ADOPTION OF GREEN HUMAN RESOURCES MANAGEMENT PRACTICES BY HOTELS IN EGYPT: DRIVERS, PERCEIVED BENEFITS AND CHALLENGES

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ABSTRACT

Green Human Resource Management (GHRM) is the application of human resource regulations to support the long-term use of property resources and to ensure environmental sustainability. This research examines the adoption of GHRM practices by Egyptian hotels. The research aims to determine the drivers for adoption of GHRM practices by Egyptian hotels, explore the benefits associated with adoption of GHRM practices by Egyptian hotels, and identify challenges associated with adoption of GHRM practices. To achieve the research aim and objectives, primary data was collected through a "close-ended questionnaire". A total of 288 self-administrated questionnaires were distributed to managers of randomly sampled in the following cities: Hurghada, Safaga, El Quseir, and Marsa Alam, Red Sea region. Among the questionnaires returned, 253 were usable ones, representing a response rate of 87.8% of respondents. A five-point Likert scale was used to test the attitude of the participants toward research variables. The data was analyzed using SPSS-23. The results showed that Egyptian hotels in the Red Sea region adopt GHRM practices with a low level. Green training and development has been rated as a best practice that is implemented at a moderate standard in Egyptian hotels. The most important drivers revealed were environmental considerations. Furthermore, hotels face challenges in adopting GHRM practices, like a lack of awareness of green practices. It was concluded that the most important benefits of adopting GHRM were the promotion of social responsibility towards the environment and a stronger public image. The intention was also demonstrated through green training and development, followed by a green organizational culture. The research

recommends that Egyptian hotels should adopt green practices in most of their operations.

KEYWORDS: Green Human Resources Management (GHRM), GHRM Practices, Egyptian Hotels.

INTRODUCTION

The hospitality industry has become one of the largest and fastest growing sectors, contributing positively to the growth of the national economy, but also having a negative impact on the environment and society. In recent years, tourists are also looking for quality products and services, including environmental goods (Hieu & Rašovská, 2017).
Modern scholars who endorse the role of human resources in environmental performance have focused on environmentally friendly employee behaviour as a critical factor in effectively enforcing environmental policies in the workplace. Therefore, GHRM is used to integrate environmental knowledge into the entire human resource management process to recruit, educate, reward, and create a green workforce that understands and supports environmentally sustainable values, policies, and initiatives (Kim et al., 2017). GHRM is the best environmental protection approach and an essential structure that allows organizations to monitor environmental performance (Yusoff et al., 2018). There is a growing focus on green markets, green finance, and green governance. However, the GHRM method and implementation issues have been distinct and somewhat narrowed (Renwick et al., 2013). This research contributes to GHRM's efforts to close the knowledge gap in the hospitality industry.

RESEARCH PROBLEM

According to the study by Sobaih (2019) in Hurghada city, the lack of GHRM practices in Hurghada resorts was linked to many barriers, which were divided into management barriers and barriers belonging to the staff themselves. Therefore, the research identifies challenges associated with adoption of GHRM practices.

Farooq et al. (2021), called for exploring the implementation level of GHRM and studying its impact on hotels. Furthermore, Sobaih et al. (2020), called for exploring the relationship between GHRM practices and environmental performance in Egyptian hotels. Consequently, the research focuses on exploring the intention of hotels to adopt GHRM practices.

RESEARCH QUESTIONS

The purpose of this research is to answer the following questions:

- What is the implementation level of the GHRM practices in the Egyptian hotels?
- What are the drivers behind the adoption of the GHRM practices in the Egyptian hotels?
- What are the perceived benefits of adopting the GHRM practices in the Egyptian hotels?
- What are the perceived barriers or challenges of implementing GHRM practices in the Egyptian hotels?
- To what extent do the Egyptian hotels have the intention to adopt GHRM practices?

RESEARCH AIM AND OBJECTIVES

The research aims to investigate the extent of the intention to adopt GHRM in Egyptian hotels. The specific objectives were:

- Assess the implementation level of GHRM practices in Egyptian hotels.
- Determine the drivers for the adoption of GHRM practices by hotels in Egypt.
- Explore the benefits associated with the adoption of GHRM practices by hotels in Egypt.
- Establish barriers related to the adoption of GHRM practices by hotels in Egypt.

LITERATURE REVIEW

Green human resources management is a new area of study in organizational studies. Worldwide, a constructive approach to environmental protection is needed (Jabbour et al., 2010). Previously, a firm's success was heavily reliant on the promotion of economic value. However, to be competent in the hotel sector and allow shareholders to prosper, hotels must consider their ecological footprints and prioritize social and environmental factors in addition to economic and financial factors (Cherian & Jacob, 2012). Consequently, the research focuses on introducing GHRM in hotels.

GREEN HUMAN RESOURCE MANAGEMENT CONCEPT

Various scholars have defined this concept differently. GHRM is the application of human resource management policies to support sustainable use of resources within organizations (Marhatta & Adhikari, 2013). According to Ren et al. (2018), when firms' general human

resource management techniques are linked with their environmental protection policies and preservation procedures, a new dimension is known as "Green Human Resource Management" (GHRM). Policies and procedures in the field of HRM like recruitment, selection, training, appraisal, pay, compensation, rewards, and employee relations have become a powerful tool for aligning employees with organizational environmental strategies, leading to long-term sustainable performance (Zaid et al., 2018).

GREEN HUMAN RESOURCE MANAGEMENT PRACTICES IN THE HOTEL CONTEXT

There are conventional HRM functions, and each function can involve numerous green practices. These practices include GHRM activities.

GREEN JOB DESIGN AND ANALYSIS

The emphasis of a job requirement on environmental management by potential talent can result in a higher degree of attractiveness. This concept is based on the belief that organizations adopting and prioritizing sustainable environmental policies are more likely to retain new employees (Yusliza et al., 2019). Nowadays, a lot of human resources managers in hotels include several environmental responsibilities in the job description of each job. In addition, employees should have environmental requirements in their specifications as much as possible. For example, HR managers should include safety duties and assign an environmental reporting role (Elziny, 2019).

GREEN MANAGEMENT OF ORGANIZATIONAL CULTURE (GMOC)

Green culture and organizational dedication are essential instruments to achieve organizational sustainability goals (Asmui et al., 2016). Understanding and adopting a green culture can assist organizations in ensuring that staff are committed to the organization's green goals and objectives and goals (Ramasamy et al., 2017).

To obtain a competitive edge, hotels should build a green organizational culture and invest in green innovation initiatives (Gürlek & Tuna, 2018). Hotels with a bottom line of green organizational culture reporting have seen an increase in profit; higher return on assets; capital profitability; customer satisfaction; collaboration with residents; collaboration with environmental NGOs; higher employee salaries; less solid waste; less water consumption; lower CO2 emissions; and recycling waste quality (Assaf et al., 2012).

GREEN EMPLOYEE EMPOWERMENT AND INVOLVEMENT (GEEI)

Green employee empowerment and involvement (GEEI) refers to the process of ensuring that green duties are completed. Although the notion is new, it already exists in companies that engage in green activities. Giving these instructions to employees and encouraging them to participate in decision-making and problem-solving initiatives will maintain their empowerment (Tariq et al., 2016). The following are the primary characteristics of GEEI: climate for mutual learning about green practices among employees; Clear developmental policies and a vision for environmental management participation of employees in environmental problem-solving; Developing a framework to allow employees to manage their environmental impact; Green whistle-blowing and helplines are being introduced; Employee participation in the development of a green strategy and decision-making (Gupta, 2018).

GREEN RECRUITMENT AND SELECTION

Attracting high-quality employees is a critical HR task (Renwick et al., 2013). The most significant profit dimensions of HR and longevity are retention, recruitment, and satisfaction (Ahmad, 2015). Organizations may choose to download resumes from eligible applicants. They will be able to print anytime they need to in the future. Selection tests may often be as paperless as possible, such as behavioral observation, interviews, and presentations, and require less paper. Furthermore, consideration can be given to more environmentally conscious and sustainable applicants or those who have an excellent desire to make the office and climate as green or natural as possible (Hosain & Rahman, 2016).

Much research indicates that most new graduates tend to choose organizations renowned for their corporate environmental responsibility (Mandip, 2012). In addition, applicants should be notified in the selection context that one of the selection criteria is the environmental issue. Therefore, when interviewing applicants or evaluating them, environmental issues should be a significant component of the evaluation process (Elziny, 2019).

GREEN PERFORMANCE APPRAISAL

Performance management (PM) encourages employees to develop their technical skills to assist the organization in more efficiently achieving its goals and objectives. Green performance monitoring covers matters of the firm's environmental priorities and practices and the utilization of environmental obligations (Ahmad, 2015). Green PM develops green performance measures to determine a set of green benchmarks for all participants in performance appraisals (Saeed et al., 2019). Hotels must

establish Environmental Management Information Systems (EMIS) to maintain good environmental efficiency (Jackson et al., 2011). In addition, managers need to regularly provide feedback to staff on their role in attaining environmental objectives to improve their ecological performance (Arulrajah et al., 2015); this feedback helps staff to improve their behavioural and technical competencies related to the environment.

GREEN TRAINING AND DEVELOPMENT

Green Training and Development aims to raise employee awareness and understanding of environmental issues, encourage proactive environmental concerns, and develop competencies in energy conservation and waste reduction (Mishra, 2017). The hospitality industry, which is highly focused on achieving competitive advantage, should understand the importance of green training to improve employee performance and deal with recent environmental challenges more easily (Alharthi et al., 2020).

Lately, some hotels are seriously analyzing and identifying their employees' environmental training requirements to make them more environmentally aware. Based on the environmental training needs of employees, these hotels carry out systematic and serious education, training, and development programs that employees are given to the employees to provide them with the necessary knowledge, skills and attitudes for good environmental management (Elziny, 2019).

GREEN REWARD AND COMPENSATION

Green reward and compensation are a system of financial and non-financial rewards aimed at attracting, retaining, and motivating employees to contribute to environmental goals (Jabbour et al., 2013). It has been stated that employees may be more motivated by non-monetary benefits such as green pay and rewards such as recognition and appreciation (Jackson et al., 2011). These green recognition rewards lead to feelings of pride among colleagues and more effectively encourage pro-environmental behaviours (Saeed et al., 2019). Hotels in the United Kingdom have implemented financial incentives like these that have a significant impact on employees' motivation (Haque, 2017).

DRIVERS FOR ADOPTING GHRM PRACTICES

Jafri (2012) conducted a study to determine the reasons behind the GHRM practices in various businesses in India. Based on data analysis, it was revealed that the key driver of GHRM is its contribution to society and health and safety considerations, followed by environmental considerations, economic considerations, public relations strategy, competitive advantage, and finally market share improvement.

Yusoff et al. (2015) interviewed HRM managers at four Malaysian-certified ISO 14001 enterprises located in Penang and Kedah, Malaysia. Based on interview analysis, they found that five motivational factors to implement GHRM and its success are centred on (a) sustainable policies (such as ISO 14001 and OHSAS 18000), (b) top management support; (c) benchmarking; these organizations agree that benchmarking of best practices is one of the factors they practice on GHRM; (d) leadership meetings, consultation, and seminars; and (e) employees' awareness, involvement, and receptivity; the HRM experts acknowledged that employees' awareness, participation, and receptivity are highly crucial to enable them to effectively adopt GHRM Practices.

BENEFITS OF GHRM PRACTICES

Recently, it has become critical to integrate the organization's financial goals with the goals of environmental management and sustainability (Ullah, 2017). According to Garg (2014), GHRM can be used to attract guests who are concerned about the environment, maintain environmental actions, and ensure staff satisfaction. Sheopuri and Sheopuri (2015) also stated that GHRM improved guest confidence in hotels, improved the hotel's market position, and reduced the negative impact on the environment. Hotel employees benefit from GHRM as well, such as reduced staff turnover and improved connections between the hotel and its employees (Deshwal, 2015). Other advantages mentioned by Likhitkar and Verma (2017) include increased hotel employee loyalty and productivity. It is critical to encourage a high level of professional and managerial expertise among all staff to introduce an efficient hotel green management system. Organizations are looking to implement creative environmental protection tools and programs that can directly affect the firm's long-term viability and foster a strategic edge (Cherian & Jacob, 2012). At the organizational level, the implementation of GHRM enhanced resource productivity and financial impact (Alhadid & As' ad, 2014); improved organizational performance (Wu et al., 2019); created a stronger public image and brand recognition (Haridas & Sivasubramanaian, 2016); reduced the environmental impact and created competitive advantages (Leonidou et al., 2017); and enhanced organizational and environmental performance (Wu et al., 2019). Several studies, including those by Rawashdeh (2018) and Sayyadi et al. (2017) discovered that pro-environmental business practices improve both the long-term environment and organisational performance.

CHALLENGES OF GHRM PRACTICES

Likhitkar and Verma (2017) highlighted that a lack of green values is one of the hurdles of GHRM. Farid and El-Swalhy (2016) acknowledged that lack of awareness of green practices at the management level and amongst organization personnel is a key hurdle for implementation.
According to Hosain and Rahman (2016), no policies and practices are free of barriers. On the other hand, as mentioned in the advantages, there are also a few barriers to applying the approach in an organization. The barriers are as follows:
Employees in different organizations are not equally motivated to adopt GHRM practices. (b) Establishing and maintaining a GHRM culture is a difficult and time-consuming task. (c) The initial stage of implementation requires substantial investment and may yield a low return. (d) It is difficult to recruit and educate employees about GHRM. (e) It is quite tough to assess the green performance of an employee's conduct. f) It is challenging to shift the employee's mentality to GHRM from conventional HRM in a short time.

METHODOLOGY

The data collection technique is based on a managers' questionnaire directed at the heads of human resource departments or equivalent positions in independent four-star hotels and hotel chains in the following cities: Hurghada, Safaga, El Quseir, and Marsa Alam, Red Sea region, Egypt. The remaining hotels with lower star ratings were excluded because they lacked a full organizational structure or an administrative leadership system.
The managers' questionnaire consisted of two parts: the first part includes personnel data such as gender, age, position, years of experience, and educational level; and general data about the chosen hotel, such as location, hotel name (optional), type of management, and environmental management status inquiries.

The second part is divided into two sections: The first section examines the level of implementation of GHRM practices in Egyptian hotels. There are 24 items in the first section. This section used a five-point Likert-type scale, ranging from 1 = not at all, 2 = to a slight degree, 3 = to a moderate extent, 4 = to a great extent, and 5 = to a very great extent. The second section is made up of four components, including: drivers for GHRM (7 items), barriers to GHRM (7 items), benefits of GHRM (13 items), and the intention of hotels to adopt GHRM practices (6 items). This section was designed using the Likert scale (1 = strongly disagree to 5 = strongly agree).

The questionnaire was based on previous GHRM studies (Jabbour et al., 2010; Jabbour et al., 2013; Renwick et al., 2013; Arulrajah et al., 2015; Masri & Jaaron, 2017; Ullah, 2017; Sobaih, 2019).
The researcher relied on a descriptive statistical method to analyze the collected data by using (SPSS-23). These methods include frequencies, percentages, means, standard deviations, variance, Pearson's correlation, and simple linear regression.

THE STUDY SAMPLE

To determine the appropriate sample size of four and five-star hotel managers in the research population, the researcher used the Robert Mason formula (shkeep*, 2014) as follows:

$$n = \frac{M}{\left[\left(S^2 \times (M-1)\right) \div pq\right] + 1}$$

$$n = \frac{688}{\left[\frac{(0.000651 \times (688-1))}{0.25}\right] + 1} = 246.687$$

Where:

n: appropriate sample size (247).
M: population size (688).
According to the Egyptian Hotel Association (2021), there are 90 four-star hotels and 41 five-star hotels in the following cities: Hurghada, Safaga, El Quseir, and Marsa Alam, Red Sea region, Egypt.

- Number of hotel managers (4 stars) = 90 hotels x 4 managers = 360 managers
- Number of hotel managers (5 stars) = 41 hotels x 8 managers = 328 managers
- The total statistical population of managers = 360 + 328 = 688 managers

S: It is dividing the error rate (0.05) by the standard score corresponding to the significance level 0.95, which is 1.96, which equals 0.02551
P: sample proportion and neutral = 0.50.
q: complement of sample proportion = 0.50. Applying these values to the Robert Mason formula reveals that the appropriate sample size for this research is 247 participants, but the researcher distributed (288)

* References in Arabic

questionnaires. After analysis, there were 35 questionnaires that were not valid for analysis; the valid were (253).

THE RESEARCH HYPOTHESES

To achieve the main aim of the research as well as to address the specific objectives, the research proposes the following hypotheses:
H1: Drivers for GHRM practices impact positively on the intention of hotels to adopt GHRM practices.
H2: The benefits of GHRM practices impact positively on the intention of hotels to adopt GHRM practices.
H3: Barriers of GHRM practices impact negatively on the intention of hotels to adopt GHRM practices.
Based on the reviewed literature, the hypothetical model for this research is shown in the figure below.

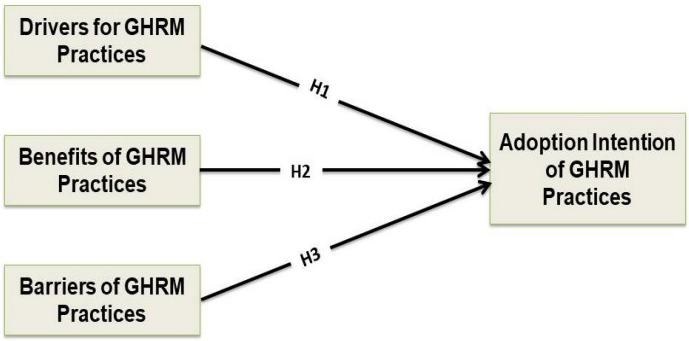

Fig.1: The Hypothetical Model

FINDINGS

VALIDITY AND RELIABILITY

VALIDITY

The primary questionnaire has been given to a panel of three experts to judge its validity in content and the clarity of its items' meaning to avoid mistakes. Two of the experts were experienced academic researchers in the field of hospitality management, while the third one was experienced in the hotel field. It was tested to ensure the validity of the questions and to check the phrasing, consistency, and flow, as well as the length and time. As a result, a slight change occurred in the formulation.

RELIABILITY

The reliability of data is measured by Cronbach's alpha coefficient, which is a statistical measure that indicates whether the items that were supposed to measure the same thing positively correlated to another. Alpha Coefficient is a measure of internal consistency of a test or scale which ranges between 0 and 1. More than 0.9 is considered excellent, more than 0.8 is good, more than 0.7 is considered acceptable, more than 0.6 is considered questionable, more than 0.5 is considered Poor, and less than 0.5 is considered unacceptable (George & Mallery, 2006). In this research, Cronbach's alpha was used to assess the reliability of the questionnaire.

Table 1: Reliability analysis of the managers' questionnaire

Variable	No. of statements	Alpha Coefficient
Green organizational culture	4	0.979
Recruitment and selection	4	0.977
Training and development	4	0.969
Performance management and appraisal	4	0.979
Reward and compensation	3	0.970
Employee empowerment and involvement	5	0.977
Drivers of adopting GHRM Practices	7	0.975
Barriers to adopting GHRM Practices	7	0.983
Benefits of adopting GHRM Practices	13	0.983
Adoption intention of GHRM Practices	6	0.983
Total	**57**	**0.995**

Table 1 indicated that Cronbach's α values of all research variables exceeds 0.96, supporting sufficient measurement reliability.

RESULTS AND DISCUSSION

MANAGERS' QUESTIONNAIRE ANALYSIS

Table 2: Descriptive Statistics of Green Human Resource Practices

GHRM Practices	Statement	Mean	Std. Deviation	Rank
2.1 Green organizational culture	The top management clarifies the information and values of the environmental management throughout the hotel.	2.30	1.05	1
	Top management devises a system of discipline and sanctions for non-compliance with environmental practices.	1.95	1.02	4
	Top management actively supports environmental practices.	2.24	1.03	2
	Organizational vision/mission statements include environmental concerns.	2.15	1.06	3
	Total	**2.16**	**1.01**	
2.2 Recruitment and selection	Job description specification includes environmental concerns.	1.80	0.98	2
	Positions are designed to focus exclusively on environmental management aspects of the hotel.	1.69	0.93	3
	Environmental behavior/commitment requirements are included in the recruitment messages.	1.69	0.85	3
	Selecting applicants who are sufficiently aware of greening to fill job vacancies.	1.93	0.85	1
	Total	**1.78**	**0.876**	
2.3 Training and development	Taking into account the needs of environmental issues.	3.06	1.02	1
	Providing environmental training to hotel employees.	2.93	1.03	2
	Following induction programs that emphasize environmental issues / concerns.	2.23	1.05	4
	All training materials are available online for the employee to reduce paper costs.	2.30	1.18	3
	Total	**2.62**	**1.028**	

GHRM Practices	Statement	Mean	Std. Deviation	Rank
2.4 Performance management and appraisal	The hotel incorporates environmental management objectives and goals into the performance evaluation system.	2.21	0.93	3
	Employees know their specific green goals and responsibilities.	2.46	0.95	1
	Providing regular feedback to employees to achieve environmental goals.	2.32	0.91	2
	Management roles in achieving green results are included in the evaluations.	2.21	1.01	3
	Total	**2.30**	**0.924**	
2.5 Reward and compensation	Environmental performance is recognized publicly (awards, dinner, and publicity).	2.31	0.96	1
	The Hotel offers non-monetary and monetary rewards based on the environmental achievements (sabbatical, leave, gifts, bonuses, cash, premiums, promotion).	2.02	0.91	3
	Link suggestion schemes into reward system by introducing rewards for innovative environmental initiatives/performance.	2.26	0.96	2
	Total	**2.19**	**0.919**	
2.6 Employee empowerment and involvement	Top managers use teamwork to successfully manage and produce awareness of the environmental issues.	1.98	0.94	4
	Involve employees in the formulation of the environmental strategy.	2.50	0.98	1
	Providing opportunities to the employee to involve and participate in green suggestion schemes.	2.42	1.01	2
	Introducing green whistle-blowing and helplines.	1.88	0.88	5
	The hotel offers workshops or forums for staff to engage in order to improve environmental behavior.	2.26	0.97	3
	Total	**2.21**	**0.913**	

Table 2 shows that

"Top management clarifies information and values of environmental Management throughout the hotel" comes at a first rank with a mean (2.30) and std. Deviation of (1.05). "Top management actively supports environmental practices" comes at a second rank with a mean (2.24) and std. Deviation of (1.03). "Organizational vision/mission statements include environmental concerns" comes at a third rank with a mean (2.15) and std. Deviation of (1.06). "Top management devises a system of discipline and sanctions for non-compliance with environmental practices" comes at a fourth rank with a mean (1.95) and std. Deviation of (1.02). The total mean of the green organizational culture was (2.16) with a standard deviation of (1.01), which indicated a low degree of agreement for all the green organizational culture phrases which means that this variable has **a low level.** This finding was inconsistent with previous research conducted by Masri and Jaaron (2017), who asserted that the preferable practice which increased employee commitment and awareness toward the environment is the "Green management of organizational culture".

"Selecting applicants who are sufficiently aware of greening to fill job vacancies." comes at a first rank with a mean (1.93) and std. Deviation of (0.85). "Job description specification includes environmental concerns" comes at a second rank with a mean (1.80) and std. Deviation of (0.98). "Positions are designed to focus exclusively on environmental management aspects of the hotel" comes at a third rank with a mean (1.69) and std. Deviation of (0.93). "Environmental behavior/commitment requirements are included in recruitment messages" comes also at a third rank with a mean (1.69) and std. Deviation of (0.85). The total mean of the recruitment and selection was (1.78) with a standard deviation of (0.876), which indicated a low degree of agreement for all the recruitment and selection phrases which means that this variable has a **low level.** This result is consistent with the results of Sobaih (2019) who concluded that green recruitment and selections were not applied.

"Take into account the needs of environmental issues when training requirements are analyzed" comes at a first rank with a mean (3.06) and std. Deviation of (1.02). "Providing environmental training to hotel employees to increase environmental awareness" comes at a second rank with a mean (2.93) and std. Deviation of (1.03). "All training materials are available online for the employee to reduce paper costs" comes at a third rank with a mean (2.30) and std. Deviation of (1.18). "Following induction programs that emphasize environmental issues / concerns" comes at a fourth rank with a mean (2.23) and std. Deviation of (1.05). The total mean of the training and development was (2.62) with a

standard deviation of (1.028), which indicated a moderate degree of agreement for all the training and development phrases which means that this variable has **a moderate level.** This finding was in line with the result of Farid and El-Swalhy (2016), who found that some extent of implementing green procedures in training and development.

"Employees know their specific green targets and responsibilities" comes at a first rank with a mean (2.46) and std. Deviation of (0.95). "Providing regular feedback to the employees to achieve environmental goals" comes at a second rank with a mean (2.32) and std. Deviation of (0.91). "Management roles in attaining green results are included in appraisals" comes at a third rank with a mean (2.21) and std. Deviation of (1.01). "The hotel incorporates environmental management objectives and targets with the performance evaluation system of the organization" comes also at a third rank with a mean (2.21) and std. Deviation of (0.93). The total mean of the performance management and appraisal was (2.30) with a standard deviation of (0.924), which indicated a low degree of agreement for all the performance management and appraisal phrases which means that this variable has **a low level.** This result was incompatible with the result of Chan and Hawkins (2010), who prepared on hotel employees in Hong Kong on the extent of their commitment to environmental systems.

"Environmental performance is recognized publically (awards, dinner, and publicity)" comes at a first rank with a mean (2.31) and std. Deviation of (0.96). "Link suggestion schemes into reward system" comes at a second rank with a mean (2.26) and std. Deviation of (0.96). "The Hotel offers non-monetary and monetary rewards based on the environmental achievements" comes at a third rank with a mean (2.02) and std. Deviation of (0.91). The total mean of the reward and compensation was (2.19) with a standard deviation of (0.919), which indicated a low degree of agreement for all the reward and compensation phrases which means that this variable has **a low level.** This is in disagreement with the study by Gomez et al. (2011), which was conducted on 469 American companies and found that there was a strong correlation between the environmental performance of the employees and the compensation that the executive directors of these companies receive.

"Involve employees in formulating environmental strategy" comes at a first rank with a mean (2.50) and std. Deviation of (0.98). "Providing opportunities to the employee to involve and participate in green suggestion schemes" comes at a second rank with a mean (2.42) and std. Deviation of (1.01). "The hotel offers workshops or forums for staff to engage in order to improve environmental behavior" comes at a third rank with a mean (2.26) and std. Deviation of (0.97). "Top managers use

teamwork to successfully manage and produce awareness of the environmental issues of the hotel (green champions/task force/green team)" comes at a fourth rank with a mean (1.98) and std. Deviation of (0.94). "Introducing green whistle-blowing and help-lines" comes at a finally rank with a mean (1.88) and std. Deviation of (0.88). The total mean of the employee empowerment and involvement was (2.21) with a standard deviation of (0.913), which indicated a low degree of agreement for all the employee empowerment and involvement phrases which means that this variable has **a low level.** The results were in line with the study of Masri and Jaaron (2017), who declared that green teamwork is the least used practice in this group and that Palestinian companies do not involve employees in such activities. This is in disagreement with the study by Shaban (2019), which stated that involving employees in formulating environmental strategy is necessary and a major factor in improving the performance of the environmental management system.

DRIVERS, BARRIERS, BENEFITS AND ADOPTION INTENTION OF GHRM PRACTICES IN THE EGYPTIAN HOTELS

Table 3: Descriptive statistics of the drivers for adopting GHRM practices

	Statement	Mean	Std. Deviation	Rank
Drivers for adopting GHRM Practices	Community pressure on business organizations to care more about the environment.	4.38	0.749	6
	Environmental considerations.	4.73	0.508	1
	Health and safety considerations.	4.57	0.563	2
	Economic considerations.	4.41	0.758	5
	Legal pressure.	4.35	0.863	7
	Competitive advantage.	4.46	0.686	4
	Contribution to society.	4.56	0.624	3
	Total	**4.49**	**0.641**	

Table 3 shows that

"Environmental considerations" ranks first with a mean of 4.73% and a standard deviation of (0.508), while "Health and safety considerations" rank second with a mean of 4.57% and a standard deviation of (0.563). "Contribution to society" comes in third rank with a mean (4.56) and std. Deviation of (0.624); this result was consistent with Masri and Jaaron

(2017), who found that environmental considerations were the main driver. In contrast to Jafri (2012), who found that contribution to society was the top driver while environmental considerations were the second. It can be explained that Egyptian hotels are more interested in controlling their environmental effects as a precaution. "Competitive advantage" comes at a fourth rank with a mean (4.46) and std. Deviation of (0.686); "Economic considerations" comes at a fifth rank with a mean (4.41) and std. Deviation of (0.758). This result contrasts with the results of Jafri (2012), who found that Competitive Advantage scored the lowest mean with 42.2%, and in the same survey, Economic Considerations took third place with a percentage of 60%. "Community pressure" comes in the 6th rank with a mean (4.38) and std. Deviation of (0.749). "Legal pressure" comes in the 7th rank with a mean (4.35) and std. Deviation of (0.863). The result illustrates that community pressure and legal pressure have the lowest effect on driving hotels to apply GHRM; this is consistent with the study of Masri and Jaaron (2017).

The total mean of the drivers of adopting GHRM was (4.49) with a standard deviation of (0.641), which indicated a high degree of agreement for all the gr drivers for adopting GHRM practices phrases which means that this variable has a high level.

Thus, the second question of the research was answered: "Q2: What are the drivers for adopting these practices in the Egyptian hotel?" As well as the one objective was achieved, which is to" Obj2: Determine the drivers for the adoption of GHRM practices by hotels in Egypt".

Table 4: Descriptive statistics to the barriers of adopting GHRM practices

	Statement	Mean	Std. Deviation	Rank
Barriers of adopting GHRM Practices	Lack of awareness of green practices.	4.43	0.750	2
	Absence of green values.	4.38	0.765	4
	Difficulty of changing employee behavior.	4.62	0.647	1
	Absence of a comprehensive conception of the application of green practices	4.42	0.754	3
	Lack of support from management.	4.31	0.926	6
	Complexity and difficulty of adoption of green technology.	4.32	0.747	5
	Cost of implementing the program.	4.27	0.938	7
	Total	**4.39**	**0.759**	

Table 4 shows that

"The difficulty of changing employee behavior" comes in first rank with a mean (4.62) and std. Deviation of (0.647); this result agreed with

(Aggarwal & Sharma, 2015; Hosain & Rahman, 2016). "Lack of awareness of green practices" comes in second rank with a mean (4.43) and std. Deviation of (0.750); this is in line with the study by Faried and El-swalhy (2016), who confirmed that the lack of awareness of green practices is the main barrier to implementation. The "absence of a comprehensive conception of the application of green practices" comes in third rank with a mean (4.42) and std. Deviation of (0.754); this is consistent with the study by Likhitkar and Verma (2017). "Absence of green values" comes in fourth rank with a mean (4.38) and std. Deviation of (0.765). "Complexity and difficulty of adoption of green technology" comes in fifth rank with a mean (4.32) and std. Deviation of (0.747); this was contrary to the findings of Masri and Jaaron (2017), while this result agreed with the study of Fayyazi et al. (2015), who surveyed 31 oil's top experts and HR managers. They found that the absence of green values had a greater effect on the adoption of GHRM, with a percentage of 78.9% in third place among 13 factors. Furthermore, complexity and difficulty of adoption of green technology had a lower effect, with a rate of 42.7% in seventh place. "Lack of support by management" comes in 6th rank with a mean (4.31) and std. Deviation of (0.926); this result agreed with that reported by Deshwal (2015), who mentioned that there is a lack of organizational leadership support for GHRM. The "cost of implementing the program" comes in the 7th rank with a mean (4.27) and std. Deviation of (0.938); this result agrees with Jafri (2012). The total mean to the barriers of adopting GHRM was (4.39) with a standard deviation of (0.759), which indicated a high degree of agreement for all the barriers to GHRM practices phrases, which means that this variable has a high level.

Thus, the fourth question of the research was answered: "Q4: What are the perceived barriers or challenges to implementing GHRM practices in Egyptian hotels?" As well as the third objective was achieved, which is to"Obj4: Establish barriers related to the adoption of GHRM practices by hotels in Egypt".

Table 5: Descriptive statistics of the benefits of adopting GHRM practices

	Statement	Mean	Std. Deviation	Rank
Benefits of adopting	Attract and retain top green talent.	4.63	0.530	4
	Increased employee loyalty and retention.	4.26	0.882	9
	Improve employee morale.	4.36	0.797	8
	Promote social responsibility toward the environment.	4.73	0.524	1

GHRM Practices	Better environmental performance	4.66	0.521	3
	Stronger public image.	4.70	0.588	2
	Create competitive advantage	4.56	0.713	5
	Increase guest confidence.	3.96	0.874	13
	Positive financial performance as a result of your hotel's	4.01	0.925	12
	Environmentally responsible program.	4.03	0.842	11
	Improve service quality.	4.17	0.868	10
	Increase workforce productivity and develop better products.	4.39	0.762	7
	Improve marketing performance.	4.49	0.704	6
	Total	**4.38**	**0.679**	

Table 5 shows that

"Promote social responsibility toward the environment" comes in first rank with a mean (4.73) and std. Deviation of (0.524). This result agreed with Nalini and Durai (2019), who showed that the main objective of the need for GHRM is to exercise corporate social responsibility. The "stronger public image" comes in second place with a mean (4.70) and std. Deviation of (0.588); this result agrees with the study of Haridas and Sivasubramanaian (2016), who confirmed that the implementation of GHRM created a stronger public image and brand recognition. "Better environmental performance" comes in third with a mean (4.66) and std. Deviation of (0.521); this result was consistent with the studies of Wu et al. (2019) and Teixeira et al. (2012), who mentioned that HRM practices play an essential role in achieving environmental performance programs. "Attract and retain green top talent" comes at a fourth rank with a mean (4.63) and std. Deviation of (0.530); this result agrees with Suharti and Sugiarto (2020). "Create competitive advantage" comes in at the fifth rank with a mean (4.56) and std. Deviation of (0.713); this result was consistent with the study of Leonidou et al. (2017). The "increase demand for hotel accommodation" comes in at 6th with a mean (4.49) and std. Deviation of (0.704); this is consistent with the study of Garg (2014), who showed that GHRM can be used to attract guests who are concerned about the environment and increase demand for the hotel accommodation. "Improve marketing performance" comes in 7th rank with a mean (4.39) and std. Deviation of (0.762). This agrees with the studies of (Gitobu & Njoroge, 2015; Sheopuri & Sheopuri 2015), where they confirmed that hotels' use of green practices in marketing enables them to achieve their goals and improve marketing performance. "Improve employee morale" comes in 8th rank with a mean (4.36) and

std. Deviation of (0.797). "Increased employee loyalty and retention" comes in 9th rank with a mean (4.26) and std. Deviation of (0.882); this is in line with the study by Wulansari et al. (2018), who confirmed that the use of GHRM motivates employees to be morale and loyal to the firm. "Increase workforce productivity and develop better products" comes in at the 10th rank with a mean (4.17) and std. Deviation of (0.868); this result agreed with the study of Alhadid and As ad (2014). "Improve service quality" comes in 11th rank with a mean (4.03) and std. Deviation of (0.842); this is in line with the study of Tzafrir and Gur (2007), who found that adopting GHRM practices that employees see as positive and compassionate leads to more service-devoted employees. "Positive financial performance as a result of your hotel's environmentally responsible program" comes in the 12th rank with a mean (4.01) and std. Deviation of (0.925); this result agreed with the study of Alhadid and As' ad (2014). "Increase guest confidence" comes in 13th rank with a mean (3.96) and std. Deviation of (0.874); this agrees with the study by Sheopuri and Sheopuri (2015) who stated that GHRM improved guest confidence in hotels.

The total mean of the benefits of adopting GHRM practices was (4.38) with a standard deviation of (0.679), which indicated a high degree of agreement for all the benefits of adopting GHRM practices phrases which means that this variable has a high level.

Thus, the third question of the investigation was answered: ″Q3: What are the perceived benefits of adopting these practices in Egyptian hotels?″ As well as the second objective was achieved, which is to ″Obj3: Explore the benefits associated with the adoption of GHRM practices by hotels in Egypt″**.**

Table 6: Descriptive statistics of the adoption intention of GHRM practices

	Statement	Mean	Std. Deviation	Rank
Adoption intention of GHRM Practices	Greening the hotel through organizational culture	4.33	0.745	2
	Greening the hotel through recruitment and selection	4.23	0.789	4
	Greening the hotel through training and development	4.41	0.699	1
	Greening the hotel through performance management and appraisal	4.19	0.836	5
	Greening the hotel through reward and compensation	4.14	0.847	6

	Greening the hotel through employee empowerment and involvement	4.27	0.776	3
	Total	**4.26**	**0.753**	

Table 6 shows that

"Greening the hotel through training and development" comes in first rank with a mean (4.41) and std. Deviation of (0.699). "Greening the hotel through organizational culture" comes in second rank with a mean (4.33) and std. Deviation of (0.745). "Greening the hotel through employee empowerment and involvement" is a third rank with a mean (4.27) and a std. Deviation of (0.776). The "Greening the hotel through recruitment and selection" comes at a fourth rank with a mean (4.23) and std. Deviation of (0.789). "Greening the hotel through performance management and appraisal" is ranked fifth with a mean (4.19) and std. Deviation of (0.836). "Greening the hotel through reward and compensation" comes at a 6^{th} rank with a mean (4.14) and std. Deviation of (0.847). The total mean of the adoption intention of GHRM practices was (4.26) with a standard deviation of (0.753), indicating a high degree of agreement for all phrases of the adoption intention of GHRM practices, which means that this variable has a high level. Thus, the fifth question of the research questions was answered: "Q5: To what extent do the Egyptian hotels have the intention to adopt GHRM practices?" As well as the main aim of the research was achieved, which is to "Examine the extent of the adoption intention of GHRM practices in Egyptian hotels".

TEST OF HYPOTHESES

H1: Drivers for GHRM practices impact positively on the intention of hotels to adopt GHRM practices.

To test H1, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the effect of drivers for GHRM practices on the adoption intention of GHRM practices. The results are presented as follows:

Table 7: Correlation between the drivers for GHRM practices and the adoption intention of GHRM practices

Variables		**Adoption intention of GHRM practices**
Drivers for GHRM practices	Pearson Correlation (R)	.940**
	Sig. (2-tailed)	.000
	N	253

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

Table 8: Regression coefficients for drivers for GHRM practices on adoption intention of GHRM practices

Model	B	R^2	β	T	Sig.
(constant)	.695	.884		6.056	.000
Drivers for GHRM practices	1.103		.940	43.658	.000

a. Dependent variable: Adoption intention of GHRM practices

From tables (7) and (8), the (R) value (0.940) indicates that there is a strong significant correlation between drivers for GHRM practices and the adoption intention of GHRM practices, as well as the coefficient of determination (R2) is (0.884), suggesting that 88.4% of the adoption intention of GHRM practices was explained by the drivers for GHRM practices variable. Moreover, it seems that the regression coefficient statistically significant, P > 0.05, so the variable (Drivers for GHRM practices) has a statistically significant positive impact on the adoption intention of GHRM practices. This result confirmed that the first hypothesis of the research is acceptable. This is consistent with the findings of Masri and Jaaron (2017), where they indicated that drivers for GHRM practices have a significant influence on GHRM implementation. Furthermore, this result is consistent with Jafri (2012), who showed that the key driver of GHRM practices is their contribution to society and health and safety considerations followed by environmental considerations.

The following equation can be inferred to predict the adoption intention of GHRM practices from the level of drivers for GHRM practices as follows:

Adoption intention of GHRM practices = 0.695 + (1.103 * drivers for GHRM practices)

H2: The benefits of GHRM practices impact positively on the intention of hotels to adopt GHRM practices

To test H2, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of the benefits of GHRM practices on the intention of GHRM practices. The results are presented as follows:

Table 9: Correlation between the benefits of GHRM practices and the adoption intention of GHRM practices

Variables		Adoption intention of GHRM practices
Benefits of GHRM practices	Pearson Correlation (R)	.961**
	Sig. (2-tailed)	.000
	N	253

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

Table 10: Regression coefficients for GHRM practices benefit on adoption intention of GHRM practices.

Model	B	R^2	β	T	Sig.
(constant)	.399	.923		4.637	.000
Benefits of GHRM practices	1.064		.961	54.808	.000

a. Dependent variable: Adoption intention of GHRM practices

From tables (9) and (10), the (R) value (0.961) indicates that there is a strong significant correlation between the benefits of GHRM practices and the adoption intention of GHRM practices, as well as the coefficient of determination (R2) is (0.923), suggesting that 92.3% of the adoption intention of GHRM practices was explained by the benefits of GHRM practices variable. Moreover, it seems that the regression coefficient statistically significant, P > 0.05, so the variable (Benefits of GHRM practices) has a statistically significant positive impact on the adoption intention of GHRM practices. This result confirmed that the second hypothesis of the investigation is acceptable. This is consistent with (Alhadid & As' ad, 2014; Wu et al., 2019; Leonidou et al., 2017; Suharti & Sugiarto, 2020), where they indicated that there are many benefits of adopting GHRM practices such as improved organizational performance, reduced firms' environmental impact, and enhanced organizational and environmental performance.

The following equation can be inferred to predict the intention of GHRM practices from the level of benefits of GHRM practices as follows.

Intention for GHRM practices = 0.399 + (1.064 * benefits of GHRM practices)

H3: Barriers of GHRM practices impact negatively on the intention of hotels to adopt GHRM practices.

To test H3, the researcher adopted the Pearson correlation coefficient and linear regression tests to test the impact of barriers of GHRM practices on adoption intention of GHRM practices. The results are presented as follows:

Table 11: Correlation between the barriers of GHRM practices and the adoption intention of GHRM practices

Variables		Adoption intention of GHRM practices
Barriers of GHRM practices	Pearson Correlation (R)	. 641**
	Sig. (2-tailed)	.000
	N	253

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

Table 12: Regression coefficients for barriers of GHRM practices on adoption intention of GHRM practices

Model	B	R^2	β	T	Sig.
(constant)	1.393	.411		3.345	.000
Barriers of GHRM practices	.623		.792	23.760	.000

a. Dependent variable: Adoption intention of GHRM practices

From tables (11) and (12), the value of (R) (0.641) indicates that there is a moderate correlation between the barriers of GHRM practices and the intention of GHRM practices, as well as the coefficient of determination (R^2) is (0.411), suggesting that 41.1% of the adoption intention of GHRM practices was explained by the barriers to GHRM practices variable. Moreover, it seems that the regression coefficient statistically significant, P > 0.05, so the variable (barriers of GHRM practices) has a statistically significant positive impact on the adoption intention of GHRM practices. This result confirms that the third hypothesis of the investigation is unacceptable. This result is consistent with (Likhitkar & Verma, 2017; Farid & El-Swalhy, 2016), where they highlighted that there are many barriers of adopting GHRM practices such as lack of green values, lack of awareness of green practices, and complexity in shifting employees' attitudes from normal to green in a short time.

The following equation can be inferred to predict the intention of GHRM practices from the level of barriers of GHRM practices as follows.

Adoption intention of GHRM practices = 1.393 + (0.623 * barriers to GHRM practices)

The following path analysis model can be drawn to illustrate these influences in Figure 2 as follow:

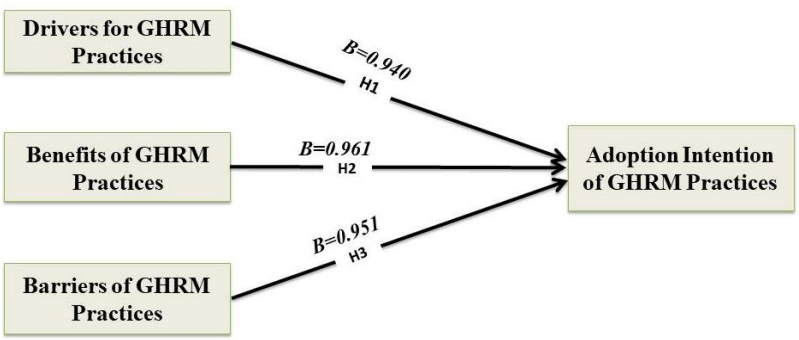

Fig (2) Analysis model.

CONCLUSION

Green human resources management (GHRM) adopts environmental practices to promote employee loyalty and improve performance in environmental management challenges. The purpose of this research is to discover the drivers, perceived benefits, and challenges, as well as the intention to adopt GHRM by (four - five) star hotels in the following cities: Hurghada, Safaga, El-Quseir, and Marsa Alam, Red Sea, Egypt. A close-ended questionnaire was used to collect primary data to achieve the goal and objectives. A total of 288 self-administrated questionnaires were distributed to managers of randomly sampled hotels in the Red Sea Region. Among the questionnaires returned, 253 were usable ones, representing a response rate of 87.8% of respondents. A five-point Likert scale was used to test the attitude of the participants toward research variables. Statistical Package for the Social Sciences (SPSS-23) was used to analyze the data. The results showed that:

1- Egyptian hotels in the Red Sea region adopt GHRM practices with a low level.
2- Green training and development has been rated as a best practice that is implemented to a moderate standard in Egyptian hotels.
3- There is a statistically significant relationship between the drivers for GHRM practices and the adoption intention of GHRM practices.
4- Benefits of GHRM practices have a statistically significant positive impact on the adoption intention of GHRM practices.
5- There is a statistically significant correlation between barriers of GHRM practices and the adoption intention of GHRM practices.
6- The most important drivers revealed by the research for adopting GHRM practices were environmental considerations and Health and safety considerations.
7- The lack of implementation of GHRM practices in hotels was connected to several barriers such as difficulty of changing employee behavior, lack of awareness's of green practices, and absence of a comprehensive conception of the application of green practices.
8- The most important benefits of adopting GHRM practices were the promotion of social responsibility towards the environment and stronger public image.
9- The intention of adoption was also demonstrated through green training and development, followed by green organizational culture.

RECOMMENDATIONS

Based on the findings, the following recommendations can be made to fully integrate greening methods with traditional human resource practices. The following recommendations include the following:

1- Hotels need to adopt GHRM practices in order to help manage negative environmental impacts and also gain a good reputation, brand value, enhanced revenue, talent acquisition, a dedicated workforce, greater employee efficiency, motivation, and retention.
2- Hotels should look beyond their profit-making objectives to create a sustainable economy and common value.
3- Green practices should be incorporated into HRM practices by human resource managers in hotels; this involvement should include all human resource management functions, including planning, job analysis and design, recruitment and selection, induction, training and development, performance appraisal, reward management, and employee relations.
4- GHRM practices have a negative relationship with several implementation barriers. Therefore, switching to green practices requires collaboration and effort between the management level and the hotel employees to overcome implementation limitations.

LIMITATIONS AND FUTURE RESEARCHES

Similar to other studies, this research had its own set of limitations. This research was limited to independent four and five-star hotels and hotel chains in the following cities: Hurghada, Safaga, El Quseir, and Marsa Alam in the Red Sea region only. Therefore, future researches should focus on applying GHRM practices and identifying drivers, benefits, and barriers that transform hotels without using these practices in different types of hotels in other regions.

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