

A CONCEPTUAL FRAMEWORK ON ADOPTING GREEN HRM PRACTICES IN THE HOTEL INDUSTRY

Dr Mohan J Monteiro

Professor & Head, Department of Management Studies,
Vidya vikas Institute of Engineering & Technology, Mysore.

Abstract:

In today's contemporary competitive scenario, most of the businesses are inclining towards adopting green practices in order to achieve sustainability and competitive advantage. Hotel industry is one among them which is showing attention towards green human resource management practices to reduce wastage, minimize operation costs and recycle the materials. Hotels are adopting green HRM practices to bestow their commitment and responsibility towards environment. The main attention of this paper is to study the drivers that are driving the hotels towards adopting Green HRM practices viz., green recruitment and selection, green training, green rewards and green performance management. This paper aims to study the significance of adopting Green HRM practices in the hotel industry.

Keywords: *Green Human Resource Management, Green benefits, Green HRM Practices, Hotels.*

Introduction: Due to globalization, hotel industry is one among the fast-growing industry in the world. A remarkable progress in the tourism industry in the recent past has also contributed for the development of hotel industry. The hotel industry has emerged as one of the industries that are burdening the earth in balancing its ecology. Hotel industry though not polluting the environment, rendering its part by not conserving the natural resources and is not utilizing fully and making a waste of the resources.

International tourism and hospitality sector growing annually since 1950s with the world tourist arrivals to the overseas rising to 3-4% in 2015 (UNTWO). There is an anticipation of 4% annual rise in the coming decade with regard to the foreign tourism which creates a sharp surge in the demand for rooms in hotels (Hotel Investment Outlook, 2017). Hotel industry is rapidly developing in the emergent nations like India. One of the fastest growing sectors in Indian Economy is hospitality sector having its share of about 7.5% of GDP in India.

Hotel industry is considered as one of the high energy intensive sector of the tourism sector. (Bohdanowicz, 2005) as enormous energy is consumed in the process of accommodating and attracting the guests viz., food, drinking water, swimming pool, centralized air conditioning, lighting, linen, ambience etc.,

As stated by Gossling et.al (2005), on an average, 20.6 kg carbondioxide was emitted per hotel in one night. In consequence thereof the energy consumed by the Hotel Industry escalated to \$3.7 billion per annum (Bruns-Smith, Choy, Chong and Verma, 2015). Besides the wastage produced in the hotel industry by a guest in a day was computed at a minimum of 1 kilogram (Bohdanowicz, 2005) and consumed 218 gallons of water per room per day in a typical hotel (Bruns-Smith et.al, 2015).

In resolving aforementioned environmental issues, many of the researchers opined that strategical application of Green human resource management practices will show a way out.

Effective execution of Green HRM practices resulting in cost reduction, improved efficacies and effective employee retention and better employee engagement and also decreases the employee's carbon footprints. Of late, the businesses are forced to move towards green policies and practices. Being a part of the society, Hotels are more accountable towards society and they adopt green practices such as clean air practices, water conservation, and reprocessing and energy efficacy.

By embracing Green HRM practices in the hotels, hoteliers enjoyed numerous benefits like reducing operational cost, improved company image, attracting customers.

The concept of Green Hotel for the first time adopted by ITC Hotels Group Chain in India. ITC Grand Chola situate in Chennai pioneered in implementing its 'Go Green' programs to lessen the burden of environmental degradation and its approach towards non-conventional energy such as the entire hotel is running on the electricity produced in the wind farms installed by it, using solar for much of the hot water requirements, adaptable plant species and is host to local without being affecting its Five Star Flagship.

This study mainly focuses on the significance of adopting the green human resource management practices in the hotel industry. The hotels adopting Green HRM practices are both benefitted financially and recognized by the society. This paper helps to understand the importance of adopting green HRM practices in the hotels with a view towards maintaining ecological balance, minimizing the exploitation of natural resources, enhancing the quality of life by creating green conscious.

Objectives of the Study:

- To study the significance of adopting the Green HRM practices in the hotels.
- To study the paybacks of Green HRM practices in the hotels.
- To study the factors that influences the hotels to adopt Green HRM.

Concept of Green HRM:

Since 90s awareness regarding environmental management has gained prominence. Many organizations voluntarily adopting Green practices to minimize wastage and pollution. Human Resource Management integrated with environmental management is called Green HRM. Green HRM is the concept which integrates the HRM policies to boost up the businesses to adopt eco-friendly practices.

Most of the researches have proved that human resource management occupies a central role in achieving the better environmental management and the development of global standards for ecological protection, many of the organizations are linking their management practices with conservation management practices and adopting green practices. In this sense, HRM occupies a central part in the effective formulization and accomplishment of environmental management by linking HR practices viz., recruitment and selection, performance appraisal and training and development with environmental objectives. So, it is very crucial to fit in green concepts into HRM in order to be Green Human Resource Management. Green HRM is just using HR policies and practices for sustainable development of organizations within the businesses to improve environmental sustainability.

Need and Importance:

The study reveals the need for adopting Green HRM practices anthem hotel industry and how the hotels are implementing green human resource management practices.

Today hotels are formulating green policies to promote green behaviour among hotel employees. This study explains the role of HRM in hotels to motivate employees towards environment management and eco-friendly practices.

Green HRM practices will increase the employee involvement in eco-friendly practices. By adopting Green HRM practices wastage can be reduced by recycling the materials and energy can be saved.

Review of literature:

An inclusive understanding of Green Human Resource Management practices and implementing the same in appropriate ways, it helps in attaining social and organizational performance in sustainable manner and also assists to gain competitive advantage.

In the forthcoming days all the business firms should adopt eco-friendly practices for its subsistence and also for betterment of the society. In repercussion thereto the firms should assimilate the green issues and practices into the routine day to day HRM activities and also into the tactical decision making and strategies (Md. Sajjad Hosain, Md.Sadiqur Rahman, 2016).

Employees green ability influence hotels green ability. Hotels green ability depends on the hotel employees' environmental knowledge and skills. But employees' awareness regarding environment seems to have an adverse effect on hotels' green ability. Mere awareness on the problem cannot solve it but ability to deal with the problem can solve the problem (Ming-Hsuanwu, WeeraPonThongma, 2017).

Sufficient training about environment management can improve consciousness and build abilities among employees to enhance their green behaviour. The blend of green practices with rewards can boost up the green conduct and behaviour and develops green organizations. Green firms not only provide benefits like good reputation, brand value, increased productivity, maximized revenues and talent acquisition but also manage negative impacts on environment (PaudelTulsi&Yunhoji, 2017).

The main purpose of the study is to identify best green practices in the service sector. It mainly focussed on green operational strategies in the hospitality industry. It was noted that to create awareness and to promote the effective utilization of resources, organizations must follow Go Green Campaign. Best practices were less paper usage, low electrical consumption, low fuel usage, reducing printing of medical consultation, installing energy metering equipment, providing staff quarters, choose LED lights, using compressed air pumps, building an onsite solar plant, enlightening the staff of their bad practices and motivating them to correct it, using laboratories to control waste, training employees to evaluate, follow up and accompaniment for proper waste management and adhering to ISO standards (Yazan Khalid, Ald-Allah, Migdadi and Abeer Ahmed Omani, 2018).

A review of GHRM research suggests that organizations have not been using full range of GHRM practices. It is identified that some of the GHRM practices were given more prominence with that of others. A keen and analytical examination of the Green Personnel Management practices on Organizational Environmental Performance insists a pressing research on Green HRM practices and in particular the impact of individual Green HRM practices on environmental performance. Literature on Green methods on HRM shows that Employees' Green Behaviour (EGB) in the work place may promote environmental performance (Richa Choudary, 2019).

To sustain eco-friendly and balanced eco-system, employees play key role as human resource is the activator of all processes and resources as practicing green management emerged as one of the fundamental phenomena. Green practice management will be a competitive advantage in both local and overseas markets (Arsalan Mujahid Ghouriv, 2020).

Green hotels follow several Green Human Resource practices and getting benefits by applying the Green Human Resource Management such as maximizing the profitability by reducing wastes, recycling and reusing of materials, enhancing the brand image, attracting and retaining green guests, minimizing negative environmental effect and better financial performances and good hotel reputation(Ahmed E.Sobaih, 2020).

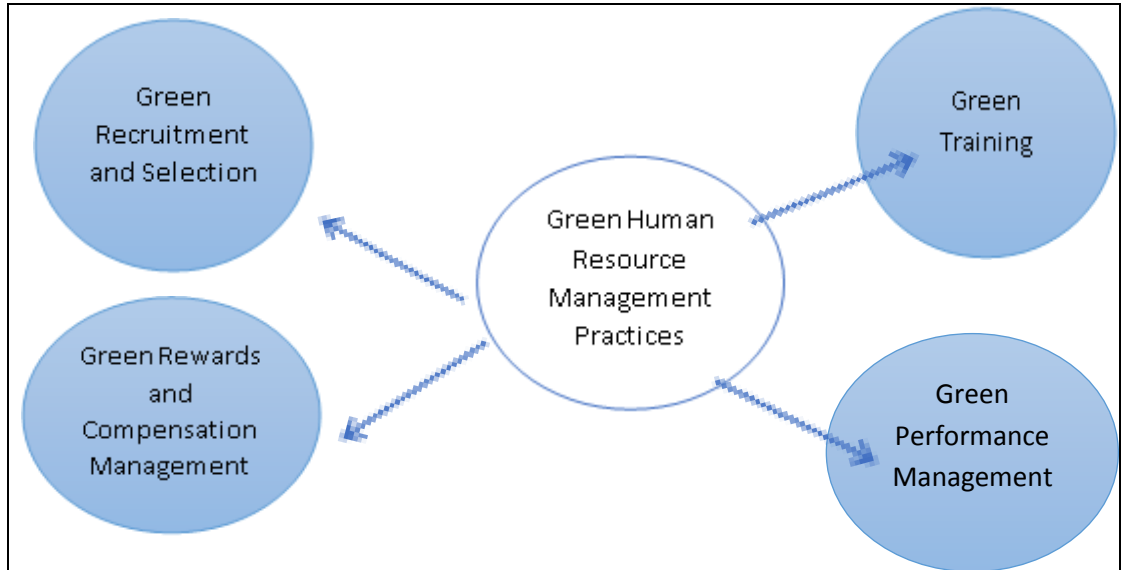


Figure 1. Conceptual Framework of GHRM Practices

Notwithstanding anything, all the above researchers opined the insisting necessity of adopting Green HRM practices in hotel industry. In some of the researches cited above, there are proven benefits of adopting Green HRM practices and in some of the researches have studied the factors that influenced to take up Green HRM practices as a breakthrough in the field of hotel industry. By reviewing the articles, reveals that the tourism and hospitality sector effectively adopted the Green HRM practices. The paper clearly reveals adopting Green HRM practices viz., green recruitment and selection, green training, green rewards and green performance management yields benefits to hotels.

Reasons for Hotels Adopting Green HRM Practices:

- To preserve natural resources.
- To reduce operating costs.
- To build hotels’ brand image.
- To reduce the involvement of government and other regulatory bodies.
- To inculcate eco-friendly behaviour among employees.
- To minimize wastage through the use of recycle, reusage of materials.
- To increase the guests’ morale and loyalty.
- To gain competitive advantage.
- To gain international recognition by green certification.

Benefits of Adopting Green HRM Practices:

Hotel Benefits	Benefits to Community	Environmental Benefits
Improved financial performance	Create environmental awareness	Reduce pollution
Reduce wastage of food and water	People develop green behaviour or become conscious on green practices	Minimizing the environmental hazards.
Improves employee attitude and behaviour to save the environment.	People know reduce, recycle and reuse of materials	Reduce the exploitation of natural resources.
Attract and retain guests.		Minimize the environmental degradation.
Promote Green Behaviour among hotel employees		
Reduce operation costs		
Enhance good relations with community		
Enhanced brand image		
Increased ability to attract new employees who have environmental conscious.		
Tax benefits from government.		

Suggestions for Incorporating Green HRM Practices:

➤ **Green Recruitment and Selection:**

Green recruitment and selection means hiring the candidates through virtual mode. In the process of attracting potential candidates, now hotels are using e-recruitment and conducting virtual interviews. Many hotels today are following the green selection criteria in selecting the candidates to reduce the paper work and to reduce the burden on environment. By using paperless selection tests like behavioural observation and virtual interview select candidates who have green conscious and green behaviour. So, this green recruitment and selection ensures candidates who are interested to take green initiatives are hired.

➤ **Green Training:**

Training and Development is the process of enhancing knowledge, skill and abilities (KSA's) of employees which in turn improves the overall performance of the organization. Green training is the process of educating the employees and create awareness about greening and Green HRM practices. Green training improves the job-related skills of hotel employees and make them able to handle guests' complaints and in complying of guests' requests.

Further Green Training facilitates the employees in motivating the guests to inculcate green behaviour by demonstrating its advantages in the adoption of green behaviour. By this green training employees learn how to reuse, reduce and recycle the resources and also, they learn how to reduce waste, conserve energy.

Trainers should conduct online training programs to reduce usage of paper and ultimately save trees and save the nature.

➤ **Green Performance Management:**

Performance management is the process of evaluating or assessing the performance of individuals or teams based on certain criteria. Green performance management means evaluating the employees' performance based on their implication of green practices at their works. Hotels should set green goals for employees and make sure that its employees achieved the goals effectively.

➤ **Green Rewards and Compensation Management:**

Reward Management is the process of providing monetary and non-monetary benefits to the employees provided for the services contributed towards the organization. Setting green rewards shows organizational commitment towards green practices. Green reward means the compensation system should align with the green behaviour of the employees in the hotels. Employees who effectively follow green practices and promote green behavior should be rewarded by both financial and non-financial rewards. Green rewards encourage the employees to adopt green practices in the works place.

Conclusion:

Like other industries, hotel industry has also awakened about its responsibility in preserving environment. Only few hotels around the globe have adopted green practices but still many hotels due to high initial cost, are reluctant to adopt the green practices and also hotels failure in perceiving the environment protection and green practices and its significance. Adopting ecofriendly practices means not only saving the environment, but it also yields long run profits. So, by adopting green practices through Human Resource Management, hotels become 'Ecotels'.

References:

1. Lakshmi Kothiswari,S. (Jun'2019). An Analysis of Employee Awareness on Green Human resource Management Practices, *JEJIR Journal, Vol.VI*, retrieved on Jan 17 2020 from www.jetir.org.
2. Yina Li et al., (Feb'2019). The Adoption of Green Practices by Chinese Firms, retrieved from www.emeraldinsight.com.
3. AdeyefaAdedayo Emmanuel (Apr'2020). Conceptual Viewpoint on the Needs for Creating Green Human Resource Management Practices Awareness of Hotel Industry in Nigeria; Issues And Challenges, *International Journal of Management (IJM), Vol.XI*, retrieved from www.iaeme.com.
4. Arsalan Mujahid Ghouri, et al., (Jul'2020). Enhancing Business Performance through Green Human Resource Management Practices: An Empirical Evidence from Malaysian Manufacturing Industry, retrieved from www.emeraldinsight.com
5. Deepika R. and Dr.Karpagam (2016). A study on Green HRM Practices in an Organization; *International Journal of Applied Research*, retrieved from www.allresearchjournal.com.
6. Nhat Tant Phan et al., (2019). Greening the Hospitality Industry: How Do Green HRM Practices Influence Organizational Citizenship Behaviour, retrieved from www.elsevier.com
7. Sabzar Ahmad et.al., (Mar'2018). Green Human Resource Management: A Review, retrieved from www.researchgate.net.
8. ShayistaMajeeda and Azra Khan (Jun'2019). Green Human Resource Management Practices: A Review of Literature, retrieved from www.reseearchgate.net.
9. Amutha.V (Nov'2017). A Theoretical Study on Green Human Resource Management Practices, *Global Journal for Research Analysis, Vol.6 Issue No.11*.
10. Paudel TULSI, et al., (2019).A Conceptual Approach to Green Human Resource Management and Corporate Environmental Responsibility in the Hospitality Industry. *Journal of Asian Finance, Economics and Business.Vol 7 No 1 (2020)* 195-203.
11. KajolKarmokar, et al., (Nov'2020), Can Green Human Resource Management Practices Influence Hotel Employees Green Behaviour ? Evidence from Khulna City Hospitality Industry, Bangladesh, *International Journal of Human Resource Studies, Vol.10 No.4*.