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A study of green marketing and its impact on human resource management in hotel industry in the context of NCR Region

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Abstract
The public's growing concern about environmental issues has sparked study into green policies, particularly in human resource management strategy. Despite the fact that the theme of green human resource management (GHRM), defined as an environmental management-oriented human resource management strategy, has recently gained popularity, previous research has largely ignored (1) the indirect effects of employee environmental commitment and organisational citizenship behaviour for the environment (OCBE) on the links between GHRM practices and corporate environmental performance; and (2) the interactive influences of among and GHRM practices on corporate environmental performance. This work aims to bridge such research gaps by examining a new conceptual framework that explores the direct, indirect, and interactive roles of GHRM practices to organisations' environmental performance by extending Ability-Motivation Opportunity and social exchange theories.

Keywords: Hospitality, green human resource management (GRHM), ability-motivation-opportunity, organizational citizenship behaviour

Introduction
Companies must establish official green programmes as a result of increased global environmental awareness traditionally, most businesses around the world were unconcerned about the environment, opting instead to adopt green management efforts dictated by laws and regulations. However, compared to the previous year, firms all around the world are focused on numerous green initiatives and their environmental impact. They switch from control to prevention as a strategy.

Various literatures on green marketing (Peattie, 1992), green accounting (Bebbington, 2001), green retailing (Kee-hung, Cheng, and Tang, 2010), and green management in general (McDonagh and Prothero, 1997) have fertilised the management field by using the green concept as a foundation. Green human resource management is a term used to describe the combination of environmental management with human resource management (HRM).

Green HRM refers to the use and implementation of products, processes, and systems that help to preserve the environment. For example, such processes might engross the emergence of new power resources to meet societal needs, as well as the development of new innovative ideas and strategies that will aid in the reduction of environmental degradation. Green initiatives, according to Lee (2009), are "the process through which a corporation establishes an environmental action to manage the environment." As a result, proactive green practices are required. Green practices that are proactive have a favourable impact on operational efficiency and financial results (Darnall *et al*., 2008). Green practices can improve firm performance (Jackson *et al*., 2012), promote organisational culture (Jabbar *et al*., 2012), save costs, increase efficiency, and improve company goodwill.

Unlike some other major revolutions, such as green marketing (Peattie, 1992), green retailing (Kee-hung, Cheng, & Tang, 2010), and green finance (Bebbington, 2001), the green human resource revolution will grow at a breakneck pace. Human Resource Management (HRM) is concerned with an organization's most valuable and crucial asset: its people. According to Daily and Huang (2001), companies can only implement green practices effectively if they have the right people with the proper skills.

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Several additional researches emphasised the importance of adopting green practices as a critical purpose of organisational functioning in order to make it important with human resource strength (Daily and Hung, 2001; Sarkis *et al.*, 2010; Jackson *et al.*, 2011). However, active participation and involvement of employees in our everyday job as well as private lives can make this happen (Ramus, 2001, 2002; Junquera and Ordiz, 2003; Brio, Fernandez and Junquera, 2007; Renwick, 2008). According to Rashid, Wahid, and Saad (2006), employee participation in green practices has influenced employee attitudes and behaviours in the workplace as well as in their personal lives. Furthermore, to address the development and fostering of new environmental innovation, companies will need to raise employee environmental awareness and course through energy efficient workplaces, green pay and reward such as monetary and non-monetary based reward systems to motivate employees to adopt environmental practices, and training and development programmes (Renwick, 2008) to improve employee attitude and behaviour toward green initiatives. This study intends to investigate the links between green HRM and job satisfaction (JST) and organisational commitment (OCM), as well as the factors that explain these effects. As a result, the study may yield practical insights that may aid in a long-term corporate climate.

Green HR initiatives assist businesses in identifying cost-cutting alternatives without jeopardising their best employees. The contribution of people management policies and actions to this broader aim is referred to as green HR.

It's a crucial issue for Human Resource Management because it affects all employees, consumers, and other stakeholders. It's also an area where HR can make a major difference without spending a lot of money; strong environmental management may boost sales and cut expenses, and providing financing for green perks can keep employees motivated. This affects the organisational climate and culture, as well as waste management, pollution, and carbon footprint reduction. It causes employees to make the most of their resources, raises employee understanding about energy conservation, reduces carbon emissions, and motivates and encourages them to purchase environmentally friendly items.

Fig 1: Green hr practices

Review of literature

Irani, Foad & Kiliç, Hasan & Adeshola, Ibrahim. (2022). The goal of this study is to see if staff environmental commitment and green process improvements may help green hotels enhance their environmental performance. Employees of 409 green hotels in Turkey completed a survey form, which yielded the results. The proposed hypotheses were investigated using the PLS-SEM approach and Smart-PLS software. When employees are committed to the environment and green process innovations are implemented, the results show that green human resource management (GHRM) practices provide a greater degree of environmental performance. As a result of this research, green hotel management should promote GHRM principles across their enterprises in order to increase employee participation in ecologically friendly activities. It contributes to a new line of research aimed at determining the critical significance of GHRM practices in increasing green hotel environmental performance.

Elfahli, Kaoutar & Hossari, Hosna. (2022). Organizations have begun to integrate environmental activities into all organisational tasks, since environmental conservation has become one of the most crucial goals. As an important organisational function, human resources management engages in actions connected to environmental protection and ecological balance preservation. As a result, Green Human Resource Management (GHRM) is the most recent trend in HRM research, and it has piqued the interest of many academics and practitioners. However, comprehensive study targeted at assessing knowledge on green human resource management is still lacking. The goal of this research is to undertake a systematic review of the research in this topic in order to provide a broad assessment of the present level of knowledge. Our investigation found 148 research publications during the years 2000 to 2020 that were published in trustworthy databases. By offering a thorough and rigorous analysis of the definitions, practices, problems, antecedents, and effects of green human resource management, this study makes a significant contribution. Finally, this study establishes a framework for future research.

Pham, Nhat Tan & Vo-Thanh, Tan &Tučková, Zuzana& VO, Thuy. (2019) [3]. Previous research has paid minimal attention to the relationships between green human resource management (GHRM) and environmental performance, particularly in the hospitality industry, where an interaction and mediation study was conducted. As a result, the study fills in the gaps in the literature by expanding the Ability-Motivation-Opportunity theory to investigate the direct, indirect, and interaction aspects of GHRM practices. According to a survey of 220 hotel employees, (1) training and employee involvement are critical tools in directly stimulating employee commitment and organisational citizenship behaviour toward the environment (OCBE), as well as hotel environmental performance; (2) OCBE plays an important role in mediating the effects of training and performance management on environmental performance; and (3) the critical interaction of training and employee involvement significantly improves hotel environmental performance. Unexpected findings include: (1) performance management is unimportant in the examination of direct and interaction influences, and (2) employee environmental commitment does not mediate the GHRM-environmental performance link.

Statement of the problem
There is a paucity of research that connects the fields of HRM and environmental management (Wehrmeyer, 1996). "Human actions are depleting planetary natural resources and putting such strain on the environment that the ability of the planet's ecosystems to sustain future generations can no longer be taken for granted," according to the Millennium Ecosystem Assessment (2005). We know we should act, but we don't because of inertia, denial, and a hatred of making sacrifices (Oskamp, 2000). When there is no immediate visible gain, people are hesitant to change their attitudes and habits (De Young, 2000). This proclivity shows that enlisting a source of authority to push individuals to undertake socially advantageous behavioural adjustments may be necessary.

Employers can be a major source of positive authority and leadership (Li & Hung, 2009). If we work for a green company, we may be expected to carpool, recycle, compost, rethink product designs, and cut down on our water, power, and material consumption. This raises concerns like: do the green practices we use at work become a part of our personal lives as well? Is it possible for green HRM practices to improve individual job satisfaction? Is it possible that job happiness has an impact on an individual's level of commitment to the organisation?

Apart from several studies on green HRM conducted by various social scientists, there has been little research on the connections between green HRM and individual working and private lives.

More study is needed to determine how green HRM methods affect individuals' work-life and personal lives (Viola Muster 2011), as well as how they affect individual job satisfaction and organisational commitment.

Significance of the study
This research is significant from both a research and a practical standpoint. For greening organisations, employees, and their practices, it is now necessary to integrate environmental management with human resource management. Companies operate in a highly competitive environment, and it is important to remember that they must separate themselves from one another. They need personnel who understand the green concept and seek to elevate themselves and their company to new heights in terms of environmental values, attitudes, and behaviour. Many researchers and practitioners now believe that green human resource management is critical for businesses to deal with today's uncertain and unstable situations. Previous industry studies, on the other hand, did not apply a defined conceptual framework or metrics of green HRM, instead concentrating solely on the drivers and results of green HRM. The theory that should have underpinned the connections has been overlooked. Furthermore, while green HRM is still relatively new in the field of organizational behaviour research, the antecedents and implications revealed by existing research are restricted. As a result, this study provides theory-based empirical proof of how green HRM promotes employee job satisfaction and commitment through work-life through good theoretical reasoning and experimentally verifying the links of green HRM. Because businesses can no longer afford to invest in talent recruitment and hiring only to have them walk out the door or fail to meet job criteria" (Spherion, 2010). Finally, the findings add to the body of knowledge on green HRM and give a precise, complete lens through which future research can be viewed. As a result, this research provides a timely beginning point for effective and efficient green human resource initiatives, as well as new insight into employee behaviour.

Research questions
RQ-1 How green HRM affects individual job satisfaction.
RQ-2 How individual job satisfaction influences organizational commitment.
RQ-3 Can green HRM influences employee working and private life.

Objectives of the study
1. To find out whether the organization is providing awareness about Green HR Practices among the employees of Hospitality Sector
2. To examine the perception of employees regarding implementation of Green HR Practices in the Organization of Hospitality Sector.

Research methodology
The purpose of this study is to look into the Hospitality Sector. Due to the impossibility of using the census approach, the researcher has advocated using multistage sampling. The sample Hospitality Sector is chosen in the first stage using the Cluster Sampling Method. The researcher's personal interview was the primary method of data collecting. During the interviews, an interview schedule was employed. A proper rapport has been created prior to the interview. The researcher kept track of the information in the interview schedule. The completed schedules were double-checked for accuracy, consistency, and completeness. The information gathered was then categorised and entered into a master table for further processing. The data in this study were examined using statistical methods such as mean, standard deviation, test for proportional differences, ANOVA, and correlation. The computation was done for the entire sample, as well as a secondary study based on the kind of organisation.

Secondary data
The examination of secondary data included research on human resource management aspects with a special focus on Hospitality Sector by famous professional experts and administrators. Secondary data was gathered from standard text books in related fields, leading periodicals, published documents, records, reports, and booklets produced by and kept by government departments at both the federal and state levels.

Data interpretation
The purpose of green human resource management is to recruit, motivate, and retain the firm's environment and employees through a system of interconnected policies, practices, and programmes. The system's design and implementation ensure that personnel are effectively used to achieve the organization's goals. People are not machines, according to the core principle of the academic field of human resource management; as a result, we must take an inter-disciplinary approach to employees in the workplace.

Table 1: Application degree for best GHRM practices

Rank	Innovation practices	SD	%	Application Degree
1	Green management of Organizational culture	0.8532	64.9	High
2	Green performance management and appraisal	0.9653	56.9	Moderate
3	Green recruitment and selection	0.9937	55.6	Moderate
4	Green training and development	0.9477	52.7	Moderate
5	Green recruitment and selection	0.9922	51.4	Moderate
6	Reward and compensation	1.1394	48.9	Moderate
	Total	0.8905	54.8	Moderate

According to the report, the entire adoption of GHRM is 54.8 percent, which is considered modest. The analysis shows the GHRM practices that have been implemented in declining order. These activities were chosen to assess the extent to which firms use various HRM practices to encourage employees to engage in pro-environmental behaviour. The top four most common GHRM strategies employed in Hospitality Sector to foster pro-environmental behaviour in firms focus on manager participation and are classified as "green management of organizational culture." On the other hand, the least common five practices in

Hospitality Sector are those from the weakest groupings, such as "green employee empowerment and involvement" and "reward and compensation."

Benefits of GHRM

The sample respondents were asked to rate prospective variables on a five-point scale, with 5 representing "Strongly Agree" and 1 representing "Strongly Disagree," based on their level of agreement on their impact on the adoption of GHRM practices in the IT industry.

Table 2: Benefits of GHRM

Rank	Benefits of GHRM	SD	%
1	Promote social responsibility towards environment	0.8085	83.6
2	Better environmental performance of the organization	0.7269	82.9
3	Creating a competitive advantage	0.9887	81.5
4	Increased employee loyalty and retention	0.9454	76.5
5	Attract and retain green top talent	0.9393	76.5
6	Increase profitability and reduce cost	0.9905	77.3

According to the study, the top advantage for their organisations' environmentally responsible programme was "promote social responsibility toward the environment" (83.6 percent), followed by "improved environmental performance of the organisation" (82.9percent). Nonetheless, it's worth noting that the others aren't far behind. Creating a competitive edge (81.5percent) came in

third, followed by increased employee loyalty and retention (81.5 percent). With a percentage of 76.5percent, attracting and retaining green top talent came in fifth, followed by increasing profitability and lowering costs with a percentage of 76.5 percent.

Barriers of GHRM

Table 3: Barriers of GHRM

Rank	Barriers of Green HRM	SD	%
1	Cost of implementing program	0.8428	80.8
2	Complexity and difficulty of adoption of green technology	0.7583	79.3
3	The Lack of understanding of green policies	0.9967	77.4
4	Lack of support by management	0.9937	76.8
5	Staff resistance	0.8963	75.3

According to the findings, respondents viewed the expense of adopting GHRM programmes as the most significant hindrance to GHRM practices, with a proportion of 80.8 percent. The second obstacle, with a percentage of 79.3 percent, was "complexity and difficulty of adopting green technology," followed by "lack of understanding of green policies," with a rate of 77.4 percent in third place. In fourth place, with a percentage of 76.8 percent, is a lack of senior management support, as indicated in the table. Also, with a percentage of 75.3 percent, Staff resistance was the lowest mean rating in fifth place.

Conclusion

Increased efficiencies, cost savings, staff retention, and greater productivity, among other tangible benefits, have all resulted from green human resource efforts. Green HR policies and practices benefit the environment, as well as the

social and economic balance. Green human resource management's future holds opportunities for management research to bridge the gap between professional green human resource management and environmental management research. According to the studies, it is the entire engagement of human resource management, not specific practices that will help the most in this regard. Such research can aid the Hospitality Sector in reducing environmental deterioration and becoming healthier both physically and financially. HR plays a critical role in establishing Green HRM policies and practices. Aside from that, they play an important role in the recruitment of new employees who are more responsible for green company practices, so indirectly saving the environment. Green HRM has a crucial role to play in the Hospitality Sector green movement, enthusing, supporting, and encouraging employees to embrace green practices for a more sustainable

organisation.

In terms of identifying the level of perception on Green HRM in Hospitality Sector, the survey was a gratifying experience. Despite the fact that the employees in this field work in information technology, they have a general impression that they have not been effectively and fully recognised. It is intended that this type of study, as well as the recommendations contained within it, will help to improve public awareness of Green HRM. If the study proves to be valuable to policymakers and Hospitality Sector executives, the researcher will consider herself well compensated for her efforts. Green HRM is primarily concerned with the adoption of environmental issues in order to improve and increase sustainability. This may encourage the company or its employees to be more concerned about environmental issues, such as preventing the waste of natural raw materials. When a firm joins the green movement, it can benefit in a variety of ways, including tax savings, lower costs, and more. Some small businesses, as well as governments, are eager to work with the green organisation. Green Human Resource Management, on the other hand, has been shown to have a significant impact on an organization's performance.

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