GREENING HOSPITALITY HUMAN RESOURCE: A SYSTEMATIC LITERATURE REVIEW

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Abstract:

Green human resource management (Green HRM) is a well-accepted norm in institutions that promote and practice activities for the conservation of the environment to support ecological balance. This study is the first attempt to explore the Green HRM ecosystem in the hospitality industry. Systematic literature review of publications in Scopus-listed journals has been the base methodology used to tie conceptual strings between the constructs by evaluating literature with respect to the hospitality industry. The paper adds a detailed conceptual framework to existing Green HRM literature and lays a foundation for future research agendas in Greening human resource management in the hospitality industry .

Keywords: Green HRM; sustainability; Hospitality, tourism

1. Introduction:

Concerns about long-term sustainability are presenting new strategic dilemmas for companies and society as a whole, as people become more conscious of how economic development contributes to environmental degradation and climate change(Afum, 2021). In today's economic environment, one of the most pressing concerns is sustainable development, and businesses must re-evaluate or review their company strategies (Iqbal, 2018). Businesses are constantly focusing on efforts to

maintain a balance between profitability and environmental conservation since sustainability is a well-accepted critical criterion for the survival of their businesses (Rincon-roldan& Lopez-cabrales, 2021). Government authorities are supporting those organisations that have modified their systems to achieve improved environmental performance or are on their way to becoming green, since going green has become the main concern. Environmental sustainability may be described as a method of addressing present requirements without endangering the viability of ecosystems that will facilitate future generations' needs. Sustainable growth refers to a company strategy that generates value while preserving and improving profitability, improving environmental performance, and the social impact of the organisation over time. To stay in business, companies have to adopt a triple bottom line approach(TBL) People, Planet, and Profit(Chaudhary, 2019). The three pillars of TBL create a link between the strategic goals of the organisation and the sustainability movement (Alhaddi, 2015).

The hospitality and tourism industry majorly depends on the natural beauty and climate of a particular place for example there are several hotels in hilly areas and near the water bodies which provides a feeling of relaxation to the guest (Chou, 2014). The said reason makes the association of environment and hospitality and tourism one of the most prominent ones, and hospitality is one of the most polluting to the environment also by interacting with the local environment and also due to the irresponsible use of natural recourse like water and electricity and single-use plastic (Khatter et al., 2021). Sustainability in the view of hospitality is defined as a Pro-environment product that is less harmful to the environmentbut also assists in nurturing and respecting the dynamics of the natural environment (Mehta & Sharma, 2021). From landfills to the river and seawater is a victim of pollution created by the hospitality and tourism sector Following that, organisations began to initiate sustainable operations to conserve the environment, one of which is green human resource management (Green HRM), experts recognize that sustainable environmental goals cannot be effectively achieved until there is a transformation in the employee behaviour (H. K. Mensah & Agyapong, 2020).

Green HRM is described as a set of policies, frameworks, and regulatory systems that encourage stakeholders to engage and develop their environmentally friendly behaviours to contribute tothe creation of an environmentally conscious, socially

impactful, and resourceful organisation(Jackson et al., 2011a). Organisation sustainability initiatives have also paved the way in the creation of a contemporary company's image, and hence provide a competitive advantage, which has led to the popularisation of the subject of how to combine ecological practices into the domain of human resource management (A. O. Mensah et al., 2021; Muafi&Uyun, 2021).

According to many studies, Green HRM may play a critical role in creating meaningful outcomes from established environmental practices, hence assisting organisations to achieve their business's pro-environment goals (Opatha & Arulrajah, 2014; Yusoff et al., 2018). Green HRM practices start by reshaping the image of the organisation to attract environment-friendly employees, enhancing and developing environmental competencies of the staff working by providing them proper avenues of training and development and, also assisting in the creation of an eco-friendly culture in the organisation for smooth flow of the sustainability initiatives which interns lead to a feeling of self-pride among the employees for their contribution for a better tomorrow (D. Renwick & Robertson, 2008). The primary purpose of Green HRM is to create and execute an HRM system that promotes a proactive response to environmental problems based on green ideas. To define green human resource management (GHRM), two types of study prevail(Rincon-roldan& Lopez-cabrales, 2020). First, Green HRM performs the essential HRM tasks such as hiring, onboarding, training, performance evaluation, and compensation management; while the other group of scholars and authors believes that Green HRM plays a critical role in behaviour modelling, attitude transformations, and regulation a seamless change process that ultimately leads to an improved environmentally sustainable work environment (Boiral&Paille, 2012).

Despite there has been a spike in the studies conducted on Green HRM, especially in the last few years but the studies are scattered around different perspectives still there is lack of literature review to frame the direction of those studies and explore the trends and research gaps for future exploration (Choudhary & Datta, 2021). As a result, a comprehensive picture of the current state of Green HRM research is required (Mwita, 2019). At present, the field lacks athoroughliterature reviewto examine the growing research in Green HRM. This study tends to provide a detailed evaluation of important publications in Green HRM andsystematically integrates the scattered

available literature for the future researcher to have a single platform for studies published in the selected period. The study will also provide details of the latest trends in research happening around the world and will highlight research gaps and suggestions for future researchers (D. W. S. Renwick et al., 2013).

1. Brief background of Green HRM:

According to a broad concept of Green HRM, it entails incorporating green practises into HRM operations (e.g., hiring, development, performance management, pay management) and therefore increasing the likelihood of organisational sustainability (Ahmad, 2015). Green HRM has defined as the inclusion of environment management HRM policies for better usage of natural resources within organisations and to promote environmental sensitivity within an organisation. The year 2007 remains the landmark year in the research domain of environmental human resources as Unnikrishnan & Hegde, (2007) first highlighted the importance of proper training management implementation of environmental management practices. Thereafter Jackson et al, (2011b) and D. W. S. Renwick et al, (2013)further created a conceptual and implementation framework of Green HRM practices and even highlighted the importance of integrating key practises of Human Resources with environmental management. According to Masri&Jaaron, (2017), Green HRM has become an important aspect in the effective implementation of green policies and environmental practices. The notion of Green HRM has been expanding with the larger literature on sustainable development and has been identified as an individual field of study in the last decade (Jabbour& Renwick, 2018; Jackson &Seo, 2010). Recent empirical studies have also investigated favourable impact of Green HRM practices on work-life-balance and modulation of green behaviour while few other studies have also highlighted the strong relationship between corporate social responsibility (CSR) initiatives and competitive advantage gained by the organisation as they transform their workplace to greenworkplace and incorporate sustainability practices in organisation. favourable impact on workers' work-related results (Boiral&Paille, 2012; Shen et al., 2016). Hospitality is a service industry,itmajorly depends on the strength of people i.e. employees and since this industry is highly regulated and gets influencedby the practices followed across the globe similarlyregarding customer choices and preferences the industry is required to hire, train, design a proper

performance management system, a motivating compensation, and proper engagement platform to keep the employees well aware and skilled (Y. J. Kim et al., 2019). A properly skilled manpower will not only maintain the highest level of servicesbut also provide a competitive edge to the hotel (Datta & Singh, 2018).

3. Methodology:

This study follows a structured and systematic review of the prior studies published in the field of GHRM to examine the research gaps of the said subject, which will then be utilized to identify research gaps for future investigations. The study aims that a systematic literature review will identify theoretical viewpoints and key characteristics of published articles, along with developing concerns, to facilitate grounds for future studies (Amui et al., 2017). Similarly, a literature review helps researchers classify and summarise previous literature (Ren et al., 2018a; Yong et al., 2019a) to identify gaps and limits in the available literature. As a result, the approach is appropriate for answering the research objective of this study.

This review method is divided into four parts, each of which is discussed in the following.

    3.1.Publication time frame.

    3.2.Reputed and Creditable databases.

    3.3.Identification and selection of relevant articles.

    3.4.Classification of final articles.

3.1. Publication time frame:

The time frame selected for the review is 2014 to early 2022 though the inception of the concept of environmental Human resources can be traced back to 2008 (D. Renwick & Robertson, 2008) which is consideredone of the landmark studies in the field of environmental training with respect to the hospitality industry the first formal paper as per Scopus database is published in 2014. And early 2022 was selected to provide the review of the most latest papers published to date. The major surge in the most relevant and impactful research on green HRM will be seen in the past 5 years(Elfahli, 2021).Moreover, covid-19 had forced humanity, industrial, and social organisations to be highly conscious and aware of the impact of their actions on the environment (Liang et al., 2022).

3.2. Reputed and creditable databases:

To have the latest and most relevant literature on Green HRM using multiple internet databases were explored viz. "Science Direct", "Wiley Online Library", "Emerald Insight", "SpringerLink", "SAGE Publications"," Taylor & Francis", and "Google Scholar", publishers were initially screened thereafter only Scopus listed articles were selected for primary evaluation, which is considered one of the most recognized scientific databases in the world, to locate the pertaining databases for relevant data and studies(Khan et al., 2020). Articles published in the English language were only considered. In a few similar previous studies on the systematic review, these databases were used to collect data (Amui et al., 2017; Ren et al., 2018b). However, we are convinced that our exhaustive search uncovered the great majority of publications published in academic journals on this subject.

3.3 Identification and selection of relevant articles:

Since the study followed a systematic review, the first and foremost task was to identify the relevant and most appropriate keywords to collect the most relevant published studies (Srivastava, 2007). It was required to develop a list of search terms for Green HRM to conduct a successful search. We carried out our research by mixing multiple keywords and a combination using 'AND' and 'OR' in the titles, abstracts, and keywords of the published studies. Several advanced and bullion searches were performed in Scopus, and the keywords chosen were relevant to the paper's subject and covered Green HRM themes (Amrutha & Geetha, 2020). The following is one of the queries generated to collect the data in this study:

- "(TITLE-ABS-KEY ("green human resource management") OR TITLE-ABS-KEY (ghrm) OR TITLE-ABS-KEY ("Green   HRM" ; "Green hrm" ; "OCBE") OR TITLE-ABS-KEY ("green   training" ; "green recruitment" ; "green rewards") OR TITLE-ABS-KEY ("Green employee involvement") OR TITLE-ABS-KEY ("green   Performance management" ; "Green   PMS") OR TITLE-ABS-KEY ("Green organisational   performance" ; "Organisation environmental performance") OR TITLE-ABS-KEY ("Employee   green values" ; "Employee   environment   values"))   AND TITLE-ABS-KEY ("Hotel" ; "hospitality" ; "Tourism"))"

An initial total of 2204 articles were identified which are listed in prominent journals and then refined to a journal to be listed in the Scopus database. After basic elimination of language(English only) a preliminary result included 376 articles. Subsequently, the abstracts and a complete review of the articles were evaluated to determine their relevance to Green HRM in the hospitality and tourism industry. Articles that were not related to this study were excluded to maintain constant focus and minimize bias, resultingin the final selection of 53 relevant papers for classification.

3.4. Classification of final articles:

A final number of 53 articles were then classified into 7 categories for better assessment of the literature published in the field of Green HRM in the hospitality and tourism domain. To study the insights included in these articlesand identify research gaps and make recommendations for future studies, the following categories were used to classify the articles (Omidi&Zotto, 2022; Yong et al., 2019a).

- Categorization of the basis of region/ country/continents.
- Categorization on the basis of model and methodology used.
- Categorization on the basis of publication.
- Categorization on the basis of bibliometric analysis.
- Categorization on the basis of established determinants of Green HRM.
- Categorization on the basis of implementation of Green HRM Practises.
- Categorization on the level of the outcome of implementation of Green HRM (individual level).
- Categorization at the level ofthe implementation of Green HRM practices (organisation level).

4. Discussion:

This evaluation of the literature began with articles from 2014. Since the industry was fascinated and reluctant both the same time about the technological development in HRM there were few publications during the early stages of its development (between 2014 and 2017).

Due to increased environmental campaigns at national and international forums, businesses have placed a greater emphasis on Green practice, and the notion of Green HRM has gained traction. Since hospitality had global stakeholders they were also forced to adopt the sustainability values in their systems. According to the Figure below study focus has grown since 2018 and is still on the rise so far 2021 and 2022 are considered dominant years with the highest number of publications (Pelit&Katircioglu, 2021). Many investigations both empirical and conceptual have been conducted to refine the Green HRM philosophy, and Green HRM is now widely used in the business.
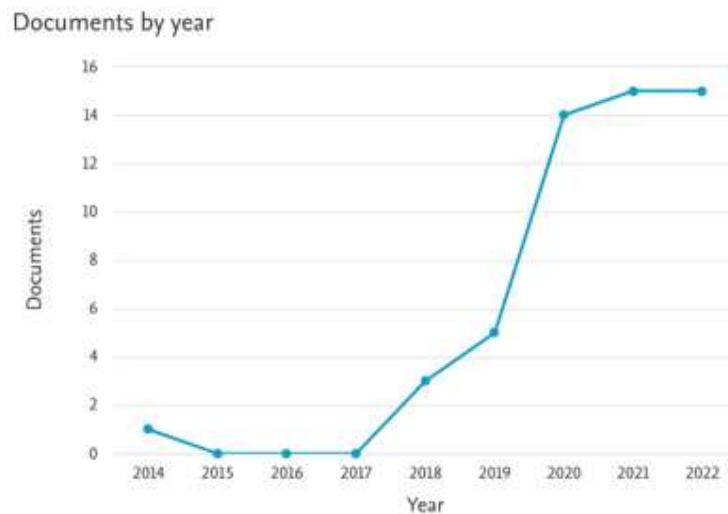

Figure 1: Documents by Year, N = 53

4.1. Categorization of the basis of region/ country/continents:

Whenevaluating articles published in the last 8 years, Malaysia has been observed to have the highest number of publications- 12 followed by China (10) and Pakistan (8), the Czech Republic and Turkey have seven publications each as the top five countries for studies conducted in the domain of Green HRM in the hospitality and tourism sector.
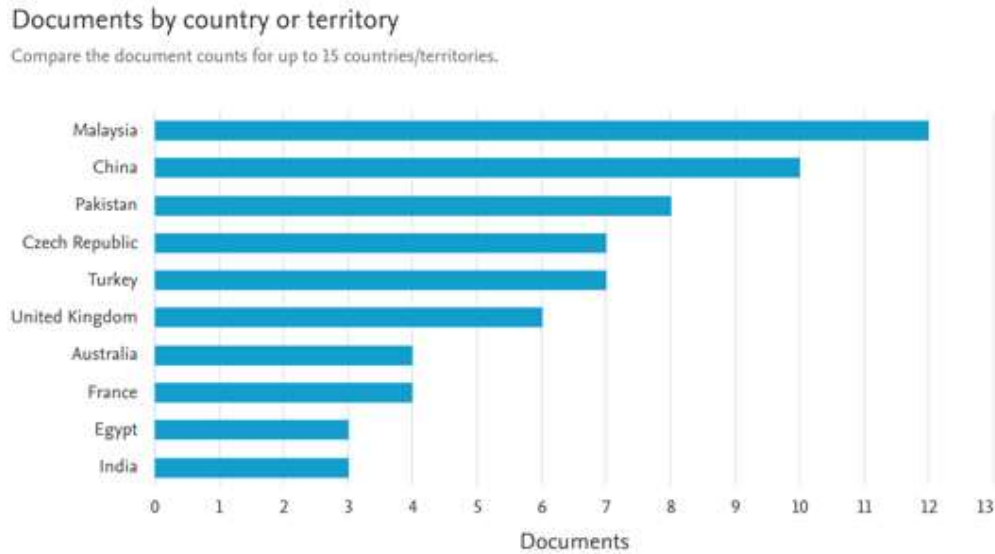
Figure 2: Documents by country, N = 53

4.2. Categorization on the basis of model and methodology used:

Articles are broadly categorized as empirical or conceptual based on the methodology used. Initial studies in the Green HRM domain were conceptua, such studies focused on generating awareness and understanding regarding the terms and connotations of Green HRM. The majority of papers focused on creating implementation models for the organisation and but the last 4 years have seen a tremendous increase in the studies on various aspects of Green HRM in the hospitality and tourism sector, and hence there has been a use of multiple research approaches from quantitative (SEM, PLS, correlation and regression, factor analysis, etc.), qualitative (Such as case studies, in-depth interviews and focus group) and even mixed-method studies (use of both qualitative and quantitative methods) (W. G. Kim et al., 2020; Mishra, 2017; Pham et al., 2019). There has been tremendous use of advanced statistical techniques and software such as SPSS, AMOS, R, and VOS viewer, to name a few.

4.3. Categorization on the basis of Publication:

The current study analyzed 53 papers from a variety of databases that were listed on Scopus. The analysis shows that "International Journal of Hospitality Management", "International journal of contemporary hospitality management", "Sustainability Switzerland", "Journal of Cleaner Production" and "Journal of sustainable tourism" are the five main journals with a higher publication rate per article per year (Amui et

al., 2017; Karatepe et al., 2022; W. G. Kim et al., 2020; Muisyo et al., 2022; Sobaih et al., 2020). Green HRM articles have alsobeen observed to be equally accepted not only in disciplinary journals devoted to HRM and Hospitality, such as the "International Journal of Hospitality Management", but also in interdisciplinary journals, such as the "Journal of Cleaner Production" and the "Global Business review" (Amui et al., 2017; Iqbal, 2018), this is in congruence with the present trend, which stresses the activities and results of multidisciplinary research. Publications are bifurcated into articles (48), conference papers (3), book chapter (1), and review paper (1) reference figure 3 below;
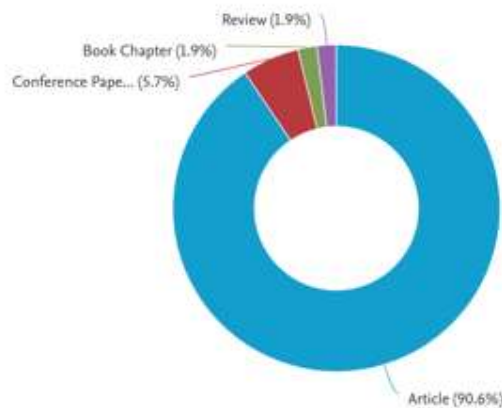
Documents by type

Figure 3: Type of Document , N=53, Empirical Papers = 48, conference papers =3, Book chapter = 1 and Review paper = 1
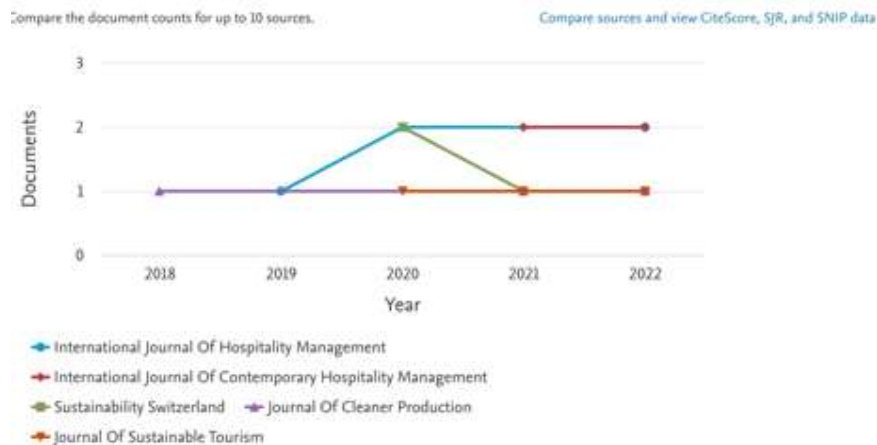
Documents per year by source

Figure 4: Document per year by source, N=53

4.4. Categorization on the basis of bibliometric analysis:

The Bibliometric analysis of the data uploaded on VOSviewer software highlights the Authors' works in their groups(Bahuguna et al., 2022; Khan &Muktar, 2020). Kim w.g., Pham N.T. Tuckova z., and ChiaooettaJabbourf.j.are the few highly cited author. Similarly while understanding important keywords "Green Human resource management", "Environment management" and "Hotel Industry" are the most commonly used keywords.
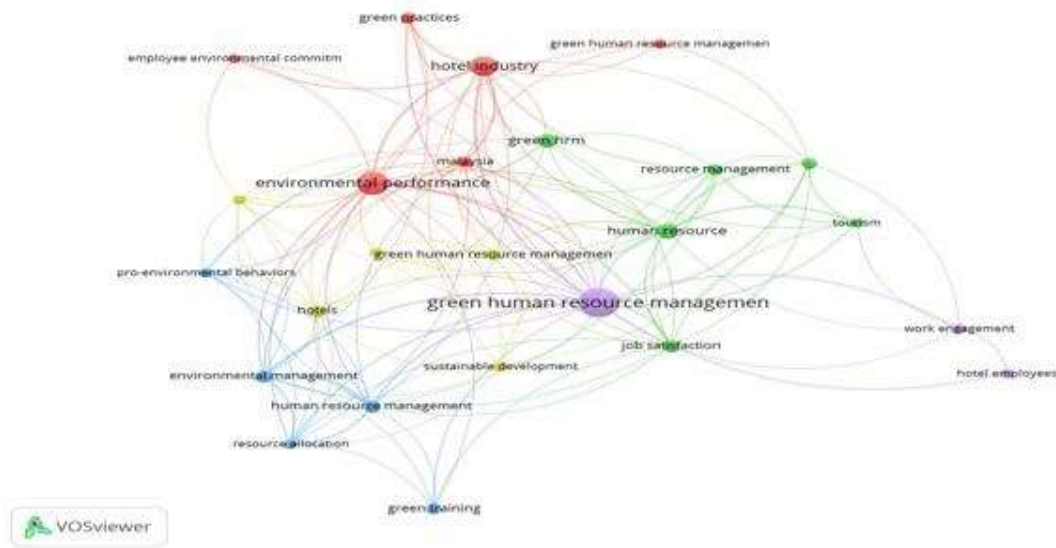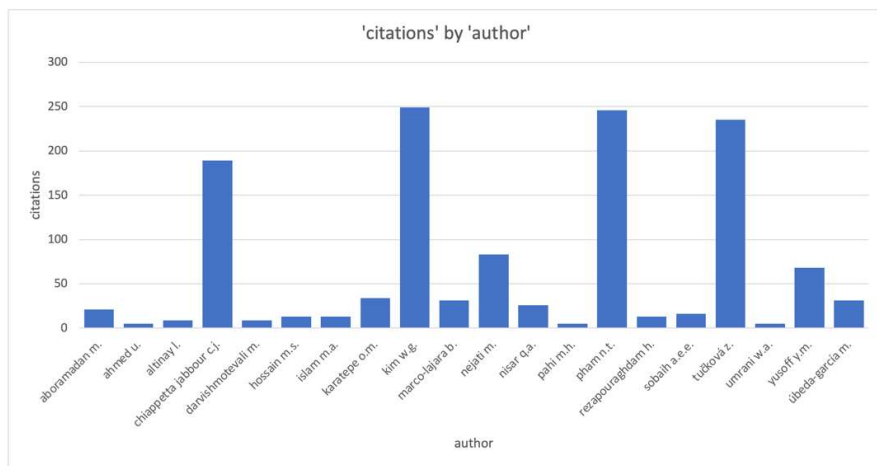

Figure 5: Keyword Cluster Analysis

Figure 6: Citation graph of prominent authors.

4.5. Categorization on the basis of established determinants of GHRM:

Jackson et al. (2011a) identified 6 broad dimensions of Green HRM and Ahmad, (2015)identified 5 dimensions. Recent studies have highlighted new and more practical dimensions of Green HRM such as the linkage between Green HRM practices and organisational social and CSR impact which intern helps organisations to achieve competitive advantage in the industry and, helps the HR official to justify the cost involved in going green (Agyabeng-mensah& Tang, 2021; He et al., 2021; Lavan&Zilic, 2021).

4.6. Categorization on the basis of implementation of GHRM Practises (individual level):

When hospitality and tourism organisations implemented the Green HRM dimension, it enhanced the relationship between the hotel and the local environment. Based on the analysis of the published studies, it can be concluded that although the hospitality sector has not completely implemented all dimensions of the Green HRMcertain dimensions are widely adopted by organisations like green training, green Recruitment and selection and green employee involvement are a few (Cabral & Chiappetta Jabbour, 2019; Datta, 2020). The three fundamental components of the GHRM methods used are focused on building green ability, establishing green motivation, and giving green opportunities to employees. Items in this category were selected after studying theoretical research such as (Jackson et al. (2011a), Ren et al. (2018a), D. Renwick & Robertson, (2008), as well as empirical investigations (Gupta, 2018). GHRM techniques such as recruitment and selection, training and development, performance management, remuneration or pay and incentive system, employee participation, empowerment, and work-life balance, are amongst the dominant dimensions (Ren et al., 2018c), but few others like "Green Intellectual capital", "Green Transitional Leadership", "Green organisational climate", "stakeholder involvement and organisational environmental performance" are identified as major factors in the implementation of Green HRM (Datta, 2020; Guerci et al., 2016; Mittal & Dhar, 2016; Sheikh, 2020). Both of these major categories of dimensions make a supportive mix by either moderating or mediating the implementation of Green HRM in the Hospitality and tourism domain (Datta, 2021).

4.7. Categorization on the level of outcome implementation of Green HRM (organisation level):

Sustainability is becoming one of the major criteria for the organisation when it comes to selecting vendors, suppliers, and agents, as hotelstoday are aware not only of their carbon footprints but also of vendors and partners associated with them (Agyabeng-mensah& Tang, 2021). Green HRM provides a competitive edge tohotels or resorts in a highly competitive business environment these days and also provides them with a unique positioning. Implementation of Green HRM not only helps the hospitality segment to archive their environmental performance but also helps in creating a more innovative and creative workplace(Guerci et al., 2016; Pham et al., 2020). It also helps human resource professionals better plan their engagement activities, leading to satisfied employees and increased productivity. Several studies have claimed a better financial performance as well. Based on the theory of triple bottom line sustainability, hotels can focus on achieving profitability along with better stakeholder associations (K. Y. Kim et al., 2015).

5. Recommendation and Research Gaps:

Due to demand from the government and the business community, hotels throughout the world are progressively implementing environmental practices, resulting in the adoption and implementation of Green HRM practices (Yusoff et al., 2018). Green HRM has been one of the most popular research domains in the academic and industrial communities around the world since 2016. Despite an increase in research on sustainability qualities, there is still a gap in understanding and appropriate application of these practices. The majority of hospitality companies have still limited their green practices to their engineering and maintenance verticals (Ghouri, 2020). Only by implementing mechanical adjustments to the structure will the fruit of environmental sustainability in the long run, since it is merely a stopgap measure for basic compliance practices. Hotelsdo not yet recognize the importance of knowledge management and skill development for brand environmental performance. Soni Agarwal and Roma Puri in their book "Green HRM: A Climate Conscious Route to Triple Bottom Line"state that developing countries still have a long way to go to achieve sustainable development. The book also emphasized the significance of

fostering an environment-friendly culture inside organisations to undertake environmental management initiatives. A conducive culture change encompassing all stakeholders is essential, as well as a detailed blueprint of execution strategy, is also important (Guerci et al., 2016; Jabbour, 2011).

The following are the research gaps identified from the extensive literature review;

- Most studies are confined to developing and Asian countries. More research is required to understand the advantages of implementing green HRM practices in hospitality sectors from developed economies to encourage developing countries to implement green HRM practices.

- Government and social bodies in every country are encouraging and supporting digital transformation like Industry 4.0. Future research can illustrate the influence of such governmental policies on the tourism sector.

- It is also observed that most of the studies are building literature about Green HRM practices and fail to provide practical implication structure and results for the growth prospects for the hotel industry,i.e., more studies are required to highlight the impact of Green HRM on the environmental performance with evidence from longitudinal and mixed-method studies.

- The objective of sustainability can only be attained if many departments, such as engineering and human resources, collaborate; further, cross-disciplinary research is necessary to comprehend the interaction and integration of the crossdepartments.

- The triple bottom line lays its foundation on People, Planet and Profit; hence, it is very important to integrate all three components in the studies. Implementing sustainability is an expensive undertaking for hotels;hence, more studies are required to establish a positive correlation between financial profits and Green HRM.

- Many unstudied employee attributes associated with Green HRM have been associated with Green HRM, such as the influence on employee turnover, employee satisfaction, Green intellectual capital, leader maturity, work-life balance, employee contentment, and behavioural modelling, to mention a few.

- Similarly, several characteristics in hospitality organisations are understudied, such as organisational maturity, corporate advantage, brand positioning, and CSR, to mention a few.

6. Conclusion:

As mentioned previously, Green HRM is a nascent concept in the hospitality and tourist sectors that still needs to be well defined (Datta & Singh, 2017). The first constraint of this study is the choice of the database; we chose papers published in the Scopus database over other credible databases such as "web of science" and "ABDC recognized journal"(Yong et al., 2019b). The research does not claim to have investigated all articles published on Green HRM in the hospitality and tourism sectors due to a limitation to the Scopus database and a language barrier. Second, because the study is based on a systematic assessment of the literature, future researchers can opt for a more detailed bibliometric analysis(Bahuguna et al., 2022; Pelit&Katircioglu, 2021).

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