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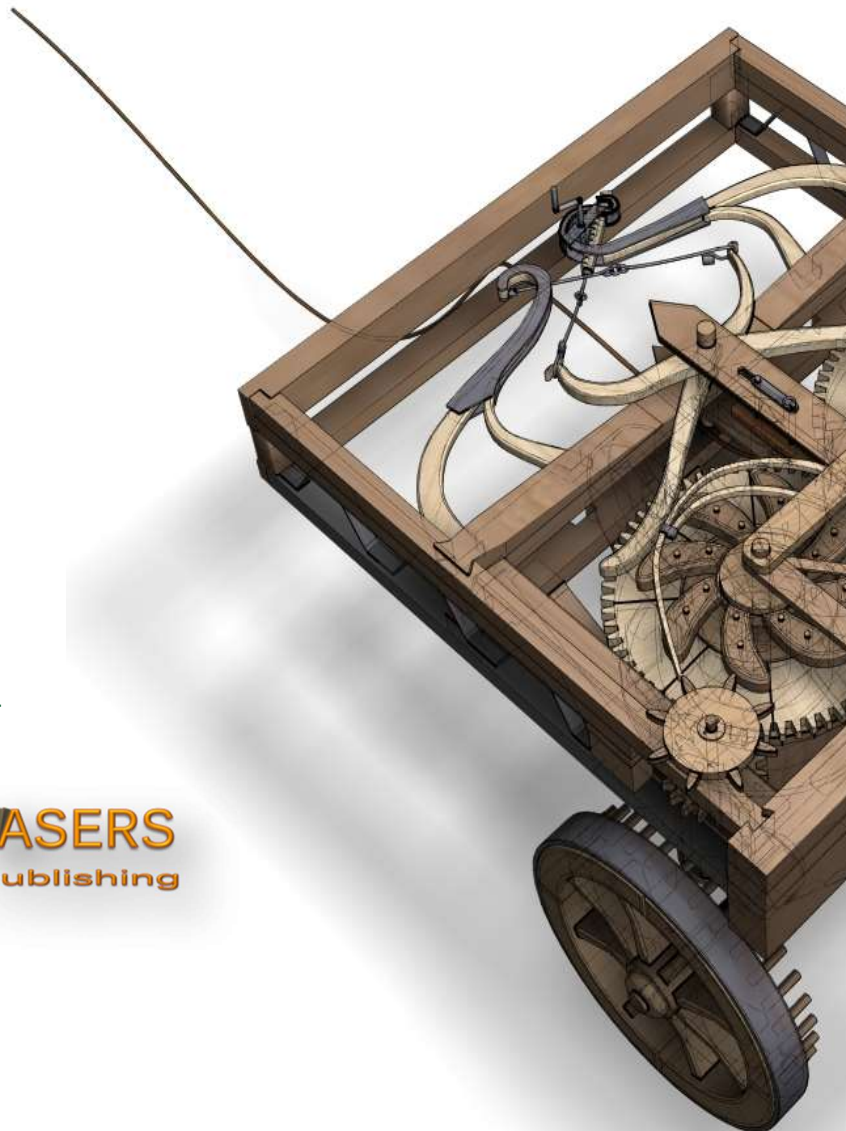
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Green Human Resource Management: A Review of Integration of Environment and HRM Practices in Hotel Industry

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Abstract

The concept of 'Green Human Resource Management Practices' in hotel industry is gaining momentum in the recent times and has drawn a great deal of attention from the perspective of academia and the industry. This paper is a collage of reviews taken from the existing literature on the subject with a prime objective to explore about green human resource management practices in hotel industry. It has been observed after a careful perusal that green practices need a further extension from the existing practices of human resource management. The prime objective of this conceptual paper is to understand the need for green human resource practices in the hotel industry at large and to contribute towards the scope of green practices in human resources management for sustainable environmental performance.

Keywords: green practices; sustainable; green HRM; hotel industry; environmental performance.

JEL Classification: O15; Q50; Z32.

Introduction

Green practices in human resource management started gaining momentum post 1990s. According to Renwick *et al.* (2008), the amalgamation of environmental practices and human resource management in the overall operations of an organization is known as 'green human resource management practices'. Further, they expounded that the aspects of human resources in managing the environment are nothing but green HRM practices. One of the largest sectors involved in recruitment of huge manpower and a major contributor towards the GDP of the economy is the tourism sector of which hotel industry is a part. This sector has the obligation to protect and maintain the environmental quality as better the quality and aesthetic appeal, the higher the tourist inflow of that particular region. Hence, there is a win-win and a mutually-beneficial relationship between the hotel and the environment (Han and Yoon 2015; Heish 2012; Kasim 2006; Wan, Chan and Huang 2017). In this regard, the responsibility of hotels becomes manifold in protecting the natural resources such as air, land, water

and energy with its ongoing activities (Bohdanowicz-Godfrey and Zientara 2014; Rahman, Reynolds and Svaren 2012).

Manaktola & Jauhari (2007) defined “a green hotel as a lodging facility committed to ecological and committed to making it environment-friendly practices”. Hossan (2012) affirmed that reduced management cost and lessened negative human impact on environment can be made possible by the implementation of green practices across the country and the globe that auger well for both the employees and the organization.

Knowing the importance of green human practices in organization and its role in striking a balance between the organization and the environment, hotels have started initiating and practicing green human resource management. To know more about the subject, a detailed review of existing literature through exploration and compilation of green human resource management practices is the main objective of this paper. Finally, this paper will help in contributing meaningfully to the field of HRM in the domain of teaching, research and the industry.

The objective is to examine the green human resource management practices, issues & challenges and implications in hotel industry.

1. Concept of Green Hotel and Green Human Resource Management

According to Ullah (2017) the term ‘green’ with respect to human resource management practices mainly suggest that the level of keenness and interest on the part of employees, management, policies and practices to support and maintain the environment in and around the premise. Hotels that implement eco-friendly policies to safeguard the environment in the form of reduced emission of pollutant, conservation of energy and water etc. are named as green hotels (Han, Hsu, Lee & Shue 2011; Maglovska 2020).

Post 1990, the green practices in human resource management slowly and steadily gained the momentum and was marked as a vital activity for sustainable growth of organization (Chan 2011). Since then, marketing management, finance management, services management and the other domains have incorporated management of environment for theory as well as practice (Mittal & Sangwan 2014; Rehman & Shrivastava 2011).

2. Green Human Resource Management Practices in Hotel Industry: Need Based Application

In order to motivate and inspire people to be eco-friendly and caretaker of environment, green practices in human resource management is the only solution (Cherian & Jacob 2012). At the same time, the onus lies on hotel management professionals practicing HR to guide and motivate their staff to follow the green practices for conservation of environment (Sathyapriya *et al.* 2014). Sudin (2011) expressed that in order to attain and sustain the desired objectives, organisations need to look forward to green practices in human resource management to strategize and covert their processes to go green in terms of recruiting, selecting, training and retaining their employees who possess skill-sets and technical know-how of green HRM.

3. Implementation and Significance of Green Human Resource Management Practices

Mohammad (2019) said that green practices are useful and an exhaustive method for optimum use of carbon, recycling of waste materials to achieve sustainable targets. Activities that are useful and friendly towards environment will enhance and boost the spirit of guests and employees and also provide the organization a competitive advantage (Park, Kim & McCleary 2014). Further, bringing in a change in the practices of hotel environment, the organisation will stand to gain in terms of operating costs (Bryman *et al.* 2007). Jafri (2012) has a similar view by highlighting the importance of green practices that are not only economical but also impactful from business perspective pertaining to return on investment (ROI). Moreover, green practices in human resource management enable the hotels to improve upon the trust and credibility amongst the guests and employees, thereby, a hotel that is eco-friendly has the advantage to gain strategically (Park, Kim & McCleary 2014).

4. Managerial Implications on Green Human Resource Management Practices

The importance of maintaining and protecting the environment has been taken very seriously by the hospitality professionals and educators making it one of the key responsibilities, especially, in hotel organisations (Hsiao *et al.* 2014 & Rahman *et al.* 2012). The outcome of this study is vital and urges the management of hotels to take appropriate steps in the right direction towards the implementation of green human resource practices in protecting the environment by deploying a committed team of individuals who can be the flag bearers to take this initiative forward with an objective of achieving organisational goals.

Recommendations

- The hotels should practice 'green recruitment' in hiring the right candidates where the use of paper is bare minimum so that the effect on environment is reduced to the maximum (Deepika & Karpagam 2016).
- The hotels should encourage a reward system for green practices amongst its employees to achieve better outcome. This initiative can be in the form of appreciation letter, promotion, role enhancement, monetary benefits, etc. (Prasad 2013; Arulrajah *et al.* 2015; Renwick *et al.* 2013; Opatha & Arulrajah 2014).
- In order to achieve consistently the organisational goals, the hotel management should provide 'green training' to their employees in preparing them to support and maintain the ecological harmony (Jabbour 2011 & Rawashdeh 2018). The objective behind this endeavour is to increase the awareness and generate interest amongst the employees towards the issues concerning the environment (Zoogah 2011; Renwick *et al.* 2013).
- Need based training on 'green practices' on a regular basis should be programmed with an objective that the employees acquire adequate skills and optimum ecological paybacks (Cherian & Jacob 2012).

Conclusion

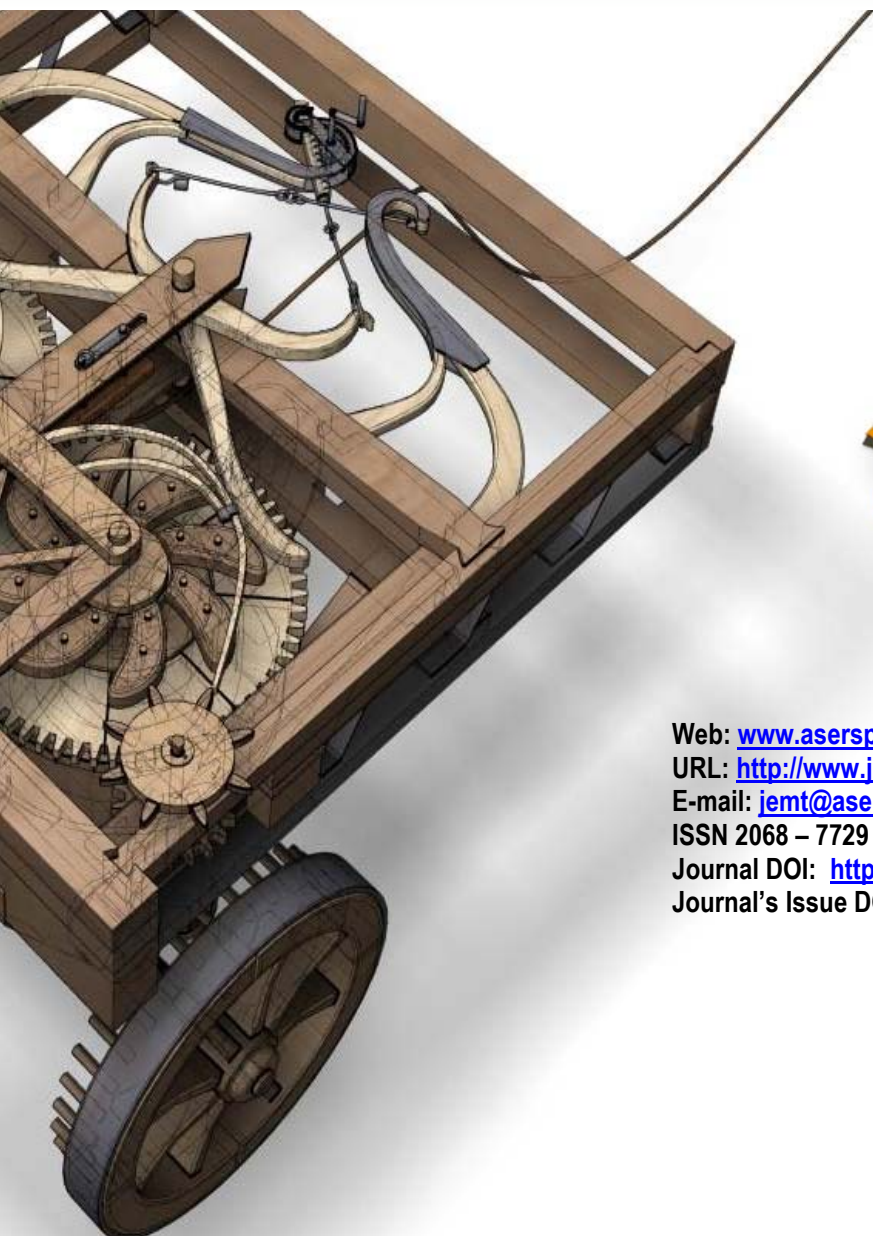
This paper highlights the importance of green human resource management practices in the hotels. Appropriate recommendations have been provided based on the studies and reviews of various literatures on the concept of green, green hotel, green practices in hotel industry, its significance and implications. Issues and challenges pertaining to green practices in hotels with a special reference to sustainability and growth of hotel organizations are discussed. Advice on imbibing and adopting green practices to the hotels for enhanced outcome and to offer a supporting role for management of environment are suggested for societal benefits.

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