



Green Human Resource Management Practices in Hospitality Industry: A General Review

I Gede Rai Palguna
Applied Master Program in Tourism Business Planning,
Tourism Department, Politeknik Negeri Bali, Indonesia
e-mail: palguna@pnb.ac.id

Received on 20 April 2021

Revised on 26 April 2021

Accepted on 26 May 2021

Abstract: Purpose: This article aims to explore the concept of Green Human Resource Management (HRM), the Green HRM model, and the practice of Green HRM implementation in the hospitality industry.

Research methods: This study used a qualitative descriptive method with literature review. The article was taken as study material using the Google Scholar search engine.

Findings: Human resource managers must have a good awareness of the Green HRM concept, after which Green HRM practices can be carried out, such as: green building concepts, minimizing paper use, recycling and disposal of waste, and energy conservation. They should clearly integrate the concept of Green HRM in human resource functions.

Implication: Employees are expected to have a vision of sustainability, which is in the end company also concentrates not only on economic sustainability, but also ecology, and the social environment.

Keywords: environmental performance, green HRM, practices.

INTRODUCTION

The level of public concern regarding their efforts on environment protection in relation to sustainability has reached a new point as the basis for the emergence of a new paradigm in society. Environmental issues have been discussed very often in various events, even in international conferences. Discussions that usually related to environmental issues are the minimization of carbon emissions in the air, climate change, to complex issues regarding global warming. The issue of sustainability and environmental problems is a major problem for many countries, especially in developed countries which have a large population density and productivity levels from various existing industrial sectors. Several special agreements made as an effort to save the environment and reduce activities that can have an impact on climate change, such as The Kyoto Protocol in 1997, the Climate Change Summit in 2007, the Copenhagen Climate Change Conference 2009, and The Paris Agreement for Climate Change 2016, have becomes a strong determinant that the problem of climate change is a global issue (Peerzadah et al., 2018).

Problems regarding environmental impacts and climate change are not only a community problem caused by the impact of the general public, such as: excessive use of motorized vehicles which results in excessive pollution, the

greenhouse effect, and the impact of forest fires. A review of sustainability issues is also an effect of a company's business activities. According to the World Commission on Environmental and Development, cited in Benevene & Buonomo, (2020). The concept of sustainability can simply be interpreted as a development to meet current needs, without destroying resources that can affect the ability to meet future needs. This definition will be of particular concern to a company or industry. Companies should not only focus on the economic aspects related to the achievement of profits, but the broader handling of responsibility for ecological problems and responsibility for the social environment also must be put into consideration. Various types of companies with their respective interests, in carrying out their business activities, will certainly produce emissions. No exception for those companies in the tourism industry, more specifically in the hospitality sector. Globally, the service sector has been able and has become a driver of global economic growth. Thus, the global economy has significantly shifted from the manufacturing sector to the service sector.

Hospitality industry is a service sector whose service quality will affect internal company income. If the hospitality industry experiences an increase in productivity, it will affect the productivity of other sectors such as manufacturing and the service sector (Siyambalapitiya et al., 2018). The hotel industry sector will certainly take into account profits for the sustainability of the company, but besides that the company has a corporate social responsibility to society and the world. One of the activities commonly carried out by the hospitality sector in an effort to protect the environment and the community around the company is called Corporate Social Responsibility (CSR). In addition to seeing the relationship between CSR as a form of hospitality, at this level CSR can represent the productivity of the tourism industry's performance. But in some literature, it is stated that CSR is also said to be completely unreliable (Úbeda-García et al., 2021), because there are other factors involved as well.

The involvement of the hospitality industry in sustainability efforts, one of which can be realized through CSR activities, has a focus object, namely the planet and people. If we look deeper, that the implementation of CSR will involve employees in the hotel industry, because employees are human resources in the company which is further regulated in the field of Human Resource Management (HRM). HRM is the science and art of regulating the relationship in between the role of the workforce, so that it will be effective and efficient in helping the progress of the goals' achievements of the company, employees, and society (Hasibuan, 2016). The hotel industry must then think of human resources as an important asset whose mindset can be adjusted to help the hospitality industry's vision in the business of sustainability, one of which is through a concept of linking sustainability with human resource management, known as Green Human Resource Management (Green HRM).

Boselie, Paauwe, and Jansen in Yusoff & Nejati, (2019) revealed that the basic human ability in relation to engaging in strategic and applicable activities that consider sustainability is known as Green HRM. Opatha, (2013) explain that Green HRM is a policy, practice, concept, and system that encourages employees in an organization to consider sustainability in the interests of individuals, communities, planets and businesses (Peerzadah et al., 2018). Green HRM implementation will be included in the functions and practices of human resources, starting from staffing, training and development, compensation, employees relations, safety and health (Larasati, 2018), based on

the opinion of Mathapati in Peerzadah et al., (2018) Green HRM practices must be designed in such a way to create employees who have the behavior and understanding to carry out business activities based on behavior that considers sustainability.

In the process of producing employees who understand the concept of Green HRM, the manager of the human resources department also has the responsibility of providing training and development on environmentally friendly behavior. If the concept of Green HRM has been set and implemented, and employees are able to act and contribute significantly to Green HRM practices, then human resource managers can include aspects of Green HRM into employee performance appraisal indicators. For companies that have been able to reach a level of care for ecological sustainability and are able to carry out environmentally friendly employee behavior, then at the next level the company is expected to be able to improve environmental performance (Kim et al., 2019). To create a good environmental performance, a company or organization must have the initiative to be able to try and exceed people's expectations in a way that is more than just following and obeying an organization.

Awareness of environmental performance covers a broad and complex matter, such as: products produced, use of resources, to an organizational process. To be able to achieve good environmental performance, company management must think about the innovations that will be carried out, in this case related to green innovation. The combination of green innovation and company management issues in environmental issues will stimulate good environmental performance for the company (Singh et al., 2020). In this case Green HRM plays an important role as a concept that can be applied, as a first step towards creating ethics and personalities for employees who are concerned about sustainability issues.

When all human resource management processes and functions can be carried out properly in accordance with the principles of sustainability, then the next goal of Green HRM as expressed by Jackson in Siyambalapitiya et al., (2018) is to increase the effectiveness of environmental performance in the organization, which is by involving employees as human resources, and management should be able to form an attitude of commitment from these employees for the environmental sustainability so that it will be achieved properly. This research helps to see the concept of Green HRM, a review of the application of Green HRM, to its models and characteristics, which made it suitable to be applied in the hospitality industry.

RESEARCH METHODS

The research methodology used in this paper is a literature review. In this article, we discuss Green HRM, especially in the hospitality industry, which presents various articles that are relevant to the topics discussed. To ensure that the articles used are valid and of good quality, the author uses the Google Scholar search engine to sort out articles that are less recognized. Some of the keywords used in searching the literature reviews are: "green human resource management", "human resource management", "model of green HRM in hospitality industry", "implementation of green HRM in hotels", "review of green HRM implementation in hotels", "Green HRM innovation and practices".

To ensure that the articles used are of good quality, several criteria are used to select articles. First, the article has been indexed on Google Scholar and

has a DOI. Second, articles must have been published in the period between 2010-2020 to ensure that studies conducted by previous researchers are using the latest data. Third, articles are scientific writings that have been reviewed previously because the data required needs to be of high quality. When the appropriate article is found by the abstract, then it will be read through to other sections to get quality data and results of previous research for review.

FINDINGS

The conceptual application of Green HRM is still on the process to be included in the functions for human resource management, starting from recruiting, selection, training, performance evaluation, and the rewards of a company goal. To put it simply, Green HRM is a concept which resulted from the efforts of including environmental or green management into human resource management functions.

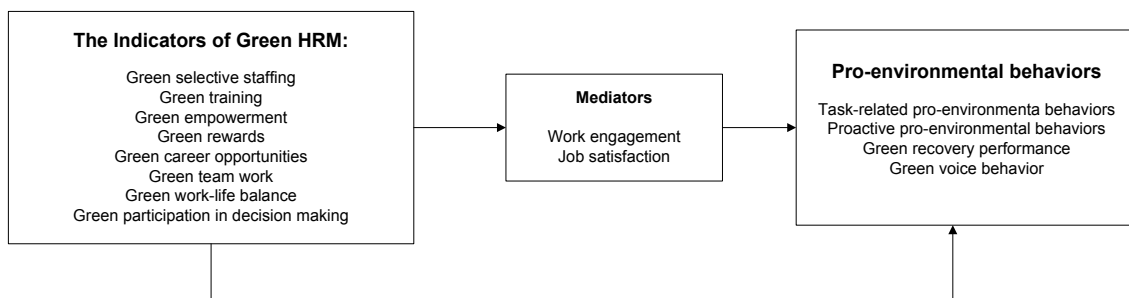


Figure 1. The Conceptual Model of Green HRM
(Source: Ari et al., 2020)

As can be seen from Figure 1, that green selective staffing, green training, green empowerment, green rewards, green career opportunities, green teamwork, green work-life balance, and green participation in decision is mentioned as an indicator of Green HRM (Ari et al., 2020). The authors of the article agree on the Green HRM indicator according to literature reviews and relevant articles from case studies in the service company sector.

Green HRM Practices

In accordance with the article written by Ahmad, (2015), organizations have the responsibility to always think and formulate human resource management practices, including green HRM, which is the company's social responsibility towards the company's social environment, especially the external environment. To ensure that their employees can practice green HRM appropriately, managers are deemed necessary to provide training or socialization about the real skills or practices of implementing green HRM in a company environment. In this research conducted by Ahmad, several practices that can be carried out by human resource managers, which are a manifestation of an initiative in Green HRM practices, are as follows.

1. Green Building

The decision to carry out construction using the green building concept or not in a company will certainly consider various aspects. The use of green buildings has become a trend for their enthusiasts in the community or for companies that have strict considerations about sustainability, some examples of companies that have constructions that adopt green buildings

are Ford, Fortune 1000, Pepsico, etc. Several green building concepts are considered to have fulfilled the building criteria that minimize the use of raw materials that can exploit nature in the construction process. Green buildings are also often associated with several things such as: cost savings in construction due to using construction with a lower budget, energy efficiency, renewable energy, and processing rainwater into ready-to-use water. Green building is an implementation of the commitment of a company that cares about the environment and the issue of sustainability.

2. Paperless Office

Paper is one of the mandatory instruments that are always needed in company operations. Not using it is one of the concepts related to reducing the exploitation of natural resources, especially those related to paper raw materials. The remainder of the use of untreated paper will certainly cause pollution, and it is also associated with the practice of reducing water and energy waste. Along with technological developments, all systems within the company will be integrated online to minimize the paper usage. Conventional work mechanisms like recording, printing, storage, etc. can be reduced if the conventional system of paper use can be changed into the integration of every activity in the company using information technology.

3. Recycling and Disposal of Waste

The recycling process is a method of managing used goods that can still be used, then processing it into new products and can be utilized. If the recycling process can be carried out effectively, the company will unconsciously reduce the raw materials that will be used to create a new product. If this recycling process can be carried out well, it is expected that it can reduce waste, make the environment more beautiful, and have a positive impact on air and water cleanliness. In practice, if the internal human resources manager has been able to guide their employees to recycle, it is already considered to be committed and contributing to sustainability, which is an aspect of corporate social responsibility.

4. Energy Conservation

The issue of energy conservation is complex and can be implemented in a number of ways related to energy saving and conversion. Various impacts can be felt if the implementation of energy conservation is carried out consistently. In the article of Davies & Smith which quoted in Ahmad, (2015), human resource management in the UK arm of Sky has taken several strategic steps, such as employees being required to turn off personal computers, TVs, and lights when leaving workspace, using renewable energy, and applying solar lighting. According to the opinion of Simms cited in Ahmad, (2015), human resource management and other organizations in the UK have begun to make policies for employees who travel to minimize the use of office vehicles in order to promote the full utilization of public transportation.

Changes in the company's perspective whether or not to apply Green HRM can be seen from written or unwritten policies, environmental management policies, marketing strategies, capital investment, design and development of new products, and production processes. The function of Green HRM resulting

in increased efficiency, reduced production costs, and increased productivity are increasingly apparent. Even though in some companies the Green HRM practice is still a dream, but slowly with the various regulations and initiatives that exist, the Green HRM practice can be attained. Green HRM is certainly a practical concept policy that will involve three pillars of sustainability, namely from the aspects of natural, social and economic balance (Yong & Mohd-Yusoff, 2016).

Awareness and Implementation Green HRM in Sharm-Elshiekh

Sharm-Elshiekh is an Egyptian city on the southern tip of the Sinai Peninsula, in South Sinai Governorate. According to the research results of Ari et al., (2020) regarding the power and implementation of Green HRM at Sharm-Elshiekh, human resource managers are quite aware of the concept of Green HRM. The hotel has an initiative to apply the Green HRM concept. After the human resource manager clearly understands the concept of Green HRM, the human resource manager is obliged to motivate and encourage the employees to take the initiative to implement sustainable measures. The policy on Green HRM is not just a concept that is only understood by the human resources department, but the human resource manager must ensure that there are clear rules or regulations on the practice of Green HRM. Essentially, the implementation of Green HRM in hotels is used for the benefit of the organization, thus the practice Green HRM also implies the success of environmental management. Furthermore, in order to meet the company's goals, Green HRM is also stated to be able to provide more competitiveness for the company and it is important to maintain long-term profitability. The terms and conditions regarding the application of Green HRM need to be socialized to all employees, especially to the managers in order to facilitate the identification process in decision-making to achieve company goals, including issues of sustainability Garavan et al., (2010).

Meanwhile, if you look at the overall score for the study of the application of Green HRM practices, it can be concluded that the current hotel management is not sufficient enough in the implementation of Green HRM policies or its conceptual procedures, nor incorporating them into human resource functions, such as: recruitment and selection, assessment performance, reward systems, and employment relationships. On the other hand, for other human resource functions, such as: training and development, are seen to be including a sufficient amount of Green HRM policy in the process. Other research findings also show that the ability of human resource managers to incorporate sustainability efforts into each human resource functions can affect the employee motivation to engage in the activities that considers the aspects of environmental sustainability, thus, the employees are automatically considered to have been involved in the organizational or company efforts on sustainability (Renwick et al., 2016).

Even though the majority of human resource managers have a good and positive awareness about Green HRM, they have not fully integrated the Green HRM concept into human resource management processes or functions. According to a research conducted on 28 five-star hotels regarding Green HRM awareness and implementation, it found out that hotel managers knew and aware of the application of Green HRM, but they do not fully apply the concept of Green HRM. With that, it is expected that human resource managers should pay more attention to the implementation of Green HRM and being able to integrate it into the human resource management function.

Green HRM Practices Positively Affect Environmental Performance

Environmental issues have not been the focus of the company in the past, therefore the company does not allocate designated costs for its implementation. But as time goes by, the issuance of new regulations and current trends, many companies have started to develop and adopt work programs which pays specific attention to environmental issues (Wagner quoted from Yusoff & Nejati, 2019). The practice of past human resource management functions that have not integrated the green concept in carrying out the human resource management function has made human resource managers have limitations in managing organizations that are environmentally sound, it is because since the very beginning, the recruitment process was not integrated with the environmental concept. With the various environmental problems that occur currently, the government demands that entrepreneurs should integrate their care for the environment with their business in the form of corporate social responsibility which should be carried out by various company activities, it is expected that organizational performance will increase and reflecting great results when the managers have committed to protecting the environment and nature (Yusoff & Nejati, 2019).

In its broad development, various shareholders and stakeholders, creditors, consumers, regulators, investors, and the public have begun to deeply consider the aspects of sustainability, which automatically put pressure on companies to start caring and took it into account, so that the company's performance can contribute positively to environmental issue. This is of course based on the risks that can arise from service activities and company operations, especially from the hospitality industry. Thus, the company's commitment to protect and care for the environment can be determined by the environmental performance. According to the opinion of Ilinitch et al, quoted from Yusoff & Nejati, (2019), there are several measurement systems that can be applied by companies, such as: (1) Application of corporate-wide metrics for determining resource acquisition, usage, and waste (2) Maximizing the use of technology and information systems to track and pay attention to resource activities (3) Conduct field observations and audits to provide opportunities for employees to analyze problems, while collecting data and reactions from the company's environmental performance application. This is reinforced by the results of research conducted Teixeira et al., (2016), which confirm that human resource management practices have an important role in influencing the management of environmental performance. The implication is that the practice of Green HRM (recruiting and selection, training and developing, performance appraisal, rewards, etc.) will have positive effect and will be able to improve the company environmental performance.

The results of a study conducted by Yusoff & Nejati, 2019), in an effort to integrate Green HRM practices into company policy, normative pressure is one of the factors accompanying this effort. Normative pressure is the social norms, beliefs, and assumptions of human nature that humans possess and are carried by each individual socially. In the context of company operations, the company should also carry the concept of normative pressure on humans by conceptualizing it in the body of the company, so that by another perspective the company is obliged to consider environmental sustainability efforts as a form of corporate normative pressure. Thus, it is presumed that this is the best way for the company to improve the operational efficiency while also encouraging the

company to create new services to improve the company's image. Therefore, the company will have a competitive advantage. On the other hand, along with the ever changing market trends, paradigms, the need for new market products, and the increasing number of regulations on environmental conservation, managers must pay more attention to the aspects of environmental concerns. Implementation in regards of the environment would not work if company managers and management are not establishing an environmental-based work program to ensure that Green HRM practices will be carried out well. The results of this study are depicted in Figure 2, below:



Figure 2. The Conceptual Framework
(Source: Yusoff & Nejati, 2019)

CONCLUSIONS

The integration of green concepts in human resource management functions must be carried out from the start. The human resource management function, from recruiting to rewards, must be determined by human resource managers as an initial process to instill a green mind set in the potential employees. The process of integrating the concept of green with employees will help in shaping the mindset of employees to have a vision of sustainability. As known, employees are the company's main asset, where what goes on in a company will be determined by the mindset of its employees, the hospitality industry is no exception. When employees have a mindset about sustainability, then there are several practices that can be applied, such as: the green building concept, creating a paperless office environment or at least minimizing paper use, implementing waste-recycling, and also energy conservation.

The concern and practice of Green HRM in the hospitality industry has been carried out, according to a study from Egyptian, 28 five-star hotel managers have awareness of Green HRM practices. Meanwhile, other studies stated that Green HRM practices will have a positive impact on environmental performance. In its development, various stakeholders also put pressure on the company on the implementation of sustainability efforts in the business realm. The implementation of Green HRM also running by the help of various pressures, one of them is pressure from outside, which called normative pressure. If Green HRM can run well, it will have a positive effect on environmental performance and financial performance. Based on the above conclusions, it is advisable for further research to conduct studies on hotels in Bali, either 5 or 4 stars, to see the pattern of the implementation of Green HRM, understanding the human resources department, learning department, or training department. Thus, the best model

for the implementation of Green HRM that is suitable to be applied in Bali can be proposed.

ACKNOWLEDGEMENT

As an appreciation, the author would like to give the highest appreciation to Ida Sang Hyang Widhi Wasa (the Supreme God) who has provided health and safety during the pandemic, the opportunity to still work, and be able to complete this article. To Prof. Ni Made Ernawati, MATM, Ph.D as the Head of Tourism Department and Dr. I Gede Mudana, M.Si as the Head of Applied Master in Tourism Business Planning as well as lecturers in the Applied Research Methodology in Tourism course.

REFERENCES

- Ahmad, S. (2015). Green Human Resource Management: Policies and practices. *Cogent Business & Management*, 2(1), 1030817.
- Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A Conceptual Model for Green Human Resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes. *Sustainability*, 12(17), 7089.
- Benevene, P., & Buonomo, I. (2020). Green Human Resource Management: An Evidence-Based Systematic Literature Review. *Sustainability*, 12(15), 5974.
- Garavan, T. N., Heraty, N., Rock, A., & Dalton, E. (2010). Conceptualizing the Behavioral Barriers to CSR and CS in Organizations: A typology of HRD interventions. *Advances in Developing Human Resources*, 12(5), 587–613.
- Hasibuan, M. S. P., & Hasibuan, H. M. S. P. (2016). *Manajemen Sumber Daya Manusia*. Bumi Aksara.
- Kim, Y. J., Kim, W. G., Choi, H.-M., & Phetvaroon, K. (2019). The Effect of Green Human Resource Management on Hotel Employees' Eco-Friendly Behavior and Environmental Performance. *International Journal of Hospitality Management*, 76, 83–93.
- Larasati, S. (2018). *Manajemen Sumber Daya Manusia*. Yogyakarta: Deepublish.
- Opatha, H. (2013). *Green Human Resource Management a Simplified Introduction*.
- Peerzadah, S. A., Mufti, S., & Nazir, N. A. (2018). Green Human Resource Management: A Review. *International Journal of Enhanced Research in Management & Computer Applications*, 7(3), 790–795.
- Renwick, D. W. S., Jabbour, C. J. C., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). *Contemporary Developments in Green (Environmental) HRM scholarship*. Taylor & Francis.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green Innovation and Environmental Performance: The Role of Green Transformational Leadership and Green Human Resource Management. *Technological Forecasting and Social Change*, 150, 119762.
- Siyambalapitiya, J., Zhang, X., & Liu, X. (2018). Green Human Resource Management: a Proposed Model in the Context of Sri Lanka's Tourism Industry. *Journal of Cleaner Production*, 201, 542–555.
- Teixeira, A. A., Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Latan, H., & De Oliveira, J. H. C. (2016). Green Training and Green Supply Chain

- Management: Evidence from Brazilian Firms. *Journal of Cleaner Production*, 116, 170–176.
- Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate Social Responsibility And Firm Performance In The Hotel Industry. The Mediating Role of Green Human Resource Management and Environmental Outcomes. *Journal of Business Research*, 123, 57–69.
- Yong, J. Y., & Mohd-Yusoff, Y. (2016). Studying the Influence of Strategic Human Resource Competencies on the Adoption of Green Human Resource Management Practices. *Industrial and Commercial Training*.
- Yusoff, Y. M., & Nejati, M. (2019). A Conceptual Model of Green HRM Adoption towards Sustainability in Hospitality Industry. In *Corporate Social Responsibility: Concepts, Methodologies, Tools, and Applications* (pp. 400–421). IGI Global.