



Green Human Resource Management Practices in the Hotel Industry: Ethiopian Perspective

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ABSTRACT

This article's primary focus is on the application of green HRM techniques by the hotel sector. Every subordinate and the management bodies must be committed to making the organization green. Nowadays, the larger picture of human resource management is examined in light of sustainability. The degree of application was examined by identifying and evaluating six key GHRM item components. Green employee empowerment and participation, green training and development, green performance management and appraisal, green reward and compensation, and green management of organizational culture were the highlighted GHRM practices. The degree and scope of green HR practices are evaluated using an exploratory research design. For this study, data from both primary and secondary sources were compiled. In order to update and validate the list of fundamental GHRM practices that had previously been found through literature reviews, input and suggestions from aspiring HR managers were now critically needed. According to the findings, the overall GHRM practice implementation is 2.07, which is regarded as a low level. Moreover, the statistical outcome indicates that workers are receiving compensation and benefits for their contributions even in the lack of appropriate eco-friendly hiring, training, and development guidelines. The results of statistical analysis indicated a strong positive correlation between environmental performance and the six green HRM practices.

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Introduction

The term “green human resource management” describes ecologically friendly and sustainable development strategies that need to be applied across the board in the company. Every subordinate as well as the organization’s management bodies must be committed to it. According to Saha et al. (2020), this viewpoint included seeing the company as a whole, seeing the staff as its lifeblood, committing to quality in all activities, and maintaining enthusiasm. These days, both well-run and poorly managed nations are concerned about environmental issues, green practices, and sustainable development. Due to these worries, there has been increased enforcement, and business and industry have been encouraged to adopt environmentally friendly practices and products in order to develop, enhance, and use green human resources management (Masri & Jaaron, 2017). As a continuous process, deciding which conservation practices should be used in every facet of a business, implemented, and adhered to at every stage of an organization is a critical responsibility of the human resource function (Yusoff, 2018). Furthermore, the sustainability of the entire human resources management context is currently taken into consideration. It is a significant branch of management that looks after an organization’s most valuable assets (Ahmad, 2015). Environmental awareness has been growing across many industries, particularly hospitality companies, as a result of severe ecological issues, an increase in environmental laws, and marketing pressure (Pham & Tuckova, 2017). Environmental sustainability tactics and management concerns have grown in importance in the hotel sector. Additionally, implementing green HR practices has benefits for the hotel industry. For example, workers who are aware of green HRM practices and have environmental knowledge are more likely to be motivated to adopt green behavior and engage in environmental activities within their organizations (Tan et al., 2019). Thus, the goal of this research is to investigate GHRM practices used in the hotel sector from an Ethiopian perspective.

Literature Review

The idea of integrating environmental and human resource management to green an organization began in

the 1990s, presumably as a result of Wehrmeyer’s (1996) editing of the book “Greening people: environmental management and human resources.” “Green HRM practices can increase employee responsibility for environmental conservation (Cherian and Jacob, 2012).” The organization’s identification of GHRM as the main driver behind pursuing a green initiative is correlated with the HRM function (Mandip, 2012, Jabbour and Jabbour, 2016). The degree of GHRM implementation sustains profitability and enhances work-life balance. Furthermore, Yusoff (2015) assert that GHRM practices support the social, environmental, and economic balance—the three pillars of sustainability. The organization’s overall financial performance is positively impacted by proactive environmental management and GHRM practices. Consequently, it is expected of the organization’s management bodies to educate staff members on how to enhance environmental performance through human behavior (Shaikh, 2012). Supervisors need to engage staff members in environmentally friendly initiatives at every stage of HRM procedures; if these initiatives become standard, they will be viewed as part of the company culture.

Eco-Friendly recruitment and selection

An organization should give preference to hiring candidates who are enthusiastic about environmental protection and green initiatives when hiring, selecting, and recruiting new employees (Renwick et al, 2013). By offering a representation of the candidate’s environmental knowledge, values, and beliefs, green recruitment aids in the organization’s recruits’ ability to recognize its green culture and share its environmental values and contribution (Renwick et al., 2013). (2010) Jackson and Seo. Green environmental requirements should be incorporated into the hiring process and the information provided (Arulrajah et al., 2015). In the course of the job analysis phase, job specifications and descriptions ought to clarify the expectations for the prospective green employee and emphasize their accomplishments and environmental aspects (Mandip, 2012; Renwick et al., 2013). One of the selection criteria for talent should be environmental awareness, according to the organization. In order to give candidates access to the organization’s greening focus, organizations should replicate their green

practices and sustainability issues on their website and other public channels (Kapil, 2015a; Arulrajah et al., 2015). The results of Guerci (2016), who discovered that environmental sustainability-related issues and green practices can be highly successful in drawing in candidates, corroborated this.

Eco-Friendly Training and Development

Jabbour (2013) states that in order to support environment management initiatives, environmental training should be given, particularly with regard to GHRM practices. According to Opatha and Arulrajah (2014), environmental training significantly increased the level of environmental awareness among employees. Encouraging an environment that will support green practices at all organizational levels requires this kind of training. Parallel to this, Arulrajah et al. (2015) discussed the significance of staff training and green learning in providing the information and abilities needed for effective environmental performance. Social and environmental issues should be included in employee training and development programs at all levels (Mehta and Chugan, 2015). As a result, seminars and workshops that help staff members gain and expand their knowledge of environment management should be included in training, learning, and development plans (Liebowitz, 2010; Prasad, 2013).

Eco-Friendly Performance Management and Appraisal

To attain the intended environmental performance, performance management systems ought to be utilized as a benchmark for gauging employee performance (Ahmad, 2015). According to Jackson (2011), the performance management system guarantees that green practices and management work are effective over time. Human resource management and green environmental performance should be integrated into PMS by setting environmental management objectives, monitoring EM behaviors, and utilizing green work ratings as the primary metrics for evaluating employee performance (Kapil, 2015). Managerial and staff evaluation records should be included in the green work rating (Prasad, 2013).

Managers in every organization should regularly provide staff members with feedback on how they are doing to help them enhance their environmental performance by attaining environmental goals (Arulrajah 2015). The employees' abilities, skills, and knowledge will all be enhanced by the feedback they receive, and their involvement in environmental management duties will rise as a result. Thus, the human resources departments of the company should improve the performance appraisal rating system so that employees can be rated based on their behavioral and technical environmental sustainability competencies (Ahmad, 2015).

Eco-Friendly Reward and Compensation

Organizations can achieve their greening goals by recognizing employees who are committed to environmental practices, according to Jabbour and Santos (2008). Reward and compensation could help environmental management by encouraging employees to adopt green practices and helping them avoid bad behaviors. In this situation, the goal of the reward and compensation structure should be to encourage environmentally conscious behavior on the part of the staff, and it ought to be connected to the results of industry-wide environmental initiatives. Green practice rewards come in a wide variety of forms. According to Renwick (2013), there are various types of rewards available for environmental management, including financial, non-financial, recognition-based, and positive feedback-based incentives. According to Renwick et al. (2013), these reward and compensation schemes place a high value on workers who support environmental sustainability and green practices. Employee participation in eco-initiatives and performance in green management practices are significantly influenced by management commitment, claim Daily and Huang (2001).

Eco-Friendly Employee Empowerment and Participation

Human resource managers must empower staff members to actively engage in green practices and eco-friendly activities as part of the environmental performance

enhancement practices (Ahmad, 2015). In order to hear employee input and change environmental goals, the company should strengthen employee empowerment and participation mechanisms (Harvey et al., 2013). In addition, the company ought to permit workers to actively engage in developing an environmental strategy (Margaretha and Saragih, 2013). As a result, people are able to acquire tacit knowledge, forge close bonds with large communities, and perform better environmentally (Renwick et al., 2013).

Eco-Friendly Management of Organizational Culture

One tool for ensuring ongoing improvement of a business's environmental performance through the development of a green corporate culture is its operational culture (Gupta and Kumar, 2013; Margaretha and Saragih, 2013). If HRM provides enough support, GHRM develops a green organizational culture (Jabbour and Santos, 2008). Furthermore, all organization personnel should be regularly informed about environmental initiatives, programs, and goals by top management. In addition to reiterating them through instruction and training, management should offer feedback based on environmental performance to achieve appropriate values (Fernandez et al., 2003).

Material and Method

An exploratory research design is used to measure the level and magnitudes of GHR practice in the hotel industry, Hawassa City, Ethiopia. Using a mixed methods research approach, the design inquiry methodically addresses both qualitative and quantitative aspects. For the following primary reasons, a mixed-methods approach was selected for this study. When shedding light on the underlying insights of the relationships found in an operational setting that is representative of real life, the mixed-methods approach is especially suitable. Furthermore, it reveals other contextual elements that might influence the application of green HRM in the hospitality sector (Tashakkori and Teddlie, 1998). The quantitative approach is quite different from a qualitative approach, its key feature being a numeric

measurement of events and control theoretical variables affecting those events. Qualitative research method can be used for examination of new perspectives, motives, intentions, or gain more information that cannot be conveyed quantitatively.

This made it possible for the researcher to learn in-depth details about environmentally friendly HRM procedures used in the hospitality sector. Journals were cited in relation to the ideas, theories, plans, and regulations of greening human resources management. These journals were rich sources of expert opinion that could be used to learn more and carry out the most effective and efficient analysis of the information gathered on the issue. Together, these journals make up the literature on a GHRM. To achieve this, HR managers from ten different star hotels that were implementing GHRM initiatives at different levels participated in semi-structured interviews. For data collection, every interview was taped, and as soon as the interviews were over, the tapes were transcribed. In order to ensure data dependability, a guiding protocol (Creswell, 2004) was employed as a backup to steer discussion around key GHRM concepts. To fully investigate the kind and scope of GHRM practice implementation, interview subjects were also asked a wide range of questions. A survey as a kind of research instrument was eventually developed in order to ascertain the relationship between the environmental performance from a literature review and the identified GHRM practices. O'Donohue and Torugsá's (2016) research validated and enhanced the procedure employed in the creation of this research tool. To improve the survey's validity and internal consistency, five human resource managers and seasoned practitioners participated in a pilot study before it was fully implemented among the targeted hotel industries. The pilot-testing process provided recommendations for rearranging several of the practices that were taken into consideration before its widespread implementation, as indicated by Mohtar and Rajiani (2016).

There were three main components to the instrument. Ten items in the first section collected data describing the demographics of the respondents. The second section comprised twenty-eight items that gauged how much GHRM practice was being used. The response options in this section were divided into six groups: (1) Eco-Friendly recruitment and selection,

(2) Eco-Friendly training and development, (3) Eco-Friendly performance management and appraisal, (4) Eco-Friendly reward and compensation, (5) Eco-Friendly employee empowerment and participation, (6) Eco-Friendly management of organizational culture.

Sampling procedure

The study's target populations included managers and operational staff from six (6) different hotels in Hawassa City. A portion of the population chosen to represent the entire population is the sample size. The C.R. kotari (2004) formula was applied to determine a statistically representative sample size of the population. As a result, 68 operational staff members and 36 managers were chosen as a sample for this study in order to represent the 1,420 total population. Given the variety of departments within the hotel industry, stratified random sampling was employed to ensure appropriate representation. Self-administered questionnaires were used to collect data over the course of three months. Each item in the survey had five possible ratings, which were as follows: 1-Not at all, 2-To a slight extent, 3-To a moderate extent, 4-To a large extent, and 5-To a very large extent. According to Roy and Khastagir (2016), this rating made it possible to evaluate how much GHRM was applied in Ethiopia's various hotel industries.

Table 4.1: Intervals of application degrees

Interval	Degree
1.00-1.80	Very low
> 1.80-2.60	Low
> 2.60-3.40	Moderate
> 3.40-4.20	High
> 4.20-5.00	Very High

Table 4.2: Descriptive examination of every item covered by GHRM practices

No	Green Recruitment and Selection Items	Mean	Application Degree
1.	Job description and specification includes environmental concerns	1.89	Low
2.	Environmental performance of the industry attracts highly qualified employees	1.75	Very low
3.	Selecting applicants who are sufficiently aware of greening to fill job vacancies	1.81	Low
4.	Recruitment messages include environmental behavior/commitment criteria	1.87	Low
5.	jobs positions designed to focus exclusively on environmental management aspects of the industry	1.69	Very low
Overall Mean and Application Degree		1.80	Low

Sources: own survey, 2023

Data analysis

The results of the correlation analysis are presented in this section along with a detailed analysis of the data acquired through the questionnaire. This study was examined using the Statistical Package for the Social Sciences, version 26. Internal consistency of survey instrument was evaluated using the Cronbach Alpha method.

Result and Discussion

Eco-Friendly Human Resource Management Practices in the Hotel Industry

Descriptive analysis was used to evaluate respondent input regarding green HRM in the context of Ethiopian hotel industry. As indicated in table 4.2, the means of the respondents were utilized to determine and assess the application level for each GHRM practice. The hotel industry's level of adoption of green HRM practices is reflected in the applications of the interval of application degrees. Respondents were rated on a five-point Likert scale (1 being not at all, 2 being to a slight extent, 3 being to a moderate extent, 4 being to a large extent, and 5 being to a very large extent).

No	<i>Green Training and Development Items</i>	Mean	Application Degree
6.	Educating industry participants on environmental issues to raise awareness of environmental issues	2.67	Moderate
7.	When analyzing training requirements, keep environmental issues in mind.	2.79	Moderate
8.	Observing orientation sessions that prioritize environmental concerns	1.94	Low
9.	Employees have online access to all training materials in order to reduce the expense of paper.	1.21	Very low
10.	Comparing environmental training to other company training programs, environmental training comes first.	2.57	Low
Overall Mean and Application Degree		2.2	Low

Sources: own survey, 2023

No	<i>Eco-Friendly Performance Management and Appraisal Items</i>	Mean	Application Degree
11.	Workers are aware of their individual green targets, objectives, and duties.	2.58	Low
12.	Performance indicators evaluate and include contributions to environmental management and environmental behavior.	2.69	Moderate
13.	Assessors' roles in attaining environmentally friendly results	3.01	Moderate
14.	Regular feedback to teams or employees can help them improve their environmental performance and meet environmental targets.	1.74	Very low
15.	The industry's performance assessment framework incorporates environmental management goals and targets by Corporate.	1.96	Low
Overall Mean and Application Degree		2.4	Low

Sources: own survey, 2023

No	<i>Green Reward and Compensation Items</i>	Mean	Application Degree
16.	Initiating rewards for innovative environmental performance	3.21	Moderate
17.	In accordance with environmental accomplishments, the organization provides both monetary and non-monetary rewards.	2.59	Low
18.	Environmental performance is recognized publically	2.64	Moderate
Overall Mean and Application Degree		2.81	Moderate

Sources: own survey, 2023

No	<i>Green Employee Empowerment and Participation Items</i>	Mean	Application Degree
19.	Presenting green helplines and whistleblowing	1.87	Low
20.	Allowing staff members to participate in collaborative problem-solving sessions and green suggestion programs for environmental issues.	2.67	Moderate
21.	Employees can share implicit knowledge and improve their environmental behavior by attending workshops offered by the company.	1.74	Very low
22.	Employee participation in developing the environmental strategy	2.43	Low
23.	Top managers work together to manage the organization's environmental issues and to increase awareness of them.	3.14	Moderate
Overall Mean and Application Degree		2.37	Low

Sources: own survey, 2023

No	<i>Eco-Friendly Management of Organizational Culture Items</i>	Mean	Application Degree
24.	Environmental practices are actively supported by upper management.	2.94	Moderate
25.	The environmental issue is mentioned in organizational vision and mission statements.	2.76	Moderate
26.	The organization's top management makes environmental management information and values clear.	3.01	Moderate
27.	Top management creates sanctions and fines for environmental management noncompliance.	2.63	Moderate
28.	departmental budgets cover environmental impact	1.74	Very low
Overall Mean and Application Degree		2.62	Moderate

Sources: own survey, 2023

No	<i>GHRM Practices in the Hotel Industry</i>	Mean	Application Degree
1.	<i>Green reward and compensation items</i>	2.81	Moderate
2.	<i>Green management of elements of organizational culture</i>	2.62	Moderate
3.	<i>Eco-friendly performance management and appraisal items</i>	2.4	Low
4.	<i>Eco-friendly employee empowerment and participation items</i>	2.37	Low
5.	<i>Eco-friendly educational resources and training materials</i>	2.2	Low
6.	<i>Green hiring and selection materials</i>	1.80	Low
Overall Mean and Application Degree		2.07	Low

Sources: own survey, 2023

Table 4.2 presents the application degree for GHRM practices in a sliding order. The overall GHRM practice implementation is 2.07, which is regarded as a low level based on the results. In addition, the hotel sector uses green reward and compensation items with mean values of 2.62 and 2.81, as well as green corporate culture management. Green recruitment and selection is the least common item, with a mean value of 1.80.

Examining the relationship between environmental performance and GHRM practices

Given that all of the P-values in Table 4.3 are less than 0.05, it is clear that environment performance and the six groups of GHRM practice items have a significant correlation. These groups of practices have a collective impact on environment performance. These practices do, however, show a positive correlation with environment performance; the practice of “green

employee empowerment and participation” has the lowest correlation ($\rho=0.546$), while practice of “green recruitment and selection” has highest correlation ($\rho=0.624$).

Conclusion

The primary goal of this study is to evaluate green HRM practices in the hospitality sector. The degree of application was examined by identifying and evaluating six key GHRM item components. Green employee empowerment and participation, green training and development, green performance management and appraisal, green reward and compensation, and green management of organizational culture were the highlighted GHRM practices. However, the analysis's conclusion showed that there was only a minimal level of GHRM practice implementation overall. Additionally, the statistical analysis confirmed that there is a significant positive correlation between the six green HRM practices and

Table 4.3: The correlation coefficient between environmental performance and Green Human Resources Management practices

GHRM Practices	Pearson's Correlation	EP	Type of Correlation
Eco-Friendly Recruitment and selection	Correlation Coefficient	.624**	Positive
	P-value (Sig.)	0.000	
Green training and development	Correlation Coefficient	.619**	Positive
	P-value (Sig.)	0.000	
Green performance management and appraisal	Correlation Coefficient	.608**	Positive
	P-value (Sig.)	0.000	
Green reward and compensation Correlation Coefficient		.602**	Positive
	P-value (Sig.)	0.000	
Green management of organizational culture	Correlation Coefficient	.584**	Positive
	P-value (Sig.)	0.000	
Green employee empowerment and participation	Correlation Coefficient	.546**	Positive
	P-value (Sig.)	0.000	

*Pearson's Correlation is significant at the 0.05 level

environmental performance. The practice that was found to have the greatest influence was “green reward and compensation items.” Conversely, the practice that had the least impact was “green recruitment and selection items. The statistical results indicate that without the appropriate green hiring and selection, training, and development policies, employees are being compensated and rewarded for the work they do on their own. Therefore, if the Ethiopian hotel industry makes greater investments in training programs and environmentally friendly recruitment and selection procedures, it should be able to increase its level of green HRM implementation from a low to at least a moderate level. If it is planned and acted well on the six GHRM items, the level of application might go to the higher level. It is well known that achieving high levels of environmental performance in the future is difficult without improved green recruitment selection, and training programs (Daily, 2012). Moreover, incorporation of eco-friendly management practices into organizational culture fosters employee commitment and environmental performance awareness. Therefore, greening people means linking the human resources to environmental management.

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