



Eco Friendly HRM: A Catalyst for Environmental Excellence in Hospitality

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Abstract: This article looks at components of human resource management (GRHM) practices to promote greater environmental performance with the goal of providing empirical proof that green HRM adoption is a key contributor to environmental performance in the hospitality industry. As a result, the part that follows summarizes the research findings and examines the literature review on GRHM practices, environmental performance, and underlying ideas. The researcher presents the research's methodologies, findings, analysis, and conclusion in the next part. This research strategy combines literary (document) study with a qualitative methodology. The majority of local and international textbooks, papers, periodicals, sessions, websites, and electronic information, rules, laws, and regulations were employed by researchers to gather the data for this study. Google Scholar was used to do journal searches. based on the search results discovered and choosing information that satisfies the requirements. The researcher used a systematic literature review technique to analyze the data, which entails selecting, analyzing, and interpreting a variety of data pertinent to the research topic in order to meet the study's goals (Kitchenham and Charters, 2007). The results of numerous research demonstrate the considerable and favorable benefits of green human resource management strategies on environmental performance. Green recruitment, green training, and green awards are examples of environmentally friendly human resource management strategies that can boost an organization's environmental performance and provide it a competitive edge Environmental protection or creating opportunities for employees to participate in ecological consultation and problem-solving groups and actively communicate with hotel industry leaders regarding environmental activities. Green performance appraisal plays an important role in achieving environmental performance as this practice provides a strategy for evaluating employee performance against environment-related standards and includes unrelated factors regarding green progress in performance feedback discussions. Environmental performance appraisal is a process through which employees are encouraged to improve their professional skills in environmental issues, thereby helping to better achieve environmental performance goals and objectives.

Keywords: HRM, GRHM, Hospitality.

INTRODUCTION

Conservation of the natural environment has become an important issue in recent decades. Almost all industries have implemented environmental protection activities. Most manufacturing companies aim to eliminate waste generated during the production and processing of industrial products and can improve company performance (Melnyk, Sroufe, & Colantoni, 2003). Businesses that use green business principles, such as GHRM, can aid in enhancing business performance-particularly environmental performance-and creating a culture of sustainability. As a result of the organization's efforts to turn ordinary employees into green employees (employees who adopt environmentally friendly behaviors) (Zientara & Zamojska, 2018), GHRM practices have become one of the crucial programs of green business. These practices include all activities related to the development, implementation, and maintenance of sustainable systems, which will ultimately have a significant impact on environmental sustainability (Opatha & Arulrajah, 2018).

Employees' green behavior is crucial to the effectiveness of corporate environmental management since it enhances the organization's overall environmental performance (Daily, Bishop, & Govindarajulu, 2009; Lo, Peters, & Kok, 2012). It's critical for businesses to comprehend how GHRM affects employees' environmentally friendly conduct, which in turn affects how sustainably the business operates. The organizational commitment to serve as a GHRM mediator of ecological behavior is supported by social identity theory, which serves as a theoretical foundation for employees' psychological processes in corporate green initiatives. 2019 (Yusoff). By creating environmentally conscious employees who can see and understand environmental challenges in business operations, GHRM practices are the greatest way to assist firms in implementing environmental performance plans. by emphasizing eco-friendly hiring and selection, eco-friendly education and training, eco-friendly performance management and evaluation, eco-friendly payment and reward systems, and enhancing organizational human resources (Dutta, 2012).

The gathering of related elements in GHRM practices, according to Alfes et al. (2013), is internally dependable. The hotel sector, for example, is under increasing pressure from a variety of stakeholders, including the general public, rival businesses, and governmental organizations. As a result, environmental performance is becoming increasingly crucial for enterprises like this one. Due to the tourism boom, the hospitality sector is expanding quickly in emerging nations, but it is also one of the sectors that contributes to numerous environmental issues (Yusoff, Rahman, and Rouse, 2018). Implementing sustainable business practices, such as promoting the adoption of GHRM practices, can benefit companies and stakeholders due to the numerous environmental concerns the hospitality industry faces. Encourage GHRM practices from recruiting and selection, training and development, performance evaluation, remuneration, and staff development in order to increase environmental performance.

Due to the core nature of the idea of green HRM practices, investments to promote them have an impact on environmental performance both directly and indirectly through a number of intermediary variables (Paillé, Boiral, and Chen, 2013). According to Paillé et al. (2013), individual volunteer actions carried out outside of official management structures are frequently the foundation of organizational environmental performance programs. Employee support and voluntary participation are essential for the success of environmental performance programs and activities (Paillé et al., 2013).

Therefore, companies should consider policy behaviors (workplace green behaviors) that contribute to the environmental performance of the organization (Susan E Jackson & Seo, 2010). Implementing an environmental management strategy is important because the

organization will respond to external changes, which can increase customer demand for the organization's products or services and improve the organization's environmental performance (Molina-Azorin, Tari, Pereira-Moliner, Lopez-Gamero, & Pertusa-Ortega, 2015).

A hotel's ability to change course and readjust its strategic instruments is essential to its success in environmental operations in the face of escalating competition and constantly shifting environmental conditions. Alternatively put, accommodations must implement green human resource management (GHRM) techniques. The assumption that GHRM practices enhance corporate performance is supported by recent empirical research (Daily, Bishop, & Massoud, 2012; Guerci, Longoni, & Luzzini, 2016; Jabbar & Abid, 2014). The ideal approach for environmental performance initiatives is GHRM practices, and these practices give organizations a fundamental framework for managing their environmental consequences (Sudin, 2011). The term "environmental performance" refers to the hotel's environmental performance as a result of environmental initiatives implemented to lessen adverse environmental effects. In conclusion, there is a lack of study on how GHRM encourages staff involvement and environmentally conscious behavior, allowing hotels to enhance their environmental performance in the hospitality business.

This article looks at components of human resource management (GRHM) practices to promote greater environmental performance with the goal of providing empirical proof that green HRM adoption is a key contributor to environmental performance in the hospitality industry. As a result, the part that follows summarizes the research findings and examines the literature review on GRHM practices, environmental performance, and underlying ideas. The researcher presents the research's methodologies, findings, analysis, and conclusion in the next part.

LITERATURE REVIEW

Green Human Resource Management

A novel approach to HR performance and duties inside a company, green human resource management (GHRM) bases all initiatives on the environmental context. According to Owino & Kwasira (2016), green human resource management (GRHM) is the engagement of all activities in creating, putting into place, and sustaining sustainable systems that seek to make the organization's personnel more environmentally conscious. (Opatha & Arulrajah, 2014) provide yet another definition. For the benefit of people, society, the environment, and business, green human resource management refers to policies, procedures, and systems that assist an organization's employees in becoming more environmentally friendly. According to green human resource management as an organizational strategy to raise employee environmental awareness, Ridhi Sharma (2015) defines GHRM as the application of human resource management practices aimed at promoting sustainable use of resources, with priority given to environmental protection in general. This will increase employee awareness and commitment to environmental management issues in particular.

In order for firms to undertake green initiatives, the HRM function is a critical enabler (Bhutto & Auranzeb, 2016; Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016; Mandip, 2012). It also involves developing green HR initiatives that boost productivity, cut costs, improve employee engagement, and help retain staff. These initiatives include electronic document storage, media sharing, job sharing, and teleconferencing, as well as virtual interviews, retraining, teleworking, online training, and energy-efficient office spaces (Deepika & Karpagam, 2016; Pandey, Viswanathan, & Kamboj, 2016; Sheopuri & Sheopuri, 2015). This entails putting in place human resource (HR) policies that support the sustainable use of business ecosystems and resources (Mampra, 2013; Zoogah, 2011). According to Bangwal & Tiwari (2015), Gholami, Rezaei, Saman, Sharif, & Zakuan (2016), Renwick, Redman, & Maguire

(2013), and Urbanniak (2017), GHRM is a crucial instrument for achieving sustainable development.

The "triple bottom line" concept is actually advocated by GHRM, which includes activities that are in line with the three pillars of environmental sustainability, economic stability, and social harmony (Yusoff, Ramayah, & Othman, 2015). These activities also provide long-term benefits for the organization (Wagner, 2013). According to Satyapriya, Kanimozhi, and Adhilakshmi (2013), GHRM is a component of a larger corporate social responsibility strategy. In this situation, human resource managers are obliged to educate company employees on how to change their behavior to improve the organization's environmental performance (Shaikh, 2010). According to numerous studies (Arulrajah, Opatha, & Nawaratne, 2015; Bangwal & Tiwari, 2015; Berber & Aleksy, 2016; Kaithal, 2017; Ullah, 2017), environmentally friendly human resource management is broken down into various components.

Green Recruitment and Selection

Employers should concentrate on choosing and attracting workers who care about and support the environment (Renwick et al., 2013). Therefore, organizations should develop an environmental reputation and a reputation motivated by the idea that the organization is environmentally sensitive in order to increase the attractiveness of choosing employees from a talent pool that is becoming more environmentally conscious (Guerci, Montanari, Scapolan, & Epifanio, 2016; Kapil, 2015). Customers should be able to easily understand an organization's commitment to sustainability by visiting its website, institutional website, and other publicly available channels (Arulrajah et al., 2015; Kapil, 2015). Research (Guerci, Longoni et al., 2016) that discovered that objectives related to environmental sustainability might have a significant impact in luring potential candidates supports this. Through the transmission of participants' environmental knowledge, values, and beliefs (Renwick et al., 2013), green recruiting guarantees that new employees understand the organization's green culture and share its environmental values (Susan E Jackson & Seo, 2010). Environmental factors should be considered while hiring (Arulrajah et al., 2015). Job descriptions and personal qualities should highlight environmental benefits, green accomplishments, and future expectations for green personnel throughout the job analysis process (Mandip, 2012; Renwick et al., 2013).

Green Training and Development

One of the primary strategies used by human resource management to foster initiative and support for environmental management is environmental training and development (Daily, Bishop, and Steiner, 2007; Charbel José Chiappetta Jabbour, 2013). According to (Opatha & Arulrajah, 2014), environmental training has the biggest influence on employee environmental awareness. The importance of green education and staff training in supplying the information and abilities required to carry out effective environmental work is discussed by Arulrajah, Opatha, and Nawaratne (2015). All levels of social and environmental challenges are addressed through employee training and development programs (Mandip, 2012; Mehta & Chugan, 2015). As a result, seminars, workshops, and study sessions should be included in training, development, and learning plans to assist employees in learning about environmental management (Liebowitz, 2010; Prasad, 2000). The concept of job rotation should be applied in green missions as a crucial component of the training and career development plans of capable future green managers in order to accomplish this goal (Prasad, 2013; Wehrmeyer, 2017).

Green Performance Assessment

Performance reviews are frequently used to manage remuneration, pinpoint employee strengths and weaknesses, and offer performance feedback in order to enhance operational capabilities, spur corporate expansion, and bolster management, transformation, and performance processes. Without a systematic performance appraisal procedure, organizational

discipline would deteriorate and employee growth will be hampered. To make the most of employees' skills and efforts, assessment programs should be carefully created (Mathis and Jackson, 2011). Green performance appraisal, from the point of view of the environment, is the evaluation and documentation of employees' environmental performance over the course of their employment with the company, as well as the provision of feedback on that employee's performance with the intention of deterring undesirable behavior or reinforcing exemplary behavior (Jabbour, Santos, and Nagano, 2010). Effective performance reviews give staff members insightful feedback that can help the company's environmental accomplishments continue to be improved (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). (Jabbour et al., 2010) demonstrated that when businesses have annual targets to reduce pollution and create environmental innovations, performance appraisals have an effect on environmental management.

Green Reward and Compensation

Employee recognition for their dedication to environmental practices can help an organization reach its greening goals (Jabbour & Jabbour, 2016; Jabbour, Santos, & Nagano, 2008). There are many different kinds of practices that encourage the development of green abilities. According to Opatha (2013) and Renwick et al. (2013), rewards for environmental management can be monetary (e.g., bonuses, cash, bonuses), non-monetary (e.g., vacations, holidays, gifts), recognition-based (e.g., gifts, dinners, advertisements of external roles, and daily praise), and positive (e.g., feedback).

Additionally, businesses can employ green reward management strategies by establishing a relationship between involvement in green initiatives and career progression or promotion by providing incentives for eco-friendly behaviors like recycling and trash management (Jabbar and Abid, 2014; Prasad, 2013). By allowing staff members to offer creative green solutions connected to their own job, it can also be used to promote green creativity and innovation (Ahmad, 2015).

Environmental Performance

Currently, firms in the majority of industries use strategic environmental performance plans to achieve a competitive edge (Rodriguez-Antón, del Mar Alonso-Almeida, Celemin, & Rubio, 2012). Some stakeholders think that organizations that care about the environment cost a lot of money. However, other parties are of the opinion that as customers and the financial sector respect green businesses, improving environmental performance will boost financial success (Chaklader & Gulati, 2015). Organizations and managers are becoming more aware of environmental performance due to an increase in environmental laws and market pressures (Dixon et al., 2015).

Environmental performance is something that managers and organizations strive towards (DiPietro, Cao, & Partlow, 2013). Therefore, organizations that implement strategic environmental management measures will become more competitive as society's demands for environmental performance rise, and the number of organizations that implement and develop the concept of environmental performance in their business strategies will rise (Yang, Hong, & Modi, 2011). The introduction of environmental activity programs also aids numerous companies in lowering emissions, greenhouse gas emissions, hazardous waste production, and solid waste generation (Daily et al., 2012). Due to this, some businesses in the hospitality industry use environmental performance programs to increase environmental performance through increased public awareness of environmental problems (Mensah, 2006). The hospitality sector is increasingly focusing on environmental initiatives as part of the green trend because doing so has numerous advantages, including bettering organized business processes, reducing

operational costs, enhancing brand recognition and regulatory compliance, and boosting competitiveness (Kang, Lee, and Huh, 2010).

Environmental performance is a goal for organizations and managers (DiPietro, Cao, & Partlow, 2013). Therefore, organizations that implement strategic environmental management measures will become more competitive as society's demands for environmental performance rise, and the number of organizations that implement and develop the concept of environmental performance in their business strategies will rise (Yang, Hong, & Modi, 2011). The introduction of environmental activity programs also aids numerous companies in lowering emissions, greenhouse gas emissions, hazardous waste production, and solid waste generation (Daily et al., 2012). In order to attain environmental performance through understanding of environmental issues, some firms in the hospitality sector employ environmental performance initiatives (Mensah, 2006). The hospitality sector is increasingly focusing on environmental initiatives as part of the green trend because doing so has numerous advantages, including bettering organized business processes, reducing operational costs, enhancing brand recognition and regulatory compliance, and boosting competitiveness (Kang, Lee, and Huh, 2010).

RESEARCH METHODS

This research strategy combines literary (document) study with a qualitative methodology. The majority of local and international textbooks, papers, periodicals, sessions, websites, and electronic information, rules, laws, and regulations were employed by researchers to gather the data for this study. Google Scholar was used to do journal searches. based on the search results discovered and choosing information that satisfies the requirements. The researcher used a systematic literature review technique to analyze the data, which entails selecting, analyzing, and interpreting a variety of data pertinent to the research topic in order to meet the study's goals (Kitchenham and Charters, 2007).

Organizations' business strategies are altering as a result of changes in the global environment, particularly in the hotel industry. The hotel sector must work to design and implement a formal environmental management system in order to attain these developments. The green movement is being driven by human resource management (Prathima & Misra, 2012). The ability to integrate all activities in order to achieve operational efficiency makes human resource management the most significant capital resource of a business (Prathima & Misra, 2012).

Combining all efforts to produce a beneficial outcome (Rawashdeh and Karim Al-Adwan, 2012). Green human resource management, which combines environmental and human resource management, strives to boost employee environmental participation and assist businesses in enhancing their environmental performance. 2014 (Schuler & Jackson). Businesses nowadays have underlined the significance of environmental management and green management and integrated it into their corporate objectives and business plans. GHRM is a crucial strategic tool for green businesses to use in achieving their environmental goals. This objective can be met by drawing in and keeping skilled green people who are knowledgeable in managing green human resources (Sudin, 2011). Human resource specialists are in charge of rallying staff behind environmental protection (Sathyapriya et al., 2013).

Many studies have focused on green management and green HRM practices (Ahmad, 2015; Masri & Jaaron, 2017; Mittal & Sangwan, 2014), and they have highlighted the connection between green HRM practices like ecological recruitment and selection, ecological training and development, green HRM, operating environment, green reward and recognition system, and positive operating environment. Green human resource management techniques, according to experts, are very powerful instruments for creating green workers who can produce sustained green performance and a green competitive advantage.

One of the GRHM techniques that gives businesses the chance to share their GRHM initiatives with potential applicants is green recruiting and selection. The most difficult problem for human resource managers in a global setting is thought to be finding and keeping talented personnel (Sudin, 2011).

Business companies are now positioning themselves as environmentalists in an effort to draw highly intellectual individuals who support green practices and have great ecological understanding, sustainability and environmental issues. On the other side, job searchers are also gearing up to become environmentally friendly workers in accordance with global green culture norms. Green employers also favor businesses whose primary goals are social responsibility and environmental conservation (Masri & Jaaron, 2017). Job analyses should include job descriptions and requirements, with a focus on environmental factors, as well as a clear explanation of what is expected of the chosen candidate (Renwick et al., 2013).

The findings of the study (Wehrmeyer, 2017) suggest that sentences in job descriptions should explain and underline the significance of environmental reporting. Second, training given to new hires during onboarding should emphasize educating them on the organization's environmental protection policies, principles, and objectives. Third, interviews should be structured to evaluate candidates' suitability for the company's greening strategy. According to (Razab, Udin, & Osman, 2015), asking applicants about their experiences in the workplace should be a key component of the interview process. As part of the company's greening effort, one of the applicant selection criteria throughout the hiring process must make sure that people are chosen who are devoted to protecting the environment.

One of the most crucial GHRM activities needed for effective green management in business is green training and development. Another important technique for the development of human resources is environmental training. The program seeks to increase people's awareness of and knowledge of environmental concerns, foster a positive outlook and proactive approach to environmental issues, foster a positive outlook and proactive approach to green initiatives, and foster skills in waste minimization and energy conservation (Zoogah, 2011). Building an ecologically friendly organizational culture and successfully implementing environmental management systems both depend on environmental training (Teixeira, Jabbour, & Jabbour, 2012). To get the best environmental benefits from the training, these programs must be created in accordance with the training requirements (Cherian & Jacob, 2012).

The difficulty of measuring environmental performance standards across many business units and obtaining information that managers may utilize to improve environmental performance is presented by performance management in environmental management. Because this practice offers a strategy that evaluates employee performance based on environmentally friendly standards and consists of disconnected components for greening progress in performance feedback discussions, green performance appraisal plays a crucial role in achieving environmental performance (Jabbour et al., 2010). Environmental factors are included in employee performance reviews, as described by (Sheopuri & Sheopuri, 2015), in order to promote an environmental performance culture in organizations. As a result, the quantity of incentive rewards and flexible remuneration that can be provided for employees will be based on both individual employee success and environmental performance (Jabbour, 2011). Since the issues involved in environmental performance appraisal concern the requirement for managers to take responsibility for environmental performance, green performance appraisal also includes themes like the use of environmental responsibility, environmental incidents, and knowledge of environmental policies and issues. Therefore, it is hypothesized in this study that environmental performance appraisal procedures improve environmental performance.

According to Teixeira et al. (2012), green incentive systems are crucial for inspiring employees and identifying those who exhibit exceptional performance in environmental management. Implementing incentive criteria is done to get good outcomes, keep good personnel, and get them to understand how important environmental protection is. A green reward system indicates that the system is in line with the green practices and policies that the business has embraced. According to Pillai and Sivathanu (2014), the system should be developed to encourage green behaviors in the workplace and lifestyle and lower carbon emissions. By praising and rewarding those who dedicate themselves to accomplishing environmental objectives, as well as managers who inspire their staff to engage on environmental projects (Arulrajah et al., 2015).

According to Ghosh and Mukherjee (2006), organizational performance may be thought of as the culmination of all business activities, and it can be assessed by assessing current business practices in terms of their efficacy and efficiency. According to resource-based theory, synergies can be attained by allocating a company's resources in a way that enables it to produce positive performance and establish itself as a market leader (Ployhart, 2012). The degree to which businesses engage in green activities is a sign of their green performance and contributes to lowering the adverse environmental effects of industrial operations (Wong, Tan, Ng, & Fong, 2013). Initiatives made in circumstances that have a favorable influence on the environment are referred to as organizational environmental performance. Companies strive to use efficient environmental management practices in order to gain from environmental protection (Jackson & Seo, 2010). The hospitality sector will help to increase public awareness of the need for green management through human resource management and inspire staff to create companies with higher environmental performance.

The results of numerous research demonstrate the considerable and favorable benefits of green human resource management strategies on environmental performance. Green recruitment, green training, and green awards are examples of environmentally friendly human resource management strategies that can boost an organization's environmental performance and provide it a competitive edge (Ahmad, 2015; Masri and Jaaron, 2017; Roy and Khastagir, 2016). In the event that all staff members—from senior management to employees—are convinced of the need of environmental sustainability, the hospitality sector will play a crucial role in attaining environmental performance by implementing human resource management strategies at a strategic level.

CONCLUSION

Environmental performance in the hotel sector will increase as a result of green human resource management techniques (green recruiting and selection, green training and development, green performance appraisal, and green reward and remuneration). In order to build employee potential that is consistent with the sustainability goal, the hospitality sector should concentrate on green recruiting and selection by offering the essential programs. Green human resource management initiatives such as training and development programs are aimed at fostering awareness of and interest in environmental issues. Such activities improve a person's knowledge, abilities, and environmental consciousness, advancing the organization's ecological aims. In order to increase employee engagement and environmental responsibility, green motivational measures must also be implemented for staff members in all pertinent departments. For instance, workshops or forums on environmental protection should be created, as should opportunities for staff to work on environmental issues.

Environmental protection or creating opportunities for employees to participate in ecological consultation and problem-solving groups and actively communicate with hotel industry leaders regarding environmental activities. Green performance appraisal plays an important role in achieving environmental performance as this practice provides a strategy

for evaluating employee performance against environment-related standards and includes unrelated factors regarding green progress in performance feedback discussions. Environmental performance appraisal is a process through which employees are encouraged to improve their professional skills in environmental issues, thereby helping to better achieve environmental performance goals and objectives. Employee motivation and great environmental management performance are both influenced by the green reward system, which is crucial for this. The goal of adding reward criteria is to get people to perform effectively and understand how important environmental protection is. In order to enhance the company's environmental performance, hotel sector owners should implement green human resource management.

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