package for Social Science (SPSS) version 26 to analyze the descriptive and basic data collection. The authors calculated the recommended sample size at 150. Then the authors employed a partial least squares structural equation modelling (PLS-SEM) to verify the structural model and analyze the hypotheses posited in this study. As suggested by Podsakoff et al. (2003), the researcher had observed the likelihood of common method variance (CMV). To determine the construct validity (convergent and discriminant validity), average variance extracted (AVE), composite reliability (CR) and Cronbach's alpha coefficients for each construct were computed.

4. RESULTS

4.1 Response rate

224 questionnaires were distributed to the hotel industry, starting from 1 to 5 stars. The researcher focuses mainly on the hotel types, whether awarded and certified green hotels, or non-green but going green. Out of these 224 questionnaires, 198 responses were gathered. The response rate for this study (n = 224) is 88.39%. As a result of the sample size, a total of 150 questionnaires were analyzed.

4.2 Demographic profile

The questionnaire's first page contains screening questions. The hotel's status, green practices elements, respondents' engagement in the company's green effort, and respondents' state location were asked. From the analysis, 16 (10.7%) of 150 hotels were accredited as green hotels, 54 (36.0%) were green-rated, and 80 (53.3%) were nongreen-rated but actively participating in greening. Moreover, 38 (25.3%) of the hoteliers stated that they pay less than 50% attention to the hotel's green effort. 58 (38.7%) said they are partially committed to green efforts. 33 (22.0%) of the hoteliers invested more than 50% or more than half of the total effort, and 21 (14.0%) fully committed to assimilating green practices into the daily routine. Additionally, 52.7% of the respondents were represented by 79 males and 71 women represented the

balance of 47.3%. This study included 25–51-year-old participants; from 150 respondents, 25 are under 25 (16.7%), 47 are between 26–30 (31.3%), 28 are between 31–35 (18.7%), 26 are between 36–40 (17.3%), 15 are between 41–45 (10%), seven are between 46–50 (4.7%), and two are 51 and above (1.3%). In terms of the respondents' education, 31 respondents (20.7%) have Sijil Pelajaran Malaysia (SPM), 57 (38%) have STPM, Professional Certificate or Diploma, 51 (34.0%) have Bachelor's Degree, 10 (6.7%) have Master's Degree, and one (0.7%) has Doctoral Degree. In terms of race and ethnicity, 44.7% (67 respondents) are Sabah natives, followed by Malay ethnic 25.3% (38 respondents), Sarawak natives 18.0% (27 respondents), Chinese ethnic 11.3% (17 respondents), and Indian ethnic 0.7% (one respondent).

The respondents' years of service with the business could also impact survey reliability. Due to their role in the organization's green practices, the researcher did not exclude respondents who had served less than a year. 28.7% (43) of the respondents have served four to six years. Meanwhile, 28.0% (42 respondents) have one to three years of experience, 21 responders (14.0%) have served for seven to nine years, 12.7% (19) for less than one year, 10.7% (16) for 13 years or more, and 6.0% (9) for 10 to 12 years. This study also took into consideration of the respondents' position. 39.3% (59 respondents) of the present data came from executive supervisors. Managers and department managers came in third with 18.0% (27 respondents) and assistant managers with 21.3% (32 respondents). Assistant general manager, general manager, and group managing director have 2.0% (three respondents), 0.7% (one respondent), and 0.7% (one respondent), respectively.

4.3 Common method variance (CMV)
The most effective research strategy for avoiding CMV is to acquire data from various sources (Kim et al., 2019). Nonetheless, this study approach has some disadvantages because it did not use a variety of techniques for sources, which may indicate that the findings are not totally free from the effect of CMV. CMV has gained attention in this study as data were collected from 150 hotels with a single method, namely, a questionnaire survey. However, the researchers took several measures to mitigate CMV. First, Harman's single factor test showed that the total variance of the measures is 49.32%, indicating that CMV does not affect the present study. Second, the authors tested the full collinearity of the PLS model and found that it was free from CMV as all the variance inflation factors (VIF = 3.121 – 4.037) were less than the criterion values 5.0 recommended by Hair et al. (2016). Based on the result, the researchers believe that no collinearity issue exists due to the VIF value being within the range suggested by Hair et al. (2016).

4.4 Reliability and validity
The current study has all latent constructs, from independents (green HR practices – planning, organizing, leading, and controlling) to dependent variables (green practices). Reliability analysis, convergent validity and discriminant validity of the scales were performed (Ramayah et al., 2018). The results showed that cronbach's alpha coefficients are 0.873 and 0.935. The composite reliability range is between 0.906 and 0.946. The result is considered good as the value exceeds 0.7 (Hair et al., 2010). Furthermore, the value of AVE for convergent validity was respectively 0.687, 0.708, 0.736 and 0.728 for green HR practices and 0.756 for green practices, which

showed high convergent validity as the AVEs above the Fornell and Larcker (1981) criteria of 0.5.

The degree of correlation within items among distinct constructs was measured using the criterion square root of AVE with the corresponding correlation coefficients and the Heterotrait-Monotrait ratio of correlation (HTMT) to confirm the discriminant validity. Discriminant validity occurs either when the square root values of AVE exceed their corresponding correlation coefficients between constructs (Fornell & Larcker, 1981) or when the HTMT ratio is less than the criterion (Henseler et al., 2015). The square root of AVE varied from 0.829 to 0.869, whereas the correlation coefficients between the construct varied from 0.481 to 0.803. the smallest square root AVE was far higher than the correlation coefficients in all the samples. In addition to this, the highest HTMT ratios ranged from 0.727 to 0.867 and were less than the threshold value of 0.9 (Henseler et al., 2015).
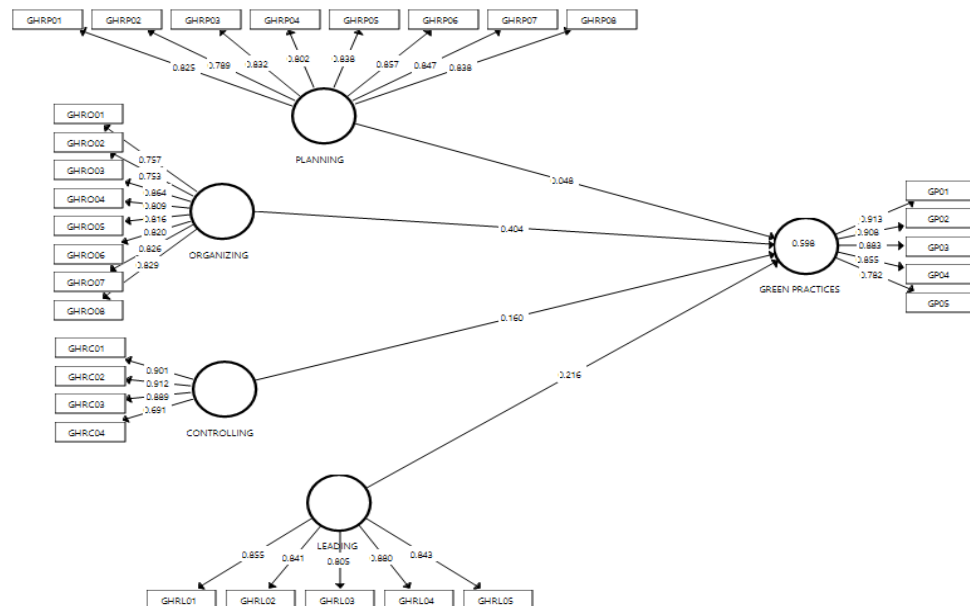

Figure 1: Structural model

4.5 Hypothesis testing

The result demonstrated a positive relationship between (H2) green HR practices (organizing) and green practices, as indicated by the β value of 0.302 and t-value of 2.903 (p>0.05). The same goes with the direct relationship between (H3) green HR practices (leading) and green practices, where the result indicates β value of 0.210 and a t-value of 2.083 (p>0.05), bringing to a positive relationship between the path correlation. Next, (H4) green HR practices (controlling) and green practices also showed a positive relationship in which the result indicated β value of 0.253 and a t-value of 2.763 (p>0.05). Conversely, the (H1) green HR practices (planning) part is found to have no relationship with green practices. The result above shows the β value of 0.088 and t-value of 0.703 (p>0.10), indicating an insignificant negative relationship. Therefore, three out of four research hypotheses were supported.

Table 1: The relationship between green HR practices and green practices

Hypothesis	Path	Std. Beta (β)	Std. Error	t-value	p-value	Decision
H1	GHRP - GP	0.088	0.125	0.703	0.241	**Not Supported**
H2	GHRO - GP	0.302	0.104	2.903	0.002	Supported
H3	GHRL - GP	0.210	0.101	2.083	0.019	Supported
H4	GHRC - GP	0.253	0.092	2.763	0.003	Supported

Note: ** denotes t-value>1.95 significance at p<0.05; *** denotes t-value>2.58 at p<0.01; Std. Beta represents Standard Beta (β), and Std Error indicates Standard Error; GHRP indicates green HR (planning); GHRO indicates green HR (organizing); GHRL indicates green HR (leading); GHRC indicates green HR (controlling); GP indicates green practices.

5. CONCLUSION
5.1 Discussion of result
Green HR practices, which consists of planning, organizing, leading, and controlling, is a key variable that can influence green practices in the hotel industry in Malaysia. Since some of the hotels in Malaysia are green or toward becoming a green hotel, they need to manage well on their HR aspects. The overall result indicated that only the relationship between planning and green practices is not supported. The relationship between organizing, leading, and controlling dimension is supported. Thus, it shows that green HR practices influences green practices. Renwick et al. (2013) cited that HR practices improves performance by integrating environmental values into the organization. It is shown that the importance of green HR practices will lead to green practices in organizations.

The first variable in green HR practices is planning. The paragraph discusses how green HR policies affect planning for green practices. This research supports the results with market data and outcomes from the previous research. HR practices has little effect on green practices, according to the result. An organization that predicts the number of personnel needed to accomplish environmental management initiatives cannot foster green behavior and awareness among employees. It cannot match employees involvement in quality improvement and green issue problem-solving. Additionally, an organization that sets environmental goals for employees will not promote environmental protection. Green HR planning has not change green practices since top management needs to find ways to motivate employees to develop plans. According to Fayyazia et al. (2015), implementing green HR practices is difficult since there is no comprehensive plan or clear definition of green value. A lack of understanding will hinder green HR practices. Top management cannot apply green practices if they do not comprehend green HR planning. The cost will prevent green HR practices from becoming green. Top management hesitates to budget for green practices during planning, especially in human resources. Thus, green HR planning fails to influence green hotel practices in Malaysia. Based on the results, the second component of green HR is organizing. Green practices in the workplace may result from the company's environmental protection duties. Additionally, an organization that establishes a role for environmental management can foster a culture of green behavior and knowledge among employees. Additionally, an organization that verifies candidates' environmental knowledge and skills during hiring process will tend to promote its green practices. Thus, green HR organizing can foster environmental preservation and green behaviors. Kim et al. (2019) found that green

HR practices increased employees' eco-friendliness and loyalty to non-green hotels. Thus, Malaysian hoteliers' green practices are tied to green HR functions.

The green HR practices of leading is one of the important functions that can also affect the implementation of green practices in the organization. The activity involved in this function provides employees with environmental training to promote green practices and develop employees' knowledge and skills required for green management. Thus, this activity can give a mutual climate among employees for green behavior and awareness in the organization. Besides, organizations that consider employees' workplace green behavior in performance appraisal can also impact green practices and offer opportunities for employees to participate in environmental protection. It is supported by Gilal et al. (2019), which mentioned that most of the positive impact of green HR practices on environmental performance is due to employees' behavior and attitude. Therefore, the green HR practices of leading are linked to the green practices in the hotel industry of Malaysia. The last green HR practices is controlling, which according to the result, it can affect the green practices by using green performance indicators in performance management systems and appraisal. The organization that wants to implement green practices should start with the right management practices, such as setting green targets, goals, and management responsibilities. The manager will play a key role in implementing green practices in the workplace. The management should know the green HR practices of controlling to ensure that the green practices can succeed. Besides, managers should set objectives for achieving green outcomes and include these in appraisal to achieve the objective of successful green practices. Regarding the green HR practices of controlling, Zaid et al. (2018) supported that green HR practices can be achieved through green hiring, training, compensation, and performance management. Therefore, the green HR practices of controlling are linked to green practices in the hotel industry in Malaysia.

5.2 Recommendation

The present study allows future research to dive further into the themes. These are future research recommendations based on the study's limitations. Each service industry has its own environmental protection regulations and management style. Hence, it is highly recommended that the study should be expanded further. Since the study focuses on hotel industry employers and organizational green efforts, it is best to broaden the scope. The researcher proposes studying related industries, including transportation, travel agencies, and food and beverage. In addition, the present study examines from the managers' perspective. For this reason, it is proposed to integrate employees' perspectives in the future because employees have a lot of expertise and are in charge of green practices. The statistical difference within the same ownership group between the different star ratings is also interesting. Hence, the environmental policy of the hotels in the same ownership group, which they either share or separate, could be a significant question too. Moreover, future researchers may also consider examining moderator or mediator variables between green HR practices and green practices by considering the perspective of both the organization and the customer.

5.3 The implication of the study

Practitioners and academicians will benefit from these research findings. This study not only supports prior research but also provides new evidence on hotel green HR practices. Data analysis has significant theoretical implications. Hence, the empirical

outcomes offer green hotel management a more refreshing perspective. The study's green hotel management approaches guide managers on the 'How', 'When', and 'Where' according to management principles. The hotel's greening efforts could improve after identifying the key aspects of green HR practices. Besides, it will help top management better understand and plan for their green practices programs within the organization. The importance of green HR practices will also assist the hotel industry in its transition to green hotels in the future.

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