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GREEN HUMAN RESOURCE MANAGEMENT AND EMPLOYEES' ECO-FRIENDLY BEHAVIOUR: THE MEDIATING ROLE OF JOB SATISFACTION IN THE HOTEL INDUSTRY OF BRADFORD, UNITED KINGDOM

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Abstract

Environmental sustainability has become a strategic priority for the hospitality industry because hotels consume substantial amounts of energy, water, food, and other natural resources while simultaneously generating considerable waste through their routine operations. Although technological interventions are important for improving environmental performance, the successful implementation of sustainability strategies also depends on employees and the human resource management systems that shape their knowledge, attitudes, motivation, and behaviour. This study examines the effects of Green Human Resource Management (GHRM) practices on employees' eco-friendly behaviour and investigates the mediating role of job satisfaction among employees working in four-star hotels in Bradford, United Kingdom. Four dimensions of GHRM are considered: green recruitment and selection, green training and development, green performance appraisal, and green rewards. Drawing principally on Social Exchange Theory, complemented by Social Identity Theory, the study proposes that environmentally oriented HR practices can promote favourable employee attitudes and environmentally responsible workplace behaviour. A quantitative, positivist, deductive, cross-sectional research design was employed. Data were collected through an online structured questionnaire using measurement items adapted from established literature. Following data screening, 344 valid responses from employees of four-star hotels were retained for analysis. SPSS was used to conduct reliability analysis, descriptive statistics, Pearson correlation analysis, simple regression, and hierarchical regression analysis. All measurement scales demonstrated acceptable internal consistency, with Cronbach's alpha coefficients ranging from .732 to .869. The findings indicate that green recruitment and selection ($r = .749$), green training and development ($r = .555$), green performance appraisal ($r = .372$), and green rewards ($r = .348$) are positively and significantly associated with employees' eco-friendly behaviour. Green recruitment and selection emerged as the strongest individual predictor. Job satisfaction was also positively associated with eco-friendly behaviour ($r = .318$, $p < .001$). The combined GHRM model explained 59.6% of the variance in eco-friendly behaviour, while the inclusion of job satisfaction increased the explained variance to 60.7%. Job satisfaction remained a significant predictor ($\beta = .137$, $p = .002$), providing evidence consistent with an intervening role of employee satisfaction. The study contributes to the GHRM and sustainable hospitality literature by providing evidence from a relatively under-researched UK regional hotel context and by demonstrating that environmental sustainability should be embedded throughout recruitment, employee development, performance management, and reward systems.

Keywords: Green Human Resource Management; Eco-Friendly Behaviour; Job Satisfaction; Green Recruitment; Green Training; Green Performance Appraisal; Green Rewards; Hospitality Industry

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1. Introduction

Environmental sustainability has evolved from a peripheral corporate concern into an important strategic issue affecting organizations throughout the world. Climate change, resource depletion, pollution, increasing energy demand, waste generation, and growing stakeholder expectations have encouraged organizations to reconsider conventional approaches to business management. Governments, customers, investors, employees, and communities increasingly expect businesses to demonstrate responsibility for the environmental consequences of their activities. Consequently, organizations are under pressure not only to achieve economic objectives but also to reduce their environmental footprint and contribute to sustainable development. Environmental sustainability cannot be achieved exclusively through technological improvements. Organizations may invest in energy-efficient equipment, waste-management systems, renewable technologies, and environmentally friendly infrastructure, but the effectiveness of such investments ultimately depends on the individuals who operate organizational systems and make everyday workplace decisions. Employees determine whether environmental procedures are followed, resources are conserved, waste is reduced, environmental initiatives are supported, and sustainability objectives become embedded within organizational routines. Employee behaviour is therefore an important micro-level foundation of organizational environmental performance.

This recognition has contributed to the development of Green Human Resource Management (GHRM). GHRM refers broadly to the systematic incorporation of environmental objectives into human resource management policies, practices, and processes. Rather than treating environmental responsibility as the exclusive responsibility of sustainability specialists or senior management, GHRM recognizes that environmental considerations can be incorporated into recruitment, selection, training, development, performance appraisal, compensation, rewards, employee participation, and organizational culture. The fundamental premise of GHRM is that human resource systems can help organizations develop employees who possess the knowledge, motivation, values, and behavioural capabilities required to support environmental objectives. For example, organizations can recruit candidates who demonstrate environmental awareness, provide training concerning sustainable working practices, evaluate employees against environmental performance indicators, and recognize employees who make meaningful contributions to environmental improvement.

The hospitality sector represents a particularly relevant environment for examining GHRM. Hotels rely heavily on electricity, heating, cooling, water, laundry operations, food preparation, cleaning products, transportation, and disposable materials. Everyday hotel operations therefore create numerous opportunities for both environmental impact and environmental improvement. Employees working in housekeeping, food and beverage operations, reception, maintenance, administration, and management directly influence resource consumption and environmental outcomes. Hotels are also increasingly exposed to customer expectations concerning environmental responsibility. Guests may consider environmental certifications, waste-reduction practices, energy efficiency, sustainable food practices, and broader corporate responsibility when evaluating hospitality providers. Environmental performance can consequently influence operational efficiency, organizational reputation, customer perceptions, and competitive positioning.

The environmental challenges facing hospitality organizations have encouraged growing academic interest in the relationship between HRM and environmental performance. Previous research has established that GHRM can influence employee environmental attitudes and behaviours. Dumont et al. (2017) demonstrated that GHRM practices influence employee workplace green behaviour and identified psychological green climate and employee green values as important explanatory mechanisms. Saeed et al. (2018) similarly reported positive relationships between GHRM practices and employees' pro-environmental behaviour. Within hospitality specifically, Kim et al. (2019) found that GHRM contributes to hotel employees' eco-friendly behaviour and environmental performance. More recent international hospitality research has continued to demonstrate relationships among GHRM, pro-environmental behaviour, job satisfaction, employee well-being, and organizational environmental outcomes.

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However, several issues continue to justify further investigation. First, GHRM is frequently conceptualized as an overall organizational system. Although this approach is theoretically useful, individual HR practices may have different behavioural implications. Recruitment and selection influence who enters the organization; training affects employee capabilities; appraisal communicates performance expectations; and rewards reinforce desired behaviours. Examining these dimensions separately can therefore provide more actionable managerial evidence. Second, the psychological processes linking GHRM with environmental behaviour require continued investigation. Employees do not necessarily respond mechanically to organizational policies. They interpret HR practices and develop attitudes toward their jobs and organizations. Job satisfaction represents one potentially important mechanism because employees who perceive their organization and working conditions positively may be more willing to reciprocate by supporting organizational objectives. Third, research on GHRM and employee green behaviour remains context dependent. Evidence from manufacturing firms or hospitality organizations in Asia, Africa, or continental Europe cannot automatically be generalized to hotels operating in the United Kingdom. National institutional conditions, employment relationships, employee expectations, environmental regulation, and cultural factors may influence how GHRM is perceived and translated into behaviour. Fourth, relatively little empirical attention has been directed specifically toward the four-star hotel sector within Bradford. Regional studies are important because environmental sustainability is implemented within local labour markets and organizational contexts rather than exclusively at national or global levels.

The present research therefore examines the influence of four GHRM dimensions—green recruitment and selection, green training and development, green performance appraisal, and green rewards—on employees' eco-friendly behaviour in four-star hotels in Bradford, United Kingdom. The research additionally investigates the role of job satisfaction in the relationship between GHRM practices and employee eco-friendly behaviour. The study contributes in three principal ways. First, it provides empirical evidence from an under-researched regional UK hospitality context. Second, it distinguishes among four GHRM practices, thereby providing a more detailed understanding of their relative relationships with eco-friendly behaviour. Third, it incorporates job satisfaction into the model, emphasizing the importance of employee attitudes in translating environmental HR policies into workplace behaviour.

1.1 Research Questions

Accordingly, the study addresses the following research questions:

RQ1: How do green recruitment and selection, green training and development, green performance appraisal, and green rewards influence employees' eco-friendly behaviour in four-star hotels in Bradford?

RQ2: Does job satisfaction contribute to explaining the relationship between GHRM practices and employees' eco-friendly behaviour?

The corresponding research objectives are:

RO1: To examine the influence of green recruitment and selection, green training and development, green performance appraisal, and green rewards on employees' eco-friendly behaviour.

RO2: To examine the mediating role of job satisfaction in the relationship between GHRM practices and employees' eco-friendly behaviour.

2. Green Recruitment and Eco-Friendly Employee Behaviour

Green recruitment and selection represents an important dimension of Green Human Resource Management (GHRM) through which environmental considerations are incorporated into the processes of attracting, evaluating, and selecting employees. Unlike conventional recruitment, which mainly focuses on qualifications, experience, and job-related competencies, green recruitment also considers applicants' environmental awareness, sustainability values, and willingness to support organizational environmental objectives. By integrating these considerations at the point of entry, organizations can develop a workforce that is more compatible with their environmental strategies. Green recruitment can additionally reduce the environmental impact of the recruitment process itself. Digital applications, electronic documentation, online assessments, virtual interviews, and paperless communication can reduce paper consumption and unnecessary travel. However, the use of digital recruitment should not be regarded as sufficient evidence of green

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recruitment. The strategic purpose of green recruitment is broader and involves attracting and selecting employees who possess environmental values and competencies that support organizational sustainability.

The relevance of green recruitment is particularly evident within four-star hotels because employees continuously make operational decisions that affect environmental performance. Housekeeping employees influence water, electricity, linen, and cleaning-product consumption, while food and beverage employees affect food waste and material usage. Maintenance personnel contribute to energy efficiency, whereas front-office employees can communicate sustainability initiatives to guests. Therefore, recruiting environmentally responsible employees can influence environmental outcomes across several hotel functions.

Table 1

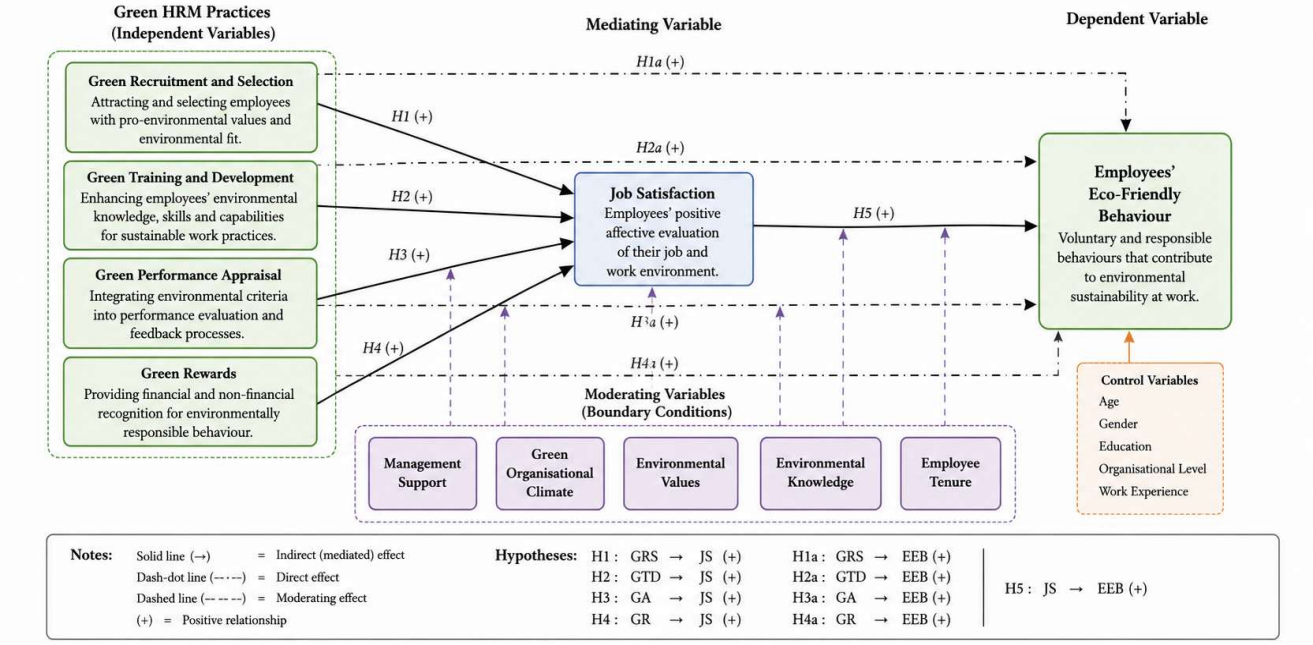
Green Recruitment and Selection Practices in Four-Star Hotels

Recruitment Stage	Green Practice	Expected Contribution
Employer branding	Environmental communication	Attracts environmentally conscious applicants
Job advertisement	Green responsibilities	Communicates environmental expectations
Application	Digital recruitment	Reduces paper and resource consumption
Screening	Environmental orientation	Identifies environmentally compatible candidates
Interview	Green-related questions	Evaluates environmental awareness
Selection	Environmental competencies	Strengthens environmental person-organization fit
Pre-employment	Green policy communication	Establishes early environmental expectations
Onboarding	Green orientation	Encourages early eco-friendly behaviour

As presented in Table 1, green recruitment and selection can operate throughout the entire hiring process rather than being restricted to final candidate selection. The integration of environmental considerations into employer branding, job descriptions, screening, interviews, selection criteria, and onboarding allows hotels to establish environmental expectations before employees begin their regular duties. This approach can increase the likelihood that recruited employees possess both the professional competencies and environmental orientation required to support sustainable hotel operations.

Figure 1

Proposed Relationship between Green Recruitment and Selection and Employees' Eco-Friendly Behaviour



As illustrated in Figure 1, green recruitment and selection is expected to influence employees' eco-friendly behaviour through environmental value alignment and enhanced environmental motivation.

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Employees who perceive compatibility between their personal environmental values and the sustainability priorities of their hotel may be more willing to conserve resources, reduce waste, save energy and water, participate in recycling activities, and encourage environmentally responsible behaviour among colleagues. Within four-star hotels in Bradford, United Kingdom, this relationship is particularly important because organizational environmental performance depends substantially on employees' routine actions. Although hotels can establish formal environmental policies, these policies are unlikely to generate their intended outcomes unless employees translate them into daily operational behaviour. Green recruitment therefore provides an opportunity to establish environmental responsibility from the beginning of the employment relationship.

Moreover, green recruitment and selection can provide a foundation for other GHRM practices. Employees selected partly because of their environmental awareness may respond more effectively to subsequent green training, appraisal, and reward practices. Green recruitment should therefore be viewed as the initial component of an integrated GHRM system in which environmental values are introduced during recruitment and subsequently reinforced throughout the employment relationship. Overall, green recruitment and selection can contribute to eco-friendly workplace behaviour by attracting individuals with compatible environmental values, communicating sustainability expectations, and incorporating environmental competencies into candidate evaluation. For four-star hotels, where employee actions directly affect energy use, water consumption, waste generation, and resource efficiency, environmentally oriented recruitment can become an important mechanism for supporting sustainability.

3. Green Training and Development for Sustainable Employee Behaviour

Green training and development represents an important component of Green Human Resource Management (GHRM) because recruiting environmentally aware employees alone does not guarantee that they possess the knowledge and competencies required to implement organizational environmental policies effectively. Employees need appropriate training to understand environmental objectives and translate them into practical workplace behaviours. Green training and development therefore provides organizations with a structured mechanism for developing employees' environmental knowledge, skills, awareness, and capabilities. Tang et al. (2017) describe green training as organizational activities designed to enhance employees' environmental knowledge and develop the competencies required to support environmental management. Such training can cover organizational environmental policies, resource conservation, energy efficiency, waste reduction, recycling, pollution prevention, and responsible consumption. In this way, green training transforms broad organizational sustainability objectives into specific actions that employees can incorporate into their everyday responsibilities.

Green training is also important because environmental performance is rarely the responsibility of a single department. Saeed et al. (2018) argued that environmental training should not remain restricted to employees working in specialist environmental functions. Appropriate environmental training enables employees to understand where environmental impacts arise and how they can reduce those impacts without negatively affecting service quality.

Table 2

Green Training and Development Practices in Four-Star Hotels

Training Area	Green Training Practice	Hotel Application
Environmental awareness	Sustainability orientation	Explaining hotel environmental policies and objectives
Energy management	Energy-efficiency training	Switching off unnecessary lighting and equipment
Water conservation	Efficient water-use procedures	Monitoring unnecessary water usage in hotel operations
Waste management	Waste separation and disposal training	Separating recyclable and non-recyclable waste

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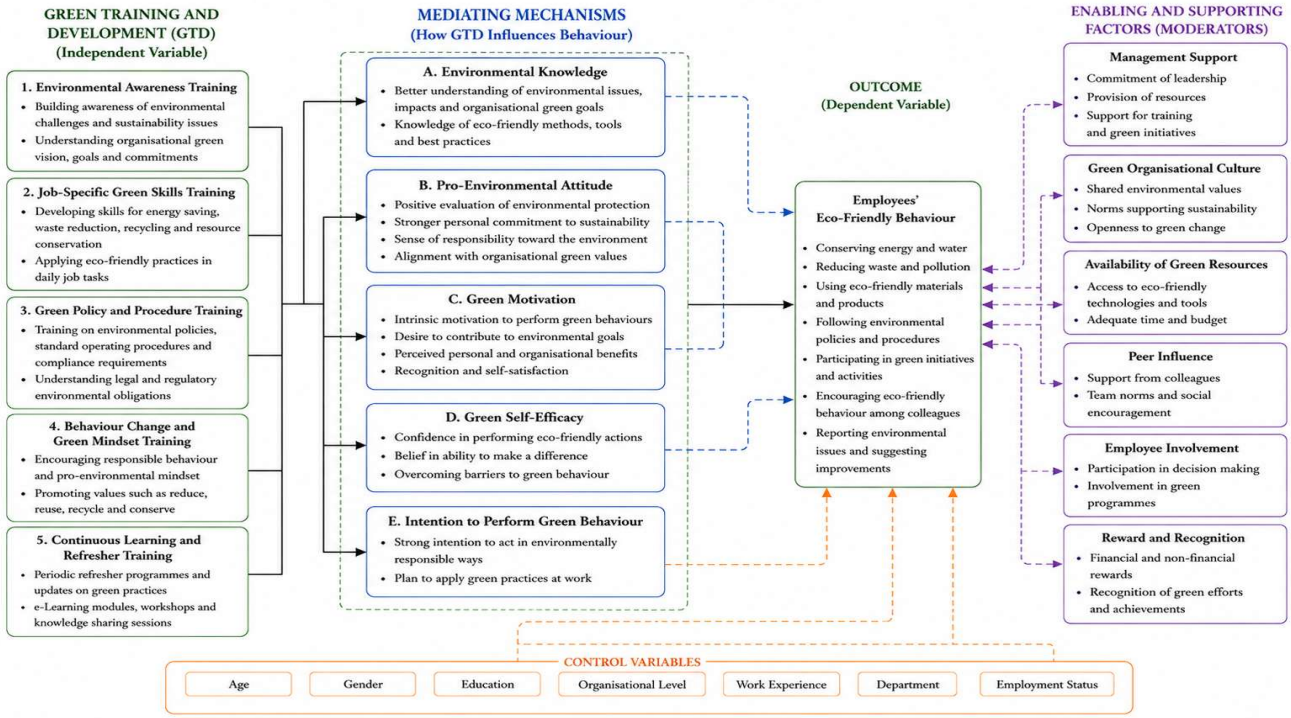
Training Area	Green Training Practice	Hotel Application
Housekeeping	Sustainable housekeeping procedures	Responsible use of linen, water and cleaning products
Food and beverage	Food-waste management	Improving storage, portion control and waste separation
Recycling	Recycling procedures	Correct identification and separation of recyclable materials
Guest communication	Sustainability communication	Explaining hotel environmental programmes to guests
Employee development	Environmental workshops	Periodic seminars and sustainability learning sessions
Green problem-solving	Employee participation	Encouraging staff to identify environmental inefficiencies

As demonstrated in Table 2, green training and development can address several dimensions of hotel environmental performance. Rather than concentrating exclusively on general environmental awareness, effective training should connect sustainability objectives with employees' specific occupational responsibilities. Such task-oriented training can make environmental expectations more understandable and actionable, thereby increasing the likelihood that environmental knowledge will be translated into actual workplace behaviour. The relationship between green training and development and employees' eco-friendly behaviour can be understood as a progressive process. Environmental training first strengthens employees' knowledge and awareness, which subsequently improves their ability and motivation to perform environmentally responsible activities. This proposed mechanism is summarized in Figure 2.

Figure 2

Green Training and Development Pathway toward Employees' Eco-Friendly Behaviour



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Green training may additionally communicate organizational priorities. When hotels allocate time, financial resources, and managerial attention to environmental training programmes, employees may interpret sustainability as a genuine organizational commitment rather than a symbolic statement. Such perceptions can reinforce participation in environmental programmes because employees recognize that management considers environmental performance an important organizational objective. The motivational function of environmental training is also relevant to job satisfaction. Employees who receive opportunities to acquire new competencies may perceive that their organization invests in their professional development and provides meaningful opportunities to contribute to broader social and environmental objectives. Amrutha and Geetha (2021) emphasized the relationship between organizational green training and voluntary workplace green behaviour, while Pinzone et al. (2019) demonstrated that green training can also be associated with employee job satisfaction. These findings are particularly relevant to the present study because job satisfaction is examined as a mediating mechanism within the broader relationship between GHRM practices and employees' eco-friendly behaviour.

Furthermore, the effects of green training may extend beyond formally required behaviour. Employees with stronger environmental knowledge may voluntarily identify unnecessary resource consumption, recommend environmentally responsible alternatives, assist colleagues in following sustainable procedures, and participate more actively in environmental initiatives. Consequently, green training can facilitate both required environmental behaviour and discretionary eco-friendly actions that contribute to a broader green organizational climate. Overall, green training and development provides employees with the knowledge, competencies, and practical understanding required to transform organizational environmental objectives into everyday workplace actions. Its importance is particularly pronounced in four-star hotels, where frequent employee decisions directly affect water consumption, energy use, food waste, cleaning materials, recycling, and other environmental outcomes. When employees receive appropriate and continuous environmental training, they are more likely to understand their environmental responsibilities and possess the capabilities necessary to behave sustainably.

4. Methodology

This study employed a quantitative research methodology to examine the influence of Green Human Resource Management practices on employees' eco-friendly behaviour and to investigate the mediating role of job satisfaction. The empirical investigation focused on employees working in four-star hotels in Bradford, United Kingdom. Four dimensions of GHRM, green recruitment and selection, green training and development, green appraisal, and green rewards, were examined as independent variables, while employees' eco-friendly behaviour was treated as the dependent variable and job satisfaction as the mediating variable. A quantitative methodology was considered appropriate because the study sought to test theoretically derived relationships among clearly defined constructs and evaluate the proposed hypotheses through statistical analysis. Primary data were collected using a structured online questionnaire adapted from previously established measures in the literature. All study constructs were measured using a five-point Likert scale, enabling respondents to indicate their level of agreement with statements concerning GHRM practices, job satisfaction, and eco-friendly behaviour. Employees from different functional and managerial levels of four-star hotels were included to obtain broader representation of the workforce. Following data screening, 344 valid responses were retained for statistical analysis. The data were analysed using SPSS through descriptive statistics, Cronbach's alpha reliability analysis, Pearson correlation, regression analysis, and mediation analysis. These procedures enabled systematic assessment of measurement reliability, relationships among the variables, direct effects of GHRM practices, and the mediating contribution of job satisfaction.

4.1 Research Foundation and Study Design

The methodological foundation of this study was developed to ensure consistency between the research objectives, hypotheses, data collection process, and statistical analysis. Since the study aims to examine the influence of Green Human Resource Management practices on employees' eco-friendly behaviour and assess the mediating role of job satisfaction, a quantitative methodological framework was considered appropriate. The research framework combines a positivist philosophy, deductive approach,

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quantitative method, survey strategy, and cross-sectional research design. The main methodological characteristics of the study are summarized in Table 3.

Table 3
Methodological Foundation and Research Design of the Study

Methodological Element	Approach Adopted	Application in the Present Study
Research philosophy	Positivism	Objective examination of relationships among measurable variables
Research approach	Deductive	Hypotheses developed from theory and previous literature
Research method	Quantitative	Numerical data collected through structured questionnaire
Research strategy	Survey	Online questionnaire administered to hotel employees
Research choice	Mono-method quantitative	A single quantitative data collection method was employed
Research design	Explanatory	Relationships among GHRM, job satisfaction, and eco-friendly behaviour were examined
Time horizon	Cross-sectional	Data collected from respondents at one period
Study setting	Four-star hotels	Employees working in four-star hotels in Bradford, UK
Unit of analysis	Individual employees	Employees represented the primary source of data
Data analysis	Statistical analysis	Reliability, correlation, regression, and mediation analyses using SPSS

The study was grounded in a positivist research philosophy. Positivism assumes that social phenomena and relationships can be investigated objectively through systematic observation, measurement, and empirical analysis. This philosophy was suitable for the present research because GHRM practices, job satisfaction, and employees' eco-friendly behaviour were operationalized as measurable constructs. Rather than relying primarily on subjective interpretations, the study used standardized questionnaire items and statistical procedures to determine whether the proposed relationships were supported by empirical evidence. A deductive research approach was adopted because the study began with existing theories and previous empirical findings and subsequently developed hypotheses for statistical testing. The relationships between green recruitment and selection, green training and development, green appraisal, green rewards, job satisfaction, and employees' eco-friendly behaviour were identified through the literature review. The collected data were then used to determine whether these theoretically proposed relationships were supported within the context of four-star hotels in Bradford, United Kingdom.

The study employed a quantitative research design because the primary objective was to measure relationships among predefined variables. A structured questionnaire using five-point Likert-scale items enabled employees' perceptions to be converted into numerical data. This design facilitated statistical examination of the strength and direction of relationships among the study variables and provided an appropriate basis for testing the proposed hypotheses. An explanatory research design was incorporated because the research was concerned not only with describing GHRM practices but also with examining their relationships with employees' eco-friendly behaviour. In particular, the study investigated whether green recruitment and selection, green training and development, green appraisal, and green rewards significantly influenced eco-friendly behaviour. The mediating role of job satisfaction was additionally examined to

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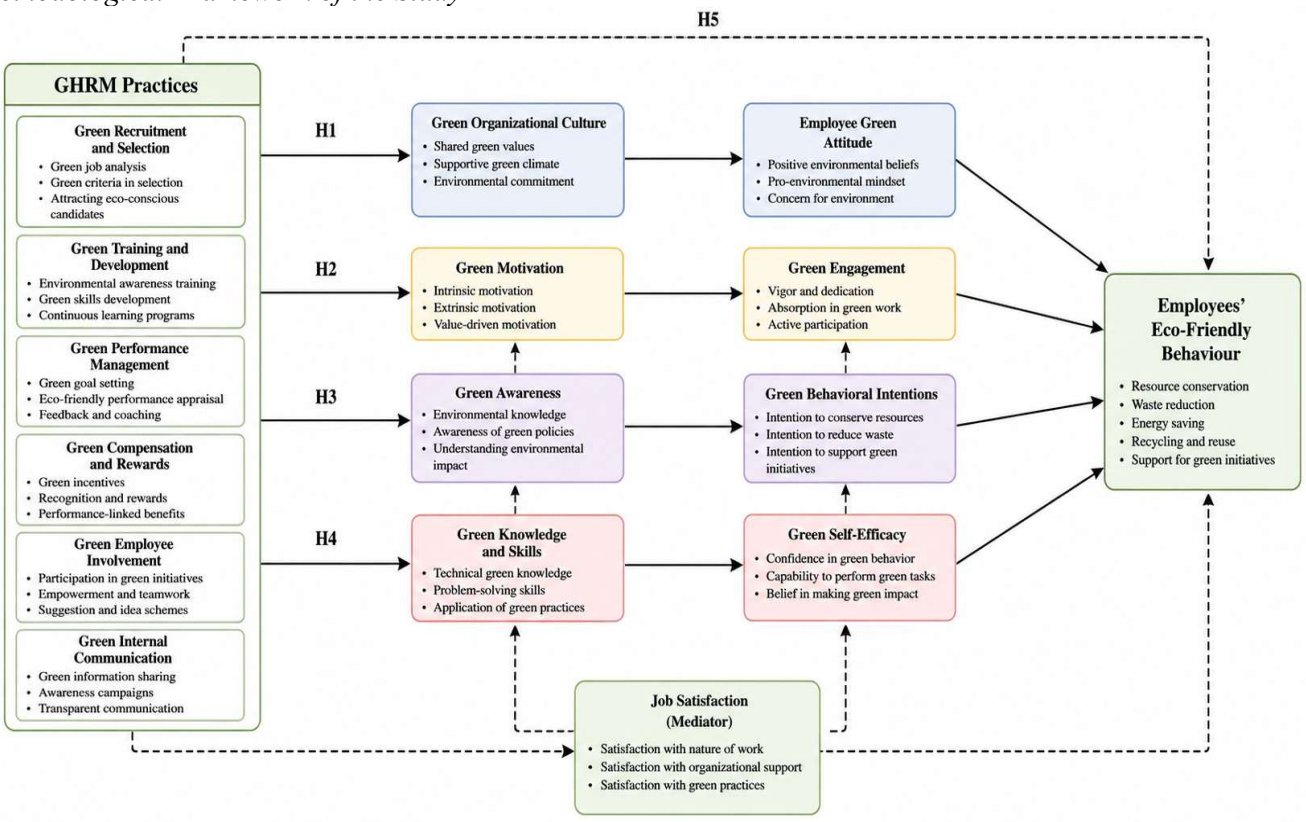
provide a more detailed explanation of the relationship between GHRM practices and employee behavioural outcomes.

A survey strategy was adopted for primary data collection. The questionnaire was administered online, enabling standardized responses to be obtained from employees working across different functions and managerial levels within four-star hotels. The use of a survey was suitable because the study required comparable information from a relatively large number of respondents and involved constructs such as job satisfaction and perceptions of organizational HR practices that can be measured through self-reported questionnaire items. The research also followed a cross-sectional time horizon, as information was collected from respondents during a single study period rather than through repeated observations over several points in time. A cross-sectional approach was appropriate for evaluating the relationships among the selected variables within the available research period. However, the design primarily identifies statistical associations and should not be interpreted as establishing definitive temporal causality. The relationship among the major methodological decisions is presented conceptually in Figure 3.

Figure 3

Methodological Framework of the Study



As illustrated in Figure 3, the methodological process progresses systematically from the philosophical foundation of the research to empirical hypothesis testing. The positivist philosophy supports the deductive and quantitative orientation of the study, while the explanatory and cross-sectional survey design provides the structure for collecting and analysing employee-level data. The final stage involves statistical evaluation of the proposed relationships and the mediating role of job satisfaction. The selected research philosophy, approach, and design provide a coherent methodological foundation for addressing the research objectives. The integration of positivism, deductive reasoning, quantitative measurement, and a cross-sectional survey strategy enables the study to examine GHRM practices and employee behavioural outcomes systematically. Within the context of four-star hotels in Bradford, this design provides an appropriate empirical basis for

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evaluating whether environmentally oriented HR practices are associated with stronger eco-friendly employee behaviour and whether job satisfaction contributes to explaining this relationship.

4.2 Study Population and Sampling Strategy

The target population of this study consisted of employees working in selected four-star hotels in Bradford, United Kingdom. Hotel employees were considered an appropriate population because their routine workplace activities are directly associated with the consumption of energy, water, food, cleaning materials, paper, and other resources. Employees working at different organizational and managerial levels were considered eligible for participation because Green Human Resource Management practices may influence environmental behaviour across different functions of hotel operations. Based on the population information available during the study period, the estimated workforce of the selected hotels was approximately 4,450 employees. The study initially targeted a sample of approximately 357 respondents based on established sample-size guidance for a population of this magnitude. A total of 357 questionnaires were collected. Following data screening, 13 responses were excluded because they did not satisfy the required validity and completeness criteria. Consequently, 344 valid responses were retained for the final statistical analysis, representing approximately 96.4% of the collected questionnaires. The population and sample selection process is summarized in Table 4.

Table 4

Study Population and Final Sample Selection

Sampling Component	Description/Number
Target population	Employees of selected four-star hotels in Bradford, UK
Estimated population	4,450 employees
Target sample size	357 respondents
Questionnaires collected	357
Responses excluded after screening	13
Valid responses retained	344
Valid response proportion	96.4%
Unit of analysis	Individual hotel employee
Sampling technique	Snowball sampling
Sampling category	Non-probability sampling
Data collection method	Online questionnaire

A snowball sampling technique was employed to reach potential participants. Snowball sampling is a non-probability sampling approach in which initial participants assist researchers in identifying or referring other individuals who satisfy the study's eligibility requirements (Everitt & Skrondal, 2010). This approach was considered appropriate because direct access to comprehensive employee lists from the selected hotels was limited, making probability-based selection difficult within the practical constraints of the research. The sampling procedure began by approaching employees who met the study criteria and could access the online questionnaire. Initial respondents were subsequently encouraged to share the questionnaire with other eligible employees working within the relevant hotel setting. This referral process facilitated wider distribution of the survey and helped the researcher obtain responses from employees working at different managerial levels and with different levels of work experience. The overall participant selection and screening process is presented in Figure 4.

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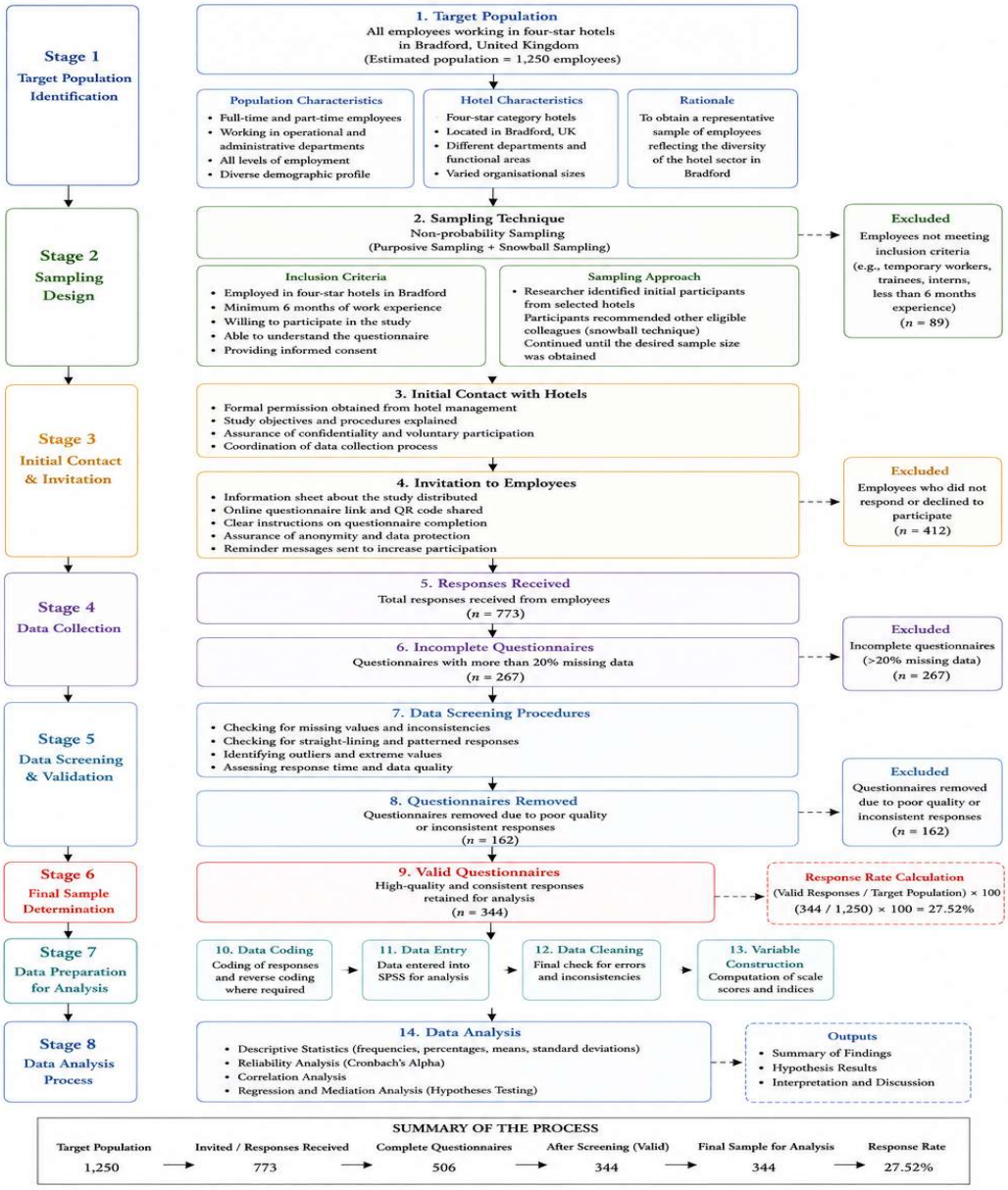
Figure 4

Population, Sampling and Respondent Selection Process



As illustrated in Figure 4, the sampling procedure moved from identification of the target population to snowball-based questionnaire distribution, followed by data screening and preparation of the final analytical sample. This process resulted in 344 valid employee responses that were subsequently used for statistical analysis. Although snowball sampling provided a practical means of accessing hotel employees, its non-probability nature should be acknowledged. Because participants were not selected randomly from the entire population, every employee did not necessarily have an equal probability of inclusion. This may limit the extent to which the results can be generalized beyond the participating employees and the four-star hotel context of Bradford. Nevertheless, the approach was appropriate given access constraints and enabled the collection of a substantial employee-level dataset for examining the proposed relationships. The sampling strategy provided a practical basis for investigating the relationship between GHRM practices, job

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satisfaction, and employees' eco-friendly behaviour. The final sample of 344 valid respondents offered sufficient data for the planned statistical analyses while maintaining direct relevance to the study setting of four-star hotels in Bradford, United Kingdom.

4.3 Research Instrument and Data Collection Procedure

A structured questionnaire was employed as the primary research instrument for collecting quantitative data from employees working in four-star hotels in Bradford, United Kingdom. The questionnaire items were adapted from previously published studies to ensure that the constructs were measured using established indicators. The instrument was designed to capture employees' perceptions of Green Human Resource Management practices, job satisfaction, and eco-friendly behaviour. An online questionnaire was considered suitable because it enabled standardized data collection from a relatively large number of hotel employees while providing respondents with flexibility in completing the survey.

The questionnaire consisted of two major components. The first component collected demographic information concerning respondents' gender, age, educational qualification, management level, and work experience. The second component measured the principal constructs of the conceptual model. GHRM was represented through four dimensions: green recruitment and selection (GRS), green training and development (GTD), green appraisal (GA), and green rewards (GR). Job satisfaction (JS) was included as the mediating variable, whereas employees' eco-friendly behaviour (EEB) represented the dependent variable. Each construct was measured using five items, resulting in 30 measurement items across the six principal constructs. All construct items were measured using a five-point Likert scale. The use of a standardized response scale facilitated the conversion of employees' perceptions into quantitative data suitable for statistical analysis. Respondents indicated their level of agreement with statements relating to organizational green HR practices, their satisfaction with their jobs, and their environmentally responsible workplace behaviour. The structure of the research instrument is summarized in Table 5.

Table 5

Structure and Measurement of the Research Instrument

Construct	Code	Role in the Model	Number of Items	Measurement
Green Recruitment and Selection	GRS	Independent variable	5	Five-point Likert scale
Green Training and Development	GTD	Independent variable	5	Five-point Likert scale
Green Appraisal	GA	Independent variable	5	Five-point Likert scale
Green Rewards	GR	Independent variable	5	Five-point Likert scale
Job Satisfaction	JS	Mediating variable	5	Five-point Likert scale
Employees' Eco-Friendly Behaviour	EEB	Dependent variable	5	Five-point Likert scale
Total construct items	---	---	**30**	---
Demographic information	---	Sample characteristics	---	Categorical measures

The questionnaire was developed in an online format using Google Forms. Online administration was selected because direct access to employees across the participating hotel setting was practically constrained. The electronic format also facilitated questionnaire distribution, response recording, and subsequent preparation of the dataset for statistical analysis. The survey link was initially distributed to eligible hotel employees through electronic communication channels, including email and WhatsApp. Consistent with the snowball sampling strategy described previously, initial participants were encouraged to share the

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questionnaire with other eligible employees working within the relevant four-star hotel setting. This referral-based distribution increased access to potential respondents without requiring complete employee lists from individual hotels.

During the screening stage, responses were examined for their suitability for inclusion in the final analysis. A total of 13 responses were excluded, leaving 344 valid questionnaires for subsequent statistical analysis. The retained responses were coded and prepared for analysis using SPSS. This final dataset formed the empirical basis for examining the proposed relationships among green recruitment and selection, green training and development, green appraisal, green rewards, job satisfaction, and employees' eco-friendly behaviour. The structured questionnaire and online data collection procedure provided an efficient and standardized mechanism for obtaining employee-level information within the selected four-star hotels in Bradford. The combination of established measurement items, a consistent five-point Likert scale, electronic survey administration, and systematic data screening supported the quantitative objectives of the study and provided the data required for reliability, descriptive, correlation, regression, and mediation analyses.

4.4 Data Analysis and Statistical Procedures

The collected data were analysed using the Statistical Package for the Social Sciences (SPSS). Before hypothesis testing, the dataset was screened to ensure that only valid responses were included in the analysis. Following the exclusion of 13 invalid responses, a final sample of 344 respondents was retained. The analysis was conducted in sequential stages, including demographic analysis, descriptive statistics, reliability assessment, Pearson correlation analysis, regression analysis, and mediation analysis. These statistical procedures were selected to examine the characteristics of the sample, evaluate the reliability of the measurement scales, and test the relationships proposed in the conceptual framework.

Descriptive statistics were initially calculated to provide an overview of the study variables. Mean, standard deviation, variance, range, minimum and maximum values, skewness, and kurtosis were examined for green recruitment and selection (GRS), green training and development (GTD), green appraisal (GA), green rewards (GR), job satisfaction (JS), and employees' eco-friendly behaviour (EEB). Frequency and percentage distributions were also used to describe respondents according to gender, age, educational qualification, management level, and work experience. Skewness and kurtosis were examined to assess the distributional characteristics of the data before subsequent analyses.

The internal consistency of the measurement scales was evaluated using Cronbach's alpha. Reliability analysis was performed separately for each construct to determine whether the respective questionnaire items consistently measured the intended variable. The Cronbach's alpha values ranged from 0.732 to 0.869, indicating acceptable internal consistency across all constructs. The statistical procedures and their purposes are summarized in Table 6.

Table 6

Statistical Techniques Applied in the Study

Statistical Procedure	Main Purpose	Variables/Information Examined	Decision Criterion
Frequency analysis	Describe respondent characteristics	Gender, age, qualification, management level and experience	Frequency and percentage
Descriptive statistics	Summarize characteristics of study variables	GRS, GTD, GA, GR, JS and EEB	Mean, SD, variance, range, skewness and kurtosis
Cronbach's alpha	Assess internal consistency	All six constructs	$\alpha \geq 0.70$ considered acceptable
Pearson correlation	Examine strength and direction of relationships	GRS, GTD, GA, GR, JS and EEB	Correlation coefficient and significance
Linear regression	Test direct relationships	GHRM dimensions → EEB	Regression coefficient and p-value

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Multiple regression	Examine combined effects	GRS, GTD, GA and GR → EEB	R^2, adjusted R^2, β, t and p-values
Mediation analysis	Assess mediating role of job satisfaction	GHRM → JS → EEB	Changes in coefficients and significance
Collinearity diagnostics	Examine multicollinearity	Independent variables and mediator	Tolerance and VIF

Pearson correlation analysis was performed to examine the strength and direction of the bivariate relationships among the study variables. Correlation coefficients were calculated between the four GHRM dimensions, job satisfaction, and employees' eco-friendly behaviour. The analysis provided preliminary evidence regarding whether the variables were positively or negatively related and whether these relationships were statistically significant. Statistical significance was evaluated at conventional significance levels, with $p < 0.05$ considered statistically significant.

Regression analysis was subsequently employed to test the direct hypotheses of the study. Separate linear regression models were used to examine the influence of green recruitment and selection, green training and development, green appraisal, and green rewards on employees' eco-friendly behaviour. The analysis considered the regression coefficients, standardized beta coefficients, t-statistics, significance levels, R^2, and adjusted R^2. These measures provided information concerning both the direction and explanatory strength of the relationships. In addition to the individual regression models, multiple regression analysis was used to examine the combined contribution of the GHRM dimensions to employees' eco-friendly behaviour. Collinearity diagnostics, including tolerance and Variance Inflation Factor (VIF), were also considered when evaluating the regression models. This step was particularly relevant because some of the GHRM dimensions exhibited relatively strong intercorrelations.

The mediating role of job satisfaction was examined using the Baron and Kenny regression-based procedure. The analysis evaluated the relationships between the independent variables and employees' eco-friendly behaviour and then assessed changes in these relationships following the inclusion of job satisfaction in the regression model.

5. Results and Discussion

The empirical analysis examined the relationships between green human resource management practices, job satisfaction, and employees' eco-friendly behaviour among employees working in four-star hotels in Bradford, United Kingdom. The final analytical sample comprised 344 valid responses. The analysis proceeded through demographic profiling, reliability assessment, descriptive statistics, Pearson correlation analysis, simple regression analysis, and a combined regression model incorporating job satisfaction. Particular attention was given to the extent to which green recruitment and selection (GRS), green training and development (GTD), green performance appraisal (GA), and green rewards (GR) were associated with employees' eco-friendly behaviour (EEB), as well as to the potential intervening role of job satisfaction (JS).

Table 7

Demographic Characteristics of the Respondents (N = 344)

Characteristic	Gender	Age	Qualification	Management Level	Work Experience
Categories	Male; Female	≤25; 26–35; 36–45; >45 years	Primary; Secondary; Bachelor's; Master's	First-line; Middle; Top	0–2; 2–4; 4–8; 8–12; 12–15; >15 years
Frequency, n (%)	195 (56.7); 149 (43.3)	124 (36.1); 98 (28.5); 96 (27.9); 26 (7.5)	26 (7.6); 87 (25.3); 172 (50.0); 59 (17.1)	162 (47.1); 178 (51.7); 4 (1.2)	129 (37.5); 40 (11.6); 48 (14.0); 56 (16.3); 47 (13.7); 24 (6.9)

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As presented in Table 7, male employees accounted for 56.7% of the sample, while female employees represented 43.3%. The age distribution indicates that 36.1% of respondents were aged 25 years or younger, followed by 28.5% aged 26–35 years and 27.9% aged 36–45 years. Only 7.5% were older than 45 years. In terms of educational attainment, employees holding bachelor's degrees constituted the largest group (50.0%), followed by those with secondary education (25.3%), master's degrees (17.1%), and primary education (7.6%). Regarding organizational position, middle-management employees represented 51.7% of respondents and first-line employees accounted for 47.1%, whereas top-management employees constituted only 1.2%. Work experience was relatively diverse, although employees with up to two years of experience formed the largest category (37.5%). The demographic composition therefore reflects employees from different age groups, educational backgrounds, hierarchical positions, and levels of professional experience within the four-star hotel context.

Before examining the hypothesized relationships, the internal consistency of the measurement scales was evaluated using Cronbach's alpha. As reported in Table 8, all six constructs exceeded the commonly accepted threshold of .70, providing evidence that the scales demonstrated satisfactory internal consistency.

Table 8

Reliability Analysis of the Study Constructs

Construct	Cronbach's α	Number of Items
Green Recruitment and Selection	.867	5
Green Training and Development	.856	5
Green Performance Appraisal	.851	5
Green Rewards	.869	5
Job Satisfaction	.798	5
Employee Eco-Friendly Behaviour	.732	5

The Cronbach's alpha coefficients ranged from .732 to .869. Green rewards demonstrated the highest internal consistency (α = .869), closely followed by green recruitment and selection (α = .867), green training and development (α = .856), and green performance appraisal (α = .851). Job satisfaction also demonstrated satisfactory reliability (α = .798). Although employee eco-friendly behaviour recorded the lowest coefficient (α = .732), it remained above the conventional .70 threshold. These results suggest that all constructs possessed sufficient internal consistency for subsequent statistical analysis.

Descriptive statistics were subsequently examined to identify the central tendencies and distributions of the study variables. Table 9 reports the mean, standard deviation, skewness, and kurtosis values.

Table 9

Descriptive Statistics of the Study Variables

Construct	Mean	SD	Skewness	Kurtosis
Green Recruitment and Selection	2.7879	1.07391	.275	-1.067
Green Training and Development	2.9709	1.06157	.225	-1.058
Green Performance Appraisal	2.8371	1.08958	.195	-1.156
Green Rewards	2.8364	1.07806	.177	-1.177
Job Satisfaction	3.0247	1.13187	-.109	-1.076
Employee Eco-Friendly Behaviour	2.7259	1.03437	.181	-1.034

Job satisfaction recorded the highest mean score (M = 3.0247, SD = 1.13187), followed by green training and development (M = 2.9709, SD = 1.06157). Employee eco-friendly behaviour exhibited the lowest mean (M = 2.7259, SD = 1.03437). The relatively moderate mean scores indicate that employees did not uniformly report very high levels of GHRM practices or environmental behaviour, suggesting that considerable scope remained for strengthening environmentally oriented HR practices within the participating hotels. Furthermore, skewness values ranged from -.109 to .275 and kurtosis values ranged from -1.177 to -

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1.034. These values do not indicate severe departures from normality under the criteria adopted in the study and therefore supported the use of the subsequent parametric analyses.

Pearson correlation analysis was conducted to determine the direction and strength of the relationships among the study constructs. The results are presented in Table 10.

Table 10

Correlation Matrix of the Study Variables

Construct	GRS	GTD	GA	GR	JS	EEB
GRS	1	-	-	-	-	-
GTD	.545	1	-	-	-	-
GA	.330	.797	1	-	-	-
GR	.326	.829	.819	1	-	-
JS	.191	.568	.605	.569	1	-
EEB	.749	.555	.372	.348	.318	1

The correlation results provide clear evidence of positive relationships between GHRM practices and employees' eco-friendly behaviour. Green recruitment and selection exhibited the strongest relationship with eco-friendly behaviour ($r = .749$, $p < .001$), indicating a strong positive association. Green training and development also demonstrated a substantial positive association with EEB ($r = .555$, $p < .001$). Green performance appraisal ($r = .372$, $p < .001$) and green rewards ($r = .348$, $p < .001$) demonstrated comparatively moderate positive associations. Job satisfaction was also positively related to eco-friendly behaviour ($r = .318$, $p < .001$).

The particularly strong relationship between green recruitment and selection and employee eco-friendly behaviour represents one of the most important findings of the study. It suggests that environmental behaviour within hotels may begin before employees formally enter the organization. Organizations that communicate environmental values during recruitment and select applicants whose attitudes are compatible with sustainability objectives may establish a workforce naturally more receptive to environmentally responsible practices.

An important statistical feature of Table 10 is the relatively high intercorrelation among several GHRM dimensions. Green training and development was strongly correlated with green rewards ($r = .829$), green performance appraisal was strongly correlated with green rewards ($r = .819$), and training and appraisal were also highly correlated ($r = .797$). These relationships suggest that respondents may perceive training, appraisal, and rewards as interconnected components of a broader organizational GHRM system. This observation becomes particularly important when interpreting the simultaneous regression results because highly overlapping predictors can substantially reduce the apparent unique contribution of individual practices.

To assess the individual predictive relationships between each GHRM practice and employees' eco-friendly behaviour, separate simple linear regressions were initially estimated. Table 11 summarizes the results.

Table 11

Simple Regression Results Predicting Employee Eco-Friendly Behaviour

Predictor	R	R^2	Adjusted R^2	B	β	t	p	Decision
Green Recruitment and Selection	.749	.561	.560	.711	.749	20.902	<.001	H1 supported
Green Training and Development	.555	.308	.306	.674	.555	12.343	<.001	H2 supported
Green Performance Appraisal	.372	.139	.136	.403	.372	7.419	<.001	H3 supported
Green Rewards	.348	.121	.118	.373	.348	6.854	<.001	H4 supported

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Green recruitment and selection emerged as the strongest individual predictor of eco-friendly behaviour. The model explained 56.1% of the variance in EEB ($R^2 = .561$), and the effect was positive and statistically significant (B = .711, β = .749, t = 20.902, p < .001). H1 was therefore supported. This substantial explanatory power indicates that recruitment and selection practices incorporating environmental considerations may represent a particularly influential mechanism for developing an environmentally responsible hotel workforce. The result has important managerial implications. Hotels seeking to improve environmental performance should not restrict sustainability initiatives to operational procedures introduced after recruitment. Environmental responsibility can instead be incorporated into job descriptions, vacancy advertisements, person specifications, employer-branding activities, and interview criteria. Applicants' environmental awareness and willingness to participate in sustainability initiatives can also be considered during selection. Such practices may improve the compatibility between employees' environmental values and the sustainability objectives of the hotel.

Green training and development was the second strongest individual predictor, explaining 30.8% of the variance in employee eco-friendly behaviour ($R^2 = .308$). Its coefficient was positive and significant (B = .674, β = .555, t = 12.343, p < .001), supporting H2. This result demonstrates that environmentally oriented employee development has practical behavioural consequences. Training can transform general environmental concern into specific competencies and clarify how environmental objectives should be incorporated into everyday job responsibilities.

Table 12

Combined Regression Model with Job Satisfaction

Predictor	Model 1 β	Model 1 p	Model 2 β	Model 2 p	VIF (Model 2)
Green Recruitment and Selection	.617	<.001	.631	<.001	1.561
Green Training and Development	.296	<.001	.260	.001	5.148
Green Performance Appraisal	.043	.508	-.004	.946	3.747
Green Rewards	-.134	.061	-.148	.037	4.280
Job Satisfaction	-	-	.137	.002	1.658
R^2	.596	-	.607	-	-
Adjusted R^2	.591	-	.601	-	-

The combined analysis provides a more nuanced interpretation than the simple regressions. Green recruitment and selection remained the strongest predictor after controlling for the remaining GHRM dimensions and job satisfaction (β = .631, p < .001). Green training and development also retained a significant positive effect (β = .260, p = .001). These findings reinforce the strategic importance of attracting environmentally compatible employees and subsequently developing their environmental competencies. In contrast, green performance appraisal was no longer significant in the simultaneous model (β = -.004, p = .946), while green rewards produced a statistically significant negative coefficient (β = -.148, p = .037). These findings should not be interpreted in isolation as evidence that appraisal or rewards reduce environmental behaviour. Their positive zero-order correlations with EEB (.372 and .348, respectively), together with their very high correlations with other GHRM dimensions, indicate considerable shared variance among the predictors. The negative coefficient for green rewards after statistical controls may therefore reflect a suppression or multicollinearity-related pattern rather than a substantively negative relationship.

This statistical pattern has an important conceptual implication. GHRM practices may operate most effectively as a mutually reinforcing system rather than as isolated HR interventions. Recruitment can introduce employees whose environmental values correspond with organizational objectives; training can provide the knowledge required to translate those values into action; appraisal can communicate formal expectations; and rewards can recognize and reinforce desired environmental contributions. Consequently, the effectiveness of an individual practice may partly depend on its consistency with the broader HR architecture. Hotels may therefore benefit more from developing an integrated green HRM system than from implementing disconnected environmental initiatives.

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Job satisfaction demonstrated a significant positive contribution in the final model (B = .146, β = .137, t = 3.115, p = .002). Its inclusion increased R^2 from .596 to .607. Together with its significant positive correlation with employee eco-friendly behaviour (r = .318, p < .001), this result supports the proposition that employee attitudes represent an important psychological mechanism within the relationship between GHRM and environmentally responsible behaviour.

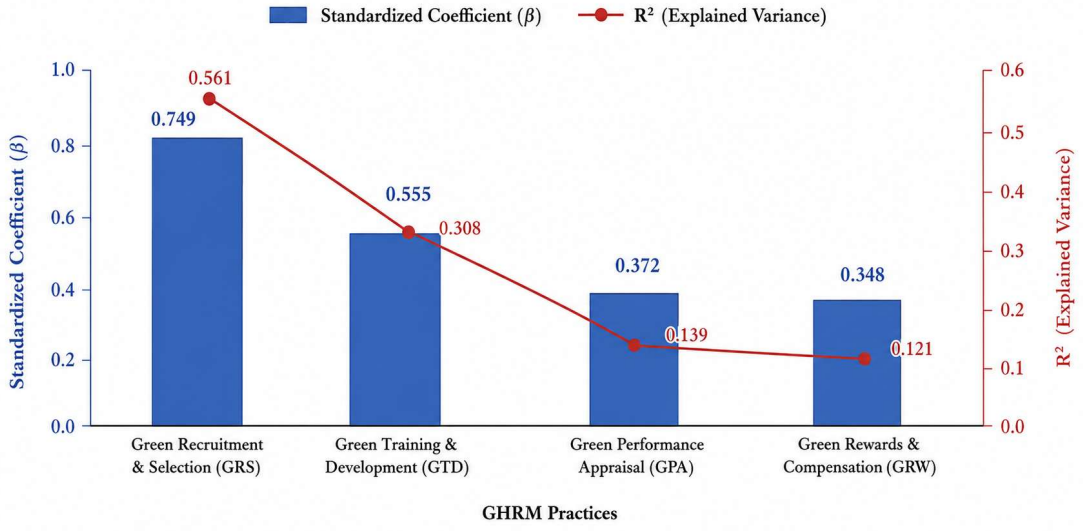
The original thesis assessed mediation using the Baron and Kenny procedure and interpreted the findings as evidence of partial mediation. On the basis of that analytical framework, H5 was accepted because job satisfaction remained significantly related to employee eco-friendly behaviour after the GHRM dimensions were included and the overall explanatory capacity of the model increased. Accordingly, the findings are consistent with an intervening role of job satisfaction in the GHRM–eco-friendly behaviour relationship.

Saeed et al. (2018) similarly reported positive relationships between GHRM practices and employees' pro-environmental behaviour. Kim (2019), specifically within the hotel context, found that GHRM was associated with hotel employees' eco-friendly behaviour and environmental performance. The present findings therefore reinforce the broader proposition that HRM systems can function as important organizational mechanisms for translating sustainability strategies into individual employee behaviour. The findings concerning job satisfaction also correspond with research emphasizing the attitudinal consequences of environmentally responsible HR practices. Pinzone et al. (2019) demonstrated connections among green training, pro-environmental behaviour, and job satisfaction, while Freire and Pieta (2022) identified job satisfaction as an important mechanism connecting GHRM with positive discretionary employee outcomes. The present study extends this reasoning by demonstrating that job satisfaction contributes additional explanatory power when examining employee eco-friendly behaviour within the four-star hotel industry.

Figure 5 should summarize the empirical relationships identified in the study by displaying the four GHRM dimensions—green recruitment and selection, green training and development, green performance appraisal, and green rewards—as antecedents of employee eco-friendly behaviour, with job satisfaction positioned as the intervening variable. The figure should distinguish the particularly strong contribution of green recruitment and selection and the significant contribution of green training and development in the combined model, while also representing the broader integrated GHRM framework.

Figure 5

Comparative Effects of GHRM Practices on Employees' Eco-Friendly Behaviour



The overall findings demonstrate that environmentally oriented HR practices have meaningful implications for employee behaviour in four-star hotels in Bradford. Of the individual practices investigated, green recruitment and selection produced the strongest and most consistent relationship with eco-friendly

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behaviour, followed by green training and development. Appraisal and reward practices also demonstrated positive relationships when considered separately, although their unique contributions became less straightforward when highly correlated GHRM practices were simultaneously controlled. Job satisfaction contributed additional explanatory power and was significantly associated with environmentally responsible employee behaviour.

From a practical perspective, these findings suggest that hotel managers should avoid treating environmental sustainability solely as an operational or technical responsibility. Environmental performance is also a human resource management issue because employees ultimately implement many of the practices through which hotels consume energy and water, manage waste, use materials, and interact with guests. The four GHRM dimensions were positively associated with eco-friendly behaviour at the bivariate level, while the overall GHRM model explained a substantial proportion of variation in employee eco-friendly behaviour. The significant contribution of job satisfaction further indicates that environmental HR practices should not be viewed only as mechanisms for controlling employee behaviour; they may also operate through employees' psychological and attitudinal responses to the organization. By integrating environmental objectives into HRM while simultaneously fostering positive employee experiences, hotels may be better positioned to develop a workforce that actively contributes to organizational sustainability and responsible hospitality management.

6. Future Work

The findings of this study provide several opportunities for future research on Green Human Resource Management (GHRM), job satisfaction, and employees' eco-friendly behaviour. First, future studies should extend the geographical scope beyond four-star hotels in Bradford, United Kingdom. Replicating the proposed model across other UK cities and regions could provide a stronger basis for assessing the generalizability of the findings. Comparative studies involving different hotel categories, including three-star and five-star hotels, could also determine whether the influence of GHRM practices differs according to organizational size, service level, ownership structure, and environmental strategy.

Future research should also consider employing probability-based sampling techniques and longitudinal research designs. The present study used cross-sectional data collected through a snowball sampling approach; therefore, the findings primarily represent statistical associations observed at a particular point in time. Longitudinal studies could examine whether the introduction or strengthening of green recruitment, green training, performance appraisal, and reward systems produces subsequent changes in employee job satisfaction and eco-friendly behaviour. Such an approach would provide stronger evidence regarding the temporal relationships among the study variables.

Another important direction concerns the measurement of employee environmental behaviour. Future investigations could combine self-reported questionnaire responses with supervisor evaluations, direct observations, environmental audits, and objective hotel performance indicators. Measures such as electricity consumption, water usage, food waste, recycling rates, paper consumption, and carbon emissions could provide additional evidence concerning whether employee-level behavioural improvements are translated into measurable organizational environmental outcomes.

Future research should also apply more advanced analytical methods to examine the mediating role of job satisfaction. Although the current study employed a regression-based mediation approach, subsequent studies could use bootstrapped indirect-effect analysis through PROCESS or structural equation modelling. These techniques would permit more rigorous estimation of direct and indirect relationships and could simultaneously assess the measurement and structural components of the proposed framework.

The conceptual model could additionally be extended by examining other psychological and organizational mechanisms. Potential mediating variables include green organizational identification, organizational commitment, employee engagement, perceived organizational support, psychological green climate, environmental awareness, and green self-efficacy. Moderating factors such as transformational leadership, servant leadership, management support, organizational culture, employees' personal

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environmental values, and environmental knowledge could also be investigated to determine the conditions under which GHRM practices produce stronger eco-friendly behavioural outcomes.

Particular attention should also be given to the strong relationships among green training, performance appraisal, and green rewards identified in the present study. Future research could investigate whether these practices are better conceptualized as separate constructs or as components of a higher-order integrated GHRM system. Confirmatory factor analysis and structural equation modelling could provide stronger evidence regarding their discriminant validity and clarify whether the combined implementation of complementary GHRM practices produces greater environmental benefits than isolated HR interventions.

Finally, future research could broaden the outcome variables beyond employee eco-friendly behaviour. Potential outcomes include hotel environmental performance, green innovation, organizational citizenship behaviour for the environment, employee retention, green creativity, operational efficiency, customer perceptions of sustainability, competitive advantage, and overall organizational performance. Examining these outcomes would provide a more comprehensive understanding of how environmentally oriented HR practices contribute to sustainable hospitality management. Overall, future research should move toward multi-level, longitudinal, and methodologically rigorous designs that connect individual employee attitudes and behaviours with measurable organizational environmental outcomes.

7. Conclusion

This study examined the influence of Green Human Resource Management (GHRM) practices on employees' eco-friendly behaviour and the role of job satisfaction in four-star hotels in Bradford, United Kingdom. Based on data collected from 344 employees, the findings demonstrate that environmentally oriented HR practices are important for encouraging sustainable workplace behaviour. Green recruitment and selection, green training and development, green performance appraisal, and green rewards were all positively associated with employees' eco-friendly behaviour when examined individually. Among these practices, green recruitment and selection demonstrated the strongest relationship with eco-friendly behaviour, followed by green training and development. This indicates that hotels can strengthen environmental responsibility by recruiting employees whose values are compatible with organizational sustainability objectives and by providing appropriate environmental knowledge and skills through continuous training. Green appraisal and reward practices can further reinforce environmental expectations by recognizing employees' contributions to sustainability.

The findings also demonstrate the importance of job satisfaction. Job satisfaction was positively associated with employees' eco-friendly behaviour and provided additional explanatory power when incorporated into the combined GHRM model. These results suggest that environmentally responsible HR practices can be more effective when employees develop positive attitudes toward their jobs and organization. The findings are broadly consistent with Social Exchange Theory and Social Identity Theory, which suggest that employees may reciprocate supportive organizational practices and identify more strongly with organizations that demonstrate socially and environmentally responsible values.

This study contributes to the GHRM and sustainable hospitality literature by providing empirical evidence from four-star hotels in Bradford. The findings emphasize that environmental sustainability should not be treated solely as an operational responsibility but should be incorporated into core human resource practices. Hotel managers should therefore develop an integrated GHRM system combining environmentally oriented recruitment, training, appraisal, and rewards while simultaneously promoting employee job satisfaction. Such an approach can encourage eco-friendly employee behaviour and support the broader environmental sustainability objectives of the hospitality industry.

Conflict of Interest Statement

The authors declare no conflict of interest.

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Informed Consent

Informed consent was obtained from all participants.

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Data Availability

This study relies exclusively on publicly available secondary sources, including corporate disclosures, industry reports, and peer-reviewed literature, all of which are cited in the References section.

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