

An analytical study on the impact of green human resource management in the hospitality sector

Ms. Anjali Yadav

Research Scholar, MRIIRS, Faridabad

Dr. Urvashi Sharma

Associate Professor, MRIIRS, Faridabad

ABSTRACT

The public's growing concern about environmental issues has sparked studies into green policies, particularly in human resource management strategy. Despite the fact that the theme of green human resource management (GHRM), defined as an environmental management-oriented human resource management strategy, has recently gained popularity, previous research has largely ignored (1) the indirect effects of employee environmental commitment and organizational citizenship behavior for the environment (OCBE) on the links between GHRM practices and corporate environmental performance; and (2) the interactive influences of among and GHRM practices on corporate environmental performance. This work aims to bridge such research gaps by examining a new conceptual framework that explores the direct, indirect, and interactive roles of GHRM practices (e.g., training, performance management, and employee involvement) to organizations' environmental performance by extending Ability-Motivation Opportunities and social exchange theories. The paper makes contributions by (1) emphasizing the relevance of Ability-Motivation-Opportunity and social exchange theories in a green context to investigate the relationships between GHRM practices and corporate environmental performance; (2) adding to the existing literature by analyzing the indirect roles of employee environmental commitment and OCBE, as well as the interactive effects of GHRM practices on corporate environmental performance.

KEYWORDS: *Hospitality, Green Human Resource Management (GHRM), Ability-Motivation-Opportunity, organizational citizenship behavior*

1. INTRODUCTION

Human Resource Management is a crucial section of management that deals with an organization's most precious asset: its people. Currently, the entire context of Human Resource Management is being examined from the perspective of sustainability. Expanding on the phrase, one could argue that the most important aspect of sustainability is Green Human Resource Management. The current research focuses solely on the topic of Green Human Resource Management (GHRM), in which Human Resource Management (HRM) is involved in environmental management within a business. The implementation of HRM policies to support the sustainable use of resources inside corporate organizations and promote the cause of

environmentalism, which further enhances employee morale and satisfaction, is known as green HRM.

Green HRM initiatives are part of larger corporate social responsibility programs. Green HR is made up of two main components: environmentally friendly HR practices and knowledge capital preservation. Human resources and their processes are the foundation of any business, whether it is a financial or a sustainable one, within an organization. They are the ones in charge of creating a green environment by designing and implementing eco-friendly policies. Going green, it is believed, would be difficult to do without facilitating human resources and enacting sustainable policies. Even though there is a large amount of current literature on the subject of Green HRM, there is still uncertainty about how to effectively implement green HR management policies in firms all over the world to achieve an entirely green corporate culture. This research examines how businesses are promoting environmental management programs by adopting human resource policies and identifying the various processes involved in Green Human Resource Management.

1.1 BENEFITS OF GREEN HR INITIATIVES

Green HR initiatives assist businesses in identifying cost-cutting alternatives without jeopardizing their best employees. The contribution of people management policies and actions to this broader aim is referred to as green HR. It's a crucial issue for Human Resource Management because it affects all employees, consumers, and other stakeholders. It's also an area where HR can make a major difference without spending a lot of money; strong environmental management may boost sales and cut expenses, and providing financing for green perks can keep employees motivated. This affects the organizational climate and culture, as well as waste management, pollution, and carbon footprint reduction. It causes employees to make the most of their resources, raises employee understanding about energy conservation, reduces carbon emissions, and motivates and encourages them to purchase environmentally friendly items.



FIGURE 1: GREEN HR PRACTICES

1.2 STATEMENT OF THE PROBLEM

Being green does not imply that employees are environmentally sensitive; rather, it is a challenge for employees to be aware of the green environment. Employees are unaware of the environment because of their tremendous workload and high targets. There is a lack of awareness and responsibility among employees to protect the environment while at work. Employees are not aware of green HR issues such as green working conditions, safety and health, green policies and practices, and so on. Organizations conduct induction programs for newly hired employees, but they only provide instruction regarding their work and responsibilities; management does not provide any awareness programs about the environment, and they also fail to provide green orientation programs for employees, so employees are not aware of green HR issues such as green working conditions, safety and health, green policies and practices, and so on.

Employee benefits, employee manuals, standard operating procedures, and workplace policy are all handled by Human Resources. What if human resources collaborated with the sustainability director to create long-term retention and work-life balance programs? Green HR, as may be deduced, is a strategy aimed largely at lowering each employee's carbon footprint and retaining talent. Employees are growing increasingly worried about environmental issues and climate change. Green HR is seen as a cutting-edge solution for HR organizations to keep top talent in-house. Although top talent is regarded as the industry's most valuable asset, many companies approach it as disposable. Companies must continue to be innovative to retain competent, experienced workers as they become more difficult to find and retain. In this context, it is proposed that an investigation be conducted to determine the factors influencing employees' perceptions of Green Human Resource Management in the Hospitality Sector, as well as a comparative study of various levels of perception with various types of organizations in the Hospitality Sector.

1. REVIEW OF LITERATURE

Irani, Foad& Kiliç, Hasan & Adeshola, Ibrahim. (2022) The goal of this study is to see if staff environmental commitment and green process improvements may help green hotels enhance their environmental performance. Employees of 409 green hotels in Turkey completed a survey form, which yielded the results. The proposed hypotheses were investigated using the PLS-SEM approach and Smart-PLS software. When employees are committed to the environment and green process innovations are implemented, the results show that green human resource management (GHRM) practices provide a greater degree of environmental performance. As a result of this research, green hotel management should promote GHRM principles across their enterprises to increase employee participation in ecologically friendly activities. It contributes to a new line of research aimed at determining the critical significance of GHRM practices in increasing green hotel environmental performance.

Elfahli, Kaoutar & Hossari, Hosna. (2022) Organizations have begun to integrate environmental activities into all organizational tasks, since environmental conservation has become one of the most crucial goals. As an important organizational function, human resources management engages in actions connected to environmental protection and ecological balance

preservation. As a result, Green Human Resource Management (GHRM) is the most recent trend in HRM research, and it has piqued the interest of many academics and practitioners. However, a comprehensive study targeted at assessing knowledge of green human resource management is still lacking. The goal of this research is to undertake a systematic review of the research on this topic in order to provide a broad assessment of the present level of knowledge. Our investigation found 148 research publications from the years 2000 to 2020 that were published in trustworthy databases. By offering a thorough and rigorous analysis of the definitions, practices, problems, antecedents, and effects of green human resource management, this study makes a significant contribution. Finally, this study establishes a framework for future research.

Pham, Nhat Tan & Vo-Thanh, Tan & Tučková, Zuzana & VO, Thuy. (2019)- Previous research has paid minimal attention to the relationships between green human resource management (GHRM) and environmental performance, particularly in the hospitality industry, where an interaction and mediation study was conducted. As a result, the study fills in the gaps in the literature by expanding the Ability-Motivation-Opportunity theory to investigate the direct, indirect, and interaction aspects of GHRM practices. According to a survey of 220 hotel employees, (1) training and employee involvement are critical tools in directly stimulating employee commitment and organizational citizenship behavior toward the environment (OCBE), as well as hotel environmental performance; (2) OCBE plays an important role in mediating the effects of training and performance management on environmental performance; and (3) the critical interaction of training and employee involvement significantly improves hotel environmental performance. Unexpected findings include: (1) performance management is unimportant in the examination of direct and interaction influences, and (2) employee environmental commitment does not mediate the GHRM-environmental performance link.

Renwick, Douglas & Redman, Tom & Maguire, Stuart. (2012)- The paper argues that the most distinct literature on environmental management (EM) and human resource management (HRM) research should be combined. The paper uses the Ability-Motivation-Opportunity (AMO) theory to categorize the current literature, exposing the importance of Green human resource management (GHRM) processes in people-management practice. The paper's contributions include gathering current literature on the topic, mapping the topography of the field, finding gaps in the existing literature, and proposing some potentially fruitful future study goals. According to the findings of the study, knowledge of how GHRM practices influence employee willingness to participate in environmental activities lags behind the knowledge of how firms create Green competencies and give employees with opportunities to participate in EM organizational initiatives. Organizations aren't implementing the full spectrum of GHRM practices, which could limit their ability to improve EM.

2. OBJECTIVES OF THE STUDY

- 1) To find out whether the organization is providing awareness about Green HR Practices among the employees of the Hospitality Sector
- 2) To examine the perception of employees regarding the implementation of Green HR Practices in the Organization of Hospitality Sector

3. RESEARCH METHODOLOGY

The purpose of this study is to look into the Hospitality Sector. Due to the impossibility of using the census approach, the researcher has advocated using multistage sampling. The sample Hospitality Sector is chosen in the first stage using the Cluster Sampling Method. The researcher's interview was the primary method of data collection. During the interviews, an interview schedule was employed. A proper rapport has been created before the interview. The researcher kept track of the information in the interview schedule. The completed schedules were double-checked for accuracy, consistency, and completeness. The information gathered was then categorized and entered into a master table for further processing. The data in this study were examined using statistical methods such as mean, standard deviation, test for proportional differences, ANOVA, and correlation. The computation was done for the entire sample, as well as a secondary study based on the kind of organization.

4.1 SECONDARY DATA

The examination of secondary data included research on human resource management aspects with a special focus on Hospitality Sector by famous professional experts and administrators. Secondary data was gathered from standard textbooks in related fields, leading periodicals, published documents, records, reports, and booklets produced by and kept by government departments at both the federal and state levels.

4. DATA INTERPRETATION

The purpose of green human resource management is to recruit, motivate, and retain the firm's environment and employees through a system of interconnected policies, practices, and programs. The system's design and implementation ensure that personnel is effectively used to achieve the organization's goals. People are not machines, according to the core principle of the academic field of human resource management; as a result, we must take an interdisciplinary approach to employees in the workplace.

TABLE 1: APPLICATION DEGREE FOR BEST GHRM PRACTICES

Rank	Innovation practices	SD	%	Application Degree
1	Green management of Organizational culture	0.8532	64.9	High
2	Green performance management And appraisal	0.9653	56.9	Moderate
3	Green recruitmentand selection	0.9937	55.6	Moderate

4	Green training and development	0.9477	52.7	Moderate
5	Green recruitment and selection	0.9922	51.4	Moderate
6	Reward and compensation	1.1394	48.9	Moderate
	Total	0.8905	54.8	Moderate

According to the report, the entire adoption of GHRM is 54.8 percent, which is considered modest. The analysis shows the GHRM practices that have been implemented in declining order. These activities were chosen to assess the extent to which firms use various HRM practices to encourage employees to engage in pro-environmental behavior. The top four most common GHRM strategies employed in Hospitality Sector to foster pro-environmental behavior in firms focus on manager participation and are classified as "green management of organizational culture." On the other hand, the least common five practices in Hospitality Sector are those from the weakest groupings, such as "green employee empowerment and involvement" and "reward and compensation."

5.1 BENEFITS OF GHRM

The sample respondents were asked to rate prospective variables on a five-point scale, with 5 representing "Strongly Agree" and 1 representing "Strongly Disagree," based on their level of agreement on their impact on the adoption of GHRM practices in the IT industry.

TABLE 2: BENEFITS OF GHRM

Rank	Benefit of GHRM	SD	%
1	Promote social responsibility towards the environment	0.8085	83.6
2	Better environmental performance of the organization	0.7269	82.9
3	Creating a competitive advantage	0.9887	81.5
4	Increased employee loyalty and retention	0.9454	76.5
5	Attract and retain green top talent	0.9393	76.5
6	Increase profitability and reduce cost	0.9905	77.3

According to the study, the top advantage of their organisations' environmentally responsible program was "promote social responsibility toward the environment" (83.6percent), followed by "improved environmental performance of the organization" (82.9percent). Nonetheless, it's worth noting that the others aren't far behind. Creating a competitive edge (81.5percent) came in third, followed by increased employee loyalty and retention (81.5percent). With a percentage of 76.5percent, attracting and retaining green top talent came in fifth, followed by increasing profitability and lowering costs with a percentage of 76.5 percent.

5.2 BARRIERS OF GHRM

TABLE 3: BARRIERS OF GHRM

Rank	Barriers to Green HRM	SD	%
1	Cost of implementing the program	0.8428	80.8
2	Complexity and difficulty of adoption of green technology	0.7583	79.3
3	The Lack of understanding of green policies	0.9967	77.4
4	Lack of support by management	0.9937	76.8
5	Staff resistance	0.8963	75.3

According to the findings, respondents viewed the expense of adopting GHRM programs as the most significant hindrance to GHRM practices, with a proportion of 80.8percent. The second obstacle, with a percentage of 79.3 percent, was "complexity and difficulty of adopting green technology," followed by "lack of understanding of green policies," with a rate of 77.4percent in third place. In fourth place, with a percentage of 76.8percent, is a lack of senior management support, as indicated in the table. Also, with a percentage of 75.3percent, Staff resistance was the lowest mean rating in fifth place.

5. CONCLUSION

Increased efficiencies, cost savings, staff retention, and greater productivity, among other tangible benefits, have all resulted from green human resource efforts. Green HR policies and practices benefit the environment, as well as the social and economic balance. Green human resource management's future holds opportunities for management research to bridge the gap between professional green human resource management and environmental management research. According to the studies, it is the entire engagement of human resource management, not specific practices that will help the most in this regard. Such research can aid the Hospitality

Sector in reducing environmental deterioration and becoming healthier both physically and financially. HR plays a critical role in establishing Green HRM policies and practices. Aside from that, they play an important role in the recruitment of new employees who are more responsible for green company practices, so indirectly saving the environment. Green HRM has a crucial role to play in the Hospitality Sector's green movement, enthusing, supporting, and encouraging employees to embrace green practices for a more sustainable organization.

In terms of identifying the level of perception of Green HRM in the Hospitality Sector, the survey was a gratifying experience. Even though the employees in this field work in information technology, they have a general impression that they have not been effectively and fully recognized. It is intended that this type of study, as well as the recommendations contained within it, will help to improve public awareness of Green HRM. If the study proves to be valuable to policymakers and Hospitality Sector executives, the researcher will consider herself well compensated for her efforts. Green HRM is primarily concerned with the adoption of environmental issues to improve and increase sustainability. This may encourage the company or its employees to be more concerned about environmental issues, such as preventing the waste of natural raw materials. When a firm joins the green movement, it can benefit in a variety of ways, including tax savings, lower costs, and more. Some small businesses, as well as governments, are eager to work with the green organization. Green Human Resource Management, on the other hand, has been shown to have a significant impact on an organization's performance.

SUGGESTIONS AND RECOMMENDATIONS

- 1) After establishing organizational green agendas and goals, they should implement appropriate Green HRM Practices to not only achieve green goals but also to transform employee attitudes and behavior in the workplace.
- 2) Organizations should provide adequate green training to develop employees' skills and assist in equipping employees with the essential skills and expertise to complete general daily job tasks. Organizations will be better able to fulfill their green goals if they do so.
- 3) Employee participation in environmental decision-making should be promoted. Their participation also allows them to put their skills and knowledge to the best possible use in order to improve environmental performance.
- 4) Hospitality Sector must develop a specific, time-bound action plan for enacting its environmental policy, with goals specified at the divisional, departmental, and individual levels. It must also ensure that an adequate monitoring system is in place for the implementation of the environmental policy.
- 5) Hospitality Sector must raise employee understanding of environmental preservation in order to modify their attitudes and behaviors.

6.1 SCOPE FOR FURTHER STUDY

In addition to the current study, there is room for more research. The current study could serve as a foundation for future research in various Indian states. The current study might be expanded to include employer and employee perceptions in the Hospitality Sector. In the future, the social cost and benefit of the public and private sectors of the Hospitality Sector may be clarified. Green

Human Resource Management's direct and indirect effects may be investigated in the future. Future research may focus on the antecedents of public expectations alone. It's also possible to talk about quality management in Green HRM. In the near future, the effects of demography on determinants of perceived Green HRM may be investigated.

REFERENCES

1. A P Sarode, Jayashree Patil and Deepak Tulsiram Patil, —A Study of Green HRM and its Evaluation with existing HR Practices in Industries within Pune Region, International Journal of Research in Engineering, IT and Social Sciences, Vol 6 Issue 04, April 2016.
2. A. Masri Ayham and A.M.Jaaron, —Assessing Green Human Resources Management Practices in Palestinian Manufacturing Context: An Empirical Study, Journal of Cleaner Production, Volume 143, 1 February 2017, pp. 474-489.
3. Ajit Kumar Kar, Lopamudra Praharaj, —Green HRM: An Innovative Practice for Organizational Sustainability, Indo-Iranian Journal of Scientific Research (IIJSR), Volume 1, Issue 1, pp. 46-56, Oct-Dec 2017.
4. Ankita Singla. Companies (Corporate Social Responsibility) Act 2013, Lawman Publishing House, Kolkata, 2014. p.2.
5. Arulrajah and Nawaratne, —Green Human Resource Management Practices: A Review, Sri Lankan Journal of Human Resource Management, Oct 2016, Vol 5(1), pp.1– 16.
6. Azlan Amran, Simin Goh, Mehran Nejati, —Perceived Importance and Readiness of Green HRM in Malaysian Financial Services Industry, Global Business and Management Research: An International Journal, Vol. 9, No. 4, Special Issue, 2016.
7. B.S. Vimala and Shriyanka Ambli, —Green HRM – An Innovative Approach to Environmental Sustainability, International Journal of Exclusive Management Research, January 2018, Vol 8 Issue 01.
8. Chanderjeet, —Concept of Green HRM in Banking Industry, International Journal of Advance Research in Computer Science and Management Studies, Volume 5, Issue 7, July 2017.
9. Dr. Kanika Sharma, —Conceptualization of Green HRM and Green HRM Practices: Commitment to Environment Sustainability, International Journal of Advanced Scientific Research and Management, Vol. 1 Issue 8, August 2017.
10. Elfahli, Kaoutar & Hossari, Hosna. (2022). Green Human Resource Management: A Systematic Literature Review. 1. 10.48430/IMIST.PRSM/remac-n7.31914
11. Irani, Foad & Kiliç, Hasan & Adeshola, Ibrahim. (2022). Impact of green human resource management practices on the environmental performance of green hotels. Journal of Hospitality Marketing & Management. 1-31. 10.1080/19368623.2022.2022554.
12. Pham, Nhat Tan & Vo-Thanh, Tan & Tučková, Zuzana & VO, Thuy. (2019). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. International Journal of Hospitality Management. 88. 102392. 10.1016/j.ijhm.2019.102392.
13. Renwick, Douglas & Redman, Tom & Maguire, Stuart. (2012). Green Human Resource Management: A Review and Research Agenda. International Journal of Management Reviews. 15. 10.1111/j.1468-2370.2011.00328.x.