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A study of green HR practices and their implementation in the hotel industry

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Abstract---The global pandemic COVID-19 has taught us to be more sensitive for environmental protection and sustainability of natural resources. Adverse environment conditions are giving us so many threats in the form of climate changes that leads to negative impact not only on ecosystem but also on human health. To consider the threats, researcher attempted to evaluate and identify the Green HR practices and their implementation in the hotel industry. Under this review study, the researcher discusses the meaning and significance of implementing green HR practices along with their imperative benefits in the hotel industry. This study revealed six major scopes of the execution of green HR practices in the hotel industry. To carry out this study researcher reviewed sixty-three research articles of the recent ten years, published in national and international Books, Journals, and websites.

Keywords---green practices, hotel industry, green HRM, sustainable management.

Introduction

The increasing rate of carbon footprints is decreasing quality of resources of the environment. Today, almost every aspect of human life is facing a threat due to rapidly increasing emissions of greenhouse gases in the environment and the swift rate of deforestation is leading to high outpouring of carbon dioxide and greenhouse gases in the environment (Pearson, et al., 2017). These greenhouse gases are affecting the environment negatively that leads to global warming, extreme weather, frequent wildfires, food supply disruption, and human health disturbance. So, the high emissions of carbon dioxide is a major concern for the environmentalists and a challenge for the industrialists of the world and they are

collectively working towards the reduction of the emission of these greenhouse gases(Al-Ghussain, 2018).

Studies claimed that industrialization is one of the key causes of emission of Carbon Dioxide, Methane, Nitrous Oxide, and Fluorinated Gases which are collectively known as greenhouse gases. In recent decades the hotel industry is one of the most growing industries in the world's business environment(Karwacka, et al., 2020). Along with the growth of the industry, environmental pollutants in form of greenhouse gases, water wastages, food and electricity wastages is also increasing in the industry which is further leading to aquatic and soil pollution, deforestation, air pollution, and global warming. Because of the huge contribution to pollution of air, soil, and aquatic environment, hotel industry needs to reshape the HR practices to cut down these environmental pollutants. Therefore, in recent decades, most of the hotel organizations are adopting and executing green practices in the various areas or functions in the organization such as sustainable procurement, waste reduction and management, reduction of fossil fuels, reduction in emissions of greenhouse gases through recycling, water harvesting, food waste management, and various sustainable or green HR practices in hotel industry(Ritchie, 2020). This research article discusses about the programmes and functions that follows sustainable HRM implementation of green practices such as recruitment, compensation, and rewarding, training, and development in the hotel industry. To carry out this research, the researcher explored several research articles and websites related to green HR practices in the hotel industry.

What is Green HR

The topic of sustainability is common since the 1980s after the publication of the Brundtland Report by the United Nations. This report addressed the environmental and climate changes issues and discussed the need for sustainable development of human society. This report also defined the meaning of sustainability as "social and economic development of humanity with fulfilling the present need without compromising the ability of next generations to fulfill their basic needs"(Holden, et al., 2014). The definition of green practices is based on the concept of sustainable development of a business organization. The concept of sustainability is not only addressing to ecology concerns but also showing social responsibility and the organizational integration in economic practices, having a soft concern towards the natural and social environment(Zelazna, et al., 2020).

Green Human Resources is an operating way of employees by increasing their role to support sustainability in the organization. It refers to increasing employee involvement to promote sustainable practices by creating awareness and commitments on sustainability in the organization. In formal words, green HR can be defined as a set of policies, practices, procedures, and systems that encourages the green behaviour of the employees of an organization to stimulate and preserve the natural environment, develops resources efficiently, and socially responsible organization or workplace(Ahmad, 2015). It can be said that, green HR focuses on the development, implementation, and maintenance of all organizational activities that are aimed to make employees supportive and sustainable goals. The Recruitment or staffing process, performance

management, training and development and employee relationships associate with the sustainable goals of an organization.

In the Hotel industry, Human Resources practices directly aligned with green HR practices. From recruitment to several functions and practices in the hotel sector may improve the environment condition by following various methods like implementing green recruitment, green training and development, green performance management, appraisal, compensation, wages, employee relations and employee exit(Pham, et al., 2019).

Significance of Green HR

Green HR is a fast-growing organizational strategy in thousands of business organizations in the world. Since most of the business organizations are facing challenges in form of increased organizational cost, lack of raw material or difficulty in procurement and many other climate threats. Green HR or sustainability in the organization is the only answer for these challenges. Recent decades are witnessed of increased temperature, extreme weather changes, and a ton of environmental changes that increased the need for a realistic environmental management initiative throughout the globe. Therefore to answer such environmental challenges business organizations workout the plan for an emerging need for sustainably or green practices in every function area including Human resources management. A research study carried out on GateWay Taj Hotel, Mangalore explained that the hospitality sector has an urgent need for green HRM to increase the profit as well as save the environment. It also found that the implementation of green HRM, GateWay Taj, Mangalore is moving towards the achievement of long-term goals of the organization(D'Mello, et al., 2016).

Objectives of the Study

- To Understand the concept of Green HR practices
- To explore the different functional areas to implement green HR practices

Research Methodology

The study aims to understand the concept of Green HR practices and explores the different functional areas to implement green HR practices in the hotel industry. To meet these objectives, researchers picked online research studies published in journals and books. To carry out this review study, the researcher reviewed 63 national and international journals, books, and websites based on Green HRM practices and sustainability in the hotel industry. To get the most recent information, the study only covers the review data from the years 2011 to the year 2020 related to the topic. Moreover, the study comprises only UGC, Elsevier and Scopus indexed journals and books.

Review of Literature

Available literature in the field of green HR practices and sustainability explores that in the present scenario, managers of business organizations are very prone

to reshape their policies and practices for exclusively environmental supporters. Recently, a report presented by the UN said that the outbreak of the pandemic COVID-19 revealed people's greed towards profit maximization which ultimately led to serious setbacks, in crux, it is said that the global community has an urgent need to address environmental threats to make enable to planet and humanity survive and thrive(UN Report, 2020). In the same order, Benevene and Buonomo 2020 stated that green Human Resources management does not separate from the organization or management in the hotel industry, even it starts with the recruitment or hiring of an employee in the organization. Hence managers and recruitment heads in the hotel industry need to focus on eco protection or green practices even during the recruitment announcement or job advertisements to give a reflection of the eco -friendly organization and to show environmental concerns to potential employees(Benevene & Buonomo, 2020). Study also shows the relations of green practices, customer reviews and satisfaction in the hotel industry. Green hotel practices such as day sunlight, proper ventilation, no smocking hotel premises, seasonal food menu play a good role in improving customer's moods and their satisfaction(Kim, et al., 2016).

Sustainable development in the hotel industry motivates employees to enhance and conserve natural resources through gradually modifying the practices of development with technological advancements, such as automatic water faucets, a minimum amount of water in flush tanks, energy-saving lighting, etc. Executives of the business organizations need to focus on providing the basic need of humans such as employment, food, water sanitization and energy(Hoffman, 2018). Even another research carried out by Owusu &Asumadu-Sarkodie also says that green practices in the hotel industry minimize cost in form of less wastage and save energy. These green practices also create hopes for the availability of necessities such as pollution free air, water, healthy food and suitable weather for the next generation(Owusu & Asumadu-Sarkodie, 2016). Lagas 2015, claimed five major benefits of ecotourism such as a reduction in energy-related costs, attract to new customer pool, sales increment, Tax incentives, boot in employee morale, innovations and societal impacts(Lagas, 2015).

A research study is being conducted on 206 three, four and five-star hotels of Malaysia revealed that green HR practices such as green recruitment & selection, green rewarding and green training & development have a significantly positive relationship with environmental performance. However, green performance appraisal shows a lack of association with positive environmental performance(Yusoff, et al., 2018).

The research was done by Ahmad, identified major areas of green HR such as green recruitment, green training, development, Green compensation and Green employee relationships through Green initiatives taken by HR, Green building, Paperless office, conservation of energy, recycling, and waste disposal(Ahmad, 2015).Similarly, review based paper explored green HRM practices in the business organization. Identified the twelve major areas application the green practices such as job design, job analysis, HR planning, Hiring, Selection, HR induction, performance appraisal, and evaluation, training and development, reward and compensation management, discipline functions, employee relations and health

and safety management(Arulrajah, et al., 2015). Strategies and approaches of the business organization towards saving the planet earth and keeping it green evolves the need for green HRM or sustainable HRM. This research states that the concept of go green cannot be understood and implemented without the people or human resources of the organization. Hence, Green HRM is a foundation step towards sustainable organization(Majeed, et al., 2019).

Farid and El-Sawalhy 2018 claimed that climate changes, depletion of natural non-renewal resources, and global warming created an urgent need for the business world to preserve and protect natural resources from hazardous effects. For the hotel industry, green practices are also urgently needed because of the awareness and importance of customers towards environmental conservation(Farid & El-Sawalhy, 2018).

In the recent two decades, along with the growth of the tourism industry, the hotel industry is also growing rapidly especially in developing nations. However, with the growth of this sector, the hotel sector is creating and increasing the burden on the environment. Hence, with the enormous environmental issues, the hotel sector has been encountered. In the process to achieve win-win situation, the Hotel industry is fastly accepting to green HRM and sustainable practices. By accepting sustainable management, Ecomanagers are focusing on all aspects of resorts, hotels, guesthouses, or other accommodations services that are eco-friendly. Along with adding sustainable features like solar, wind power, and strict recycling, hotel managers are observing hotel staff such as housekeeping, kitchen, grounds maintenance, and reservations staff to calculate their contribution to the sustainability of the organization(Leena & Surya, 2014).

Unlike, other research and review articles, Taghikhah et al., 2019 claimed that the supply chain, production process and waste management in the hospitality sector are the key areas to workout and application of green practices. Green practices also reflect organizational values, strategies, employee behaviour or overall organizational culture. This research also claimed that in the recent decade's environmental awareness and sustainability pushed academicians and practitioners to discuss and solve these contemporary environmental issues as a strategic tool to accomplish various objectives such as economic and social profits(Taghikhah, et al., 2019).

Research reviews also states the theory given by Pham et al in 2019 that despite an important aspect there is a sheer lack of Studies in green HRM in the hospitality industry(Pham, et al., 2019). Hence, this field requires more research for a clear understanding of the aspect. The importance of the topic of contemporary issues draws the researcher's attention and encourages them to work on this topic. To fill out these gaps, research attempts to focus the issues in his own prespective.

Results

The above-discussion review of literature explored a wide range of areas or scopes to implement and integrate green human resources in the hotel industry. Study revealed that the integration of environmental and HR processes is Green HRM

require various HR processes from recruiting to existing to an employee. Managers implement Human resources management through a process including green practices such as green recruitment, green training and development, green performance management, green compensation and green exit of the employees (Nath & Goel, 2016), (Paudel & Yanho, 2014) and (Yong, et al., 2020). These green HR practices are discussed below.

Green Analysis and Job Description

Job analysis is an important aspect of organizational strategies that helps to convey the level of the organizational structure and add values in the development of the service in the hotel industry (Tsai, 2011). Amritraj and Cross claimed that Job analysis in the hotel industry improves administrative efficiency, promotes health work culture, reduces cost and improves productivity (Amritraj & Cross, 2011). Managers can show environmental concerns and commitment through Job analysis and job descriptions; these are important practices. From the 'Go Green' perspective in the hotel industry (Polman & Bhattacharya, 2016). Green job analysis and green job description focus on a job position that demands environmental knowledge and direct involvement of employees in the promotion of environmental performance (Geng, et al., 2017). It also encourages employees to impart more and more environmental knowledge to create awareness. It is a powerful tool to create employee empowerment by engaging employees with environmental management concerns (Gill, 2012). Besides, a job description is a good medium to demonstrate the environmental aspects of the job position or role, like health and safety duties or environmental reporting in the hotel industry (Halawi & Zaraket, 2018). In countries such as Costa Rica and Indonesia which are known for their eco-tourism present Job Advertising with Eco Lodges like Jungles, river, and waterfall. Such job descriptions reflect their ecology concerned to attract only eco-friendly employees for the hotels.

Green Recruitment and Selection

Given the scenario of 'war for talent,' every business organization is striving for acquiring a high-quality workforce. Acquiring and retaining employees is a key challenge for HR managers. Sharma and Gupta revealed that organizational culture plays a crucial role in acquiring and retaining employees in the organization (Sharma, et al., 2018). A study carried out by Akunda et al claimed that organizational sustainability is an important aspect to increase employee satisfaction which eventually leads to talent recruitment and high retention in the hospitality sector (Akunda, et al., 2018). Besides green practices in the organization enhance organizational image which attracts talent pool for the organization. The green recruitment process can be defined as practices of hiring employees with environmental skills, knowledge, and behaviors (Saad & Abdel-Ati Mayouf, 2018).

A research study based on Nigeria Hotels explained that green recruitment is a recruiting system that gives importance to natural resources and environmental aspects as a major element of the organizational culture. Green recruitment encompasses eco-friendly locations, paperless interviews and such other practices of recycling and conservation of resources while recruiting the employees in

hotels(Emmanuel, et al., 2020)(Saifulina, et al., 2020). Recruiting employees with a green mindset make it easy for the organization to induct new employees who are already aware of the sustainable practices of the organization. Moreover, green recruitment leads the employee's commitment to environmental concerns(Renwick, et al., 2015).

The green awareness of a candidate should be one of the basic aspects of selection which includes personality factors such as green consciousness and agreeableness that allows the organization to achieve environmental goals. The selection process could be carried out through a series of tests to ensure all future employees are aware of and positive about environmental issues(Saeed, et al., 2018).

The studies found that the green selection process in the hotel industry is the most cost-effective practices over the traditional selection process. However, this study also found that most of the hotels throughout the globe neither implementing green selection practices nor traditional practice fully. They are following mixed recruitment and selection practices(Alipour, et al., 2019). Under the green recruitment and selection practices, managers choose only such candidates who are aware of environmental issues and have knowledge related to the environment concerned along with job knowledge and skills. The green recruitment and selection processes follow three basic aspects, Green criteria to attract candidates, green awareness, and green company branding. The green criterion to attract candidates is the evaluation of employee's knowledge regarding environmental concerns and selects them accordingly(Mwita & Kinemo, 2018). It involves personality factors that allow organizational environmental goals to be accomplished. The aspect is the organizational green branding of hotels which can build environmental management. In the hotel industry, while recruiting managerial to ground level position various personality factors show their eco-friendly concerns of candidates. For instance, to identify environmental concerns for a managerial position, an employer needs to observe candidates' policymaking criteria or to housekeeping, position employers should observe a candidate's water and energy-saving attitude (Ana & Javier, 2019).

Green Training and Development

After recruiting and selecting candidates, training and development are the key practices and important step in the human resource management process of the hotel industry. Through training and development practices, employees acquire knowledge, skills and attitude for a specific job(El-Farr & Hosseingholizadeh, 2019). Green Training and development practices educate employees on environment management. Through green training, managers develop and implement some working methods that teach saving of energy, reduce wastesand promote environmental awareness at the workplace such as housekeeping or room servicing. Green training also provides an opportunity for employees to get engaged in environmental problem-solving practices(Cherian & Jacob, 2012).

Apart from the, green training and development practices create awareness in employees for various aspects and importance of environmental management and sustainability. The process develops and acceptances within the employees for

adopting different conservation methods and waste management. Besides, green training and development enhance employee skills to deal with different environmental issues (Bangwal & Tiwari, 2015). Green training and learning also develop a feeling of being a part of the environment by creating an environmental-friendly organizational culture. Views of researchers say that through offering leadership development workshops by the HR departments of the organization, managers can develop their desired set of skills in the employees including the environmental concerned attitude. Green training develops eco-friendly managers and employees that will be not wrong (Mobarez, 2020).

A research study has been carried out on eight hotels of south African explains that despite an abundance of evidence of the relationship between profitability and green practices, most of the hoteliers are not much aware of green practices. Further, this study suggests that training should constitute a substantial practice in hotels. In the hospitality sector employees who have imparted green training are more tend to save water, efficient use of detergent and look enthusiastic to save energy while housekeeping services, kitchen practices, lobby, and garden maintenance (Sera, et al., 2016).

Green Performance Evaluation

Performance evaluation is a significant process of performance management that encourages employees to improve their professional skills to achieve organizational goals and their best way. Green performance management consists of issues related to environmental concerns and policies of the company (Jabbour & Santos, 2018). This process helps organizations to evaluate the performance of their employees and help them further in building the professional skills require to achieve organizational goals and meet their objectives (Odeyale, 2014). In the green performance management process, an employee's performance is measured and evaluated in an environmental management framework. For all employee's green targets are set to stress the need to translate environmental objectives into action plans (Mishra, 2017). To evaluate these green targets, green performance indicators are established for performance appraisals to include topics such as environmental responsibilities, carbon footprint and communication of environmental concerns (Zhang, et al., 2020). Green performance evaluation focuses on the employee's environmental responsibilities. Study says that the integration of environmental responsibility into a performance evaluation system provides safeguarding to the environment against hazards (Kiper, 2013).

A study carried out by Voinea *et al* suggests that there is a need for more studies and model development to improve and promote green performance management on environmental issues such as environmental responsibilities, environmental incidents, environmental policy, and their adequate communication, green informative systems and audit in the hotel industry. The performance appraisal dimension should be included environmental stewardship along with other HR competencies (Voinea, et al., 2020). Annual Appraisal report 2019 of the Marriott International hotel group was dedicated to sustainability Management. The performance evaluation criterion was based on employees' participation in eco-activities such as saving paper, energy, food management, water, and other resources (Marriott international, 2020).

Green Reward Management

Compensation and reward for employees' performance is a key stimulus to do a task of job and an important part of the human resources management process. To link an individual's interest with organization, compensation and reward practices play a powerful role. Compensations and rewards encourage employees to give their maximum efforts to attain organizational goals. In the perspective of Green Human Resources Management in the hotel industry, compensations and rewards can be anticipated as potential tools for supporting environmental awareness and environmental protection activity in organizations. Study states that strategic management including green compensation and rewards inspires eco-friendly initiatives in the hotels. Green compensations and benefits intend to recognize the contribution and involvement of an employee's role in the creation of an environmentally sustainable organization. The compensation strategy includes both monetary and non-monetary rewards (such as green travel benefits, green tax rewards, company-wide recognition, paid vacations, etc.) targeting retaining, motivating the existing employees, and attracts new employees to contribute to the organization's environmental goals. A study carried out by Kim et al explored that employees are more committed towards environment management practices when they received extra rewards or compensation in return for their environmental promotion efforts. Green compensation programs can be modified by giving a bonus based on appraisal feedback on eco-friendly initiatives (Kim, et al., 2019). Similarly, a study carried out by Kanga and Stein claimed that hotel guests are intended to pay more for environmentally friendly and sustainable practices. Hence, managers also need to develop bonus programs for employees to pay more attention on environmentally friendly and sustainable practices implemented for the employees (Kanga, et al., 2012). Besides this organization also get rewards on such application of these practices as AA Hospitality Awards, Green Hospitality Awards, Planet 21, and accreditations such as ISO 14001 to show their participation in environmental contribution (Hospitality and catering news, 2013). A report published in Harvard Business Review discussed that the Taj hotel group appreciate their employee with the name of "The Ordinary Heroes of the Taj" on the employee's role and contribution on environmental sustainability along with other work criteria (Deshpande & Raina, 2011).

Green Employee Relation

Employee relation is also important aspect of human resources management which concerns directly for developing a harmonious relationship between employer and employee. An amicable relationship of employer-employee facilitates the morale and motivation of employees which leads to increase productivity (Supanti & Butcher, 2015). In the hospitality sector, employee relations are more vital, since in hotel industry employees have direct contact with customers hence they should be motivated and need high work morale. Besides, harmonious employer and employee relationships, prevent workplace conflicts which ultimately lead to goodwill as well as a competitive advantage for the hotel (Kang, et al., 2015). In the hotel industry employee participation with green activities such as recycling water for the garden, food waste reduction, preferring paperless work, etc. increases the opportunities to create better green

management because it links to employee's motivation, capability, perception and goals with the green practices of the hotel system. Study also finds that involving employees with management also increases efficient resource usage by reducing waste at the workplace (Kim & Choi, 2013).

A study concludes that friendly employee-employer relationship in the hotel industry give a sense of attachment and empowerment to employees that influence employees' performance and productivity. An empowered employee has ability of self control and problem-solving skills and more concerns for organizational goodwill. Hence, through good employee relationships practices, can increase employee participation and involvement in environmental activities such as saving water and energy during various activities at the hotel workplace (Xiyang, et al., 2017). Every organization must emphasize on building healthy relations with employees as it's very crucial to promote sustainable growth & development. Organizations must look for and find eco-entrepreneurs, so that they can add value to products and services through efficient utilization of existing human, financial, and natural resources. Employees should be encouraged to participate and engaged in social and environmental activities (like carbon emission reduction, waste reductions) organized by the company (Katsikeas, et al., 2016).

Discussion and Conclusion

It is a review based study which comprises a discussion of existing studies available in the research area. Existing studies examine and explore that presently whole world is facing a challenge in form of environmental pollution and climate change with increasing carbon footprints due to growing industrialization around the globe. Study also states that the hotel industry is one of the major player which gains a significant place in the global economy as well as contribute to environmental pollutants in form of greenhouse emission, water and food waste and energy consumption mainly. To answer this challenge, the hotel industry is adopting and implementing various sustainable practices including green HRM practices.

This study explores the Green Human Resources management and sustainable management with a special focus on the hotel industry. The available literature on the Green HRM states that Green HRM is a crucial step in the organizational sustainability. The Green HRM in the hotel industry broadly includes green recruitment, selection, green training, development, green performance management, green compensation, reward and green employee relationships. The study also concludes that such green practices not only increase employee productivity and profit maximization but also develop a brand image of the organization which attracts premium customers for the organization. Green practices in the hotel industry leads to employee satisfaction as well as customer satisfaction, which eventually results in organizational growth. Hence, it is concluded that implementing green practices will give a win-win situation for employees, employer and customers as well as to the environment.

Limitation

The study is based on one of the important issue in the world which is the environment. Climate changes, deprecation of the ozone layer, global warming and deprivation of life-saving gas that is oxygen, extreme weather lack of natural resources such as water and the food itself are important evidences to draw the conclusion of the study. However, the study has some limitations. The foremost limitation of the study is based on secondary data. No primary research has been carried out by the researcher. The data was collected from the existing studies on the topic.

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