

Green Human Resource Practices and Employee Satisfaction in EMBC Construction

Amelie L. Chico¹, Edward G. Pache², Sheika Mia S. Eroy³, and Rolinette J. Dago-oc⁴

¹Adviser, Department of Business Administration Education

^{2,3,4}Researcher, Department of Business Administration Education

Abstract— This study aimed to determine the significant relationship between Green Human Resource Practices and Employee Satisfaction among employees in EMBC Construction. This study's variables are Green Human Resource Practices and Employee Satisfaction and the indicators used in this study are Training, Involvement, Performance Management for Green Human Resource Practices and for Employee Satisfaction are Green HRM, Job Satisfaction, and Meaningfulness through work. The Green Human Resource Practices has an overall mean of 4.38 described as very high and the Employee Satisfaction has overall mean of 4.44 described as very high. The researchers used quantitative non-experimental design, with 99 employees in EMBC Construction to analyze the relationship between Green Human Resource Practices and Employee Satisfaction. The statistical methods used in this study were weighted mean and Pearson-r. The computed r-value is .186** and is associated with p- value of 0.065, greater than 0.05. As a result, the null hypothesis is not rejected. Therefore, there is no significant relationship between Green Human Resource Practices and Employee Satisfaction among employees in EMBC Construction.

Keywords— Green Human Resource Practices; Employee Satisfaction; Quantitative Research, Philippines.

I. INTRODUCTION

Managing employee satisfaction is something every company needs to do every day. Employees can each have different levels of satisfaction, and what makes one person satisfied might not work the same for someone else. Sometimes, employees might need to change how they do things at work to be more effective and happier with their job (Miller; 2006, p.160). Various challenges is significantly impacted employee satisfaction, such as delayed or insufficient payment of wages and benefits, ineffective top-down communication, deficient motivation, recognition, and incentives, inadequate office space, and lacking access to essential working tools and resources, including stationery, computers, internet connectivity, and other office equipment (Mulugeta; 2001, p.3). In simple terms, employees' overall satisfaction comprises everything that brings them happiness. Employee satisfaction, in essence, reflects how happy employees feel about their jobs. (Moyes, Shao, & Newsome; 2008, p.160).

Researchers have extensively focused on and thoroughly explored the importance of elevating employee satisfaction in various forms of literature. Employee satisfaction plays a pivotal role in shaping crucial organizational dynamics. Its impact extends to key areas such as absenteeism, turnover rates, organizational citizenship behavior, commitment, and productivity. Job satisfaction encompasses a spectrum of factors that collectively contribute to a sense of

contentment. Essentially, it reflects the amalgamation of an individual's feelings, thoughts, and perceptions towards their job, influenced many internal and external factors. In essence, job satisfaction encapsulates the array of positive and negative emotions an employee harbors regarding their role within the organization (Danish & Usman; 2010, p.159). Factors like benefits, positive relationships with colleagues, and overall job fulfillment significantly enhance employee satisfaction in green human resource practices contexts (Bernthal & Wellins; 2001, p.1). High levels of employee dissatisfaction can undermine initiatives and sustainable efforts within organizations. Therefore, prioritizing employee satisfaction within the context of green human resource practices is crucial for fostering a sustainable and responsible workplace culture (Kumar & Arora; 2012, p.259)

This theory examines how green human resource practices impact employee satisfaction at Islami Bank Bangladesh Ltd. in Bangladesh. (Choudhury; 2013, p.67) Green human resource practices, including Training, Involvement, and Performance management, are considered the independent variable. On the other hand, researchers view employee satisfaction, indicated by Green HRM, Job Satisfaction, and Meaningfulness through Work, as the dependent variable. The study yields encouraging results regarding the implementation of green human resource practices within construction industry, fostering organizational sustainability and

enhancing employee satisfaction. Analysis reveals a positive adoption of green human resource practices and the level of employee satisfaction within the EMBC construction. Moreover, it is evident that integrating green human resource initiatives within construction industry can lead to positive impacts, contributing to the creation of a healthier, greener organization.

However, challenges persist, notably the limited familiarity with the concept of green human resource among stakeholders. Nevertheless, there is optimism regarding the increasing popularity of green human resource practices, not only within the construction sector but also across various industries such as garment factories, steel mills, cement plants, and others. A study by (Harvey; 2012, p.152) emphasized the pivotal role of HRM in implementing green human resource practices, which contribute to environmental performance. These green human resource practices rely on the active involvement of workers and the adoption of eco-friendly approaches in various aspects of life, ultimately leading to a greener environment. This theoretical framework delineates the connections between green human resource practices and employee satisfaction laying the groundwork for further research and analysis.

Green human resource practices hold significant relevance for organizations today, as green human resource initiatives offer avenues for reducing costs without sacrificing talent and enhancing corporate reputation. Without effective green human resource practices, establishing and upholding sustainable performance becomes challenging (Mehta & Chugan; 2015, p.74). Therefore, by comprehending the breadth and depth of Green Human Resource Practices, organizations can enhance their capacity to operate in an eco-friendly manner like never before (Arulnajah; 2015, p.1224). (Jabbour & Jabbour; 2016, p.1824) advocate for more organizations to integrate green human resource practices and promote greener practices with the involvement of a broader spectrum of employees. Achieving greater efficiency necessitates the engagement of talented and skilled employees who are firmly committed to sustainable stewardship in executing their roles and responsibilities.

The independent variable of this study is green human resource practices. Adopt an ecologically responsible approach and seek to create sustainable friendly workplace to urge people to conduct their responsibilities as responsibly as possible. In line with the latest green human resource practices and processes,

this requires active participation from senior management to inspire employees about sustainable responsibility and teamwork in the workplace. In addition, it involves recruiting, rewarding, promoting personal development, and coaching individuals in line with organizational goals (Pimonratanakan & Pooripakdee; 2017), (Pham, Tučková, & Jabbour; 2019, p.386). Once described green human resource management as "the level of greening of human resource management practices" in terms of the competitive and functional aspects of human resource management (Jabbour; 2011, p.98).

"All the tasks involved in the design, deployment, and ongoing upkeep of a system that aims towards greening an organization's personnel. Human Resource Management is concerned with converting regular employees into green employees to fulfill the organization's goals and contribute significantly to organizations sustainability. For the benefit of the individual and society, it refers to the policies, procedures, and systems that make workers of the organization sustainability friendly." (Opatha; 2013), (Arulrajah & Opatha; 2016). In light of the abovementioned definitions, the most recent definition offers a thorough understanding and comprehension of green human resource practices in organizational settings. Green human resource practices' ultimate goal is to raise an organization's sustainable performance.

The first indicator for the Independent Variable is Training, research widely acknowledged as a crucial component of green human resource practices. It includes enhancing employees' awareness of their organization's environmental impact (Bansal & Roth; 2000, p.717), providing essential skills such as waste data collection (May & Flannery; 1995, p.28), and improving 'eco-literacy' and environmental knowledge within the company (Roy & Therin; 2008, p.249). The second indicator is Involvement, underscores the significance of full employee engagement for achieving meaningful outcomes (Remmen & Lorentzen; 2000, p.365). Employee involvement influences organizational processes through three key processes: leveraging employees' tacit knowledge from close ties to production processes (Boiral, 2002; p.291), empowering and engaging staff to drive ecological improvements (Govindarajulu & Daily, 2004, p.364), and fostering organizational cultures that promote sustainable improvement initiatives (Renwick, 2013, p.1-14).

The third indicator is Performance Management. Concerns (Marcus & Fremeth; 2009, p.17-26) and stimulate performance management development by producing performance indicators for every ecological risk item. Challenges involved in performance management include making managers accountable for ecological performance and broader performance objectives, performance management with ecological objectives seeming to only belong to plant or division executives and managers (Milliman & Clair; 1996 p.49-73), require negative reinforcements (suspensions, criticisms, and warnings) to stimulate staff to deliver green improvements. Negative reinforcements only sometimes educate employees on best practices (Chan & Hawkins; 2010, p.641). Such staff do not disclose ecological problems at the source, as they adopt self-protective behaviors (Renwick; 2013, 2016, p.114).

On the other hand, Employee satisfaction is the dependent variable of this study. Employee satisfaction is crucial to a company's success. A high rate of employee contentment closely ties to a decreased turnover rate. Keeping people content with their jobs should thus be every employer's top priority. Although this is a well-known truth in management methods, economic downturns such as the current one cause employers to ignore it. Employees might become dissatisfied for a variety of reasons. Dissatisfied with their professions and quit, owing to factors such as severe stress and a lack of opportunity communication within the organization, a lack of recognition, or a lack of resources and opportunities for progress management should strive to improve (Gregory; 2011, p.29).

Employee satisfaction refers to whether or not workers are content, pleased, and getting what they want and need from their jobs. Numerous studies confirm that employee satisfaction has a role in employee motivation, goal attainment, and a pleasant work environment. Employee satisfaction measures employees' content with their employment and workplace (Sageer, Rafat, & Agarwal; 2012, p.32-39). The factors identified as producing various satisfaction levels also help to understand potential repercussions for the performance of the whole industry sector (Sila & Širok; 2018). In the construction sector, where the quality of goods relies on the ability of laborers and on-site supervisors, employees play a vital role in the success and outcome of the product and the firm. The on-site supervisor is a crucial member of staff in the construction business. Overall accountability for finishing projects in line with the plans and

specifications rests with on-site managers. They organize and manage personnel, supplies, tools, finances, timetables, contracts, and the public's and workers' safety.

The first indicator for the dependent variable is Green HRM. Green HRM refers to all the actions involved in creating, implementing, and maintaining a system that attempts to make an organization's workers Green. Green HRM encompass HR practices that promote ecological responsiveness, sustainable resource development, and foster employee commitment and engagement towards organizational goals and practices. Sustainable development, as defined by (Baker; 2015, p.1483), refers to economic development that avoids the depletion of natural resources. The second indicator is Job Satisfaction. Job satisfaction refers to the fulfillment derived from tasks and responsibilities assigned to an individual, while a job represents a cluster of positions sharing similar duties, responsibilities, skills, and knowledge. This satisfaction is crucial for mental well-being and contributes to organizational goodwill by reducing absenteeism, turnover, and accidents while boosting morale and productivity. Research by (Vrinda & Jacob; 2015, p. 27-28) underscores the importance of employee satisfaction in retaining talent and minimizing recruitment costs for organizations.

The third indicator is Meaningfulness through work. Meaningful work is a transitory experience defined as a positive subjective experience of existential importance dependent on intra-individual and factors daily. Similarly, meaningful work may be a more consistent worker's characteristic in feeling their work, while individual variations play a significant part in constructing stable significance attribution. First, meaningful labor is conceived in terms of its episodic character and associated intra-individual daily fluctuations (Oldham & Hackman; 1981), (Tims; 2016), (Lepisto & Pratt; 2017), (Vogel; 2020, p. 760)

This study addresses a research gap and examines the connection between employee satisfaction among employees of EMBC construction and green human resource practices. There is a sizable study vacuum on the unique setting in EMBC construction, despite the substantial study on how green human resource management practices and employee satisfaction in diverse organizational contexts. Employee satisfaction is known to be impacted by green human resource practices. However, how these practices will

specifically affect the construction sector is still being determined. Organizational characteristics can impact the efficacy of Green HRM procedures.

The study's results offer insight and valuable information to the following. The results of this study may help the future by giving a foundation of knowledge, highlighting areas for additional study, and igniting fresh thoughts and methods for employers and managers. This research thoroughly examines the impact of green human resource practices on worker satisfaction. The study aimed to understand better the connection between green human resource practices and employee satisfaction and how these practices may affect an organization's overall success. This study identifies how it can enhance employee satisfaction, engagement, and general performance at work. This study will be necessary for the Construction Industries.

The objective of the study is to determine how the green human resource practices in EMBC construction's management techniques are impacted by determining the level of EMBC construction's green human resource practices, the level of employee satisfaction, and the significance of the relationship between green human resource practices and employee satisfaction in EMBC construction. The purpose of this study is to find the relationship between IV and DV of EMBC Employees. Specifically, this aims to answer the following Objectives: (1) to determine the level of green human resource practices in terms of (1.1) Training, (1.2) Involvement, and (1.3) Performance Management; (2) to determine the level of employee satisfaction in terms of (2.1) Green HRM, (2.2) Job Satisfaction and, (2.3) Meaningfulness through work. (3) is there any significant relationship between the green human resource practices and employee satisfaction. We tested the null hypothesis of this study at the 0.05 level of significance, which stated that there is no significant relationship between green human resource practices and employee satisfaction in EMBC construction.

METHOD

This section describes numerous data collection techniques and analyses pertinent to the study. The research concept, approach, and the study's materials and tools are all considered part of the method.

Participants

The respondents of this study were the employees of EMBC construction with a total population of 133 employees. By utilizing the Raosoft software's sample

size calculator, the research population of 99 employees working in EMBC construction was identified, including 45 regular, 36 casual, and 18 temporary employees with the qualification of age from 18-45 years old and excluding 34 employee ages from 46-55 years old. To determine the 99 employees, the researchers utilize a random sampling technique to pick the study participants. The researchers were confident in their chosen responders and their ability to offer insightful commentary on the impact of green human resource practices and employee satisfaction in EMBC construction. With the random sampling approach, every person has an equal probability of getting selected in a population for the sample. The researcher's sample is taken from the whole collection of cases known as the population. Researchers use sampling techniques to reduce the number of instances since they need more time and resources to analyze the complete population (Taherdoost; 2016, p.18).

Material/Instrument

The researchers utilized a standard questionnaire to collect the data from EMBC construction employees. The collection of questions, which assesses the level of green human resource practices and employee satisfaction, was derived from (Tang; 2018), (Jabbour; 2011), (Yusof & Jamaludin; 2013), & (Sprietzer; 1995). The study questionnaire divides into three sections: part one asks about the respondents' backgrounds, part two asks about green human resource practices and its indicators, and part three asks about employee satisfaction. For each component, the respondents were asked to choose a single option from a range of 5 to 1. To ensure the validity of the surveys, experts in the relevant domains verified them. In general, the researchers obtained, computed, and analyzed data concerning the respondent's reactions toward green human resource practices and employee satisfaction through this collection of questions. A pilot test was conducted to assess the reliability. The independent variable demonstrated acceptable reliability, registering a Cronbach's Alpha of 0.76, while the dependent variable exhibited good reliability, with a Cronbach's Alpha of 0.88.

The following scaling used to determine the level of green human resource practices among employees in EMBC construction are as follow: 4.21-5.00(very high), which means that the respondents were strongly agreed about green human resource practices; 3.41-4.20(high), indicates that the respondents were agreed on green human resource practices; 2.61-3.40(moderate),

indicating that the respondents were moderately agreed on green human resource practices; 1.81-2.60(low), meaning that the respondents were disagreed about green human resource practices; 1.00-1.80(very low), means that the respondents were strongly disagreed on green human resource practices.

The scale utilized to gauge employee satisfaction at EMBC construction are as follows: 4.21-5.00(very high), meaning the level of employee satisfaction is very satisfactory; 3.41-4.20(high), means that the level of employee satisfaction is satisfactory; 2.61-3.40(moderate), meaning the level of employee satisfaction is fair; 1.81-2.60(low), meaning the level of employee satisfaction is very low; and 1.00-1.80(very low), indicating that the employee satisfaction is deficient.

Design and Procedure

The study's quantitative, non-experimental, and correlational design addresses each theory's observable occurrences (Creswell; 2012). A quantitative research design is a methodology and set of measurements to generate measurable and discrete values Asenahabi (2019, p. 79). The quantitative data obtained was evaluated using the descriptive approach techniques. Descriptive research described as a deliberate and systematic method for gathering, analyzing, classifying, and organizing data on current situations, practices, processes, trends, and cause-and-effect relationships. It then entails drawing accurate conclusions from the data collected, which may or may not call for applying statistical methods (Alieto & Rillo; 2018 p.84). Descriptive analyses result in non-experimental and correlational outcomes and identify issues that require more research (Wamalwa, Simiyu, & Wanjala; 2016 p.1337). Non-experimental design is quantitative research that excludes experiments from the data-gathering process. A correlational design examines the relationships and the strength of these relationships between two variables. This means that the researchers described the link between the two variables in this study without the researcher's intervention. This was done to measure the level of green human resource

practices and employee satisfaction in EMBC construction.

Moreover, this study underwent a month-long process, beginning with creating the research tool to validate the questionnaire. Then, the researchers wrote a letter to the owner requesting permission to conduct the study. Afterward, the researchers administered the research by conducting survey questionnaires form to their respondents. All EMBC construction employees received survey questionnaire forms. After administration, the researchers collected the research instrument and immediately tallied the gathered data, and it was submitted to the statistician for statistical analysis. The study used the following statistical tools: (1) the mean to determine the level of independent variable and dependent variable, and (2) the Pearson Product Moment Correlation coefficient (r) to determine if there is a significant relationship between the variables green human resource practices and employee satisfaction in EMBC construction.

RESULT AND DISCUSSION

This section presents an analysis, interpretation, and presentation of data pertaining to green human resource practices and employee satisfaction among employees at EMBC construction. The findings are presented in both tabular and textual formats, accompanied by logical explanations. The study organized the primary topics in the following sequence: the level of green human resource practices in EMBC construction, including Training, Involvement, and Performance Management; the level of employee satisfaction in EMBC construction in terms of Green HRM, Job Satisfaction and Meaningfulness through work; and the significant relationship between green human resource practices and employee satisfaction in EMBC construction.

Level of Green Human Resource Practices

Table 1 is the level of green human resource practices within EMBC construction and the indicators accompanied with their respective mean and descriptive equivalent. The overall mean rating for green human resource practices is 4.38, indicating a 'very high' level of practices.

Table 1. Level of Green Human Resource Practices

Green HR Practices	Mean	Descriptive Equivalent
Training	4.41	Very High
Involvement	4.40	Very High
Performance Management	4.32	Very High
Overall Mean	4.38	Very High

Training got the highest overall mean of 4.41 classified as 'very high.' Factors such as training, involvement, and performance management contribute to this assessment. The consistent integration of organizations conscious green human resource practices in EMBC construction aims to uphold productivity and effectiveness among its members. Larger firms exhibit greater enthusiasm in embracing green human resource practices such as training to enhance employee satisfaction, thereby advancing sustainability efforts (Dumont; 2017 p.14).

Performance management, item 3 got the lowest overall mean of 4.32 also classified as 'very high.' There is really an impact stipulated by (Armstrong & Baran; 2009, p.3) suggest that strategic and cohesive methods are employed to oversee employee performance within an organization. It involves enhancing their skills and capabilities to ensure their substantial contribution towards attaining organizational objectives.

On the other hand, the last item is Involvement which garnered 4.40 still 'very high.' It indicates that training involvement goes hand in hand in the green human resource practices does it also helps when training and involvement of the employees are so engage that is sustains the performance management of the organization. (Tang; 2018 p.37) stated that there should have an existing collaborative learning environment among employees fostering green behavior and awareness and employees should actively participate in enhancing quality and resolving green related challenges.

Level of Employee Satisfaction

Table 2 illustrates the level of employee satisfaction within EMBC construction. The overall mean for this variable is 4.44, categorized as 'very high', which means that the level of employee satisfaction is very satisfactory.

Table 2. Level of Employee Satisfaction

Employee Satisfaction	Mean	Descriptive Equivalent
Green HRM	4.35	Very High
Job Satisfaction	4.56	Very High
Meaningful through work	4.53	Very High
Overall Mean	4.44	Very High

Notably, job satisfaction got a highest overall mean of 4.56 also classified as 'very high.' Within this indicator, item number 2 got the highest mean of 4.63, reflecting item number 2 states that "the overall satisfaction on the job of employees", implies that they are satisfied with the fulfillment of their job. (Sutrisno; 2011, p.37) defines employee satisfaction as the emotional state experienced by employees when considering their work, whether positive or negative. Also according to (Suhendi & Anggara; 2010, p.37) describe employee satisfaction as a favorable disposition towards one's job, formed through an evaluation of the work environment.

Green HRM, item number 1 garnered 4.35 which means it needs to have the organization establish environmental management improvement. (Yong; 2019, p.214) proposed that senior management should tailor the implementation of green HRM practices to suit specific contextual conditions. They stressed the importance of adaptability in green HRM implementation, particularly regarding contextual elements such as organizational size and functional and operational roles.

Lastly, the level of employee satisfaction in terms of meaningfulness through work got 4.53 which is 'very high', this means in the level of Employee Satisfaction

is very satisfactory that is also supported by (Michaelson; 2008, p. 337) states that meaningful work encompasses subjective elements such as self-esteem, alongside objective factors such as contributions to one's work. Consequently, meaningful work involves aligning the employee with the most suitable job (Michaelson, Pratt, Grant & Dunn; 2014).

Significant Relationship Between Green Human Resource Practices on Employee Satisfaction among employee in EMBC Construction

Presented in Table 3 is the result of the significant relationship between green human resource practices and employee satisfaction in EMBC construction. The overall mean of green human resource practices is 4.38, with the description of very high, and the standard deviation is 0.60. The overall mean of employee satisfaction is 4.44, with the description equivalent of very high, and the standard deviation of 0.60. The r-value of the two variables is .186 **, and the P-value is equal to 0.065, which is more significant than the 0.05 level of significance. Therefore, the null hypothesis is not rejected. It means there is no significant relationship between green human resource practices and employee satisfaction.

Table 3. The Significant Relationship between Green Human Resource Practices and Employee Satisfaction

Variable	Standard Deviation	Mean	Description	r-value	P-value	Decision on Ho (@0.05 level)
Green HRM Practice	0.60	4.38	Very High	0.186	0.65	Ho is not rejected
Employee Satisfaction	0.60	4.44	Very High			

Drawing from the findings of this study, it is evident that EMBC construction can significantly improve their performance by embracing green human resource practices and expanding the scope and depth of these initiatives. Green human resource practices emerge as highly effective strategies for fostering sustainability within organizations and across their operations. Implementing green human resource practices methods possesses the capability to shape and transform the green performance, behavior, attitudes, and competencies of human resources toward sustainability.

However, the result of the study negates with the theory of (Pimonratanakan & Pooripakdee; 2017) on green human resource practices that depicts an ecologically stewardship and strive to cultivate a workplace that prioritizes sustainability.

Embracing cutting-edge green human resource practices necessitates proactive engagement from top leadership to instill a culture of consciousness and collaboration among employees. This entails not only recruiting, incentivizing, and advancing individuals in alignment with organizational objectives but also fostering their personal growth and coaching them to integrate sustainable responsibility into their daily tasks. Thriving organizations acknowledge HRM practices as a crucial factor directly influencing employee satisfaction. In the contemporary global context, it's imperative for organizations to attract and retain competent, skilled individuals to attain success (Hassan; 2016 p.17).

This study finds no significant relationship between green human resource practices and employee satisfaction, except for green life-to-work practices, which were found to be insignificant.

Among all the green practices examined, training emerged as the most influential factor in enhancing employee satisfaction. To optimize the advantages of these practices, organizations frequently integrate them into bundles. Hence, the implementing of effective human resource practices is paramount for enhancing employee satisfaction and facilitating organizations in accomplishing their objectives (Ahmad; 2015).

The study revealed that green human resource practices is not significantly related to employee satisfaction. Furthermore, performance management significantly influences continuous improvement, indicating that employee satisfaction among EMBC construction workers leads to continuous commitment, while affective and normative commitment remains unaffected. It suggests that EMBC construction workers are satisfied with all green human resource practices except performance management and employee satisfaction except Green HRM.

Additionally, a supporting study from (Singh & Nath; 2020 p.1490) aids strategy makers in understanding the perceptions of IT professionals when formulating HR policies and provides insights for retaining them within the organization. For academics, it introduces a new dimension in understanding employee satisfaction and green human resource practices specifically among IT professionals, differing from other professions. Additionally, the study assists policy makers in implementing green HRM practices in IT organizations.

CONCLUSION

According to the study's results, the green human resource practices demonstrated a "very high level." The investigation evaluated three key indicators: Training, Involvement, and Performance Management. Meanwhile, within EMBC construction, employee satisfaction also demonstrated a "very high level." The study encompassed three key indicators: Green HRM, Job Satisfaction, and Meaningfulness through work. As a result, the null hypothesis is not rejected, indicating no significant relationship between green human resource practices and employee satisfaction within EMBC construction's workforce.

RECOMMENDATIONS

The study's findings and conclusion lead to the following suggested recommendation:

As for the recommendation, despite performance management got the lowest result depicted or shown in indicator number 3 of the green human resource practices, it remains an enabler to the EMBC construction management of green human resource

practices. Effective performance management system are essential for aligning individual employee goals with organizational objectives, promoting accountability, and fostering continuous improvement. Thus, even though its mean rating might be slightly lower, its role in enhancing productivity and effectiveness within the organization cannot be understated. Suggesting that Performance Management, may likely contributes positive impact to overall employee satisfaction within EMBC construction.

One of the questions about performance management in the study states, "We incorporate green performance indicators into our performance management system and appraisal process." It means that by including specific measures related to sustainability and environmental responsibility in the evaluation criteria, they can ensure that employee performance goals align with the organization's dedication to green practices. This incorporation will raise awareness and accountability for environmental impact while fostering ongoing improvement in sustainable practices across the operations. Additionally, integrating green performance indicators into performance evaluations can boost employee engagement and satisfaction by acknowledging and rewarding efforts toward sustainability objectives. This proactive strategy underscores the commitment to environmental stewardship and positions EMBC construction as pioneers in sustainable business practices.

Another question about Green HRM in employee satisfaction is that "Environmental training is a priority for my organization when compared to other types of training", This means that given the increasing importance of sustainability and environmental responsibility in today's business landscape, investing in environmental training will equip EMBC employees with the knowledge and skills to integrate green practices into their roles effectively. This prioritization aligns with their commitment to environmental stewardship and demonstrates proactive leadership in sustainable business practices. By prioritizing environmental training, EMBC construction can empower their workforce to contribute meaningfully to their sustainability goals and long-term success.

Lastly, the future researchers may enhance this study and serve as related literature after deciding to conduct new research study to compare the green human resource practices so that they can exhaust probable factors that may involve in the green human resource

practices. Such studies could potentially influence strategies for sustainable management aimed at fostering a greener organization and improving our overall quality of life.

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ISSN: 2582-6832