Original Article

Improving Hotel Environmental Performance via Green Training, Green Performance Management, and Green Employee Involvement: A Systematic Study

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ABSTRACT:

This study investigates how Green Human Resource Management Practices (Green Training, Green Performance Management, and Green Employee Involvement) affect Hotel Environmental Performance in Dera Ismail Khan. A total of 190 hotel employees contributed to gathering the data, which was then analyzed by SPSS. The results show that the Environmental Performance of Hotels is greatly affected by Green Training, Green Performance Management, and Green Employee Involvement. The findings highlight the value of investing in education and awareness programs for staff to encourage sustainable behaviors. To further improve environmental results, it is important to incorporate green measurements and targets into performance management systems and to encourage employee participation in environmental initiatives. This research helps fill in the gaps in our knowledge of sustainable hospitality practices in low-income areas. Insights gained from this study will help hoteliers and other stakeholders to improve environmental performance and a better fit with the worldwide push for sustainability.

Keywords: Green Human Resource Management, Environmental Performance, Hotel Industry.

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Introduction

Industrial toxic waste and hazardous substances have had significant negative effects on both human and environmental health (Pham et al., 2020). Ecological sustainability is harmed by interactions between numerous industries and the environment and its resources, whether indirect or direct (Chaudhary, 2020). Businesses are adding social and environmental factors into their business models to compete in the modern global economy (Cabral & Jabbour, 2020). Other rapidly developing service industries, such as the hospitality sector, have followed suit by adopting environmentally friendly policies and practices (Khaskheli et al., 2020). The concept of "going green" is being gradually introduced across several departments. Accounting (Rounaghi, 2019), supply chain (Srivastava, 2007), marketing (Peattie and Crane, 2005), finance (Przychodzen et al., 2018), and creativity (Song and Yu, 2018) are only a few fields where new environmentally friendly practices are emerging. In addition, GHRM is widely studied and used in the field (Renwick et al., 2013). Hotel sustainability depends on GHRM since it encourages workers to mimic management's positive behaviors. GHRM takes a broader perspective and gives priority to the organization's most valuable resource: its employees (Hameed et al., 2020). Utilize GHRM to keep tabs on and influence sustainability-related thoughts, deeds, and the workforce (Ansari et al., 2021). Employees who act ecologically responsibly are more likely to remain loyal to their employer if the company promotes these values (Kim et al., 2019).

Employee commitment, environmental behavior, and performance were also cited as being influenced by environmental literacy (Okumus et al., 2019), environmental sensitivity (Dumont et al., 2017), and green values (Chou, 2014). With the right degree of eco-awareness, for instance, green practices will attract employees and help them develop an emotional connection with the organization (Martnez-Martnez et al., 2019). Employees who care about the environment and make an effort to live green supposedly outperform their peers in terms of environmental performance (Umrani et al. 2020). The hospitality industry has embraced many eco-friendly policies and procedures. For instance, Hilton Hotels embraced green business practices as part of their environmental activities between 2009 and 2014. Hilton Hotels' lowered water use was 14.1% and their overall energy usage was 14.5% because of the reporting systems they established to track their progress (Hilton, 2020). Negotiations and the signing of the agreement between Serena Hotels and the United Nations Development Program in Pakistan took place in November 2018. The alliance established by this plan will help to accomplish the Sustainable Development Goals (SDGs).

In recent years, Pakistan has become a popular spot for hotel construction investments. There was a dip in hotel occupancy and average rate in Pakistan for about five years, but that trend is expected to reverse by 2020 (Pakistan Hotels Association, 2020). The hospitality and tourist industry in Pakistan is predicted to develop from its current value of almost USD 20 billion in 2020 to a total of nearly USD 25 billion by 2026, representing a CAGR of 3%. Hoteliers were also found to be accountable for ensuring that guests have access to a variety of relaxing amenities during their stays, including food, lodging, and entertainment. Water pollution, carbon dioxide emissions, and waste are just some of the ways hotels' operations harm the environment (Kim et al., 2016; Ahmed et al., 2021a). Water scarcity, soil degradation in agriculture, pollution of indoor and outdoor environments, lead poisoning, depletion of natural resources, and forest loss are all consequences of this phenomenon. CO2 emissions (metric tons per capita) data from the World Bank Statistics show a steady increase in carbon emissions over the past few years. Because of this, everyone has a stake in maintaining environmental standards and stopping further decline. Further, Roscoe et al. (2019), Yusoff et al. (2020), Jerónimo et al. (2020), and Naz et al. (2021), all conducted research on the GHRM in the context of the hospitality and tourism sector. Ansari et al. (2021), Gilal et al. (2019) and Umrani et al. (2020) are among the few authors to examine the link between GHRM and the effectiveness of an organization's natural environment. Our topic is supported by these studies since they show how crucial GHRM is to improving environmental performance. Most studies on Pakistan's manufacturing industries ignored the hospitality industry. Pakistan's hotels, which are growing and attracting tourists, must be targeted to cut carbon emissions. Pakistan, especially its southern parts, faces environmental threats. To take preventative steps, firms must be examined. Environmental management in HRM might be tough in developing countries.

Therefore, the research provides four distinctive contributions. To begin, it highlights an important aspect of the ongoing dialogue about the environment: the potential for hotels in emerging countries to improve their environmental performance through the implementation of GHRM. In light of the difficulties inherent in conducting research in a

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developing country, the importance of the present study in encouraging hotels in the region to follow suit to enhance their environmental performance cannot be overstated. For hotels in the southern parts of Khyber Pakhtunkhwa province, Pakistan, this is especially the case. It is also possible that this study will contribute to the body of knowledge by offering concrete evidence that GHRM practices are correlated with improved environmental performance in hotels. It can provide researchers and professionals in the field of sustainable management with new perspectives and help close a gap in the existing body of literature.

As a third takeaway, hotel managers and human resource experts in District Dera Ismail Khan can use the findings to better their practices. Hotels that want to improve their environmental performance should familiarize themselves with how GHRM practices affect that performance so that they may make informed decisions and implement effective initiatives. The findings may point to specific measures that might be taken to integrate eco-friendly HR practices. Last but not least, there is hope that this study can aid greener practices in the hotel industry. Assuming, a positive correlation is found between the two, hotels in District Dera Ismail Khan may decide to implement GHRM practices to reduce their carbon footprint, save resources, and lessen their negative effects on the environment. Thanks to the findings of this research, hotel workers, visitors, and local communities may all play a role in spreading awareness and support for sustainable practices. Green training and other types of employee involvement can increase workers' awareness of environmental issues and motivation to work towards good solutions. In addition, it can influence customers by informing them of the hotel's commitment to environmental efficiency. The findings of this study could improve our understanding of the relationship between GHRM practices and hotel environmental performance, resulting in actionable advice for hotel management, more sustainability in the hospitality industry, and better policy decisions.

Literature Review

Theoretical Background

This research is based on the theories of ability-motivation-opportunity (AMO) (Blumberg & Pringle, 1982; Renwick et al., 2013) and social identity (Tajfel & Turner, 1979; Hogg *et al.*, 1995). Ability, motivation, and opportunity (AMO) theory states that an employee's performance is a result of their ability (their skill with the task at hand), motivation (their desire to see the task through to completion), and opportunity (arising from the initiative and initiative of persons). In addition, Vroom (1964) proposed that intrinsic characteristics like motivation and ability are responsible for productivity. Human resource management (HRM) researchers have shown success with AMO (Renwick *et al.*, 2013; Bos-Nehles *et al.*, 2013; Obeidat *et al.*, 2016). Employing individuals with green competencies and abilities, inspiring them to advance professionally, and providing opportunities for them to participate in green initiatives are all characteristics of GHRM-practicing organizations (Amrutha & Geetha, 2020; Cabral & Dhar, 2019). Because of the feedback they get from their reviews, employees are encouraged to perform their best job (Fawehinmi *et al.*, 2020). Criticism for inaction on environmental issues motivates people to take action, while praise for efforts increases environmental activism. One such theoretical lens with which to examine the factors that draw people into and keep them in groups is the Social Identity Theory (SIT). Workers are more aware of their environmental effects because they want to be accepted by the "green" crowd (Hogg & Turner, 1987; Kim *et al.*, 2019). The 'ability' component of AMO refers to the selection procedures that are used to identify people who genuinely care about sanitary and environmental concerns. Examples of "motivation" in AMO include institutional initiatives and green performance management, which have the objectives of promoting moral conduct and increasing productivity in the workplace. The 'opportunity' element of AMO refers to the company's investment in its workers' growth and development through training and mentoring initiatives. People who take part in SIT are more likely to act sustainably and to seek out those who share their values. This means that AMO or SIT can utilize these guidelines while implementing GHRM practices in their enterprises.

Green Human Resource Management Practices

GHRM practices are "HRM activities, which enhance positive environmental outcomes" (Renwick *et al.*, 2013 p.4). Maintaining amicable interactions between businesses and their customers is essential (Saeed *et al.*, 2019; Yusoff *et al.*, 2020).

Environmental experts and scientists agree that human activities are primarily responsible for environmental degradation. Therefore, eco-damage mitigation requires training, recognition, and shaping employee behavior. Therefore, the GHRM is a subject of research (Pham *et al*., 2020). GHRM encourages people to act ethically, maintain a positive outlook, and work to protect the environment (Ansari *et al*., 2021). To be more specific, green training is a set of environmental policies, Jabbour, Santos, & Nagano (2010) designed to equip workers with the information they need to achieve the environmental objectives of their employer (Daily & Huang, 2001). Promoting environmental values through training in environmental activities encourages employees to behave voluntarily (Boiral, 2009). In particular, this strategy helps spread eco-awareness among employees, improving their capacity to recognize environmental problems, appreciate and minimize the effects of their actions on the environment, and engage in environmental activities (Pless, Maak, & Stahl, 2012). Workers may also adopt preventative measures and grow to appreciate environmental norms (Daily & Huang, 2001).

In their empirical study, Pinzone *et al*. (2016) highlight the relationship between employee "extra mile" efforts in environmental activities and OCBE and green competence practice. "Green performance management" is defined as a method of motivating employees to support the company's environmental goals (Govindarajulu & Daily, 2004; Harvey, Williams, & Probert, 2013). "Green performance management practices" assess employees' environmental performance to encourage involvement and dedication to environmental activities (Renwick *et al*., 2013). Receiving environmental-based feedback from managers and supervisors can increase employees' motivation to fulfill their environmental responsibilities (Govindarajulu & Daily, 2004). If employees' work is closely watched and assessed, they are more likely to learn about the environment, and adopt environmentally friendly practices willingly (Guerci *et al*., 2016; Pinzone *et al*., 2016).

Pinzone *et al*. (2016) stress the significance of environmental activity assessment and skill assessment in enhancing employees' voluntary eco-behaviors. Green staff involvement is another crucial aspect of sustainable business. By empowering workers to make a positive impact on the environment, businesses can better achieve their environmental goals and create sustainable practices (Daily, Bishop, & Massoud, 2012; Masri & Jaaron, 2017; Boiral & Paillé, 2012). Employees' environmental behavior may improve because of this practice (Ramus, 2001; Starik & Rands, 1995), which can be viewed as an individual element. For instance, forming "green teams" encourages workers to take part in pollution reduction initiatives proactively (Govindarajulu & Daily, 2004).

Hotel Employee Environmental Performance

The success of environmental programs depends on staff employees who recycle and use less energy and water (Saeed et al., 2019). According to certain studies (Hameed *et al*., 2020), one strategy that can support such behaviors among employees is green human resource management (GHRM). Motivating employees to protect the environment and do their part is one of the objectives of GHRM initiatives (Gilal *et al*., 2019). By educating people about environmental problems and providing resources to help them find solutions, GHRM helps people become more environmentally aware in their daily lives. Employees at GHRM are encouraged to participate in a wide range of eco-friendly initiatives as part of the company's commitment to environmental sustainability (Hameed et al., 2020). Creating environmental events, defining green goals, sharing the company's green policies with new hires, encouraging staff participation, and soliciting feedback are all part of this process (Aboramadan & Karatepe, 2021).

Employees gain knowledge and skills that support the business's green goals when an organization's human resources policies are developed with the environment in mind. Socially responsible human resource management includes, for example, rewarding employees for environmental performance (Zhao *et al*., 2021). Several studies (Ahmed *et al*., 2021b; Kim *et al*., 2019) have connected GHRM to environmentally friendly actions. Environmental management in the hospitality sector involves both managerial and technological considerations (López-Gamero *et al*., 2009). The organizational dimension includes promoting employee learning and creating relationships with stakeholders, while the technical dimension includes making the best use of resources and reducing energy use. According to Park *et al*. (2008), technical practices such as staff support systems, energy, water, and waste conservation methods, and environmental performance monitoring are used to evaluate hotels' environmental policies and practices.

Green Human Resource Management Practices and Environmental Performance

To improve productivity, cost control, and value generation, Becker and Gerhart (1996) advocated for human resource management (HRM). Human resource functions, such as recruiting and compensation, have an impact on business results. The effectiveness of an organization's HRM system and overall performance has been demonstrated in several empirical studies. There is evidence that activities related to human resources, such as employing and paying employees, have a big impact on company outcomes. Due to HRM's impact on operational outcomes including productivity, service quality, and innovation, financial benefits can be observed both immediately and over time (Jiang *et al*., 2012). The study emphasizes the significance of HRM programs that provide staff members with the requisite knowledge, drive, and experience in all three areas. Environmental performance evaluations in the past have focused narrowly on the outcome of environmental management, rather than considering the full context of an enterprise. According to the findings of Judge and Douglas (1998), an organization's environmental performance improves in proportion to the degree to which its environmental management is unified. To them, environmental performance meant a company's ability to address and even alleviate environmental concerns held by the public. In this context, "hotel environmental performance" refers to the results of a hotel's environmental efforts to lessen its negative effects on the natural world. According to research conducted by López-Gamero *et al*. (2009) on the impact of environmental management on environmental performance, environmental performance is improved by HR practices such as environmental knowledge management, which are a component of environmental management. Hence, we proposed that: *GHRM practices are positively related to hotel environmental performance.*

Figure 1

Theoretical Framework
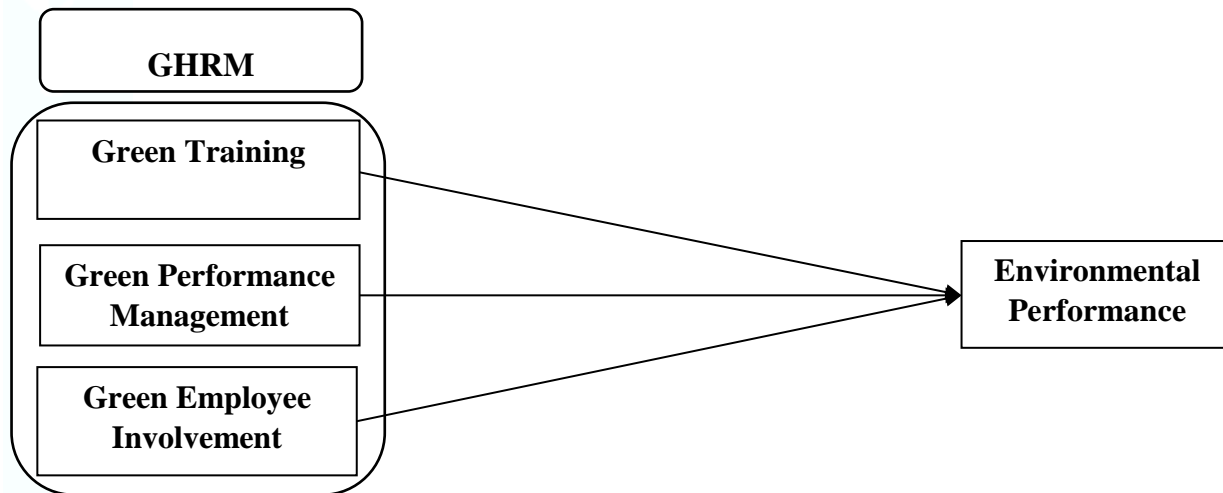
Method

Participants and Data Collection

Our research focuses on the hospitality industry workers in District Dera Ismail Khan Khyber Pakhtunkhwa Pakistan. They are an integral part of a workforce that, on average, earns higher income because the tasks they perform are more complex and need more training. We specifically selected these individuals since they are familiar with environmental management techniques and issues. Only twenty-four of the thirty hotels that we chose for research enabled us to gather data on green practices in hotels. The poll was conducted among hotels with varying best ratings, and we reached out to the HR department to disseminate the questionnaire to staff members. After the online survey was considered and authorized by HR, it was made available to hotel staff. Our initial plan was to conduct the poll with a

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higher number of employees. However, we were able to get responses from 190 different hotel employees. Numerous researchers have found that if each variable has three or more data points, then convergence can be obtained with a sample size of 100. Research by Anderson and Gerbing (1984) found that a sample size of 150 was adequate to reach a convergent and acceptable conclusion. According to these criteria, the sample size we employed in our study was adequate for drawing conclusions.

Research Instruments

We used a five-point Likert scale, with 1 representing strongly disagree and 5 representing strongly agree (Revilla *et al*., 2014).

Green Human Resource Management

There are not too many studies specifically focused on GHRM or environmental issues in the hotel industry, even though several GHRM-focused studies have been looked at. So, we focused our research on the standards set forth by Renwick *et al*. (2013), as well as on other concepts and articles published by various authors, resulting in the following instruments.

Green Training

Daily *et al*. (2012) and Jabbour (2015) provided the basis for six of the questions we used to evaluate environmental education. For example, "workers receive sufficient environmental education", and "those who want it will have the opportunity to do so".

Green performance management

We adopted five items derived from Jabbour *et al*. (2010) and Masri and Jaaron (2017) to evaluate green performance management. (e.g. "Staff members are aware of their individual and collective environmental roles, responsibilities and objectives." and "communicating environmental performance targets to staff and provide regular feedback on their progress").

Green employee involvement

We used five measures for measuring green employee involvement based on the research of Masri and Jaaron (2017) and Pinzone *et al*. (2016). (e.g. "Staff members are given discretionary authority over environmental issues"; "Staff members collaborate on environmental issues in problem-solving groups").

Hotel Environmental Performance

We used Kim *et al.*'s (2019) seven-item scale for HEP after considering it and similar measures proposed by Paillé *et al*. (2014), Melnyk *et al*. (2003), and Ilinitch *et al*. (1998). The sample items were "Our hotel's eco-friendly management has cut down on the use of nonrenewable resources by decreasing the purchase of chemicals and other supplies; "Our hotel's eco-friendly practices have reduced our water use;" and "Our hotel's eco-friendly practices have resulted in significant energy savings."

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Findings

Table 1
Normality Analysis

Variables	n	Mean	SD	Skewness		Kurtosis		Cronbach's Alpha
	Sample	Values	Values	Statistic	S.E	Statistic	S.E	α>0.7
GT	190	2.4956	.93627	.620	.141	-.779	.281	0.891
GPM	190	2.3387	.88765	1.036	.141	.118	.281	0.861
GEI	190	2.3327	.86871	.983	.141	.001	.281	0.838
EP	190	2.3086	.85644	.945	.141	-.075	.281	0.880

GT> Green Training; GPM> Green Performance Management; GEI> Green Employee Involvement; EP> Environmental Performance

Descriptive statistics for the highlighted variables can be seen in Table 1 above. On a scale from 1 (strongly disagree) to 5 (strongly agree), respondents' opinions on green HRM practices (green training, green performance management, green employee involvement, and Hotel Environmental Performance) were uniformly distributed. According to the findings, hotel staff members are more interested in green training (M=2.49, S.D.=0.94) and green performance management (M=2.34, SD=0.88) than they are in green employee involvement and environmental performance. All constructs have alpha values within the acceptable range; hence, the measuring instrument stands reliable.

Table 2
Correlation Analysis

		GT	GPM	GEI	EP
GT	Pearson Correlation	1	.814**	.725**	.804**
	Sig. (2-tailed)		.000	.000	.000
	N	190	190	190	190
GPM	Pearson Correlation	.814**	1	.661**	.800**
	Sig. (2-tailed)	.000		.000	.000
	N	190	190	190	190
GEI	Pearson Correlation	.725**	.661**	1	.923**
	Sig. (2-tailed)	.000	.000		.000
	N	190	190	190	190
EP	Pearson Correlation	.804**	.800**	.923**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	190	190	190	190

**. Correlation is significant at the 0.01 level (2-tailed).
GT> Green Training; GPM> Green Performance Management; GEI> Green Employee Involvement; EP> Environmental Performance

Table 2 established a link between GT, GPM, GEI, and EP. The results showed that there is a positive relationship between GT and EP (r = 0.804, p0.05), GPM and EP (r = 0.800, p0.05), and a very strong positive correlation between GEI and EP (r = 0.923, p0.05).

Table 3
Linear Regression

Model	R	R^2	Adjusted R^2	S.E	F	P
1	.922[a]	.850	.850	.33205	1691.105	0.000
Summary		**B**	**S.E**	**β**	**T**	**P**
1	**(Constant)**	-.002	.059		-.040	.968
	GHRM	.965	.023	0.922	41.123	.000

a.   Predictors: (Constant), GHRM, Dependent Variable: EP

Table 3 demonstrates that there is a substantial influence of GHRM on EP (r = 0.922) and that GHRM accounts for 85% of the variance in EP (R2 = 0.850). The goodness of fit F = 1691 and adjusted R2 = 0.850 are both statistically significant at the p0.05 level.

In addition, the GHRM has a coefficient of 0.965 and a standard error of 0.023. The standardized regression coefficient, denoted by beta (β), shows that a one-unit rise in "GHRM" is related to a 0.922-unit increase in the dependent variable. In this case, the predictor variable is highly significant in predicting the dependent variable, as shown by the t-value for the coefficient being 41.123 and the p-value being less than 0.05. Hence, the regression model demonstrates a substantial link between the predictor variable "GHRM" and the dependent variable "EP." The model significantly explains the dependent variable's variation, and the predictor "GHRM" has a highly significant influence on the outcome. Thus, the study hypothesis is accepted and substantiated.

Discussion and Conclusions

The importance of Green Training as a predictor of hotels' environmental performance was highlighted. Providing employees with training sessions focused on sustainability practices and environmental awareness appears to be a promising route to achieving greener results. Green measures, such as energy efficiency, waste reduction, and water conservation, can benefit hotels if staff members are educated about and encouraged to engage with them. There is a direct link between Green Training and Hotel Environmental Performance, highlighting the value of investing in education and awareness activities for personnel. The study also found that the use of Green Performance Management was a reliable indicator of how well hotels performed in terms of the environment. Systems for performance management that effectively integrate green indicators and targets might encourage employees to actively adopt sustainable practices. By compensating staff for meeting environmental standards and offering feedback on how they are doing so, hotels can enhance their environmental performance. The study's findings show that hotels might benefit from including sustainability measures in their frameworks for performance management.

Finally, a positive and statistically significant association between hotel environmental performance and green employee involvement was found. Employees feel more invested in the hotel's beneficial environmental impact when they participate in green initiatives. If people are actively involved in achieving sustainability goals, feel that their ideas are valued, and see that their efforts are appreciated, they are more likely to experience a sense of ownership and responsibility. Hotels that promote and facilitate staff participation in environmental initiatives have a higher likelihood of achieving favorable environmental performance.

This study focuses on the environmental performance of hotels and highlights the need for green employee engagement, green performance management, and green training. Hotels that prioritize these factors are more likely to achieve sustainable outcomes, use fewer resources, and have less of an impact on the environment. The findings highlight the need to integrate sustainability practices into hotels' core business practices, fostering an environment-conscious culture, and providing personnel with the knowledge, skills, and drive, they need to have a positive impact. GHRM practices were investigated because of their potential effect on the environmental performance of hotels. The methods through which these parameters affect environmental performance, as well as other conceivable factors that could affect the relationship, should be investigated in future studies. This research provides useful information for hotel management and other stakeholders that want to improve the environmental performance of their property

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through interventions and other means. The results of this research indicate that "green" training, "green" performance management, and "green" employee involvement are necessary for hotels to significantly improve their environmental performance. Considering these would help, hotels not only cater to the needs of environmentally conscious guests but also to the interests of other important stakeholders.

Deceleration of Interest

The authors declare that there was no clash of interest.

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