

Can Green HRM Practices Influence Hotel Employees’ Green Behavior? Evidence From Khulna City Hospitality Industry, Bangladesh

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Received: Sep. 5, 2020 Accepted: Oct. 4, 2020 Online published: Nov. 4, 2020

doi:10.5296/ijhrs.v10i4.17641

URL: <https://doi.org/10.5296/ijhrs.v10i4.17641>

Abstract

This study aimed at investigating the relationship between green human resource management (Green HRM) practices and employee green behavior (EGB) within the context

of hospitality industry, Khulna city, Bangladesh. Data collected through a self-administered questionnaire from 130 hotel employees of Khulna city were analyzed by employing correlation and multiple regression analysis. The study results showed that there was a positive association between green focused HRM functions and EGB. It was further confirmed that Green Training & Development, Green Performance Appraisal and Green Compensation & Rewards had significant contribution in explaining the green behavior of the hotel employees.

Keywords: Green HRM, Green Behavior, hotel employees, Bangladesh

1. Introduction

Over the last few decades sustainability has become a major concern in every industry due to the increased pressure of conserving the environment. As the ecological sustainability as well as the financial sustainability can be disrupted due to the depletion of natural resources (Hawken et al., 1999) almost every organization throughout the world has focused on simultaneous consideration of social, environmental, and economic dimensions of business (Andriate & Fink, 2008). In addition to manufacturing industries, the service industries such as hotels are transforming their operations into green in the form of reducing waste, conserving energy and water and educating the employees (Rahman et al., 2012). For instance Marriott International and Hilton has developed eco-friendly policies, programs and goals to protect the environment. It was found that Hilton Worldwide reduced its overall water consumption by 14.1% and energy usage by 14.5% during the period of 2009–2014 (Bohdanowicz et al., 2011). But the success of a firm's environmental management programs depends on the performance of the employee because the employees' environmentally responsible behavior strengthens the firm's environmental performance (Daily et al., 2009). Environmental performance can be referred to the outcomes of a firm's initiatives to reduce the negative effects on the environment. If the employees are concerned with the eco-friendly behavior, they are more likely to engage themselves in the implementation of firm's environmental management programs (Bhattacharya et al., 2009). So to enhance the organization's environmental performance employees' involvement in the green behavior is critical. HR department of the organization can play an important role here in increasing the employees' involvement or engagement and commitment to the organization because HRM supports a company to achieve its strategic vision and goals, even if it is environmental goals (Fernández et al., 2003). So the integration of human resource management and environmental management issue is the major element in greening the organization. However there is a lack of studies that link the HRM functions to employee green behavior (EGB). Though few studies exist, evidence of Green HRM practices in the hotel industry is less understood (Pham et al., 2019).

In the hotel industry, most of the previous studies focused on the environmental management practices e.g., energy saving and water preservation or explored the behavior and attitudes of the consumers in the hotels. For instance, Hsiao et al. (2014) established environmental management attributes to be used for the audit of green hotel in the hospitality industry. Celestín-Pedroche et al. (2017) explored the hotel performance, competitive advantage and

customer satisfaction. Kang et al. (2012) disclosed how the consumers are concerned with environmental issues and interested to pay a premium price for the green hotels. In total, few studies exist concerning the hotel staffs' environmental awareness, attitudes and behavior in enhancing the environmental performance. Moreover, the application of Green HRM practices in hotels is still a new area of investigation though it has recently become a hot topic of study. Green HRM is the nexus between environmental systems and HRM systems of the organization (Chaudhury, 2019). This is to design and implement the HRM practices to support and achieve the organizations' environmental sustainability goals as well as to promote green attitudes and behavior among the employees for the improvement of the organizations' environmental performance (Ren et al., 2017). According to Guest (1997), Green HRM includes hiring and maintaining eco-friendly employees, providing environmental training, and reflecting on employees' eco-friendly contributions in employee performance appraisals.

This study links the Green HRM functions to EGB in the hospitality industry of Bangladesh. The purpose of the study was to investigate whether Green HRM functions (Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, and Green Compensation & Rewards) can affect hotel employees' green behavior. Three research objectives were proposed:

1. To describe the basic concepts of Green HRM functions, employee green behavior (EGB) and the existing relationship with each other.
2. To examine the relationship between Green HRM practices and employees' green behavior (EGB) within the context of hospitality industry of Khulna city, Bangladesh.
3. To find out the significance of each of the element of Green HRM in fostering employee green behavior (EGB).

2. Literature Review

In the twenty first century business world, inclusion of environmental sustainability as a significant organizational goal and human resource management (HRM) functions being the driving force towards that goal attainment is no more surprise (Mandip, 2012) as this function is central to organizations due to its direct connection with top management, all other divisions and trade unions (Eisenstat, 1996). The concept of green human resource management (Green HRM) developed as organizations world-wide began to think and act sustainably (Marcus & Fremeth, 2009) as a result of increased awareness of and regulations relating to environmental sustainability (Ren et al., 2017). Faced with the challenge of equally prioritizing their economic, social and environmental goals, organizations are increasingly leaning towards Green HRM (Jabbour & Santos, 2008).

Although the Green HRM functions cover a number of domains in the organizational studies, the following body of literature review will focus on only these specific aspects: green recruitment & selection, green training & development, green performance appraisal, green compensation & rewards and relationship of these functions with employee green behavior. Lastly, a conceptual model and a set of research questions based on the model has been offered and tested within the context of Khulna city hospitality industry, Bangladesh.

2.1 Green Human Resource Management (Green HRM)

Green HRM refers to the development, implementation and continuous maintenance of pro-environmental policies, practices and systems directed at the greening of organizational employees for mutual benefits of individual, society, natural environment and the organization (Opatha & Arulrajah, 2014). Renwick et al. (2012) identified three core components of Green HRM; i.e., developing green abilities, motivating green employees and providing green opportunities. These authors provided valuable insights into greening of regular HRM functions. According to Renwick et al. (2012), greening of the workforce begins with attracting potential employees through green employer branding, inclusion of green issues in job description, recruiting green aware employees, setting green criteria for selection, and introducing new employees with the green philosophy of the organization. Development of green attitudes and skills through training on environmental management, setting of green performance indicators and linking demonstrated environmental management skills with the compensation system in the presence of green-supportive organizational environment can play vital roles in greening the employee behavior. Designing and implementing effective measures in case of employee non-compliance with organizational environmental policies is also required.

To sum up, Green HRM is the contribution of HRM in facilitating organizations' environmental sustainability goal achievement through the development of environment-friendly workforce using different HRM practices (Masri & Jaroon, 2017). However, in the tourism and hospitality industry there is less integration between environmental management and human resource management. A lack of understanding on human resource management function's role in environmental management in this industry constitutes a major research gap (Pham et al., 2019).

2.2 Employee Green Behavior (EGB)

Employee Green Behavior (EGB) refers to the specific behaviors of employees performed with the intent to benefit the environment (Stern, 2000). Onset al. (2012) defined EGBs as those measurable actions and behaviors by employees that are targeted at environmental sustainability. A green employee is someone who makes efforts at minimizing any changes in the natural environment, is responsible in the use of natural resources, works against any attempt at polluting the environment, and tries to improve and enhance the natural environment (Opatha & Arulrajah, 2014).

EGB can result from discretion, as well as from obligation. When job descriptions and environmental goals of organization obligate employees to perform green behavior, it can be termed as required or task-related EGB as opposed to voluntary or proactive EGB, i.e., those green behaviors that employees perform at their own discretion exceeding the expectations of the organization (Norton et al., 2015). Green work climate perception i.e., employee perception of their organization's and co-worker's orientation towards environmental sustainability has a positive relationship with EGB. Green work climate perception of organization encourages task-related or required EGB only, whereas green work climate perception of coworkers encourages voluntary or proactive EGB only (Norton et al., 2014;

Opatha & Arulrajah, 2014). According to Attitude-Behavior-Context (ABC) theory, a behavior is less likely to be demonstrated if the context does not require or reward it (Stern, 2000). Ones et al. (2012) found that 13-29% of green behavior of employees holding typical jobs in typical organization arises from their job duties and organizational expectations. However, interventions aimed at increasing EGB do not operate in a vacuum. Without proper consideration of employee attitude and integration with other goals of employees, such interventions might result in failure (Unsworth et al., 2013).

Recent studies have identified positive relationship between Green HRM and EGB. In her study on 301 automobile sector employees, Chaudhary (2019) found the influence of Green HRM to be highly predictive of both required and voluntary EGB. Another Study on 276 hotel employees of 14 hotels in Phuket, Thailand revealed that eco-friendly behavior of employees is enhanced by Green HRM (Kim et al., 2019).

2.3 Green Recruitment & Selection and Employee Green Behavior (EGB)

Green recruitment and selection, an important tool of Green HRM practices (Yusoff & Nejati, 2017) can attract employees who are committed to environmental issues (Jabbour, et al., 2008). According to Saeed et al. (2018) and Aranganathan (2018) this can be defined as the process of hiring individuals with green awareness, knowledge, skills, approaches, and behaviors that identify with environmental management systems within an organization. On the basis of the previous studies Green recruitment and selection involves activities such as paperless recruitment process (Aranganathan, 2018), indication of organization's environmental stance in recruitment message (Wehrmeyer, 1996), green employer branding (Renwick et al., 2012), including environmental criteria in job description (Wehrmeyer, 1996; Renwick et al., 2012) and green competencies in job specification (Arulrajah et al., 2015), considering and assessing candidates' environmental concern for hiring decisions (Renwick et al., 2012) etc.

In order to create and sustain a pro-environment organization, it is essential to hire employees who are willing to engage with environmental management (Renwick et al., 2012). According to Wehrmeyer (1996), recruitment process can assist firms in producing effective environmental performance by ensuring that new employees are aware of the environmental culture of the organization and capable of maintaining the environmental values. Perron, et al. (2006) also argued that employees who hold the environmental values are found to be actively engaged in enhancing the environmental knowledge and thereby increasing the environmental performance of the organization. As a result it is important that firms develop job description and specification prioritizing on green knowledge, skills, values and hire employees with green knowledge through a series of tests where environment related questions can be asked (Saeed, et al., 2018)

2.4 Green Training & Development and Employee Green Behavior (EGB)

Among all Green HRM practices, green training and development is deemed to be the most important and implemented practice for the success of organizations' environmental management goals (Jabbour et al., 2010). Green training is referred to as interventions aimed

at developing green-related competencies (Pinzone et al., 2019). Green training and development activities include conducting employee green training need assessment, training sessions targeted towards increasing employee environmental awareness, imparting right knowledge and skills relating to environmental management (e.g., reusing, reducing, recycling) (Arulrajah et al., 2015, Renwick et al., 2012), green leadership style development etc. Jabbour (2011) defined “Green training and development as a system of activities that motivate employees to learn environment protection skills and pay attention to environmental issues, which is a key in accomplishing environmental objectives”.

According to previous studies green training has been identified as a key mechanism in boosting employees’ voluntary green behavior (Jackson et al., 2011; Pinzone et al., 2019) because green training can increase employees’ environmental awareness, knowledge, and skills which in turn makes them more sensitive to the environment (Sammalisto & Brorson, 2008;Kjaerheim, 2005). Green training and development makes all the members of the organization aware of the impact of their activities and daily decisions on the environment and provides them the ability to understand environmental issues (Jabbour et al., 2010) and their complexities (Salazar et al., 2012). Green training also increases the employees’ workplace pro-environmental activities and enables them in understanding their environmental responsibilities towards the achievement of organizational environmental goals (Daily & Huang, 2001). Employee’s environmental awareness is also responsible for most of the green innovation in sustainable organizations (Jabbour & Santos, 2008). As a result green training must be provided along with education programs in the management training session because without the environmental awareness, knowledge and skills, employee pro-environmental approach may go in vain (Fernández et al., 2003). In the hotel industryPham et al. (2019) recognized that it is especially important for employees to have environmental knowledge to identify waste, save water, electricity and other resources, and cut emission.

2.5 Green Performance Appraisal and Employee Green Behavior (EGB)

Performance management is the process of prompting the employees to enhance their professional skills to achieve the organizational goals and objectives in a better way (Ahmad, 2015) whereas green performance management consists of issues related to environmental concerns and policies of the company. Jabbour et al. (2008) defined green performance management and appraisal as a system of evaluating activities of employees' performance in the process of environmental management. But several authors (e.g. Jasch, 2000;Kuo, et al., 2012) claim that there is no uniform or systematic method of measuring green performance management as different organizations have different structural attributes and resources. As a result, adopting a common green performance management standard is must. Saeed et al. (2018) suggested that green performance management can include few green performance indicators such as environmental responsibilities, reduction of carbon emissions, and communicating of environmental concerns and policies. According to previous studies, it includes activities such as setting and communicating green performance standards (Renwick et al., 2012; Arulrajah et al., 2015), goals and targets, providing regular feedback on the achievement of green goals (Arulrajah et al., 2015) with provision of measures in case of

failure to meet those standards, goals and targets (Renwick et al., 2012).

Green performance of employees can be evaluated either separately or as a part of the performance appraisal system of an organization (Arulrajah et al., 2015). Evaluating employees' performance on green performance indicators can lead them to be more responsible towards environmental management performance (Saeed et al., 2018). Pham et al. (2019) mentioned that green performance management has a significant role in enhancing employee willingness to share and apply the green skills and knowledge acquired from green training and to offer innovative suggestion and solutions to environmental challenges faced by the organization. They suggested hotels to pay more attention to assign employees environmental goals, to assess their green performance, and to provide continuous environmental feedback for encouraging them to participate in environmental initiatives in hotels with more enthusiasm.

2.6 Green Compensation & Reward System and Employee Green Behavior (EGB)

Employees' attainment of certain environmental objectives and pro-environmental behavioral changes ought to be rewarded (Mandip, 2012). Modern organizations are trying to find ways to appreciate and encourage environment-friendly actions of their employees (Ahmed, 2015). In line with this, green compensation and reward system can be a strategic approach to attract, retain and motivate employees to contribute towards the attainment of environmental goals (Jabbour et al., 2013). Green rewards can be both financial, non-financial and recognition based (Arulrajah et al., 2015). Green financial rewards include increase in pay, benefits and incentives (Govindarajulu & Daily, 2004), additional pay for additional responsibility in environmental management (Forman & Jorgensen, 2001), cash reward for staff suggestion or innovation in environmental management, skill based pay on the acquisition of pro-environmental skill, loan facilities for purchasing eco-friendly transportation (such as bicycles, energy efficient automobiles), monthly managerial bonus for good environmental management, executive compensation based on environmental stewardship (Renwick et al., 2012). Green non-financial rewards include sabbaticals, leave, gifts etc. (Renwick et al., 2012). However, in practice, companies prefer non-financial recognition-based rewards for employees below the level of senior management (Govindarajulu & Daily, 2004). Recognition-based rewards include personal awards, team excellence awards, prizes, special recognition, honors (Arulrajah et al., 2015). Such recognition-based rewards should come with company-wide public recognition for the awardee to successfully imply the significance of EGB (Bhushan & Mackenzie, 1994). Even the employees feel proud and become motivated to be engaged in pro-environmental behavior because of the green recognition rewards (Veleva & Ellenbecker, 2001). Green reward management has also significant impact on sustainable environmental performance of organizations (Arulrajah et al., 2015). Govindarajulu & Daily (2004) stressed the importance of wise utilization of compensation and rewards, regardless of their nature not only for encouraging green employee behavior but also for gaining green employee outcomes such as green product and process innovation.

3. Research Questions and Framework

Based on the above literature review, a conceptual research model (Figure 1) and a set of research questions have been developed to investigate the relationship between Green HRM practices and Employee Green Behavior (EGB) within the context of Khulna city hospitality industry, Bangladesh.

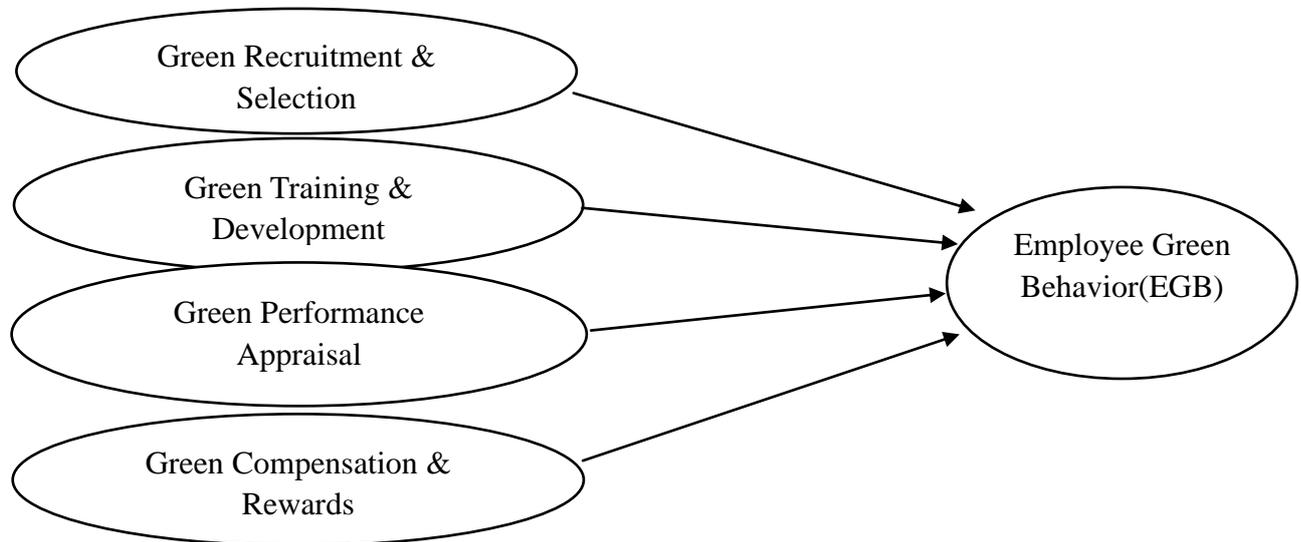


Figure 1. Green HRM Model

The four research questions of this study can be articulated as follows:

RQ 1: Is there any relationship between Green Recruitment & Selection and EGB? If yes, how significant is the relationship?

RQ 2: Is there any relationship between Green Training & Development and EGB? If yes, how significant is the relationship?

RQ 3: Is there any relationship between Green Performance Appraisal and EGB? If yes, how significant is the relationship?

RQ 4: Is there any relationship between Green Compensations & Rewards System and EGB? If yes, how significant is the relationship?

4. Methodology

4.1 Sample

Since the aim of the study was to investigate the relationship between Green HRM practices and EGB within the context of Khulna city hospitality industry in Bangladesh, the study sample consisted of the hotel employees working in the renowned hotels of Khulna city e.g. Hotel Castle Salam Ltd., City Inn, Hotel Royal International, Hotel Millennium, Hotel Park, Hotel Jalico, Hotel Tiger Garden, Hotel Werstern Inn etc. A total of 130 employees working in Khulna city were selected using a convenient sampling method for the investigation of the study. Out of 130 employees 13 were HR Managers, 26 were Desk Managers, 75 were

Waiters and the rest 16 were Receptionists. Around 23% respondents were between the age of 21-30 years, 36% were between 31-40, 33% were between 41- 50 and the rest of the respondents were above 50. Approximately 20% respondents had service experience of 0-5 years, 30% had 6-10 years, 22% had 11-15 years, 19% had 16-20 years and the rest had service experience of above 20 years. In terms of gender 104 employees were male and 26 were female.

4.2 Research Instrument

Data used in this study were collected through a self-administered questionnaire. But few of the respondents were able to provide information through the self-administered questionnaire as many of the sample employees were quite unfamiliar with the survey questionnaire. As a result 3 volunteers were employed to collect the data from the employees who are not familiar with fulfilling the questionnaire. The questionnaire had two sections. One section was designed to collect demographic information of the respondents and the other section was designed with 24 statements categorized as Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, Green Compensation & Rewards and Employee Green Behavior (EGB). Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, Green Compensation & Rewards were independent variables and the dependent variable was Employee Green Behavior (EGB). The employees responded each of the statements under the independent variables and dependent variable on a five-point Likert scale (1= strongly disagree to 5= strongly agree).

In developing the measures of Green HRM, we used various constructs and items published by different authors as there is lack of studies specifically focusing on Green HRM practices in the hotel industry. In the current study, Green HRM practices were assessed using 18 items taken from Kim et al. (2019), Pham et al. (2019) and Dumont et al. (2017). Out of 18 items, green recruitment & selection was assessed by five items covering online job advertisement, online job interview, green focused job description and environment focused question in the selection board. A typical scale item was “My organization circulates job advertisements through online platform like bdjobs.com”. Green training and development was measured via a four-item index that covers training on water management, waste management, efficient use of electricity and paper. A sample scale item was “My Organization provides training on waste management”. Green performance appraisal was measured using four-item instrument that focused on the employees’ creativity and contribution in solving the environmental problems, employees’ achievements towards environmental goals. An example scale item was “My Organization appraises my contribution in reducing negative environmental effects”. Green compensation & rewards was assessed by performance-rated pay system, rewards for environmental involvement and commitment, environmental protection, non-monetary rewards for green activities, recognition and appreciation for green activities. An example scale item was “My organization rewards the employees for environmental involvement and commitment”

And the dependent variable-hotel employee green behavior (EGB) was measured by a six-item scale adopted from Kim et al. (2019). The six item scale focused on few

environmentally responsible behaviors such as turning off the light when leaving a room, suggesting the visitors to use the dust bins or not to litter, paying close attention to water leakage, saving energy, preventing pollution or keeping the environment neat and clean. A typical scale item was “I myself turn off the light when leaving a room”.

4.3 Reliability of Measure

To find out the reliability or internal consistency of the independent variables (Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, Green Compensation & Rewards) and the dependent variable-Employee Green Behavior(EGB), Cronbach’s alpha score, most commonly used measure of internal consistency was computed. Table 1 of reliability analysis shows that all the independent variables and dependent variable have a Cronbach alpha score of above 0.80 implying that the measurement of the variables are valid and reliable for further analysis.

Table 1. Reliability Analysis

Group of Variables	Cronbach’s Alpha score	No of Items
Independent Variables:		
Green Recruitment & Selection	0.822	5
Green Training & Development	0.861	4
Green Performance Appraisal	0.873	4
Green Compensation & Rewards	0.898	5
Dependent Variable:		
Employee Green Behavior(EGB)	0.898	6
	Avg.= 0.823	Total= 24

5. Data Analysis and Findings

Four research questions designed to study the research objectives were addressed using Pearson product-moment correlation coefficient and multiple regression analysis. Pearson product-moment correlation coefficient (Table 2) measured the association between Green HRM practices (Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, and Green Compensation & Rewards) and employee green behavior (EGB) and found that there was a small but positive correlation between each of the independent variables and dependent variable. However, to find out the significance of the relationship, a more sophisticated extension of correlation such as multiple regression is required. As a result multiple regression analysis (Table 3) was also conducted where the four predictors : Green Recruitment & Selection, Green Training & Development, Green Performance Appraisal, and Green Compensation& Rewards were independent variables and EGB was dependent variable. From the Table 3, it is observed that the coefficient of determination (R^2) was 0.121 indicating that only 12.1% of the variance in EGB can be explained by the four independent variables (HRM Practices). The overall model was reasonably fit with the F statistics of 4.300 and $P < 0.01$. From the individual variables of the model it was found that Green Training & Development ($\beta = 0.174$, Sig. = 0.048), Green Performance Appraisal ($\beta = 0.172$, Sig. = 0.044) and Green Compensation& Rewards ($\beta =$

0.190, Sig. =0.028) had significant contribution in explaining the EGB as the Sig. value was less than 0.05. Green Recruitment & Selection ($\beta= 0.041$, Sig. =0.629) didn't make significant contribution in predicting the EGB as the Sig. value was greater than .05.

Table 2. Pearson Product-Moment Correlations between Study Variables

Variables	Green Recruitment and Selection	Training and Development	Green Performance Appraisal	Green Compensation and Rewards	EGB
Green Recruitment and Selection	1				
Green Training and Development	.168	1			
Green Performance Appraisal	.022	.111	1		
Green Compensation and Rewards	.039	.197*	.006	1	
EGB	.082	.237**	.193*	.227**	1

**Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Table 3. Regression Statistics

Independent Variables	B	SE	β	P
(Constant)	1.781	0.592		0.003
Green Recruitment and Selection	0.033	0.068	0.041	0.629
Green Training and Development	0.161	0.081	0.174	0.048*
Green Performance Appraisal	0.171	0.084	0.172	0.044*
Green Compensation and Rewards	0.184	0.083	0.190	0.028*
R	0.348			
R ²	0.121			
F-Statistic	4.300			
Adj. R ²	0.093			
N	130			

Notes: *P < 0.05; **P < 0.01

Dependent Variable: EGB

6. Results Discussion

6.1 Research Question 1: Is There Any Relationship Between Green Recruitment & Selection and EGB? If Yes, How Significant Is the Relationship?

A positive ($r = .082$) but insignificant ($\beta = 0.041$, Sig. = 0.629) relationship was found between Green Recruitment & Selection and employee green behavior (EGB) within the context of hospitality industry, Khulna city, Bangladesh. The result indicated that Green Recruitment & Selection didn't make significant contribution in predicting the EGB as the Sig. value was greater than .05. This findings is in contrast with previous researches by Arulrajah et al. (2015) and Wehrmeyer (1996) in which it is found that the inclusion of environmental criteria in job description can assist firms in producing effective environmental performance by ensuring that new employees are aware of the environmental cultures, goals of the organization and complying with the environmental policies and values set by the organization. Even Renwick et al. (2012) emphasized the importance of hiring employees who are willing to engage with environmental management to ensure the sustainability of the organization. Green recruitment can play a role in attracting environmentally responsible candidates (Brekke & Nyborg, 2012). So most of the previous studies suggest web-based recruitment process, inclusion of green competencies in job specification and the assessment of candidates' environmental concern in order to create environment friendly organization though these elements are found to have no significant effects in the current study findings.

6.2 Research Question 2: Is There any Relationship Between Green Training & Development and EGB? If Yes, How Significant Is the Relationship?

In relation to Green Training & Development and EGB, it was found that there was a positive relationship between the variables ($r = .237^{**}$) and the relationship was significant ($\beta = 0.174$, Sig. = 0.048) as the Sig. value was less than .05. This result suggests that providing training or imparting green education to the hotel employees can be an essential tool of attaining the environmental goals through the employee engagements in pro-environmental behaviors. Hotel employees' green knowledges gathered from the green training on waste management or energy savings or water savings or efficient use of paper can foster the pro environmental performances - a way forward to sustainability in the hospitality industry of Bangladesh. The result was further evidenced in the study of Pham et al., (2019) in which they explained that the more advanced the degree of implementation of environmental training program for the employees, the greater the potential to have employees' discretionary efforts as well as active and voluntary participation in the environmental activities. The result also supports the literature about the role of environmental training in promoting the EGB in the studies of Boiral (2009) and Pinzone et al. (2019).

6.3 Research Question 3: Is There any Relationship Between Green Performance Appraisal and EGB? If Yes, How Significant Is the Relationship?

A positive relationship ($r = .193^*$) was also found between Green Performance Appraisal and EGB and the relationship was significant ($\beta = 0.172$, Sig. = 0.044) in explaining the hotel employees' eco-friendly behavior. This findings suggest that as was the case with green

training and development, hotel organizations need to pay close attention to assessing the employees' green performance. Green performances can be measured by the employees' contributions and innovative thinking in solving the environmental problems. Providing environmental feedback and embedding the environmental goals or targets to the regular performance can also foster the employee participation towards the achievements of environmental goals in the hotels. This finding is also emphasized in the studies of Pham et al., (2019), Renwick et al., (2012) and Mandip (2012). Similarly Arulrajah et al., (2015) conclusion is consistent with our findings in investigating the influence of green performance appraisal on EGB. In fact when the employees are appraised for their environmental performance, their green attitudes, knowledge, skill and abilities increases automatically which in turn help them to be engaged more in pro-environmental practices of hotels (Masri & Jaaron, 2017).

6.4 Research Question 4: Is There Any Relationship Between Green Compensations & Rewards System and EGB? If Yes, How Significant Is the Relationship?

Green Compensation & Rewards was found to be positively related with the EGB ($r = .227^{**}$). Out of the four predictors, this element of Green HRM had the most significant influence ($\beta = 0.190$, Sig. = 0.028) on the hotel employees' green behavior of the Khulna city hospitality industry in Bangladesh. This result suggests that hotel organizations can appreciate and encourage environment-friendly actions of their employees through the use of financial and non-financial rewards. Financial rewards like salary increase, cash incentives & bonuses for environmental protection and non-financial rewards like sabbaticals, special leaves, discounts & gifts can be rewarded to the hotel employees for their innovations in environmental management programs. This result was in concurrence with the result of Ahmed (2015), Arulrajah et al. (2015) and Mandip (2012). Similarly in the findings of Forman & Jorgensen (2001) it was found that employees are provided with additional payment for carrying out the additional responsibilities in environmental management.

7. Conclusion and Implications

The study started with the purpose of describing the basic concepts of Green HRM functions and investigating its relationship with the employee green behavior (EGB) within the context of hospitality industry, Khulna city, Bangladesh. Finally it has been found that Green Recruitment & Selection didn't make significant contribution in predicting the EGB. But Green Training and Development in the form of imparting green education to the hotel employees can be an essential tool of attaining the environmental goals through the employee engagements in pro-environmental behaviors. The study also found that employees' contributions and innovative thinking in solving the environmental problems, providing environmental feedback and embedding the environmental goals or targets to their regular performance can also foster the employee participation towards the achievements of environmental goals in the hotels. Even the hotel organizations can appreciate and encourage environment-friendly actions of their employees through the use of financial and non-financial rewards since the study found a strong positive relationship between Green Compensation & Rewards and EGB.

As the organizations worldwide are constantly trying to find ways of improving their environmental performance in accordance with the Sustainable Development Goals set by the United Nations, this study offers valuable insights for the organizational policy makers, HRM policy makers and HRM practitioners in the hotel industry as well as in other industries. When change in employee behavior is necessary for successful implementation of green policies in organizations, organizational environmental policies and HRM practices must go hand in hand. Expected behavioral change can be facilitated by carefully designed training programs aimed at creating environmental awareness and equipping employees with necessary skills for environmentally sustainable behavior. For the employees in hospitality industry, knowledge of waste management, water management, efficient use of electricity and other resources are integral. Green performance appraisal and provision of green financial or non-financial rewards and recognition taking into account employee commitment and contributions towards environmental sustainability can act as effective reinforcers. This study suggests organizations including green and non-green hotels to wisely invest in green training and green performance & rewards management for favourably shaping employee behavior towards environmental sustainability. The study also contributes to the existing understanding of Green HRM functions and hotel employee's green behavior. The conceptual research model developed by the authors of this study enriches the theory relating to Green HRM. This study also enriches the existing literature on organizational behavior and behavioral perspective of strategic HRM.

In summation, in order to achieve sustainability in the hospitality industry, it is imperative that hotel organizations increase environmental performance which in turn directly connected to the employees' green performance. Top management of the hotels can encourage the development of green attitudes or behaviors among the employees through the incorporation of 'green' policies in their HRM framework. In our study we test the effects of Green HRM practices on shaping the green behavior of the hotel employees. And the study results confirmed that Green Training & Development, Green Performance Appraisal and Green Compensation & Rewards had significant contribution in explaining the hotels employees' eco-friendly behavior.

8. Limitations and Future Research Directions

The study has few limitations which can open the new avenue for future research. First, the current study has shown only the direct effects of Green HRM practices on hotel employees' green behavior. No moderating effects or mediation effects between the relationships have been shown in this study. Thus based on our study, in future, it is important to explore the moderating effects of individual or personal factors including self-efficacy, confidence level, age, sex, gender, employee status etc. for the better understanding of the relationship between Green HRM practices and EGB. Moderating effects of the organizational factors such as organizational environment, culture, supervisory behavior or organizational support also need to be integrated. In addition, the mediation effects of employee satisfaction, employee commitment, employee engagement must be explored by the future researchers to draw a firm conclusion regarding the interdependencies of the study variables. Second, the study sample consisted of the hotels employees selected from only Khulna city, Bangladesh and

hence the findings of this study may not be generalized in other regions. Consequently, in future, the researchers need to select sample from different areas of the world, even from different industries or organizations in order to achieve better generalization.

Acknowledgements

As the study is self-funded, the authors wish to thank those students of Khulna University who had voluntarily helped collect data used in the study. We also thank other colleagues of the Human Resource Management Discipline, Khulan University for their mental support in conducting the study in the Green HRM field. We are really grateful to the managers of those green practicing hotel organizations, Khulna city, Bangladesh from which the sample employees were selected. Above all we also wish to thank the sample employees because we believe that they responded authentically.

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