

Green Human Resource Management in the Hospitality Sector: A Systematic Literature Review

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ABSTRACT

Green human resource management (GRHM) in tourism and hospitality has become the object of contemporary research on sustainability management due to the increasing awareness of consumers about the importance of preferring environmentally friendly tourism and hospitality services. Increased awareness of the global hospitality industry to integrate SDGs into its corporate strategy to win the competition in the hospitality industry and recruit the best and ethical talents also become another factor. This study aims to examine green human resource management research development in the last five years and map out research in the field of green human resource management that can be developed in the future using a systematic literature review method. The results of this study indicate that an empirical study of the impact of GHRM on the pro-environmental behaviour of hospitality companies shows a positive relationship and GHRM training and education, which also has a positive effect on the success of task-related environmental programs carried out by employees. Meanwhile, the research gap that can be developed in future research is an empirical study emphasising pro-environmental performance measurement. This research is expected to make a theoretical contribution to the study of sustainability and human resource management.

Keywords: *Green human resource management, hospitality sector, environmental issues*

1. INTRODUCTION

The global tourism industry is increasing since 1950 due to increased global growth of international tourist arrivals about 4 % and 5% in Asia Pacific region during 2014-2015 [1]. The foreign tourists mobility increased by 4% each year in the next ten years [2]. As the tourism industry keeps increasing, it has more than three hundred thousand facilities which accommodates international and domestic tourists [3]. In 2016, the hotel industry in Asia Pacific generated revenue about US\$ 8.5 billion, and sales volumes remained stable at US\$ 8.5 billion in the first quarter of 2017. [2].

Most hotels are under internal and external pressure to protect the environment through environmentally and customer-friendly hotel services. The pressure on hotels is greater due to its externalities such as plenty of water and energy consumption and waste production about at least one kilogram per day per customer [3] [4]. The hoteliers emit 20.6 kg of carbon

dioxide per hotel per night[5]. They use 130 megajoules energy per night per bed. Consequently, energy consumption increased to US\$3.7 billion per year in the hotel sector [6]. The hotel usually uses 218 gallons of water per room a day [6]. Thus, it puts pressure to hotels to overcome their environmental problems, which are being concerned and discussed by many researchers [7].

The hotel's ability to change its strategic business due to changing competitiveness and environment that significant for its success in delivering its environmental performance. Hence, green human resources management (GHRM) is needed as a

strategy for hospitalities companies to recruit, train and nurture human resources that support their sustainability or environmental programs [8] [9] [10].

Furthermore, green human resources management practices are intensely studied in management's academic and practitioner literature. The interest in green human resources management has increased in the last decade, recognising its green management strategy that reduces its "footprint" environment and enhances business sustainability. Green human resources management research has significantly increased among scholars since 2016 [9] [11] [12] [13] [14] [15].

HR's growing awareness of environmental issues has resulted in a green human resources approach that emphasizes non-paper, low carbon footprint, and waste management. [16]. Human resources is critical in initiating environmental activities that include green initiatives and process changes [17]. Green human resource management can be thought of as an organization's deliberate and continuous transformation [18].

The purpose of this paper is to examine how GHRM is represented in the hospitality sector through journals, years, the national context, and research methods. Additionally, this study will conduct a systematic review of the existing literature on green human resource management to ascertain which topics have been addressed and which areas warrant further research, particularly in the hospitality sector. This study addresses these research questions:

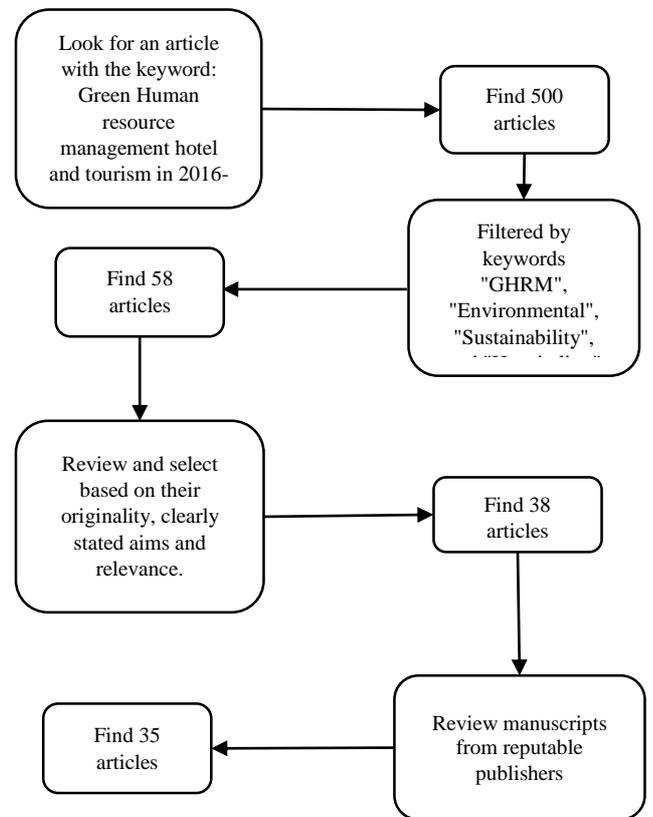
RQ1. How has the field of green human resource management research evolved in recent years?

RQ2. What research areas in green human resources that have not addressed regarding the GHRM challenges and opportunity?

2. METHODOLOGY

This study employs a systematic literature review method to analyse, summarise and draw inferences [19] from the available literature on green human resources management in the hospitality sector. Specifically, the goal of this study is to conduct a systematic review and classification of existing literature on green human resource management in the hospitality industry. as well as to identify areas for future research [20] [21]. This review strategy entails establishing a time horizon, selecting a database, selecting articles, and classifying articles.

The publication dates of the journal articles used in the review and assessment process ranged from the beginning of 2016 to 2021. The year 2016 was chosen



as the starting point for data collection because green human resource management research has increased significantly among scholars on that year [11] [12] [9] [13] [14] [15].

The current literature on green human resource management in the hospitality sector was identified using several online databases. This study makes use of the Publish or Perish application software in the process. Initially, the author conducted a search for articles containing the keywords "green human resource management," "hotel," and "tourism" and discovered 500 results.

As summarized and described in the following narrative, the current study used a systematic review procedure. The selection criteria for online databases included the terms "green human resource management," "GHRM," "Environmental," "Sustainability," and "Hospitality." Then, from 2016 to 2021, every article indexed on Google Scholar was considered. 58 articles were included in the preliminary results. Following that, the abstracts of journal articles were read to determine their relevance to green human resource management.

Additionally, duplicate articles were omitted from our analysis to avoid counting a paper twice [21]. This process resulted in the selection of 38 articles for review on the basis of their novelty, clearly stated

objectives, and relevance. The next step was to create a classification scheme.

As a final screening step, this study considers only manuscripts from reputable publishers, including Elsevier, Emerald Insight, Springer Link, Taylor & Francis, Wiley Online Library, SAGE Publications, Inderscience Publishers, and MDPI. To organize the database of 35 journal publications that was chosen, a bibliographical listing of all publications was created. Then, an Excel spreadsheet was used to create a file, and the results were analyzed to draw inferences. This procedure resulted in the submission of 35 articles for review.

3. RESULTS

Thirty-five articles were analyzed to gain additional insight into green human resource management studies. The following table summarizes the 35 articles on green human resource management in the hospitality industry. The following sections discuss the critical dimensions.

Several critical findings in the debate over GHRM in the hospitality industry include the following: GHRM increases employees' organizational commitment and environmental performance. GHRM training, performance management, and employee engagement can increase staff participation and voluntary behavior through green management, staff involvement, and training. GHRM also positively related to both collective and individual OCBE. GHRM significantly and indirectly impacts on OCBE through green employee empowerment programs. Through task-related and pro-environmental behaviors, green human resource management has had an indirect, positive, and significant environmental impact. Green human resource practices (green training and development, and green discipline management) are significant predictors of green intellectual capital's environmental sustainability [63] [74].

Additionally, this study conducted a cluster analysis on the keywords in these papers using the VOS viewer project developed by Leiden University in the Netherlands to identify the pertinent themes discussed in the selected papers. This approach resulted in the identification of three clusters: green human resource management hospitality, sustainable hospitality, and environmentally friendly hospitality. This study employs these clusters as analysis themes, grouping the 35 articles to create a thematic discussion inspired by prior review articles. [22].

4. DISCUSSION AND IMPLICATION

Sustainable businesses continue to prioritize the environmental impact of their operations, the nature of the effects of various organizational activities, and strategies for mitigating environmental pollution and degradation [23]. While businesses have the ability to prevent pollution of the environment by implementing GHRM practices that foster environmentally responsible behavior in the workplace, organizations also have the power to influence the environment in another way. The GHRM is a testament to the concept of the "triple-bottom-line" as it embodies a business that generates a financial return while also benefiting the company itself [24] [25].

GHRM hospitality

There are businesses, which are major contributors to environmental problems; thus, they should be involved in dealing with environmental management issues [26] [27]. Different sources are pressuring firms to practice this trend as it will impact society [28]. Many companies have already put in place environmentally conscious programs, and as a result, some have started implementing newer environmental-minded approaches. One of the approaches to environmental degradation that arises because of poor environmental management is GHRM. A focus on sustainable human resource management equates to the concept of green human resources management. [29] [30].

Green human resource management practices promote ecological resource utilization to emphasize environmental sustainability, improve human resource behavior, and instill a sense of responsibility for environmental health. [31]. Social and economic well-being are both positively affected by having green human resources management, and improved behaviour towards environmental concern is generated as a result. HRM focuses on the understanding and use of human resources, rather than their development and long-term maintenance. [32]. Incorporating sustainability at the heart of people management could help the implementation of a green human resources management strategy. [33]. HRM aspects of environmental management is known as "green human resources management" [33]. Green human resources management practices, with their emphasis on treating employees fairly and with respect, brought major benefits to an organization's reputation and performance. They were also effective because they helped to empower employees. [34].

Additionally, the concept of "Going Green" was proposed across organizational functions to motivate

employees to contribute to a greener world. [35] [36]. For environmental performance to accelerate, it is critical to identify critical components or elements of green human resource management practices. The research on green human resource management demonstrates an apparent effect of green resource management on environmental performance improvement. [37].

Green human resources management encompasses job design, staffing, training, and development, as well as motivation and maintenance [38]. Green HRM aims to create a company where people are respected as human resources while simultaneously pursuing environmental management objectives. [13].

Hence, aspects of GHRM hospitality that need to be considered in future research in the hospitality sector are *green organisational climate; green behaviour; collective green crafting; green certification; green tourism; green marketing; green intellectual capital; green transformational leadership; green orientation; green self-efficacy, green creativity; green tourism.*

Sustainable hospitality

Sustainable development is seen as critical to a business's overall success. [39] [40]. The term "emerging megatrend" has spurred businesses to reexamine their plans considering sustainability [41] [42] [43] and concerns related to the economic, environmental, and social integration [45].

Sustainability would be a defining issue for the hospitality industry between 2015 and now because of the future trends that have been laid out [46]. Populations are on the rise and limited resources are an issue, which means sustainability will have to be handled as part of the total business sector instead of being viewed as a stand-alone issue. To sum it up, it is essential for all future hotel managers to have a strong understanding of climate change, global warming, air and water pollution, ozone depletion, deforestation, the loss of biodiversity, and global poverty [47].

Concepts such as the organic, green economy, or circular economies are involved in sustainability, which entails economic, social, and environmental reconciliation. They are centered on resource and waste management to drive sustainable consumption and production. Sustainability is a trinity of concepts, as there are three fundamental principles of economic, social, and environmental well-being that must be taken into consideration. Over the long term, economic sustainability relies on increasing resource efficiency and profitability. The term social sustainability describes different ideas such as social justice, social capital, community development, and

social responsibility. It occurs when communities are equitable, diverse, interconnected, and democratic, and yields living standards that are better than average.

Sustainability in the environment means sustaining the non-renewable natural resources at a sustainable rate. It means preserving environmental assets instead of depleting them. If one of these three support pillars becomes ineffective, the interaction between the three pillars is insufficient, which compromises development, income inequality, and well-being [48].

Based on the findings, aspects of sustainable hospitality that need to be considered in future research in the hospitality sector are *sustainable development goals, sustainable consumption; sustainable tourism; environmental responsibility, tourism sustainability, and sustainable business management.*

Environmental hospitality

The hospitality industry has a vested interest in protecting the environment because attractive and safe surroundings are part of its core product. Since the publication of Agenda 21 and the introduction of formal environmental management systems (EMSs) in the 1990s, EM has gained academic attention.

According to a broad definition, environmental performance is "measurable results of an organization's management of its environmental aspects" [49]. In the hospitality industry, environmental management (EM) is critical. An attractive and safe environment is integral to the product that the industry produces. green knowledge and skills acquired through environmental training programs can be applied to solve environmental tasks, increasing green employee performance.

Furthermore, aspects of environmental sustainability that need to be considered in future research in the hospitality sector are *environmental performance, environmental management; customers' citizenship behaviour for the environment (customer CBE); employees' organisational citizenship behaviour for the environment (employee OCBE); task-related pro-environmental behaviour; proactive pro-environmental behaviour; and environmental outcomes.*

Table 1. Key Findings

Authors	Methods	Country	Participant	Findings
GHRM Sustainability				
[50]	Quantitative	Thailand	Top management, manager	Green management of human resources improves the organisational involvement of employees, their environmental performance of hotels.
[51]	Qualitative	New Zealand	Employee and organisations	Reflective knowledge and management understanding are necessary to understand better the consequences of the circulation and legitimisation of knowledge and action on sustainable tourism.
[53]	Mix method	Vietnam	Employee	<ul style="list-style-type: none"> • Green human resources management practices directly impact OCBE. • Training, performance management and employee participation in sustainability programs increase staff green voluntary behaviour.
[54]	Quantitative	Poland	Employee and organisations	Direct effects of GHRM on OCBE and Green Organizational Climate and the moderating effect of personal environmental values on that effect.
[55]	Quantitative	China	Employee	<ul style="list-style-type: none"> • Organisational confidence and identity mediate well-being and employers' perceived corporate social responsibility. • The organisation's implementation of corporate social responsibility initiatives may produce positive results in the employee's well-being and the relationship between employees manifested by greater organisational trust and identification).
[63]	Quantitative	Vietnam	Employee	<ul style="list-style-type: none"> • Green HR practices have a positive relationship with collective and single OCBE. Environmental leadership served as moderating variable to enhance green HR practices at the individual and team level.
[74]	Quantitative	Malaysia	Hotel	Green human resources practices (green training and development and green discipline management) are significant to pro-environmental forecasters for green intellectual capital.
[72]	Quantitative	Malaysia	Employee	No moderating impact on the relationship between green human resources management practices and the turnover of thousands of years in hotels in Malaysia
Sustainable Hospitality				
[52]	Qualitative	Many countries	Employee and organisations	<ul style="list-style-type: none"> • Sustainability in the hospitality sector could not be interpreted as a continuous commitment to sustainability but as a building on business imperatives. • The lack of comprehensive treatment of materiality and external assurance within the industry undermines the credibility of the sustainability reporting process. • The conception of sustainable consumption and any criticism of the industry's commitment to economic growth is noticeable both in the literature on sustainable development and in the reports on the industry's sustainability.
[56]	Qualitative	Many countries	Employee and organisations	The main focus of hospitality industry research are: the development of environmental policy, green consumerism, manager's environmental attitudes, pollutant-free environments, sustainable development, environmental performance,

Authors	Methods	Country	Participant	Findings
				environment cost control, and <i>environmental management systems over the first two phases</i> (EMSS).
[57]	Qualitative	United States, Australia, Norway, UK, Canada, South Africa, New Zealand, and Botswana	Employee and organisations	Sustainability becomes a strategic approach for companies and tourist destinations according to keyword trend network analysis.
[58]	Quantitative	Malaysia	Manager	<ul style="list-style-type: none"> • There is a strong relationship between green recruitment and selection, green education & development, and green compensation and environmental performance. • The green performance assessment, however, did not have significant environmental performance relationships.
Environmental Hospitality				
[59]	Quantitative	Vietnam	Employee	<ul style="list-style-type: none"> • CSR has a beneficial effect on CBE clients. • CSR also promoted OCBE employees, promoting the CBE client and strengthening the CBE relationship between customers of the CSR and CSR. • Customer CBE has also played a role in strengthening OCBE staff and OCBE CSR staff.
[60]	Quantitative	Mexico	Hotel manager	Adhocracy culture is the type of organisational culture most closely related to eco-innovation, and it can explain the presence of eco-innovations in hotels.
[64]	Quantitative	Vietnam	Employee	<ul style="list-style-type: none"> • The OCBE is essential for the communication of environmental performance effects of formation and performance Management. • Training and employee involvement indirectly promote employee commitment and organisational citizenship for the environment (OCBE)
[65]	Quantitative	Pakistan	Employee	<ul style="list-style-type: none"> • Green employee empowerment, green human resources management is significantly indirectly affecting OCBE. • Green values of individual moderate the positive relationship between Green Empowerment and OCBE.
[67]	Quantitative	Taiwan	Hotel	When considering the holistic reduction in carbon emissions, a group of hotel chains has average energy efficiency and branding value considerably higher than independent operators.

5. CONCLUSION

When considering the various environmental problems faced by the planet, green human resources management, sustainability, and environmental management are important topics. Hospitality researchers have been particularly interested in studying green human resources management, sustainability, and environmental management topics due to many hospitality firms implementing various environmental measures for a variety of reasons. This paper will summarize and synthesize previous studies on GHRM practices, sustainability, and environmental management in the hospitality industry published in 2016 through 2021.

This study is expected to make a theoretical contribution by conducting an in-depth examination of the literature on GHRM, sustainability, and environmental management. Practically, this study is expected to provide academics and practitioners in the hospitality industry with an overview of the most recent body of knowledge in GHRM, sustainability, and environmental management. However, additional empirical research on the implementation of GHRM is recommended to address the study's limitations.

AUTHORS' CONTRIBUTIONS

Hujjatullah Fazlurrahman creates the conceptual paper, Ika Diyah Candra Arifah and Muhammad Fajar Wahyudi Rahman analyse the data and proofread the manuscript.

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