GREEN HUMAN RESOURCE PRACTICES: IMPLEMENTATION LEVEL IN THE EGYPTIAN TRAVEL AGENCIES

MOSTAFA FARGHALY

SABREEN G. ABD ELJALIL

MICHEAL MAGDY ZAKI

FACULTY OF TOURISM AND HOTELS, LUXOR UNIVERSITY, EGYPT

ABSTRACT

In recent years, companies have become more aware of the growing importance of integrating Environmental Management (EM) and Human Resource Management (HRM). The ever-increasing interest in the environment forces companies to move towards sustainable processes and formulate green strategies. Green Human Resource Management (GHRM) has become a key business strategy for the essential organizations where Human Resource (HR) departments play a vital role in going green. Moreover, GHRM implements green policies and practices for environmental management and raises awareness among the employees about green environmental responsibilities. This study aims to explore the implementation of green human resource practices in Egyptian travel agencies. In this research, a quantitative approach has been used by distributing questionnaires among employees and managers of travel agencies. The study's population consisted of all the employees and managers of Egyptian travel agencies (A) in Cairo and Luxor. The research has utilized a questionnaire distributed among (298) employees. The total number of valid answered questionnaires reached 274 representing 91.94% of the distributed ones. After analysis, there were 24 questionnaires not valid for analysis. SPSS was used to analyze the collected data. The results exposed that Egyptian travel agencies didn't implement green human resource practices. Green training and development have been ranked as the best practice implemented with a moderate level in travel agencies. Furthermore, travel agencies face challenges to implementing GHRMP, such as lack of knowledge about environmental strategies, absence of green tools at the workplace, and implementation cost of green programs. The research recommends that travel agencies have to include green considerations into all parts of their operations by defining; green values, practices, initiatives and rules.

KEYWORDS: Environmental Management, Green Human Resource Management, Egyptian travel agencies.

INTRODUCTION

Sustainability and green practices have become important environmental conservation tools (Hosain & Rahman, 2016). Therefore, there is a need for a positive approach to environmental management across the world (Cherian& Masri, 2016). Environmental protection has arisen as one of the most urgent concerns all over the world (Rawashdeh, 2018). These fears generated more pressure for companies to develop and use green management by adopting environmental practices (Masri & Jaaron, 2017).

Being green is a complete way in which a company's main objective is to reduce costs, usage of energy, waste of possible resources, or materials that can be recycled end products (Jafri, 2015). Currently, the green concept in the company is becoming a standard as well as in the field of management (Cheema et al., 2015)

Green Human Resource Management (GHRM) plays an essential role in environmental management (Bombiak & Marciniuk, 2018). As employees become more aware of environmental issues, there is an increase in the demand for environmental products (Yusoff, et al., 2018). The concept of human resources is one of the new management practices of companies that seek to preserve the environment and ensure environmental sustainability (Alkhateeb, 2018). GHRM is defined as the policies, practices and system of the company that makes its employees environmentally friendly for the benefit of the population, businesses, community and the natural environment (Yong et al., 2019). GHRM involves both traditional human resource practices (recruitment, selection, performance evaluation, training, and rewards) aligned with environmental goals. Green Human Resource practices (GHRP) aim to build green values as well as knowledge and skills related to green activities (Jabbour, et al., 2016).

Green selection involves selecting applicants with green awareness using considerations to ensure that employees are positive about environmental issues as well as questions related to environmental beliefs, values and knowledge. Green training programs are designed to enhance employees' awareness of knowledge and skills in green activities and change attitudes and emotional involvement towards green goals. Furthermore, green performance management involves assessing employees' performance as well as delivering feedback on their green performance tasks (Luu, 2019). GHRP ensures that human resource activities contribute to the strategic environmental objectives of the company. It is essential to highlight that implementing these activities can ensure the success of the organization's environmental performance (Siyambalapitiya, et al., 2018).

The development of the market and the increase in activities affecting the environment has led travel agencies to adopt environmental initiatives as part of their social responsibility. Travel agencies recently increased their interest in green management practices and the need for preserving the environment. Therefore, travel agencies that implement these practices have more benefits and advantages than companies that didn't apply (Krithika, et al., 2019)

THE RESEARCH AIM AND OBJECTIVES

The overall aim of this research is to explore the implementation of green human resource practices in Egyptian travel agencies. To achieve this aim, the research has five specific objectives as follows:
1. Determining the implementation level of green human resource practices.
2. Analyzing the benefits of implementing green human resource practices.
3. Analyzing the barriers of implementing green human resource practices.
4. Identifying the main factors that affect the implementation of green human resource practices.
5. Identifying the most implemented practice in travel agencies.

THE RESEARCH HYPOTHESES

H1: There is a statistical correlation between green training and development and green performance management and appraisal**.**

H2: There is a statistical correlation between green training and development and green rewards.

H3: There is a statistical correlation between green recruitment and selection and green performance management and appraisal.

H4: Green recruitment & selection and green training & development have a positive impact on green performance management and appraisal.

H5: Green recruitment & selection and green rewards have a positive impact on green employee empowerment and participation.

LITERATURE REVIEW

Going green has become a worldwide trend. It refers to the adoption of Environmental Management Practices (EMP) that targeted to reduce the negative impact on the environment. Moreover, Greening is the performance of an event with Specific concerns about the environmental effects (Li &Liu, 2020). To achieve environmental sustainability

objectives, most companies use suitable Human Resources Management Practices (HRMP) to encourage their employees. Going green means implementing lifestyle changes that will help individuals to live environmentally. To minimize behaviors that focus on environmental pollution, each person should be more aware of the environment and change their actions, attitude and lifestyle (Bangwal &Tiwari, 2015). Green practices arise due to increasing awareness of environmental problems such as decreased natural resources and the decline in environmental quality. Green practices are also called environmentally friendly practices, green approaches, green environmental attributes, environmental practices and sustainable practices. All the terms have the same meaning (Dewi, 2020). Green practices refer to the process and procedures implemented by the management so that all companies' activities and programs are directed towards reducing negative environmental impacts (Yusof et al., 2017). According to Manaktola and Jauhari (2007), Green practices are a commitment to supporting environmental practices that aim to limit the business's harmful effects on the environment, such as energy conservation, water saves and solid waste decrease (Hieu & Rašovská, 2017)**.**

CONCEPT OF GREEN HUMAN RESOURCE MANAGEMENT

The concept of green human resource management was appeared in the 1990s and globally accepted in the 2000s. GHRM is the effect of green policies and activities on environmental sustainability and awareness rising by employees about green environmental responsibility (Krithika et al., 2019). GHR is the combination of environmental management and GHRMP (Vahdati, 2018). Furthermore, GHRP contains recruitment and selection, training, performance management, rewarding, and involvement to build green values and knowledge and skills related to green activities (Luu, 2019). Mishra (2017) stated that GHRM is applied throughout the HRM process of planning, recruitment and selection, training and development, and rewards to sustain green objectives. The emergence of green HRM includes improving social work, life balance and economic well-being endure profits (Saeed et al., 2019). GHRM is a process of participation of employees of a business to support the green environmental goals of central management of companies (Alkhateeb, 2018). Jabbour (2015) stated that GHRM is concerned with the systematically planned alignment of typical human resource practices with the organization's environmental objectives. Moreover, GHRM denotes practices promoting green initiatives by increasing employee awareness and commitment to environmental sustainability issues. Furthermore,

GHRM is seen as an initiative to be one of the best practices for the sustainable growth of businesses.

IMPORTANCE OF GREEN HUMAN RESOURCE MANAGEMENT

Green human resource plays a vital role in environmental management, as it is a part of sustainable human resource management. GHRM reflects the level of the greening of HRMP (Harris& Tregidga, 2012). Thus, GHRM supports the creation of a green workforce that understands, appreciates and practices environmental initiatives. GHRM is also defined as personnel practices to improve environmental performance (Bombiak & Marciniuk-Kluska, 2018). GHRM helps implement green human resources policies like planning, selection and recruitment, training and development, compensation, etc. Through green activities, the company can enhance its image as a good corporate, making people appreciate the company so that customers and employees will become loyal (Opatha & Arulrajah, 2014). Companies that adopt GHRMP have gained better advantages than those that do not implement these activities. The advantages of GHRM for businesses are the removal of emissions (Rohilla, 2017), environmental support, reduction of pollution, reduction of waste, increased efficiency and effectiveness, reduction of costs and improve the mental image (Trivedi, 2015). Moreover, GHRM denotes a sustainable competitive advantage for these companies that improves financial performance and improves its reputation in the market (Al-Romeedy, 2019).

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES

Green human resource management practices consider the best approach that helps companies implement environmental performance programs by developing green employees who can appreciate and recognize the environmental concerns in business activities (Yusoff et al., 2018). GHRMP provides a meaningful way for companies to establish human resources to improve the company's environmental efficiency. In addition, GHRMP strategies can be categorized into three major activities; improving green workforce capabilities, empowering greener employees and creating green opportunities. Developing green staff skills includes sustainable environmental thinking in the company through human resource practices such as recruiting, selection, training and leadership development (Pellegrini et al., 2018). Motivating green employees through performance and rewards systems focuses on providing opportunities for environmental practice improvement (Roscoe et al., 2019). In terms of creating green opportunities, when employees have chances to become positively involved in green activities, this creates a positive environment for them to apply their green knowledge and skills and learn more about

environment-related requirements, thus enhancing their green ability (Pham et al., 2019).

1. GREEN RECRUITMENT AND SELECTION

Green recruitment can be defined as the process of hiring individuals with knowledge, skills, approaches and behaviors that identify with green management within a company (Krithika et al., 2019). Recruitment and hiring processes are essential to achieve successful control of the environment. This is obtained by ensuring that new candidates are aware of the company's goal of protecting its environmental standards (Ramasamy, 2017). To attract candidates, green recruitment and selection are divided into three candidates; green awareness, green company branding and green criteria. First, candidates' green awareness is the basic aspect of green recruitment and selection, which involves personality factors that enable companies to achieve environmental goals (Perron et al., 2006). Second, green company branding refers to an organization's image and reputation related to environmental management, which can be formed through GHRMP (Jackson et al., 2011). Job seekers prefer to take information about company environmental performance and description as criteria to judge how companies treat their employees. Therefore, managers' green branding is an effective method of attracting and picking potential employees who are positive about environmental concerns and images (Shah, 2019). Nowadays, many companies are inviting employee details through websites and emails for recruitment. Online interview, virtual interview, telecommuting is green human resource practices for the selection of candidates. It reduces travel time, energy, and cost and reduces environmental pollution (Nalini & Durai, 2019). Tourism companies should depend on recruiting staff in environmental protection programs. Companies should also publish a green image and environmental performance in their recruiting advertising to attract the most talented employees for their work opportunities (Siyambalapitiya et al., 2018).

2. GREEN TRAINING AND DEVELOPMENT

Green training and development refer to initiatives that stimulate employees to learn environment protection skills and pay attention to environmental issues, which is a key in achieving environmental goals (Saeed et al., 2019). Green training practices like online training, teleconferencing, video call, online course materials and case study (Nalini & Durai, 2019). Providing green training and development of the organizational members is an essential function of GHRM (Arulrajah et al., 2015). Furthermore, Green training and development view as one of the primary methods through which HRM support environment

management initiatives (Masri & Jaaron, 2017). Tourism companies need to provide employees with adequate training on green practices, policies and procedures (Krithika et al., 2019). Hence, green training involved three components: knowledge management, green awareness, and environmental protection activities (Shah, 2019). Green skills training is essential for introducing HRM in the green process. This can be an effective way for tourism companies to enable management innovations and raise employees' understanding, knowledge, and skills in environmental programs (Bao, 2018). There is a strong positive correlation between employee training and company performance (Ramasamy, 2017). Green training can increase employees' awareness, knowledge and skills of environmental activities in the workplace (Ahmad, 2015). Green training can help employees achieve environmental techniques and knowledge, supporting them in developing their careers and contributing to their career growth (Xie et al., 2020). The training program should contain all activities such as workshops, masterclasses, sessions, the simulation that employees obtained knowledge in environmental management in their company (Shaban, 2019).

3. GREEN PERFORMANCE MANAGEMENT AND APPRAISAL

Green performance management is a practice of appraising individuals' performance through rewards in the course of green management practices (Saeed et al., 2019). Green performance appraisals cover environmental events, the use of environmental responsibilities, and environmental communication (Renwick et al., 2013). Therefore, green performance management and appraisal focus on going the extra mile to evaluate company abilities towards achieving the goals and purposes of becoming sustainable (Ramasamy, 2017). Managers must provide regular feedback to the staff or teams about their role in achieving environmental objectives to improve their environmental practice. This feedback will help the employees to enhance their knowledge, skills and ability (Masri & Jaaron, 2017). Measuring employee green work efficiency is one of the main tasks of the GHRM. Without this procedure, any company cannot guarantee effective environmental sustainability on a long-term basis. Managers must set green goals, strategies and duties of their branches or agencies (Arulrajah et al., 2015). Green performance management can be a key factor affecting business competitiveness through economic and strategic benefits, reduction in waste, cost-saving, better customer satisfaction, higher employee commitment, better quality products, and enhanced reputation and competitive advantage (Moorthy et al., 2012). Furthermore, companies' financial value can be created by sustainability efforts through

increased incomes and lower costs. Revenues are enhanced through increased sales due to a good company reputation (Ahmada et al., 2020).

4. GREEN REWARDS AND COMPENSATION

Incentives and rewards can be more effective ways to align employees' success with company objectives than other activities in the HRM process. Green incentives and compensation are a system of financial and non-financial rewards planned to recruit, attract and encourage employees to commit to sustainable goals and objectives (Saeed et al., 2019). The objective of companies for using rewards systems is to keep and encourage employees for performing well and realizing the importance of eco-initiatives. A well-designed reward system could stimulate the employees to be involved in environmental activities (Jabbar& Abid, 2014). Companies can practice it in two ways such as financial and non-financial. In some companies' employees are financially and non-financially rewarded for their good environmental performance (Arulrajah et al., 2015). Financial rewards may be one of the strongest motivators for convincing employees to participate in environmental improvement efforts and generate eco-initiatives (Siyambalapitiya et al., 2018). Green Compensation and rewards can be given in many ways, such as the use of financial rewards (bonuses, cash, premiums), use of non-financial rewards (vacations, permission, gifts), use of acknowledgment rewards (awards, dinners, publicity, external roles, daily praise (Bangwal & Tiwari, 2015).

5. GREEN EMPLOYEE EMPOWERMENT AND PARTICIPATION

Employee empowerment and participation is very important activity in increasing the standard of business success. Employees Participating in various roles such as the decision-making process is central in believing that they are part of the company (Ramasamy, 2017). Thus, employee participation in GHRMP leads to improve environmental management within the workplace, such as effective and efficient resource usage (Bangwal& Tiwari, 2015). HR managers have to encourage employees to participate in eco-friendly ideas through empowering employees (Ahmad, 2015). Improving business tools for encouraging and engaging employees and hearing the voice of employees will improve environmental goals. However, the value of empowerment and employee participation has the right to make decisions on environmental concerns and other issues that may occur when enforcing environmental sustainability activities (Daily et al., 2012). Employees should be active in implementing a sustainability strategy that will allow them to build and extend the awareness required to market green goods and services (Masri & Jaaron, 2017).

6. GREEN JOB ANALYSIS AND DESIGN

Job analysis is a systematic process through which we examine job duties, responsibilities, working conditions, and the human requirements of a job (Dessler & Tan, 2006). Through the green job, analysis confirms that every company building level understands its contribution and adds value to the product or service development (Yong et al., 2020). Many companies have shown that job analysis improves administrative efficiency, enhances the company work environment, reduces costs, and improves productivity (Roscoe et al., 2019). Job description and job specification are the two tangible outcomes of job analysis. A job description is a document that describes job tasks and responsibilities as well as the working conditions of a job from a green management viewpoint (Renwick et al., 2008). Companies have shared environmental and social responsibilities to the best of their abilities in each job to protect the environment. Further, job descriptions and job specifications must cover tasks related to organizational, environmental, and social requirements, green reporting, and health and safety responsibilities (Shah, 2019).

METHODOLOGY

The population of this research consisted of all the employees and managers of Egyptian travel agencies (A) in Cairo and Luxor. Cairo was chosen because of the largest number of travel agencies while Luxor is selected to help the community. Researcher distributed (298) questionnaires. After analysis, there were 24 questionnaires not valid for analysis; the valid is (274). The managers were (66) while employees were (208).

The employees' questionnaire consisted of two parts; the first part included demographic variables (gender, age, education level and work experience). The second part was an independent variable, which had six dimensions (green recruitment and selection, green training and development, green performance management and appraisal, green rewards and compensations, green employee empowerment and participation and green job analysis and design)**.** 208 was the valid number of employees' questionnaires that were analyzed.

Managers' questionnaire consisted of two parts; the first part included demographic variables (gender, age, education level and work experience). The second part was an independent variable that had three dimensions (challenges to implementing green HRM practices, benefits of implementing green HRM practices and factors affecting the

implementation of green HR practices). 66 was the valid number of Managers' questionnaires that were analyzed.

The researcher depended on a descriptive statistical method to analyze the collected data by using (SPSS). These methods comprise frequencies, Percentage, means, standard deviations, variance, Pearson correlation and multiple regressions.

RESULTS AND DISCUSSION

RESULTS OF EMPLOYEES' QUESTIONNAIRE

Table (1) Descriptive Statistics of Green Human Resource Practices

statement	Mean	Std. Deviation	Rank	Implementation level
Green Recruitment and Selection	2.63	.828	3	Moderate
Green Training and Development	3.12	.977	1	Moderate
Green Performance Management and Appraisal	2.28	.856	5	Low
Green Rewards and Compensations	2.39	.895	4	Low
Green Employee Empowerment and Participation	2.70	.823	2	Moderate
Green Job Analysis and Design	2.26	.827	6	Low
Overall	**2.56**	**.666**		**Low**

Table (1) explains that:

- Green training and development with a mean (3.12) and std. deviation (.977) has been ranked as the first with moderated implementation.
- Overall practices of the green human resource have a mean (2.56) and std. deviation of (.666), indicating that travel agencies didn't implement green human resource practices.

Table (2) Descriptive Statistics of Green Human Resource Practices					
Dimension	**Statement**	**N**	**Mean**	**Std. Deviation**	**Rank**
Green Recruitment and Selection	When interviewing candidates, the company asks environment-related questions	208	2.10	1.09	4
	The HR department prefers hiring candidates with environmental and green works knowledge	208	2.82	1.18	2
	The company conducts the recruitment process remotely via telephone and video conference	208	3.08	1.19	1
	The company has integrated the "Green Awareness" criteria in its recruitment policy	208	2.54	1.22	3
	overall	**208**	**2.63**	**.828**	
Green Training and Development	The company provides environmental training to increase environmental awareness and knowledge among employees	208	2.96	1.12	3
	The company provides online training materials for employees	208	3.39	1.102	1
	The HR department provides online training programs	208	3.30	1.15	2
	The company provides training to adopt environmentally friendly practices	208	2.85	1.21	4
	overall	**208**	**3.12**	**.977**	

Green Performance Management and Appraisal	The company integrates environmental management objectives and targets into the performance evaluation system	208	2.44	.97	2
	The employees are aware of their specific green targets, goals and responsibilities	208	2.49	1.06	1
	The company provides regular feedback to the employees or teams to achieve environmental goals or improve their environmental performance	208	2.16	1.13	3
	Non-compliance with or failure to meet green objectives is punishable by the company	208	2.04	1.17	4
	overall	**208**	**2.28**	**.856**	
Green Rewards and Compensations	Achieving or learning green skills and programs are rewarded by the company	208	2.50	1.16	1
	The company offers rewards for innovative environmental initiatives and performance	208	2.38	1.09	2
	The company offers financial and in-kind rewards for environmental achievements (gifts, bonuses and vacation)	208	2.33	1.10	4
	The company provides incentives to encourage environment-friendly activities and behaviors	208	2.33	1.12	3
	overall	**208**	**2.39**	**.895**	

Green Employee Empowerment and Participation	The company provides workshops or meetings for employees to raise awareness and improve environmental behavior	208	2.68	1.06	2
	The company engages employees in drafting environmental strategies	208	2.41	1.11	4
	The company allows the employees to participate in solving environmental issues and providing green suggestions	208	2.67	1.11	3
	The employees feel responsible for protecting the environment	208	3.04	1.14	1
	overall	**208**	**2.70**	**.823**	
Green Job Analysis and Design	The company has several environmental protection responsibilities in each position	208	2.63	1.08	1
	The company considers green and social needs in each job description	208	2.51	1.04	2
	The company has designed and implemented innovative situations to emphasize environmental protection aspects	208	1.88	1.10	4
	Job description plans include environmental concerns	208	2.01	1.009	3
	overall	**208**	**2.26**	**.827**	

13

RESULTS OF MANAGERS' QUESTIONNAIRE

Table (3) Descriptive Statistics of Challenges to Implement Green HRM Practices

Statement	N	Mean	Std. Deviation	Rank
lack of knowledge about environmental strategies and green practices	66	3.95	.830	2
Lack of support by management and absence of green tools at the workplace	66	3.81	.782	4
Implementation cost of green programs	66	3.86	.974	3
Lack of staff who understand the green policies	66	4.04	.773	1
overall	**66**	**3.92**	**.64**	

As shown in table (3)

- Based on data analysis, it can be observed that respondents perceived the key challenges to implementing green HRM practices as "Lack of staff who understand the green policies" as the top obstacle with a mean (4.04) and std. deviation of (.773).

- The second rank is the "lack of knowledge about environmental strategies and green practices" with a mean (3.95) and std. deviation of (.830).

- The third rank is "implementation cost of green programs" with a mean (3.86) and std. deviation of (.974).

- The fourth rank is "the Lack of support by management and absence of green tools at the workplace" with a mean (3.81) and std. deviation of (.782).

- ❖ The Mean score of responses was (3.92) for all challenges, which refers to those respondents who approve with all challenges to implement green HRM practices with varying degrees.

Table (4) Descriptive Statistics of Benefits of Implement Green HRM Practices

Statement	N	Mean	Std. Deviation	Rank
Retaining employees and attracting talents	66	3.54	.89	4
Improvement in sustainable use of resources and time	66	4.00	.80	1
Raising the employees' morale and achieving customer satisfaction	66	3.77	.85	3
Empowering companies to enter new profitable markets by adopting environmental strategies	66	3.90	.79	2
overall	**66**	**3.80**	**.57**	

As shown in Table (4)

- Respondents indicated that "Improvement in sustainable use of resources and time" with a mean of (4.00) and std. deviation of (.80) was the top benefit of implementing green HRM practices.

- The second rank is "Empowering companies to enter new profitable markets by adopting environmental strategies" with a mean of (3.90) and std. deviation of (.79).

- The third rank is "Raising the employees' morale and achieving customer satisfaction" with a mean of (3.77) and std. deviation of (.85).

- The fourth rank is "Retaining employees and attracting talents" with a mean of (3.54) and std. deviation of (.89).

- ❖ The Mean score of responses was (3.80) for all benefits, which refers to those respondents who approve with all benefits of implementing green HRM practices with varying degrees.

Table (5) Descriptive Statistics of Factors Affecting Implementation of Green HR Practices

Statement	N	Mean	Std. Deviation	Rank
The environmental policies encourage the implementation of green HRM practices	66	3.54	.66	1
The company aligns its green policies to changes in government green policies	66	3.13	1.14	3
The top management allocates an adequate budget to implement Green HR Practices	66	2.81	1.03	4
The economy of the country facilitates the implementation of green HRM practices	66	3.45	.94	2
overall	**66**	**3.23**	**.77**	

As shown in table (5)

- Many factors affect the Implementation of Green HR Practices. "The environmental policies encourage the implementation of green HRM practices" with a mean of (3.54) and std. deviation of (.66) was the top factor that affected in implementation of green HR practices.

- The second rank is "The economy of the country facilitates the implementation of green HRM practices" with a mean of (3.45) and std. deviation of (.94).

- The third rank is "The Company aligns its green policies to changes in government green policies" with a mean of (3.13) and std. deviation of (1.14).

- The fourth rank is "The top management allocates adequate budget to implement Green HR Practices" with a mean of (2.81) and std. deviation of (1.03).

❖ The Mean score of responses was (3.23) for all factors, which refers to those respondents neutral with all factors affecting the implementation of green HR practices.

TESTING OF THE HYPOTHESIS

Table (6) The Relation between Green Training & Development and Green Performance Management and Appraisal

Correlations		
Variables		Green Performance Management and Appraisal
Green Training and Development	Pearson Correlation	.423**
	Sig. (2-tailed)	.000
	N	208
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (6) shows that there is a significant and moderate positive correlation between green performance management and appraisal and green training and development. This means that when the company provides green training and increases environmental awareness among employees, this leads to achieving environmental goals or improving their environmental performance.

Table (7) The Relation between Green Rewards and Green Training and Development

Correlations		
Variables		Green Rewards
Green training and development	Pearson Correlation	.512**
	Sig. (2-tailed)	.000
	N	208
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (7) shows that there is a significant and moderate positive correlation between green rewards and green training and development. This means when the company variety of green training tools, leads to increase rewards based on environmental achievements.

Table (8) The Relation between Green Recruitment and Selection and Green Performance Management and Appraisal

Correlations		
Variables		Green Performance Management and Appraisal
Green Recruitment and Selection	Pearson Correlation	.525**
	Sig. (2-tailed)	.000
	N	208
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (8) shows that there is a significant and moderate positive correlation between green performance management and appraisal and green recruitment and selection. This indicated that when the company hires candidates with environmental knowledge, leads to the employees being aware of their specific green targets, goals and responsibilities.

Table (9) The Relation between Green Rewards and Green Employee Empowerment and Participation

Correlations		
Variables		Green Employee Empowerment and Participation
Green Rewards	Pearson Correlation	.564**
	Sig. (2-tailed)	.000
	N	208
**. Correlation is significant at the 0.01 level (2-tailed).		

Table (9) shows that there is a significant and moderate positive correlation between green employee empowerment and participation and green rewards. This means when the company offers financial rewards for environmental achievements to employees, aids them to be responsible for protecting the environment, participating in solving environmental issues and providing green suggestions.

Table (10) Multiple Regression Coefficients for Influence of Green Recruitment & Selection and Green Training & Development on the Green Performance Management and Appraisal

Model	R	R2	Beta	f	Sig.	t	Sig.
(Constant)						2.540	.012
Green Recruitment and Selection	.568ª	.42	.239	48.693	.000ª	3.731	.000
Green Training & Development			.421			6.569	.000
a. Predictors: Green Recruitment & Selection, Green Training & Development							
b. Dependent Variable: Green Performance Management and Appraisal							

From tables (10), the R-value 0.568 referred that there is a moderate degree of correlation between Green Recruitment & Selection and Green Training & Development, as well as the coefficient of determination R2, is (0.42), suggesting that 42% of the variation of green performance was explained by both variables at travel agencies.

Table (11) Multiple Regression Coefficients for Influence of Green Recruitment & Selection and Green Rewards on the Green Employee Empowerment and Participation

Model	R	R2	Beta	f	Sig.	t	Sig.
(Constant)						7.681	.000
Green Recruitment & Selection	.576a	.431	.133	50.76	.000a	1.969	.040
Green Rewards			.493			7.269	.000
a. Predictors: Green Recruitment & Selection and Green Rewards							
b. Dependent Variable: Green Employee Empowerment and Participation							

From tables (11), the R-value 0.576 referred that there is a moderate degree of correlation between Green Recruitment & Selection and Green Rewards, as well as the coefficient of determination R2, is (0.43), suggesting that 43% of the variation of green employee empowerment and participation was explained by both variables at travel agencies.

CONCLUSION

The research aims to explore the implementation level of green human resource practices in Egyptian travel agencies. The quantitative approach has been used by distributing questionnaires among employees and managers of travel agencies. Researcher distributed (298) questionnaires. After analysis, there were 24 questionnaires not valid for analysis. SPSS was used to analyze the collected data. The statistical analysis for the research variables and hypotheses concluded that there is a statistically significant correlation between green training and development and green performance management and appraisal. This indicates that each positive growth and improvement of employees in training leads to positive evolution and employee performance improvement. Thus, the adoption and implementation of GHRMP have a positive change and progress in improving employee performance and environmental culture. The results illustration the following;

1. Travel agencies do not implement green human resource practices.
2. Green training & development rank as the best practice implemented with a moderate level in travel agencies.
3. There is a statistically significant correlation between green training & development and green performance management & appraisal.
4. There is a statistically significant correlation between green rewards and green employee empowerment & participation.
5. There is a statistically significant correlation between green training & development and green rewards.
6. There is a statistically significant correlation between green recruitment & selection and green performance management & appraisal.
7. Green recruitment & selection and green training & development positively impact on green performance management & appraisal.
8. Green recruitment & selection and green rewards positively impact green employee empowerment & participation.
9. Implementing green HRM practices motivates travel agencies to gain a competitive advantage and improve their image.
10. Travel agencies face challenges in implementing GHRMP, such as a lack of knowledge about environmental strategies and the cost of green programs implementation.

RECOMMENDATIONS

The study shows that companies can benefit by implementing green human resource practices to support and motivate commitment to pro-environmental behavior and support the policies and initiatives generated from environmental management, resulting in better environmental performance. Thus, the study proposes recommendations to the ministry of tourism and Egyptian travel agencies to improve their environmental performance and implement green human resource practices.

RECOMMENDATIONS FOR EGYPTIAN TRAVEL AGENCIES

1. Travel agencies should introduce green considerations to all parts of their operations through defining green values, practices, initiatives and rules as well as tracking green performance.

2. Travel agencies should depend on electricity or natural gas-powered means of transportation in tourist attractions.

3. Developing a green management approach to make tangible enhancements. Thus, travel agencies should incorporate environmental thinking into business strategy such as clarifying environmental issues into vision and mission, including the environment in long- and short-term goals and apply internal and external evaluation for environmental work.

4. Building green culture among employees, which includes more than obeying the environmental strategies, but going beyond the basics of cutting waste and operating professionally.

5. The recruitment and selection system should be based on environmental criteria.

6. Keeping track of employees' green performance through using environmental criteria in the performance appraisal system.

7. Motivating employees through green rewards & compensations.

8. Empowering employees and involving them in the decision-making process will result in more commitment and loyalty to the company.

9. Adopting green practices to maintain the work environment by making competition between the company departments and promoting financial and non-financial incentives.

10. Increasing employees' awareness and knowledge about the environment through promotion and development of green training process by encouraging entry into green training programs that adopt training through computer programs and modern information technology without the use of papers or pens and do not lead to waste.

11. The company should provide regular feedback to the employees to achieve environmental goals or improve their environmental performance.

12. Achieving or learning green skills and programs should be rewarded by financial and in-kind rewards.

13. Benefiting from the European companies that implement green practices.

RECOMMENDATIONS FOR THE MINISTRY OF TOURISM AND ANTIQUITIES

1. The Ministry of Tourism should provide financial facilities to help companies implement green human resource practices.
2. The Ministry of Tourism should create legislation for the requirement of implementing green practices in all tourism activities and punish companies that cause environmental damage.
3. The Ministry of Tourism should educate and train travel agencies on how to implement green human resource practices.

FURTHER RESEARCH

Further research should consider the following points:

1. Applying green human resource practices in the Ministry of Tourism and its sectors.
2. The possibilities of applying green human resources in Egypt Air, which is characterized by intensive employment.
3. Evaluating the Ministry of Tourism's role in supporting and facilitating adoption and implementing green practices in travel agencies.
4. Promoting employees' pro-environmental behavior through green human resources.

REFERENCES

Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management, 2*(1), 1-13.

Ahmada, E. M., Noruddinb, N. A. A., Ismailc, R. F., Ishakd, N. A., & Ghanie, E. K. (2020). Motivations for Shared Services to Employ Green Management Practices. *International Journal Of Innovation, Creativity And Change*, 727-745.

Alkhateeb, T. T. Y. (2018). Green human resource management, financial markets and pollution nexus in Saudi Arabia. *International Journal of Energy Economics and Policy, 8*(3), 33-36

Al-Romeedy, B. S. (2019). Green human resource management in Egyptian travel agencies: constraints of implementation and requirements for success. *Journal of Human Resources in Hospitality & Tourism, 18*(4), 529-548.

Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green human resource management practices: A review. *Sri Lankan Journal of Human Resource Management, 5*(1).

Bangwal, D., & Tiwari, P. (2015). Green HRM–A way to greening the environment. *IOSR Journal of Business and Management, 17* (12), 45-53.

Bao, J. (2018). Study on green technologies and skills of tourism enterprises in Huangshan City based on environmental protection perspective. In IOP Conference Series: *Earth and Environmental Science*, *108*(4).

Bombiak, E., & Marciniuk-Kluska, A. (2018). Green human resource management as a tool for the sustainable development of enterprises: Polish young company experience. *Sustainability, 10*(6), 1739.

Cherian, J.,& Masri,H.A.(2016). Assessing Green Human Resources Management Practices in West Bank: An Exploratory Study (Doctoral dissertation)

Cheema, S., Durrani, A., Pasha, A., & Javed, F. (2015). Green human resource practices: Implementations and hurdles of SMEs in Pakistan. Journal of Business Studies Quarterly, 7(2), 231.

Daily, B. F., Bishop, J. W., & Massoud, J. A. (2012). The role of training and empowerment in environmental performance. *International Journal of Operations & Production Management, 32* (5) 631-647

Dessler, G., & Tan, C. H. (2009). Human resource management: An Asian perspective. Pearson Prentice Hall.

Dewi, H. P. (2020). Green Concept: Customer Satisfaction in the Service Business. *In 17th International Symposium on Management.* 244-250.

Harris, C., & Tregidga, H. (2012). HR managers and environmental sustainability: strategic leaders or passive observers? The *International Journal of Human Resource Management, 23*(2), 236-254.

Hieu, V. M., & Rašovská, I. (2017). a proposed conceptual model of green practices impacting on the tourism business and their performances: a case of Phu Quoc island Vietnam. *business trends, 7*(1). 76-87

Hosain, M. D., & Rahman, M. D. (2016). Green human resource management: A theoretical overview. *IOSR Journal of Business and Management (IOSR-JBM)*, 18.

Jabbar, M. H., & Abid, M. (2014). GHRM: Motivating employees towards organizational environmental performance. *MAGNT Research Report, 2*(4), 267-278.

Jabbour, C. J. C. (2015). Environmental training and environmental management maturity of Brazilian companies with ISO14001: empirical evidence. *Journal of Cleaner Production, 96*, 331-338.

Jabbour, C. J. C., & de Sousa Jabbour, A. B. L. (2016). Green human resource management and green supply chain management: Linking two emerging agendas. *Journal of Cleaner Production*, *112*, 1824-1833.

Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management: Introduction to the special issue. *German Journal of Human Resource Management, 25*(2), 99-116.

Krithika, J., DivyaPriyadharshini, N., & GokulaPriya, J. (2019). Green HRM-Practices in Organisations. *IOSR Journal of Business and Management (IOSR-JBM), 21* (3), 74, 77.

Li, X., & Liu, T. (2020). Drivers and barriers of event greening–an Asian perspective. *Current Issues in Tourism*, 1-15.

Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism, 27*(8), 1167-1196.

Manaktola K. & Jauhari V. (2007). Exploring consumer attitude and behavior towards green practices in the lodging industry in India. *International Journal of Contemporary Hospitality Management, 19* (5), 364 - 377.

Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. *Journal of cleaner production, 143*, 474-489.

Mishra, P. (2017). Green human resource management: A framework for sustainable organizational development in an emerging

economy. *International Journal of Organizational Analysis, 25*(5), 762-788.

Moorthy, M. K., Peter, A., Yacob, L., Kumar, M., Chelliah, L., & Arokiasamy, L. (2012). Drivers for Malaysian SMEs to go green. *International Journal of Academic Research in Business and Social Sciences, 2*(9), 74.

Nalini, B., & Durai, F. A. P. (2019). Emerging Trends of HR practices in Green Initiatives. Int. *J. Res. Eng., IT Soc. Sci., 9*(3), 1-3.

Opatha, H. H. P., & Arulrajah, A. A. (2014). Green human resource management: Simplified general reflections. *International Business Research, 7*(8), 101.

Pellegrini, C., Rizzi, F., & Frey, M. (2018). The role of sustainable human resource practices in influencing employee behavior for corporate sustainability. *Business Strategy and the Environment, 27*(8), 1221-1232.

Perron, G. M., Côté, R. P., & Duffy, J. F. (2006). Improving environmental awareness training in business. *Journal of Cleaner Production, 14*(6-7), 551-562.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management, 72*, 386-399.

Ramasamy, A. (2017). A study on implications of implementing green HRM in the corporate bodies with special reference to developing nations. *International Journal of Business and Management, 12*(9)117-129

Rawashdeh, A. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. *Management Science Letters*, *8*(10), 1049-1058.

Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews, 15*(1), 1-14.

Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. *University of Sheffield Management School Discussion Paper, 1,* 1-46.

Rohilla, J. (2017). An innovative approach of green human resource management: Practices in the organization. *Global Journal for Research Analysis, 6*(6), 174–176.

Roscoe, S., Subramanian, N., Jabbour, C. J., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental

performance for sustainable development. *Business Strategy and the Environment, 28*(5), 737-749.

Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management, 26*(2), 424-438.

Shaban, S. (2019). Reviewing the Concept of Green HRM (GHRM) and Its Application Practices (Green Staffing) with Suggested Research Agenda: A Review from Literature Background and Testing Construction Perspective. *International Business Research, 12*(5), 86-94.

Shah, M. (2019). Green human resource management: Development of a valid measurement scale. *Business Strategy and the Environment, 28*(5), 771-785.

Siyambalapitiya, J., Zhang, X., & Liu, X. (2018). Green human resource management: A proposed model in the context of Sri Lanka's tourism industry. *Journal of Cleaner Production, 201*, 542-555.

Trivedi, A. (2015). Strategic green HRM: A necessity of 21st century. *International Journal of Business Quantitative Economics and Applied Management Research, 2*(2), 34-43.

Vahdati, S. (2018). Identifying the obstacles to green human resource management practices in Iran. *International Journal of Human Capital in Urban Management, 3*(1), 9-18.

Xie, X., Zhu, Q., & Qi, G. (2020). How can green training promote employee career growth? *Journal of Cleaner Production*, 120818.

Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. O. (2019). Green human resource management: a systematic literature review from 2007 to 2019. *Benchmarking: An International Journal*, 26(5), 1-24.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment, 29*(1), 212-228.

Yusof, Y., Awang, Z., Jusoff, K., & Ibrahim, Y. (2017). The influence of green practices by non-green hotels on customer satisfaction and loyalty in hotel and tourism industry. *International Journal of Green Economics, 11*(1), 1-14.

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2018). Linking green human resource management practices to environmental performance in hotel industry. *Global Business Review,* 0972150918779294.