

EMPLOYEE INTENTIONS TO ADOPT GREEN PRACTICES AT HOTELS IN YANGON

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Abstract

This study investigates the factors influencing employee intention to adopt green practices in hotels in Yangon and examines the moderating effect of management support on perceived behavioral control and employee intentions. A total of 221 respondents from Yangon hotels were surveyed using a two-stage simple random sampling method. Employing a quantitative research approach, the study utilized descriptive statistics and regression analysis to assess environmental knowledge, employee attitudes, social norms, perceived behavioral control, management support, and intention to adopt green practices. The findings reveal that perceived behavioral control and social norms significantly impact employees' intention to adopt green practices, with perceived behavioral control and management support receiving high mean values. Furthermore, management support emerged as a key factor in promoting green practices, demonstrating a stronger moderating effect than perceived behavioral control. However, the interaction between perceived behavioral control and management support did not show a significant effect. Based on these findings, it is recommended that hotels in Yangon align sustainability goals with their strategies, enhance employee training, foster supportive environments, and provide necessary resources to empower employees.

Keywords: employee intention, green practice, hotels

Introduction

In recent years, there has been a clear shift in the business environment towards sustainable green practices, which are now seen as a key way to gain competitive advantages. This shift reflects the growing need for organizations to adapt and succeed in an evolving business landscape. The hospitality sector, like other industries, has increasingly focused on sustainability, with the concept of "green hospitality" emerging in the mid-1990s, particularly in chain-affiliated hotels and resorts (Melissen & Roevens, 2007). As a result, many hotels are making efforts to run their operations in a more environmentally friendly manner by adopting practices that reduce their environmental impact. These green practices include steps such as the 3R approach (reduce, reuse, recycle) for plastic and glass products and the use of energy-saving modes for electricity and water. Adopting these practices is expected to give hotels a competitive edge by improving their reputation and brand image.

To implement the green practices successfully, organizations need to ensure that employees are willing to change their behaviors and attitudes towards sustainability efforts. The Theory of Planned Behavior is often used to understand and influence employees' attitudes and behaviors in relation to adoption of green practices in hotels. Employee attitudes are essential for encouraging sustainable practices, while factors like social norms and perceived behavioral control can also shape employees on their actions and role. Additionally, environmental knowledge is also an important factor in helping employees to understand the value of sustainable actions, especially leading to significant energy and water savings in their daily hotel operations. By creating a culture of sustainability and providing training and resources in the hotel's operation, they can reduce not only their environmental impact but also benefit in financial .

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The growing focus on sustainability may also aligns with key Sustainable Development Goals (SDGs), which emphasize the need for a green and sustainable future. The hospitality industry in Myanmar has grown rapidly, but it faces challenges such as energy shortages and waste management problems. To tackle these issues, it is crucial for hotels to implement green practices, including energy-saving strategies and waste reduction efforts. As demand for sustainable practices increases, hotels in Yangon are under more pressure to adopt green practices in order to stay competitive and sustainable. While some hotels have started using green practices like recycling a glassware in a decoration process and cutting down on single-use plastics, there is still a need for more active involvement from employees. Although training and raising staff awareness about sustainability are important, understanding the factors that drive the adoption of green practices is essential. This study aims to address this gap by examining how environmental knowledge, employee attitudes, social influences, and perceived control affect the adoption of green practices in Yangon's hotels. The focus is on improving sustainability efforts within the local hospitality sector.

In this study, the downtown areas of Lanmadaw, Alhone, and Dagon were chosen for this study due to their prominence in hosting a significant segment of four-star hotels rather than other area in Yangon. The study of these areas aims to generate effective policies and guidelines for hotel management to support green practices in their operations. Moreover, this study seeks to assist authorities, NGOs, and the hotel management team in promoting the adoption of green practices among employees, thereby fostering their intentions to embrace sustainable practices. The general objective is to provide a comprehensive overview of the current situation regarding green practice adoption in hotels, starting with Yangon and extending its relevance to the broader context of Myanmar. Additionally, this study aims to explore the factors influencing employee intentions to adopt green practices and to examine the role of management support in moderating the relationship between perceived behavioral control (PBC) and employee intentions to adopt sustainable practices in hotels. Beyond this general objectives, the study set two specific objectives as follow;

1. To identify the factors that influence employee intentions to adopt green practices at hotels in Yangon.
2. To analyze the moderating effect of management support upon the relationship between perceived control and employee intentions to adopt green practices at hotels in Yangon.

By addressing these objectives, this study aims to contribute to the development of sustainable practices in the hospitality industry, ensuring both environmental and business success in the future.

Literature Review

Concept of Human Resources Management

Human Resource Management (HRM) plays a crucial role in managing employees within organizations to achieve their goals, particularly in ensuring that employees have the necessary skills to perform optimally. In recent years, there has been a growing emphasis on aligning HR practices with sustainability objectives which equips employees with the knowledge to support eco-friendly practices. Through HRM functions such as recruitment, training, and motivation,

organizations can foster a culture of sustainability, helping to embed eco-friendly practices into the daily operations of the business. Moreover, employees' attitudes and behaviors are vital for integrating sustainability successfully, highlighting HRM's role in fostering this transition. In this context, change management strategies that prioritize employee involvement become essential for embedding sustainability at every level of the organization. As Balogun and Hailey (2004) point out, adopting sustainable practices such as resource conservation is fundamental to achieving long-term organizational success. Employees, therefore, play a central role in aligning with sustainability goals, making a bottom-up approach vital for instilling green practices throughout the organization. The Theory of Planned Behavior (TPB) provides a useful framework for understanding how employee intentions can effectively drive the adoption of these green practices.

Organizational Support Theory (OST)

Organizational Support Theory states that employees are inclined to engage in behaviors aligned with organizational goals and values when they perceive support from the organization (Eisenberger et al., 1986). In the hospitality industry, this theory is particularly relevant in explaining employees' willingness to embrace eco-friendly practices. Research by Rhoades and Eisenberger (2002) highlights the significant impact of perceived organizational support on employee outcomes and behavior, such as job satisfaction and loyalty and overall performance. This suggests that when employees feel supported by their organization, they are more likely to participate in sustainability initiatives. The pivotal role of organizational support in promoting green initiatives within hotels becomes clear when considering that providing employees with appropriate training, rewards, and resources can empower them to actively engage in environmental efforts. Therefore, the connection between organizational support and employee engagement is essential for fostering a sustainable culture and driving the adoption of green practices in the hotel industry.

Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) is a well-established psychological framework that analyzes human behavior by considering individuals' attitudes, subjective norms, and perceived behavioral control in relation to a specific action. TPB was developed by Icek Ajzen in 1985 and has been applied in a number of fields, including consumer behavior research, environmental psychology, and health psychology. The theory offers valuable insights into how intentions lead to specific behaviors and how external factors may influence this process,

Ajzen (1985, 1991, 2005) elaborated on the relationship between behavior and intention, highlighting that this relationship can be affected by various factors such as changes in intention, shifts in the importance of beliefs, or the acquisition of new knowledge. According to TPB, behavioral intention which is the motivation that influences behavior, is the primary determinant of an individual's actions. The degree of intention to engage in a particular behavior is shaped by three core elements: attitudes toward the behavior, subjective norms, and perceived behavioral control. These factors not only influence the strength of an individual's intention but also determine the likelihood of successfully carrying out the behavior. TPB, therefore, provides a

comprehensive framework for understanding how employees' attitudes, social norms, and perceived behavioural control affect their willingness to adopt green practices.

Factors Influencing Employee Intentions to Adopt Green Practices at Hotels

Based on the Theory of Planned Behavior (TPB) and Organizational Support Theory (OST), the factors influencing employee intentions to adopt green practices in hotels include employee attitude, environmental knowledge, social norms, perceived behavioral control, and management support as a moderating factor.

Employee Attitude and Intention to Adopt Green Practices

Ajzen (1991) defines attitudes as "the motivation to which an individual has a positive or negative assessment or appraisal of the behavior in question." Attitudes are influenced by a person's beliefs about the outcomes, consequences, and value of the behavior. In the context of green practices, an employee's attitude reflects their positive inclination toward implementing environmentally sustainable initiatives in the workplace. When employees recognize the value and importance of green practices, it can significantly affect their motivation to support sustainability efforts.

Many studies have explored the role of attitude in driving the intention to engage in environmentally friendly behaviors. According to Polonsky et al. (2012), decisions to participate in pro-environmental behaviors are largely driven by favorable attitudes towards environmental conservation. Within the TPB framework, attitudes are crucial as they represent the individual's evaluation which is positive or negative of performing a specific behavior. Environmental knowledge, in particular, plays a fundamental role in shaping employee attitudes and influencing their intention to engage in green practices at work. Research by Fryxell and Lo (2003) and Chan and Hon (2020) highlights that individuals with greater environmental knowledge are more likely to adopt positive attitudes toward sustainable actions, recognizing the importance of such behaviors for promoting sustainability in their workplace.

Understanding key environmental facts and concepts helps employees better perceive the importance of green behaviors. Chan et al. (2014) found that environmental knowledge positively influences employees' perceptions of green behaviors, subjective norms, and perceived behavioral control, all of which directly affect their intentions toward sustainability initiatives. Employees with strong environmental knowledge are more likely to participate in green practices within the tourism and hospitality sectors, as this knowledge serve as a catalyst on their environmental attitudes and commitment to sustainability efforts (Chan, 2013; Han et al., 2010).

Environmental Knowledge and Intention to Adopt Green Practices

According to Fryxell & Lo (2003), environmental knowledge is defined as 'general knowledge of concepts, facts, and interactions related to the natural environment and its primary ecosystems'. This includes understanding the balance between human activities and the natural world, such as recognizing the benefits of recycling in hotel operations or the positive impact of energy and water conservation. Besides, this might include getting the awarness on the effects of

excessive water and electricity usage in hotels as well as how to effectively incorporate green practices into daily job operations to improve one ability to contribute to environmental conservation efforts.

Research by Chan & Hon (2020) express that employee motivation to practice environmental measures can be influenced by a vanumerous factors, including his or her attitude toward greenpractices, subjective standards, perceived behavioral control, and sense of duty. Chan et al. (2014) further emphasized a positive correlation between employees' environmental behavior and their intention to adopt green practices, particularly when they possess strong environmental knowledge, awareness, and concern. Sililarly, Liu et al. (2020), environmental attitudes are strongly influenced by environmental knowledge.

Employees in the tourism and hospitality sectors must be well-informed about environmental issues, as this directly impacts their attitudes and behaviors toward adopting green practices (Chan, 2013). Moreover, greater environmental awareness significantly increases the likelihood that employees will actively support and participate in sustainability initiatives (Han et al., 2010). Research consistently shows that employees with higher environmental awareness are more inclined to use eco-friendly practices, such as adopting sustainable products, recycling, and reducing energy and water consumption (Graci & Dodds, 2008). Additionally, a deeper understanding of environmental issues can further enhance employees' motivation and commitment to sustainability (Chou, 2014).

Social Norms and Intention to Adopt Green Practices

According to Cai et al. (2019), social norms, which are seen as mandatory, represent the constraining influence of social pressure on individuals. This influence often drives people to conform to expected behaviors, particularly in the context of environmental decisions and actions. A growing body of evidence indicates that social norms significantly impact individuals' choices regarding environmental practices. Specifically, in the workplace, social norms shape employees' attitudes toward adopting green initiatives, underscoring the role of organizational culture in these behaviors. For instance, employees who perceive strong organizational support for sustainability efforts are more likely to express positive attitudes toward green practices. They may also demonstrate a willingness to participate in such initiatives, which reflects a broader organizational commitment to environmental conservation. In this sense, social norms not only shape individual perceptions but also create an environment where green practices are valued and encouraged. Matthies et al. (2012) suggest that social norms begin influencing pro-environmental behaviors at an early age. Parents, for example, can instill habits of recycling and reusing paper in children as young as 8 to 10 years old. The study showed that children's recycling habits were greatly shaped by their parents' behaviors, particularly through sharing knowledge about environmental issues. This dynamic of influence can also be observed in organizational settings, where directors, managers, and colleagues play a pivotal role in shaping employees' attitudes toward sustainability. When leadership and coworkers actively support green practices, it creates a culture that encourages environmentally responsible behaviors. Banwo and Du (2019) found that social norms exert a significant direct influence on pro-environmental behavior in the

workplace, further supporting this idea. Additionally, Greaves et al. (2013) demonstrated that employees' intentions to engage in environmentally friendly actions at work are strongly predicted by the prevailing social norms within the organization.

Perceived Behavioral Control (PBC) and Intention to Adopt Green Practices

Perceived Behavioral Control (PBC), as defined by Ajzen (1988), refers to an individual's belief in their ability to successfully perform a particular behavior, considering factors such as past experiences, anticipated challenges, and available resources. PBC is closely linked to one's sense of self-efficacy and the confidence they have in their ability to execute a behavior effectively (Ajzen, 1991). In the context of adopting green practices in the workplace, PBC encompasses employees' perceptions of the ease with which they can implement these practices, their access to resources, and their knowledge about sustainability initiatives. Employees who believe they have the necessary resources and skills to engage in environmentally responsible actions are more likely to view these initiatives favorably. This confidence not only enhances their attitudes toward sustainability but also strengthens their commitment to implementing green practices.

Kollmuss and Agyeman (2002) argue that individuals are more likely to take environmental action when they possess a deep understanding of environmental issues and the behaviors that can lead to ecological problems. This understanding, coupled with the belief that they have the resources and opportunities to act, enhances their sense of control over their environmental impact. Similarly, Holdsworth (2019) emphasized that PBC serves as an indicator of an individual's sense of volition and confidence in their capacity to behave in environmentally responsible ways. The more time, knowledge, and resources individuals believe they have, the more likely they are to adopt green practices. Conversely, a perceived lack of these factors may act as a barrier to sustainable environmental behaviors. In this way, perceived behavioral control plays a critical role in determining whether individuals feel empowered to contribute to sustainability efforts. The time becomes to consider the important of mannagement support in their organization to successfully implement green practices in their daily hotel operations.

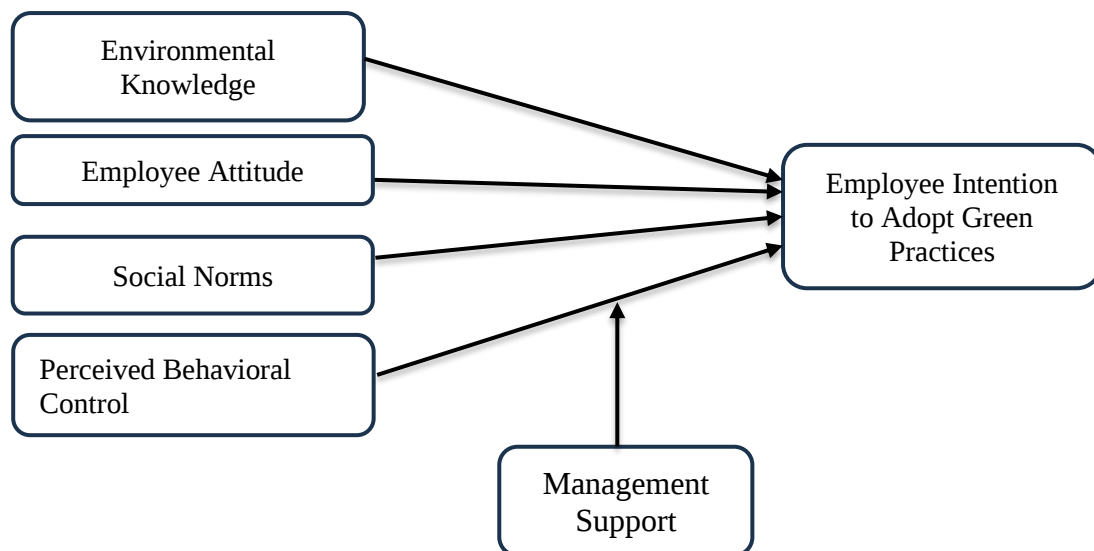
Management Support

A study by Elg, Hultman, and Suomala (2012) in the hotel industry highlighted the importance of organizational backing for green initiatives. Their research found that when employees perceive strong management support for sustainability, they are more inclined to engage in environmentally friendly behaviors and contribute to the organization's sustainability goals. This is particularly important because employees are more likely to adopt green practices when they feel supported by their organization.

Moreover, DiMento and Doughman (2007) suggest that organizational support plays a critical role in shaping employee attitudes and behaviors toward sustainability. When organizations actively demonstrate their commitment to environmental initiatives through policies, resources, and leadership, employees are more likely to align their behaviors with these goals. This alignment not only fosters a culture of sustainability but also encourages long-term

engagement with green practices. Therefore, it is clear that management support is a key driver in promoting sustainability within organizations. By creating an environment that prioritizes sustainability and provides the necessary resources, management can significantly influence employees' pro-environmental behaviors.

As a final point, social norms, perceived behavioral control, and management support are all vital factors in determining employees' intentions to adopt green practices in the workplace. Social norms shape attitudes, perceived behavioral control influences confidence, and management support provides the necessary backing for sustainable actions. Together, these elements create a supportive environment that fosters positive environmental behaviors within organizations. Currently, there is no research that based on management support as a moderating role. Taking this as a research gap and based on the above literature review, conceptual framework of the study can be found in Figure 1.



Source: Own Compilation based on Previous Studies

Figure 1 Conceptual Framework of the Study

Methodology

Quantitative research method was used in this study. Both primary data and secondary data were used. Primary data was collected by interviewing employees in 4-stars hotels collected by using structured questionnaire with 5-point Likert scale. A two-stage simple random sampling method was used to collect a representative sample for the purpose of study. In the first stage, four hotels were selected among 21 hotels which are rated 4-stars and located in the downtown area of Yangon which are Latha, Alhone and Dagon (MOHT, 2022). Therefore, Park Royal Hotel, Summit Park View Hotel, Hotel Grand Vista, and BaLmi Hotel are chosen with total population of 495 employees. In the second stage, the total number of employees from each selected hotels are randomly survey with structured questionnaire. To determine the appropriate sample size, the Taro Yamane (1973) Sampling Formula was utilized.

$$n = \frac{N}{1 + N(e)^2}$$

Where n= sample size

N= Population size

e= Error Margin

$$= 495 / 1 + 495 * (0.05)^2 = 221.2 \approx 221$$

Based on this formula, a sample population of 221 employees was determined to be representative of the larger population. Therefore, the target population for this study comprises employees working in 4 stars hotels within the city of Yangon. To make sure the sample accurately reflects the population distribution across the different hotels, proportional methods were used to determine the sample size. Sample of respondents which was 33% were collected from 74 employees out of total 165 employee from Summit Park View Hotel in Dagon Township, 31% from 69 employees out of total 155 employees from Park Royal Hotel in Dagon Township and 18% from 40 employees out of total 92 employees from BaLMi Hotel in Latha Township and 18% from 38 employees out of total 83 employees from Hotel Grand Vista in Alhone Township. The distribution of the samples is shown in Table (1).

Table (1) Distribution of sample population

No	Hotel' s Name	Location	Total Population	Sample population (in %)	Sample Population
1.	Summit Park View Hotel	Dagon	165	33	74
2.	Park Royal Hotel	Dagon	155	31	69
3.	Hotel BaLmi	Latha	92	18	40
4.	Hotel Grand Vista	Alhone	83	18	38
	Total		495	100	221

Data collection period was from May 1 to May 28, 2024. Data were gathered using a structured questionnaire, and the Likert scale (ranging from one to five, where one represents severe disagreement = 1, disagree = 2, neutral = 3, agree = 4, strongly agree = 5) was employed in this study. The questionnaire is divided into seven sections, encompassing various dimensions crucial to understanding the research objectives: demographics, environmental awareness, employee attitudes, social norms, perceived behavioral control (PBC), management support, and intention to adopt green practices. 6 items each for environmental

awareness, employee attitudes, social norms, perceived behavioral control (PBC) and intention to adopt green practices and 5 items for management support were used in this study.

Items for measuring the environmental knowledge was taken from Roberts and Bacon (1997) and Chen and Tung(2014). For employee attitude, adapted from Bouarar and Mouloudji (2021) , Chen and Taung (2014), and Millar and Baloglu (2011). Social norms questions were adopted from Ajzen (1991), Millar and Baloglu (2011), and Bouarar and Mouloudji (2021). Perceived behavioral control questions were based on Ajzen (2001), Millar and Baloglu (2011), Katz et al. (2022), and Bouarar and Mouloudji (2021). For management support, questions adapted from Jie Li (2020), and Han and Yoon (2015). Employee intention to adopt green practices questions were based on Lee et al. (2010), Ajzen (2001), and Bouarar and Mouloudji (2021).

For data analysis, SPSS version 23 was used. Descriptive statistics such as mean and standard deviation were applied to examine the employee intention to adopt green practices. Pearson Correlation was applied to explore the relationship among the variables. In addition, multiple regression analysis was used to examine the factors influencing employee intention to adopt green practices. In order to analyze the moderation effect of management support on the perceived behavioral control and employee intention to adopt green practices moderated regression analysis was used. Descriptive statistical methods were employed to estimate the respondent's mean value. Secondary data was collected from the sources of ministries especially Ministry of Hotels and Tourism, and from previous literature.

Analysis and Results

In this study, descriptive statistics were conducted on the demographic data of respondents. The results revealed that gender difference among respondents is not so big as the 125 respondents (56.6%) were female, while 96 respondents (43.4%) were male employees. The respondents were categorized into six age groups while the majority of the respondents were falling in the 21-25 age bracket with 65 respondents (29.5%) . Regarding current positions, the respondents were classified into Manager Level, Assistant Manager Level, Supervisor Level, Staff Level, and Others Level. The study showed that 101 respondents (45.7%) were in the Staff Level category, with Managers comprising at least 19 respondents (8.5%) in total. Additionally, the distribution of working service years indicated that 42 respondents (19%) had less than one year of experience which is the least amount of respondents while 103 respondents (46.6%) had four to six years of experience and highlighted that the majority of respondents had four to six years of work experience in the hotel industry. Demographic factors are shown in Table 2.

Table (2) Demographic Characteristics of the Respondents

Sr. No.	Particular	No. of Respondents	Percentage (%)
	Total	221	100.0
1.	Gender		
	Male	96	43.4
	Female	125	56.6

Sr. No.	Particular	No. of Respondents	Percentage (%)
2.	Age (year)		
	16-20	16	7.2
	21-25	65	29.5
	26-30	52	23.5
	31-35	40	18.1
	36-40	29	13.1
	40 and above	19	8.6
3.	Position		
	Manager	19	8.5
	Assistant Manager	24	11
	Supervisor	72	32.5
	Staff	101	45.7
	Other	5	2.3
4.	Service Year		
	Under 1 year	42	19
	1-3 years	58	26.3
	4-6 years	103	46.6
	7 years and above	18	8.1

Source: Survey Data (2024)

Then, descriptive statistics of each of the variables was shown in Table 3 by using mean descriptive value of each of them. Mean value of environmental knowledge received an average score of 3.51, indicating a reasonable level of awareness and understanding among employees regarding environmental issues in the hotel industry. Employee Attitude scored 3.47, demonstrating a generally positive attitude towards embracing green practices. Social Norms garnered an average of 3.60, suggesting that employees perceive some level of social pressure or influence towards adopting environmentally friendly behaviors. Moreover, Perceived Behavioral Control scored 3.71, indicating that employees believe they have the necessary skills and resources to engage in sustainable practices effectively. Finally, Management Support received the highest average score of 3.83, implying that employees feel supported by hotel management in their efforts to implement green initiatives. Overall, the data show a favorable environment for promoting and encouraging the adoption of green practices among hotel employees in Yangon.

Table 3 Employee Perception on Environmental Knowledge, Employee Attitude, Social Norms, Perceived Behavioural Control and Management Support

Sr. No.	Variables	Overall Means
1.	Environmental Knowledge	3.51
2.	Employee Attitude	3.47

3.	Social Norms	3.60
4.	Perceived Behavioral Control	3.71
5.	Management Support	3.83

Source: Survey Data (2024)

After this, reliability was checked for each variable with Cronbach's Alpha value and the result was shown in Table 4. The results indicate that most variables in the study demonstrate good internal consistency, as evidenced by their Cronbach's Alpha values exceeding the commonly above the cut-off criteria 0.7.

Table (4) Reliability Test for Variables of the Study

Variables	Number of Items	Cronbach's Alpha
Environmental Knowledge	6	.813
Employee Attitude	6	.824
Social Norms	6	.814
Perceived Behavioral Control	6	.859
Management Support	5	.782
Intention to adopt Green Practices	6	.738

Source: Survey Data (2024)

Then, to test the relationships among the variables, Pearson's correlation analysis was tested and it was found in Table 5. According to the correlation analysis, environmental knowledge has a weak positive correlation ($r = 0.228$) with the intention to adopt green practices, which is significant at the 5% level. Employee attitude shows a moderate positive correlation ($r = 0.431$) with the intention to adopt green practices, significant at the 1% level. Social norms also have a strong positive correlation ($r = 0.556$) with the intention to adopt green practices, significant at the 1% level. Perceived behavioral control is also strongly positively correlated ($r = 0.530$) with the intention to adopt green practices, significant at the 1% level.

Table (5) Correlation Analysis between influencing factors

Sr.No	Particular	Intention to Adopt Green Practices
1.	Environmental Knowledge	.228 *
2.	Employee Attitude	.431 **
3.	Social Norms	.556 **
4.	Perceived Behavioral Control	.530 **
***, **, * = significant at 1%, 5%, 10% level		

Source: SPSS Output (2024)

To fulfill the first objective, multiple regression analysis was run to find the factors influencing employee intentions to adopt green practices at hotels and the result was shown in Table 6.

Table (6) Multiple Regression Analysis of Influencing Factors

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	.934	.243		3.841	.000
Environmental Knowledge	.027	.052	.028	.521	.603
Employee Attitude	.107*	.058	.127	1.837	.068
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Social Norms	.296***	.068	.318	4.319	.000
Perceived Behavioral Control	.330***	.049	.374	6.716	.000
R Square	.436				
Adjusted R Square	.426				
F Value	41.790***				

Source: SPSS Output (2024)

*** significant level at 0.01

It was found in table 6 that , environmental knowledge has a coefficient of 0.027 and is not statistically significant, suggesting it does not strongly impact green practice implementation. Employee Attitude has a coefficient of 0.107 and approaches significance, indicating a positive but weak relationship with green practice implementation. Social Norms, with a coefficient of 0.296, are highly significant ($p < 0.001$), indicating that social expectations and peer influence are crucial for green practices. Perceived Behavioral Control has the highest impact, with a coefficient of 0.330 and a high significance ($p < 0.001$), showing that employees' confidence in their ability to implement green practices is a strong predictor. The model explains 43.6% of the variance in green practice implementation (R Square = 0.436), and the F value of 41.790 indicates the model is a good fit. These findings suggest focusing on enhancing social norms and perceived control can effectively encourage green practice adoption.

In order to fulfilled the second objective, the analysis on the moderating effect of management support on the relationship between perceived behavioral control and employee intention to adopt green practices are examined and the result is shown in Table 7.

Table (7) Multiple regression analysis of moderating effect of Management Support

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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	B	Std. Error	Beta		
(Constant)	-.455	.202		-2.249	.026
Perceived Behavioral Control	.223***	.038	.252	5.887	.000
Management Support	.859***	.054	.685	15.924	.000
Interaction Term	.004	.019	.009	.218	.828
R Square	.671				
Adjusted R Square	.666				
F Value	147.423***				

Source: SPSS Output (2024)

*** significant level at 0.01

The results in Table 7 show that perceived behavioral control has a positive and significant influence ($B = 0.223$, $p < 0.001$), suggesting that employees' confidence in their ability to implement green practices strongly affects their intention. Management support also has a strong positive influence ($B = 0.859$, $p < 0.001$), highlighting its crucial role in encouraging green practices. However, the interaction term between PBC and management support is not significant ($B = 0.004$, $p = 0.828$), indicating that management support does not significantly enhance the effect of perceived behavioral control on employees' intention to adopt green practices.

These findings suggest that while perceived behavioral control and management support independently promote green practices, their combined effect does not provide additional benefits. Therefore, focusing on both boosting employees' confidence and ensuring strong management support can effectively encourage the adoption of green practices in the workplace.

In a summary of multiple regression between variable and their result in significance level, the Figure 2 is developed.

Figure 2 Summary of the Results

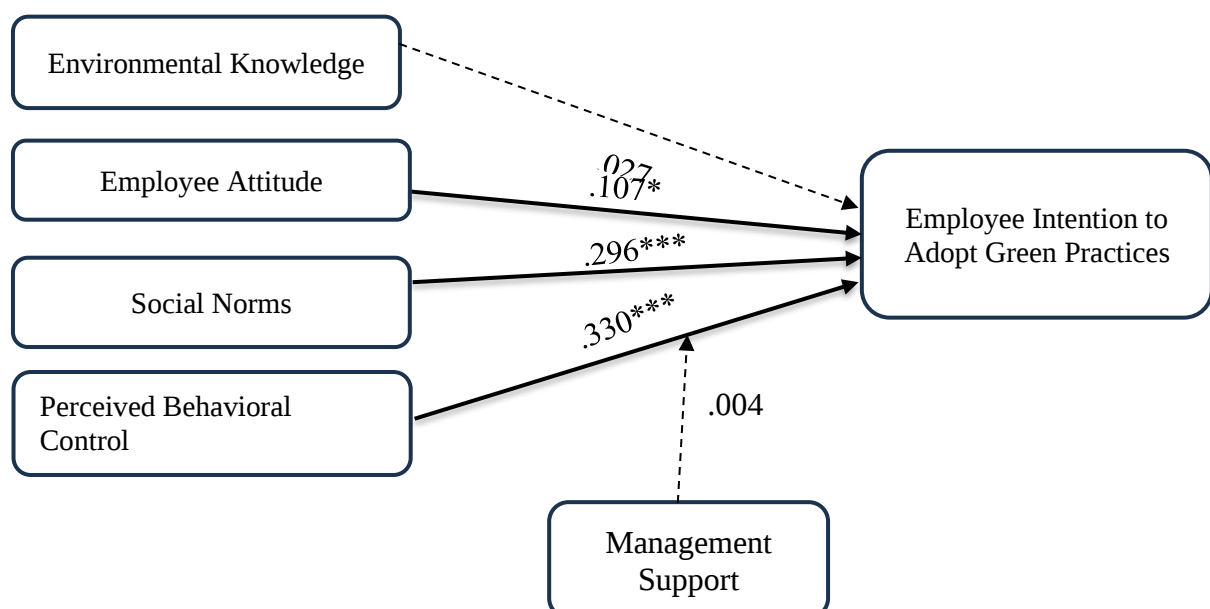


Figure 2 Summary of the Results

According to the summary of the results, it can be found that perceived behavioral control and social norms had the most significant impact on green practice adoption. Additionally, management support was identified as a crucial factor in promoting green practices, showing a stronger influence than perceived behavioral control in moderation the adoption of green practices. However, the interaction term between perceived behavioral control and management support does not show significant effect.

Findings and Discussion

Based on the analysis, major findings and discussion were described in this section. Firstly, descriptive statistics was analyzed to know employee perceptions of environmental knowledge, attitudes, social norms, perceived behavioral control, management support, and the adoption of green practices in hotel operations. In general, employees feel well-supported by the hotel management in their efforts to implement green practices., with the highest mean scores observed. This may be because of providing enough facilities (such as seperated trash bin, energy saving bulb and water saving techonology) for implementing green practices in hotel operations. It may aslo include green activites are frequently carried out such as putting banner or solograns about green environment by the hotel management team.

Follow by this, the perceived behavioural control is the second highest mean score as employees believe they have the necessary skills, resources, and control to engage effectively in sustainable practices. It shows the confidence in their ability to implement green initiatives contributes to their intention to embrace environmentally conscious behaviors and they also notice that the green practices that they provided are beneficial to both hotels and customers. In addition, employees seem to perceive social pressures or influences that encourage the adoption of environmentally friendly behaviors. This could be attributed to colleagues, management team, or industry standards promoting and supporting sustainable practices. Generally, it can be assumed that employees are supportive of green practices and supported by supervisors and colleagues to implement them.

The mean score for environmental knowledge indicates that employees possess a reasonable level of understanding and awareness of environmental issues specific to hotel operations. This possibly due to training programs, organizational initiatives, or personal interest in sustainability. However, there is a need for improved education and awareness regarding the benefits of recycling programs. Although, it is evident that employees exhibit a positive attitude towards embracing green practices, it has the lowest mean score . Positive attitudes may be influenced by the perception of environmental responsibility, personal values, or the belief that green initiatives benefit both the environment and the hotel business. Overall, employees express a willingness to adopt green practices, particularly in waste separation, energy conservation, and

other sustainable measures integrated into hotel operations. Further enhancements in employee adoption of sustainable behaviors could be achieved through improved education, training, and knowledge-sharing initiatives.

According to the first objective, upon factors influencing employee intentions to adopt green practices, the analysis reveals positive correlations between environmental knowledge, employee attitude, social norms, and perceived behavioral control with the intention to adopt green practices. Significant relationships were observed, with perceived behavioral control and social norms showing stronger correlations. Multiple regression analysis highlighted perceived behavioral control as the most impactful factor, followed by social norms, in influencing employee intentions towards green practices. Environmental knowledge has a weak positive correlation, while employee attitude has moderate positive relationship. The findings suggest that focusing on enhancing perceived behavioral control and reinforcing social norms may be more effective in promoting the adoption of green practices in hotel operations.

According to second objective upon the moderation effect of management support on the relationship between perceived behavioral control and employee intentions to adopt green practices, the correlation analysis demonstrated significant positive relationships between these variables, with management support displaying a stronger correlation rather than perceived behavioral control in adoption of green practices. Multiple regression analysis reveals that perceived behavioral control and management support together explain the intention to adopt green practices. Both variables are significant in adoption of green practices however, the interaction term between PBC and management support is not significant, indicating that management support does not significantly enhance the effect of perceived behavioral control on employees' intention to adopt green practices. This highlights the greater importance of management support over perceived behavioral control in promoting sustainable initiatives. Strengthening management support can greatly enhance employees' intentions to engage in environmentally friendly behaviors. Organizations in the hospitality industry seeking to improve their adoption of green practices should focus on increasing management support and enhancing factors related to perceived behavioral control. This approach can lead to more effective and widespread implementation of green practice.

Suggestions

Based on the findings, some recommendations can be made to enhance the adoption of green practices among hotel employees in Yangon. The study highlights the main role of management support in influencing employees' intentions to participate in environmentally friendly behaviors. Therefore, it is vital for hotel management teams to actively advocate for and demonstrate their commitment to sustainability. It was found that most of the researched hotels are still lacking a strong sustainability focus in their vision and mission statements. It would be beneficial for hotels to incorporate green practices and sustainability into their strategic objectives. This can be achieved by integrating environmental goals into the hotel's strategic objectives and may involves consistently communicating the importance of these goals to all staff members. In order to boost employee intentions to adopt green practices, incentives such as

rewards, promotions, certificates, and salary benefits should be provided for the successful implementation of green practices. Moreover, holding regular meetings to track progress, share success stories, and recognize employees who make significant contributions to sustainability efforts can further strengthen support and engagement among organization and employees.

The insights from in-depth interviews reveal a disconnect between hotel management's perceptions of providing adequate training for employees and the employees' perceived need for more support in implementing green practices. Therefore, there is a need to enhance training programs to better educate employees on the benefits and practical execution of green initiatives. Tailored training sessions focusing on specific environmental aspects pertinent to hotel operations, such as efficient waste management, energy conservation methods, indoor planting solutions for limited spaces, and the utilization of solar systems in hotel rooms, can be particularly effective for nurturing green practice adoption. Interactive training sessions with real-world applications can enhance employee understanding and engagement. For example, workshops on reducing single-use plastics can feature demonstrations on setting up refillable water stations, offering practical solutions in regions where plastic waste poses a significant challenge.

The study also underscores the influence of social norms and perceived behavioral control on green practice adoption. Establishing a supportive social environment that encourages and normalizes green practices is essential. This can be facilitated through the formation of green teams or committees comprising employees from various departments. These teams can spearhead sustainability projects, provide support in implementing green practices, and cultivate a culture of environmental consciousness within the hotel. Engaging in team-building activities focused on environmental themes, such as clean-up drives and tree planting events, can further solidify this culture and strengthen employees' collective commitment to sustainability. Furthermore, to enhance the perceived behavioral control, it should provide the employees with the necessary resources and autonomy to adopt green practices effectively. Hotels should ensure that employees have access to tools and materials required for sustainable operations, such as recycling bins, energy-efficient appliances like LED bulbs and low wattage devices, and environmentally friendly cleaning products. Clear guidelines and procedures for green practices, along with consistent feedback and support from supervisors, can empower employees to proactively make sustainable choices in their daily duties. For example, implementing a comprehensive recycling program with easily accessible bins and clear labeling, along with energy efficiency guidelines and environmental signage, can facilitate proper waste segregation and recycling efforts.

These green initiatives can impact the long-term benefits of sustainable practices, not only for the environment but also for the business. For example, reducing energy consumption through efficient lighting and energy control systems can lead to substantial cost savings in daily operations. This can be an incentive for hotels operating on constrained budgets. Furthermore, collaborations with local environmental organizations can offer further assistance and resources to boost the sustainability efforts.

In alignment with these strategies, government stakeholders should also play a significant role in promoting green practices within the hospitality industry. By establishing supportive policies, offering assistance in implementing sustainable measures, and facilitating partnerships between hotels and environmental agencies, the government can accelerate the adoption of green practices in hotel industry. Moreover, by providing financial incentives or tax breaks for hotels that demonstrate commitment to sustainability and green initiatives, the government can encourage broader industry-wide participation in environmental conservation efforts.

Throughout the study, it can be found that employees have willingness to adopt green practices in their daily operations, it will be better approach to combines strong management support, effective training, a supportive social environment, sufficient resources and collaboration with authorities can significantly enhance the adoption of green practices in the hotel industry.

Need for Future Studies

This study only focused on understanding the factors driving employee intentions to adopt green practices at one hotel in Yangon. For future studies, a more comprehensive view should be taken to the broader hospitality industry in Myanmar, like hotels in the Inle and Bagan which destinations are suffering from environmental effects. This study applied only quantitative research methods.

For further research, qualitative methods should be employed to explore employee perceptions of green practices more deeply. While this study emphasized factors such as environmental knowledge, employee attitude, social norms, perceived behavioral control, and management support, future research should also consider other influencing factors. These could include organizational culture, technological advancements, and economic incentives, and cost and competitors which may also significantly impact employees' willingness to engage in sustainable behaviors.

Besides, this study only focuses on intention of the employee to adopt green practices, so it will be better if it can go further with behavior which is a fully theory of planned behavior. By expanding the scope and employing diverse research methods, a more holistic understanding of the factors driving the adoption of green practices can be achieved, leading to more effective and widespread implementation across the industry.

Conclusion

This study makes a contribution to the hotel industry in Myanmar by uncovering employee intentions to adopt green practices, thus raising awareness of the strengths and weaknesses in employees' willingness to engage in sustainable initiatives. The findings offer insights for relevant authorities, hotel management organizations, and employees in the hospitality sector to understand how to implement green practices to enhanced environmental sustainability. It emphasizes that perceived behavioral control, social norms, and management support are important but not enough factors, as it should consider the various supporting industries, like local government and sanitation issues to effectively drive employee adoption of green practices.

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