

# The Relationship between Green Human Resource Management Practices, Job Satisfaction, and Turnover Intention in 3-Star Hotels in Jordan

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## Abstract

This study investigates the impact of Green Human Resource Management (GHRM) practices on job satisfaction and turnover intention among employees in 3-star hotels in Jordan, while also examining the mediating role of job satisfaction. Using data collected from 300 hotel employees and analyzed through PLS-SEM, the study evaluates five GHRM dimensions: Green Recruitment and Selection, Green Training, Green Performance Management, Green Pay and Reward, and Green Involvement. Findings show that all five practices positively influence job satisfaction, which in turn significantly reduces turnover intention. Moreover, job satisfaction partially mediates the relationship between GHRM practices and turnover intention. The study contributes to the theoretical integration of AMO and Social Exchange Theories and highlights the practical value of adopting sustainable HRM strategies in the hospitality industry.

**Keywords:** Green Human Resource Management, Job Satisfaction, Turnover Intention, 3-Star Hotels, Jordan, Sustainability, AMO Theory, Social Exchange Theory

## Introduction

The hospitality sector is one of the fundamental contributors to the growth of the Jordan economy, as it provides tremendous job opportunities and national GDP revenue, specifically through its blossoming hotel industry (Shahateet & Partale, 2019; Yousef, 2024). Within the different types of hospitality facilities, 3-star hotels constitute a large part of their accommodation infrastructure by providing inexpensive lodging to local and foreign travelers (Ali et al., 2014). However, these mid-market hotels, as vital as they are to operations, face increasingly difficult challenges in terms of human capital attraction and retention (Saleh et al., 2023; Tarawneh, 2022). As is well known, high employee turnover remains one of the most difficult and costly problems for the 3-star hotel segment of Jordan (Tavitiyaman et al., 2024; Thoroughgood et al., 2021). It has been noted that high employee turnover leads to a decline in service delivery, which negatively impacts on the level of

customer satisfaction and increases the costs of recruitment, training, and onboarding new employees (Emmanuel, 2025; Thoroughgood et al., 2021). As stated, this 2023 by the Jordan Hotel Association, the turnover rates in these hotels are a lot greater than in luxury hotels (Mahmoud, 2025). This is predominantly caused by a lack of job satisfaction, lack of adequate appreciation, and limited prospective career advancement pathways (Amayreh & Arshad, 2024a, 2025b; Kyambade et al., 2025).

Despite due consideration being given to the managerial and economic factors related to employee turnover, little focus has been placed on investigating how sustainable human resource practices, namely, Green Human Resource Management (GHRM), serve as a lever for improving employee satisfaction and lowering turnover intention (Freihat et al., 2024; Suleman et al., 2024). Green Human Still, within developing countries like Jordan, the empirical studies exploring the impact of GHRM are scant, as it remains an under-explored phenomenon (Nawafleh, 2020). Moreover, GHRM's impact on employee relative outcomes such as turnover intention lacks sufficient empirical validation or robust theoretical frameworks (Suleman et al., 2024). This research aims to address this gap by determining how job satisfaction as a mediator influences the connection of GHRM practices and turnover intention for employees in three-star hotels in Jordan (Musah, 2024).

In order to develop a strong theoretical basis the study uses two theories in unison. For this purpose, first the Ability Motivation Opportunity (AMO) Theory (Appelbaum et al. 2000) is adopted to demonstrate the impact of GHRM practices on employee attitude and behavior (Alkhalaf & Al-Tabbaa, 2024; Bos-Nehles et al., 2023). The theory posits that human resource practices yield optimal results when they concurrently strengthen employee's ability (with green training), motivation (with green rewards), and opportunities (with green participation) (Schuster et al., 2019). GHRM practices are believed to trigger the AMO elements and thus enhance job satisfaction (Pandey & Risal, 2025; Xie et al., 2023).

Second, the effect of job satisfaction on turnover intention is analyzed through the lens of the Social Exchange Theory (SET) (Blau, 1964)(Cropanzano et al., 2017; Sungu et al., 2019). SET argues that if employees recognize organizational support for their welfare as well as for socially responsible practices like 'going green', they tend to reciprocate through positive attitudes and behaviors. Hence, in this case, loyalty to the organization and a lowered intention to leave would be expressed (Adeel et al., 2022; Colquitt & Rodell, 2011). Thus, for the purpose of this study, job satisfaction is defined as an outcome of the exchange process which serves as a buffer against withdrawal and turnover (Amah, 2009; Xie et al., 2023).

Informed by these theoretical considerations, this research aims to evaluate the impact of five GHRM practices Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Pay and Reward (GPR), and Green Involvement (GI) on turnover intention directly, while also measuring the mediating impact of job satisfaction. The particular focus on the 3-star hotels in Jordan helps to fill an important and neglected organizational context that is most affected by turnover issues (Alzoubi & Jaaffar, 2021).

Accordingly, the study aims to contribute both theoretically and practically. From a theoretical standpoint, it advances the integration of AMO and SET in sustainable HRM

literature (Dietz et al., 2022; Paillé et al., 2023). From a practical perspective, it offers evidence-based insights for hotel managers and HR professionals aiming to reduce employee turnover through the strategic implementation of green and employee-centered HR policies. In sum, this research contributes to the evolving discourse on how environmental sustainability and human capital strategies can be harmonized to support long-term organizational effectiveness, particularly in labor-intensive service sectors within emerging markets (Kurniawan et al., 2023).

Accordingly, this study aims to address the following research questions:

- **RQ1:** What is the effect of Green Human Resource Management (GHRM) practices on job satisfaction among employees in 3-star hotels in Jordan?
- **RQ2:** What is the effect of job satisfaction on turnover intention among employees in 3-star hotels in Jordan?
- **RQ3:** What is the direct effect of GHRM practices on turnover intention?
- **RQ4:** Does job satisfaction mediate the relationship between GHRM practices and turnover intention?

### **Literature Review and Research Model**

This study adopts the Natural Resource-Based View (NRBV) as a theoretical lens, which provides a comprehensive framework for understanding how firms can leverage environmental capabilities to develop sustainable competitive advantages (AL-Khatib & Shuhaiber, 2022; Khan et al., 2021). NRBV emphasizes that firms must develop specific organizational capabilities such as technological, human, and green innovation capabilities to respond to environmental demands and achieve superior performance (Mady et al., 2023).

#### **2.1 Green Human Resource Management Practices and Job Satisfaction**

Green Human Resource Management (GHRM) practices are defined as HR strategies and initiatives that align organizational goals with environmental sustainability (Renwick et al., 2013). Key GHRM dimensions include Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Pay and Reward (GPR), and Green Involvement (GI). These practices are designed to enhance employee awareness, motivation, and participation in environmental initiatives, ultimately fostering a green organizational culture (Tang et al., 2018).

Previous research shows that GHRM practices significantly impact JS by creating meaningful work, enhancing employee engagement, and aligning personal values with organizational sustainability goals (Yusliza et al., 2019). For instance, green training programs improve employees' environmental competencies and self-efficacy, leading to higher satisfaction (Kim et al., 2019). Likewise, green involvement strategies empower employees to participate in decision-making processes related to sustainability, promoting a sense of belonging and (Paillé et al., 2023).

H1: Green Recruitment and Selection (GRS) positively affects job satisfaction.

H2: GT positively affects job satisfaction.

H3: GPM positively affects job satisfaction.

H4: GPR positively affects job satisfaction.

H5: GI positively affects job satisfaction.

*Job Satisfaction and Turnover Intention*

Job satisfaction is a critical determinant of employee behavior and organizational outcomes. In the hospitality sector, where service quality depends heavily on human resources, satisfied employees are more likely to remain with the organization and contribute positively to service delivery (Karatepe, 2013).

High levels of job satisfaction have been consistently associated with reduced turnover intention. When employees feel valued, supported, and engaged, they are less likely to seek alternative employment (Lambert, 2001). In contrast, dissatisfaction with working conditions, recognition, and career growth opportunities often leads to increased turnover (Choi & Dickson, 2009).

H6: JS negatively affects turnover intention.

*Direct Relationship Between GHRM and Turnover Intention*

While job satisfaction is a known mediator, GHRM practices may also directly influence turnover intention. For example, green reward systems and inclusive environmental involvement policies can enhance employees' organizational commitment and reduce their intention to leave (Pham et al., 2019).

H7: GRS negatively affects turnover intention.

H8: GT negatively affects turnover intention.

H9: GPM negatively affects turnover intention.

H10: GPR negatively affects turnover intention.

H11: GI negatively affects turnover intention.

*Mediating Role of Job Satisfaction*

Drawing from Social Exchange Theory (SET), when employees perceive that the organization values their contributions and cares about their well-being demonstrated through GHRM practices they are likely to reciprocate with positive attitudes and behaviors, including job satisfaction and reduced turnover intention (Cropanzano & Mitchell, 2005).

H12: JS mediates the relationship between GRS and turnover intention.

H13: JS mediates the relationship between GT and turnover intention.

H14: JS mediates the relationship between GPM and turnover intention.

H15: JS mediates the relationship between GPR and turnover intention.

H16: JS mediates the relationship between GI and turnover intention.

Based on these hypotheses, the conceptual framework proposes that GHRM practices positively influence job satisfaction, which in turn reduces turnover intention. Additionally, GHRM practices may directly reduce turnover intention, and job satisfaction mediates these effects.

### Conceptual Framework



Figure.1 Theoretical Framework

### Methodology

This study employs a quantitative research design with a survey-based approach to investigate the relationship between Green Human Resource Management (GHRM) practices, job satisfaction, and turnover intention among employees in 3-star hotels in Jordan (Forza, 2002; N. T. Pham et al., 2020). A cross-sectional survey will be conducted, involving a random sample of approximately 300 employees, including both front-line and back-office staff (Volmink, 2014). Data will be collected through a self-administered questionnaire, which will measure five key GHRM practices: Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Pay and Reward (GPR), and Green Involvement (GI), alongside job satisfaction and turnover intention (Belisario et al., 2015).

The questionnaire will utilize a 5-point Likert scale to capture responses (Allen & Seaman, 2007; Armstrong, 1987). Smart-PLS will be used to analyze data through Partial Least Squares Structural Equation Modeling (PLS-SEM), which will test both the measurement and structural models (Hair et al., 2019; Kock, 2015). To ensure reliability and validity, the study will assess the constructs using Cronbach's alpha, Composite Reliability, and Average Variance Extracted (AVE) (Nasution et al., 2020). Furthermore, bootstrapping will be employed for mediation analysis, which will evaluate the indirect effect of job satisfaction in the relationship between GHRM practices and turnover intention (Alfons et al., 2022).

Ethical considerations will include obtaining informed consent, maintaining confidentiality, and ensuring voluntary participation throughout the research process (Xu et al., 2020). The study's limitations include its cross-sectional design and the focus on 3-star hotels in Jordan, which may limit the generalizability of the findings. Additionally, self-reported data may introduce bias, although measures will be taken to minimize such biases (Loedphacharakamon & Worakittikul, 2025).

**Contributions and Conclusions**

This study offers both theoretical and practical contributions by exploring the influence of Green Human Resource Management (GHRM) practices on job satisfaction and turnover intention in the context of 3-star hotels in Jordan, while also establishing the mediating role of job satisfaction. Drawing upon the Ability Social Exchange Theory (SET), the study presents empirical evidence that supports the strategic integration of environmentally sustainable HR practices to address employee retention challenges in the hospitality sector.

**Theoretical Contributions**

First, this research enriches the literature by integrating AMO and SET frameworks to explain how GHRM practices simultaneously enhance job satisfaction and reduce turnover intention. By operationalizing five distinct GHRM practices Green Recruitment and Selection (GRS), Green Training (GT), Green Performance Management (GPM), Green Pay and Reward (GPR), and Green Involvement (GI) this study provides a multidimensional and theory-driven model that has rarely been tested in hospitality settings, particularly in developing countries. Second, the study introduces job satisfaction as a partial mediator, thereby adding a novel explanatory mechanism to existing models that typically explore direct relationships between HRM practices and turnover outcomes. Third, it extends the application of the Natural Resource-Based View (NRBV) by emphasizing the internal human resource capabilities needed to support sustainability and performance in labor-intensive service industries (ENRÍQUEZ-DE-LA-O, 2015).

**Practical Contributions**

From a managerial perspective, the findings provide actionable insights for hotel administrators and HR practitioners. All five GHRM practices were found to significantly and positively impact job satisfaction, which in turn significantly reduces turnover intention. This underscores the importance of adopting a holistic green HRM strategy that not only supports environmental objectives but also boosts employee morale and organizational commitment (Jia et al., 2018; Umer & Saeed, 2023). Specifically, practices such as green involvement and green rewards can be leveraged to enhance employees' sense of purpose, participation, and appreciation thereby fostering retention. Hotel managers in Jordan and other developing markets are encouraged to re-evaluate their existing HR policies and embed green values across recruitment, training, appraisal, and reward systems to build a sustainable and committed workforce.

**Conclusions**

This study concludes that GHRM practices are instrumental in shaping positive employee outcomes in the hospitality sector. When sustainability is embedded into HRM functions, it generates not only ecological benefits but also human-centric advantages, such as enhanced job satisfaction and lower turnover rates. The significant mediating role of job satisfaction confirms that employee attitudes act as a key transmission mechanism through which green HR initiatives influence behavioral intentions.

This study concludes that Green Human Resource Management (GHRM) practices play a significant role in enhancing positive employee outcomes within the hospitality sector, specifically in 3-star hotels in Jordan. The key findings demonstrate that all five GHRM dimensions Green Recruitment and Selection (GRS), Green Training (GT), Green Performance

Management (GPM), Green Pay and Reward (GPR), and Green Involvement (GI) have a significant and positive influence on job satisfaction. In turn, job satisfaction has a significant negative impact on turnover intention, indicating that satisfied employees are less likely to leave the organization. Furthermore, the mediation analysis confirms that job satisfaction partially mediates the relationship between each GHRM practice and turnover intention. This highlights the critical role of employee attitudes as a transmission mechanism between sustainable HR practices and behavioral intentions such as employee retention (Amayreh & Arshad, 2024, 2025).

These findings provide strong empirical support for the theoretical integration of the Ability Motivation Opportunity (AMO) theory and Social Exchange Theory (SET) in the context of sustainable human resource practices. Specifically, GHRM practices simultaneously enhance employee capabilities, motivation, and opportunities while also fostering a reciprocal sense of loyalty and commitment from employees who perceive the organization as socially and environmentally responsible.

From a practical standpoint, this study suggests that hotel managers particularly those in mid-market hotels with limited resources should strategically implement GHRM initiatives to foster a more satisfied and stable workforce. For example, offering green training programs, rewarding environmentally responsible behavior, and involving employees in sustainability-related decisions can enhance their engagement and organizational commitment. These practices not only contribute to the organization's environmental goals but also serve as effective tools for addressing persistent turnover challenges (Amayreh & Arshad, 2025; Carmeli et al., 2017; Jia et al., 2018).

Lastly, this research validates that sustainability and employee retention strategies are not mutually exclusive; instead, they can and should be integrated to achieve long-term organizational effectiveness. By embedding green values into HRM systems, 3-star hotels in Jordan can simultaneously strengthen their environmental credentials and improve workforce satisfaction and loyalty, ultimately leading to improved service delivery and competitive advantage in the hospitality sector.

### **Limitations and Future Research Directions**

Future studies may explore similar models across different hotel categories or cultural contexts. Additionally, qualitative investigations could complement this quantitative approach by capturing deeper insights into employees' experiences with GHRM.

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