

## **Implementing Green Practices for Human Resource Management in Official Bodies for Tourism and Hotels**

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### **Abstract**

Green human resource management is regarded as one of the modern concepts in management that focuses on integrating concepts of human resource strategies. With an increased awareness of environmental management and development, Sustainable Green Human Resource Management has obtained its position in the field of research. The study explores to what extent green human resource management is applied in Egyptian official bodies for tourism and hotels. To accomplish the objectives of the study, one hundred survey forms were distributed to a random sample of human resources employees in the Egyptian official bodies for tourism and hotels, while the analysis of ninety-two valid forms were relied upon. The study found that the Egyptian official bodies for tourism and hotels lack an environmental management system, in addition to the deprivation of interest in applying environmental management practices. The Egyptian official bodies for tourism and hotels are significantly adopting Green Human Resource Management practices as there is a clear decrease in the Egyptian official bodies for tourism and hotels' adoption of decomposition, green job descriptions, polarization, choice, orientation, training and development, performance evaluation and green rewards.

**Keywords:** Green Human Resource Management, Environmental Management, Sustainability, Official Bodies.

## **Introduction**

The green human resources department adopts policies and practices that encourage green initiatives by growing employees' cognizance and commitment to sustainable environment affairs, therefore, this research came to ascertain the implications of green human resource management and the mechanism of its application on the Egyptian official bodies for tourism and hotels and its role in maintaining the sustainability of environmental resources and improving the performance of institutions and the effectiveness of their human resources management and organization of their work. Among the most prominent findings that have been reached is that the submission of green human resources management in institutions has an effective impact on increasing their efficiency and improving their effectiveness in reducing environmental desecration.

The tourism industry is overgrowing in developing countries; on the other hand, this industry is essentially increasing the environmental hurdle. Thus, due to the huge number of environmental topics that tourism has faced, there is a developing force to react correctly to ecological problems and execute sustainable business practices such as adopting green human resource management (GHRM). It is a modern management concept that denotes to a set of applies that officialdoms adopt to improve employee workplace green performance.

## **The Aim of the Study**

The study aims to include green human resources management practices within official tourism bodies to enhance their environmental performance and with the participation of employees.

## **Hypotheses**

H1. There is a lack of adoption of green human resources management practices within the official tourism and hotels bodies.

H2. Green human resources management practices will positively impact the official tourism and hotels bodies.

### **The Importance of the Research**

The significance of green human resource management is that it has a basic role in preparing and training employees. Taking environmentally friendly initiatives through a series of activities, including writing and electronic preservation, reduces the use of paper and thus preserves trees in nature, In addition to the use of Modern technological techniques that rationalize the consumption of expenditures by making these technologies work on electricity-saving sensors and water. Reducing the environmental impact of the institution improves the image of the institution to the public and thus helps the institution to rehabilitate its employees.

### **Literature Review**

#### **The aspect of Green Human Resource Management**

The term of green HR has been aiming to the contribution of management policies and practices human resources and more broadly towards the environmental agenda of institutions to protect and preserve their natural resources (Jabbour, 2013). Mishra et al. (2014) defined it as practices that encourage green initiatives by increasing employees' knowledge and punctuality to environmental sustainability issues. Green human resource management also refers to integrating an organization's environmental management with objectives of HRM practices such as recruitment, selection, training, development, performance management, evaluation and rewards (Jackson et al., 2011).

Green human resource management adopts policies and practices that encourage green initiatives by increasing workers' sensibility and adherence to sustainable environmental issues.

Kapil (2015) defines green human resource management as "environmentally friendly human resource initiatives which lead to increased efficiency, reduced costs and employee retention" (Prasad, 2013). Green human resource management is a term that refers to "the contribution of management policies and practices of Human resources toward the environment to protect and preserve natural resources.

The phrase GHRM has become a buzzword in the corporate world, and its relevance has grown exponentially over time. Since the awareness of environmental management and sustainable development has been expanding day by day all over the world, this word has also earned its position as a hot issue in contemporary study works. Today, the concept of GHRM encompasses not just environmental awareness but also the social and economic well-being of both the firm and its employees in a larger context. Before we go any further, "what is GHRM?" Various publications

have defined this word differently, such as "GHRM is the application of HRM policies to promote the sustainable use of resources inside companies and, more broadly, advances the causes of environmental sustainability" (Marhatta & Adhikari, 2013). GHRM is directly responsible for establishing a green workforce that understands, values, and implements green projects, as well as for maintaining its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing, and promoting the firm's human capital (Mathapati, 2013). It refers to the policies, procedures, and processes that enable an organization's employees to be environmentally friendly for the benefit of the person, society, the natural environment, and the company (Opatha & Arulrajah, 2014).

### **The Importance of Green Human Resource Management (GHRM)**

Researchers who provide insight into GHRM assert that human resources contribute significantly to creating environmental institutions, increasing the collaboration of workers in the process of environmental creativity, reducing environmental waste and the efficiency of operations and reducing costs (Norton et al., 2017). In addition to developing a sustainable corporate culture through rules and principles that encourage employees to follow environmental protection requirements (Harmoon et al., 2010). Furthermore, it can manage resources.

Through its practice, GHRM make workers more aware and interested in natural resources (Vimala & Ambli, 2018). The importance of (GHRM) is not limited to the group and individual levels. Greening will benefit individuals to make a fundamental contribution to the successful environmental management of their enterprises and become good citizen who contributes significantly to environmental sustainability (Opatha, 2013).

Green human resource management plays a basic role in boosting employee morale. It is beneficial for both the corporation and its staff members, and there are a set of benefits that the organization can fulfill as a result of applying management practices and Green human resources at work, as mentioned below (Cherian & Jacob, 2012):

- a- Improving staff members detention rates contributes to increasing the attraction of the best workers.
- b- Improving the organization's image with customers and meeting customers' needs contributes to improving competitiveness and increasing overall performance, in addition to achieving sustainable returns for investors.
- c- Reducing the institution's environmental impact and responding to societal trends.

### **Green Human Resource Management (GHRM) Applies**

Human resource management is necessary to achieve sustainable development and conserving the environment. GHRM is to use the policies of it in a way that contributes to boosting sustainable use of resources in the organization, to set it environmentally friendly. It increases employees' awareness and enhances their stance toward sustainability topics. Green human resource management is essential to faith in human resource practices, environmental friendliness and capital preservation.

GHRM increase performance and improve the level of employee participation and detention. There are requirements for developing human resource management practices and their integration with management functions and practices; green consists of polarization, selection, meaning, training, development, motivating, and evaluating performance. To play an essential role in making out problems related to the environment (Rani & Mishra, 2014).

Today many companies adopt green practices that help them decrease carbon emissions by limiting travel, participating in teleconferences, using face-to-face paper...etc.

Human resources are also in charge of planning and implementing these environmentally friendly practices, so the corporation must develop human resources to raise its ability to implement these practices. Implementing green HR management practices will be challenging without employee development, and thus HR is the main focus of sustainable business development (Mehta & Chugan, 2015).

There are a set of practices that GHRM has to do as powerful tools in practical implementation to protect the environment as follows:

#### **First: Green Recruitment**

It is the mission through that institutions pursue to accomplish profitable enlargement by attracting individuals interested in environmental management issues. Selecting candidates with experience in environmental management and making the recruitment of environmentally conscious individuals part of the interview schedule (Renwick et al., 2008). Researching the best green recruitment practices is essential for organizations as it is a need more active and less costly by matching environmental policies and strategies with the organization's policy, ensuring it is these practices that the selected candidates have personal traits, creative behaviors, and advanced ideas, concerning matters environmental (Mandip, 2012). Green employment is paperless employment that reduces environmental impact, such as the online application from the internet and

online interviews or telephone interviews to lessen paper and travel-related fuel consumption. These practices reduce the rate of environmental degradation and ensure that the cultural and environmental values are crystal clear to new workers (Bangwal & Tiwari, 2015).

### **Second: Green Training and Development**

This kind of training aims to ripen and expand the abilities and potentials of workers to increase the employees' knowledge of environmental practices, change their reaction towards green performance, and thus add to their ability to implement green initiatives. It also works to identify employee training requirements to determine the extent of the workers' needs for environmental training (Al-Romeedy, 2019).

Green training is interested in raising the awareness of workers, developing their skills, and changing their behavior to reach a more sustainable society through achieving continuous improvement of training, and environmental training is needed to motivate employees to participate in environmentally friendly initiatives; the results of which are the acquisition of the latest knowledge that ultimately motivates employees to perform better to face challenges and changes in the workplace (Jabbar & Abid, 2015). The training, learning and development process should also include programs and workshops, seminars, courses, and presentations that develop and support employees acquire knowledge in green management skills, In order to improve competences and abilities in environmental management, training learning material should be upgraded. To decrease travel, units and tools may be utilized for extended online training; green training focuses on safety, waste management, and recycling. (Hosain & Rahman, 2016).

### **Third: Green Performance Appraisal**

The green human resources department should integrate environmental indicators into the assessment process and provide regular feedback to employees about the extent to which environmental goals have been achieved. Feedback helps workers enhance their knowledge and skills and share results evaluation processes with employees about their progress toward environmental goals to encourage employees towards continuous improvement (Cherian & Masri, 2016).

While Mirghafoori et al. (2017) pointed out that green performance evaluation must first carry out environmental awareness, which involves the two factors; environmental performance and contending advantage. Some of the work of green organizations includes written environmental policies, environmental management, specific objectives for progressing environmental performance, environmental procurement policy, the release

of environmental reports, and a reduction policy unsustainable use. As a result, green performance with modifying the world environmental issues has caught a lot of attention sustainable development processes, and the most prominent methods of evaluating green performance in institutions are based on pollution emissions (waste), and performance environmental (green), the efficiency of environmental work, and environmental reputation of the institution. The process of evaluating green performance sought to be convenient with the organization's environmental performance, and a system and management must be set up (Al-Romeedy, 2019).

#### **Fourth: Green Wages and Rewards**

The wages, compensation and bonuses are given to workers who are familiar with and comply with environmental legislation. Non-cash encourage them to operate without errors and are willing to generate environmental initiatives. There are various incentives, such as attending green events, paid vacations, gifts, daily praise and many more rewards (Renwick et al., 2008). Compensation and rewards are the primary and most essential elements for maintaining, attracting and the survival motivating factor that leads to the achievement of the organizational goal. Because organizations that provide green rewards for their employees' performance were more inclined to adopt green practices, the individual's commitment to an environmental management program increased when it provided them with compensation for undertaking environmental responsibilities and acquiring modern green skills (Bangwal & Tiwari, 2015).

The green incentives and rewards will help keep environmental performance and motivate staff members to carry out. Environmental programs encourage them to present environmental ideas, including green incentives and rewards for both material and moral incentives (Al-Romeedy, 2019).

#### **Fifth: Green Health and Safety Department**

It is a comprehensive approach towards the total well-being of the individual at work through actions related to the work environment that involve the protection of individuals from material injury because neglecting this practice may incur economic losses as a result of work injuries and occupational diseases such as loss of productivity and reduced ability to work (Jilcha & Kitaw, 2016). In order to ensure a healthy and uplifting work environment and morale of individuals, It is necessary to make the space of institutions green with trees and plants and to prevent smoking in buildings and offices, providing natural fruits and vegetables to human resources meetings, all of this can originate a healthy work environment, which in turn can increase the spirit of working individuals (Hosain & Rahman, 2016).

Also, green building is a customized process to transform green practices in design and construction. The goal is to reduce the negative effects of the environment and create healthy spaces that make comfortable and economically prosperous work for individuals and includes green buildings consisting of a group of operations, institutions, and individuals who implement green practices, identify opportunities for improvement, and develop and disseminate tools that provide a safe work environment (Pyke et al., 2010).

### **Sixth: Green Integration**

Green inclusion is considered an environmental application and a green human resource management practice that aims to provide opportunities. For employees to relate to environmental management, which includes several types, including participation, support culture, and tacit knowledge, which target motivating employees to adhere to the environmental management of the organization, there are several measures of green integration represented in a clear green vision which reflects the system of values and symbols that support environmental management and guide workers to participate in environmental issues encouraging green integration and can motivate workers to participate in environmental management by providing green activities as savings opportunities for participation and problem solving related to improving environmental issues for production processes (Tang et al., 2018).

### **Seventh: Energy Conservation**

Energy conservation represents the behavior of saving the amount of energy consumed of all kinds, intending to preserve the environment and save consumption expenses fuel, and raising the responsibility of individuals and societies towards the environment through the efficient use of energy, where technology is used to achieve the same service energy with lower energy consumption (Yusoff et al., 2018). Energy conservation also directly elaborates on environmental protection, and there are many demands worldwide to emphasize turning off the air conditioning and lamps before leaving the workplace. Some offices have introduced the idea of checking carbon emissions from shared transport vehicles (Deka, 2016). As professionals refer to resources, the best practice of organizations is to encourage workers in the workplace to be more friendly and respectful of the environment by encouraging them to do some activities such as copying papers on both sides and working on programming computers go into idle phase after several minutes of leaving them, using energy-saving lamps and using lamps office and lowering the blinds on office windows in the summer to conserve energy in offices, so energy conservation in offices have a



significant positive impact on the environment (Jain, 2016). These practices include and belong to Green Human Resource Management practices because of their importance in preserving the work environment in particular and the environment in general. In this sense, it leads to reduced costs and an increase in productivity of institutions and improves the work environment for working individuals, and helps attract job seekers and workers.

## **Methodology**

### **Survey Instrument**

The survey is employed as the data collection instrument in the study, and it has been widely used for its capacity to measure constructs (Cohen et al., 2000). The final poll comprised ten items on a five-point Likert-type scale: "1= strongly disagree," "2= disagree," "3= neutral," "4= agree," and "5= strongly agree". The study reckoned on the descriptive critical method to comprehensively and accurately describe the subject of the study comprehensively and accurately over evidence collection and analysis about the amplitude to which green human resource management practices are applied on the official bodies of tourism and hotels. The adopted study on managing a range study on a group of employees in the official bodies for tourism and hotels.

### **Population and Sampling Techniques**

Convenience sampling is thought to be the best method for obtaining the desired results (Leat and El-Kot, 2007). It is a non-probability sample in which individuals are chosen depending on their proximity to the researcher or their ease of access (Ross, 2005). To identify employees who filled out questionnaire forms for this study, a convenience sample approach was used. One hundred questionnaires were distributed, and ninety-two (n=92) legitimate surveys were returned and completed, yielding a 92 percent response rate.

### **Data Analysis**

The data was analysed using the Software Package for Social Sciences (SPSS) version 25, and a descriptive analysis was done (10 items). In addition, the study data were screened, and research hypotheses were observed using SEM and Analysis of Moment Structures (AMOS) version 25; AMOS was utilised to examine the statistical correlations among the items of each component and between the factors. The SEM approach lowers measurement error in the test of mediating effects. This is due to the fact that the SEM approach offers clear estimates of measurement errors and is hence seen as a superior method (Tarka, 2018).

## **Results**

### **Survey Descriptive Analysis**

The survey form was intended for this research to identify Egyptian official bodies' green human resources practices (Ministry of Tourism and Antiquities, The Tourism Development Authority, The Egyptian Tourism Authority and the Egyptian Tourism Federation). One hundred questionnaires were distributed, and ninety-two ( $n=92$ ) valid questionnaires were distributed and returned, yielding a 92 percent response rate. The analysis was absorbed on some practices allied to green human resources.

Table 1 shows a descriptive analysis of green human resource practices using SPSS version 25. It was discovered that seven items (70%) have mean scores more than 3.00, with the three items with high mean scores being (Are you an advocate of environmental protection  $M=4.91$ , (Do you think incorporating green HR practices in managing human resources will help in addressing environment-related issues)  $M=4.57$ , The deficiency of support from the higher management for green HR practices is considered an obstacle facing the implementation of green HR practices  $M=4.35$ , only three items (3 %) had mean scores below 3.00 (Are green HR practices inside your organization helping you  $M=1.88$ , Does your organization adopt any of the green HR management practices  $M=1.76$  (Are you aware of the differences between traditional HR management and green HR management practices)  $M=1.27$ .

It is noticed that the maximum standard deviation goes to practice “green HR management practices are being incorporated regularly inside your organization by dint of ( $SD.= 1.560$ ), nonetheless, the lowermost standard deviation fits to practice (Are you an advocate of environmental protection?) whilst also ( $SD.= 0.283$ ).

<b>Table 1: A Descriptive Analysis</b>			
No	Statements	Mean	Std. Deviation
1.	Are you an advocate of environmental protection?	4.91	0.283
2.	Did you hear about the "Green Human Resources" concept before?	3.77	0.786
3.	Does the Human Resources department in your organization work on continuous development?	3.48	0.883
4.	Does the Human Resources department in your organization incorporate environmentally-friendly practices regularly?	3.21	0.932
5.	Lack of support from senior management for green HR practices is an obstacle to implementing green HR practices.	4.35	0.479
6.	Do you think incorporating green HR practices in managing human resources will help in addressing environment-related issues	4.57	0.498
7.	Are you aware of the differences between traditional HR management and green HR management practices?	1.27	0.447
8.	Does your organization adopt any of the green HR management practices?	1.76	0.429
9.	If the answer is yes, which of the following green HR management practices is being incorporated regularly inside your organization?	3.37	1.560
10.	Are green HR practices inside your organization helping you?	1.88	0.796

Table 2 exposes the outline of the personnel employed by the bodies under investigation. The employees made up 69.5% males and 30.5% females. They were of various age groups, with the largest group (i.e. 47.7 percent) being between 30 and 40 years old. In terms of education, most of the employees have a university degree (i.e. 92.3%). In terms of length of employment, most employees had more than five years of work experience (58.6 percent), compared to only 17.4 percent of employees with one to three years of work experience.

<b>Table 2: Employees' Profiles</b>			
Variables		Freq.	%
Gender	Male	64	69.5
	Female	28	30.5
Age	Less than 21	-	-
	21 up to 30	10	10.8
	30 up to 40	43	47.7
	More than 40	39	42.3
Education	Sec. school or less	-	-
	Uni. degree	85	92.3
	others (state, please)	7	7.6
Length of Employment	Fewer than one year	-	-
	One year up to three years	16	17.4
	3 years to five years	22	23.9
	Above 5 years	54	58.6

**Structural Equatin Modelling  
Confirmatory Factor Analysis**

Composite reliability (CR) is a good choice because of its ability to rely on measurement correlation errors and standardized regression weights for each item. Hence, Cronbach's  $\alpha$  and CR may not have the same value but may prove the same (internal consistency) (Byrne, 2010). Ten items were used as indicators for each late decade, labeled as EP, GC, CD, ER, SO, AI, TG, AP, IO, and PH.

Confirmation factor analysis was performed to evaluate the measurement of each construct. The results showed that all items positively loaded high on their respective factors. Convergence validity was confirmed as the composite reliability (CR) of all fittings was more significant than its value of 0.7, the AVE of the constructs was more significant than its cut-off value of 0.5, and finally, the CR was greater than the AVE, all of these criteria indicated excellent convergent validity of the study metrics ( Byrne, 2010). All critical ratio values exceeded the lower guideline limit of  $\pm 1.96$ , with all significant values at 0.001 levels. Moreover, factor loads range from 0.5 to 0.820. (Table 3) shows that all composite reliability (CR) and Cronbach's alpha values for all combinations exceeded the accepted value of .70, indicating a good level of reliability (George & Mallery, 2003).

Moreover, the AVE values for all constructs exceeded the accepted value of 0.50, indicating good convergent validity (Hair et al., 2013). These values of the extracted mean variance (AVE) are equal to 0.64 ... The mean variance of all fittings was more significant than the squared correlation for each pair of fittings, indicating good discrimination validity. As a result, the current study's research structures have shown to be valid and dependable (Hair et al., 2013).

**Table 3: Factor loadings, validity analysis, and reliability tests of the measurement model**

Constructs	F. Loadings	CR	$\alpha$	AVE
		0.84	0.720	0.64
EP1	0.523			
GC2	0.502			
CD3	0.603			
ER4	0.720			
SO5	0.529			
AI6	0.693			
TG7	0.820			
AP8	0.601			
IO9	0.537			
PH10	0.601			

*Note: C.R = Composite reliability; A.V.E = average variance extracted;  $\alpha$  = Alpha reliability F.L= All factor loadings were significant at  $\leq .001$*

### **Construct Reliability and Average Variance Extracted**

For standardized estimations, the scale has sufficient internal reliability if the composite reliability (CR) value is 0.6 or higher (Lawson-Body and Limayem, 2004). Given that the variables in the research are great and trustworthy, the findings shown in Table 3 indicate that all indicators showed a good composite reliability value of 0.841, which confirms that the variables in the research are consistent in describing the variation created in them.

In order to build dependability, Taylor and Hunter (2003) argue that the average variance extracted (AVE) for each concept is crucial. (AVE) calculates the average of the total variations in indices that the underlying factor reflects. When an indicator's AVE hits 0.5, it should be considered dependable (Fornell & Larcker, 1981). Table 3 shows that none of the variations had an AVE value less than 50%. Following this, it is reasonable to conclude that the model variables are credible since this cutoff value ensures that at least 50% or more of the variations in the detected variables are explained by the set of indicators.

**Discriminant Validity (DV)**

Estimates of association between constructs were compared with a measure of DV needs to the square root of AVE for each construct. DV substantially surpassed the inter-correlations related to this construct, whether or not they were defined as the square root of the extracted values of variance (AVE) (Kline, 2011). The discrimination validity is accomplished since the AVE of each construct is larger than its squared correlation, as shown in Table 4, and all constructs reflect various ideas (Hair et al., 2013).

Table 4 contrasts the inter-correlations for all fits and the square root of the AVE values over the diameter. The square root of AVE for each construct was larger than the correlation between that construct and the other constructs, as can be seen in Table 4, which illustrates this.

<b>Table 4: Model of Discriminant Validity for the Measurement</b>										
Constructs	Variance for human resource management practices scale.									
	EP1	GC2	CD3	ER4	SO5	AI6	TG7	AP8	IO9	PH10
EP1	<b>0.56</b>									
GC2	0.434	<b>0.56</b>								
CD3	0.286	0.508	<b>0.64</b>							
ER4	0.012	0.305	0.545	<b>0.61</b>						
SO5	0.072	0.328	0.570	0.654	<b>0.73</b>					
AI6	-0.135	0.168	0.367	0.548	0.407	<b>0.74</b>				
TG7	0.501	0.374	0.230	0.058	0.145	-0.187	<b>0.76</b>			
AP8	0.470	0.256	0.174	0.066	0.011	0.031	0.361	<b>0.82</b>		
IO9	0.292	0.411	0.369	0.440	0.562	0.284	0.212	0.266	<b>0.70</b>	
PH10	0.256	0.066	0.168	0.548	0.031	0.361	0.292	0.011	0.548	<b>0.80</b>

*Note: the squared correlations for each couple of constructs are the other values and values of AVE for the constructs are bolded values along the diagonal line.*

**Hypotheses Testing and Structural Models**

A standardized path coefficient ( $\beta$ ) was proposed to verify the hypotheses in a baseline scheme, as shown in Table 5. The results showed one hypothesis supporting H1 ( $\beta = 0.144, p < 0.001$ ). The findings showed that the second hypothesis supports H2 ( $\beta = -0.183, p < 0.001$ ).

**Table 5: Analysis of Research Hypotheses for Direct Relationship**

H.	Path	(β)	F. loadings	t-values	P	Results
H1	1	0.144	0.112	3.310	** *	Supported
H2	2	- 0.183	- 0.094	3.566	** *	Supported

(H) = Hypothesis; \*Outright t-value > 1.96,  $p < 0.05$ ; \*\*Outright t-value > 2.58,  $p < 0.01$ ; \*\*\*Outright t-value > 3.29,  $p < 0.001$ .

### Discussion and Implication

The outcomes of this study showed a pure decline in the bodies' assumption of green tourism management practices. There is also a significant decline in the implementation by bodies of green job analysis and description, green recruitment, green selection, green induction, green training and development, green performance assessment, and green rewards in bodies. There is a vibrant and substantial decrease in official bodies adopting green methods for managing human resources. The study also showed that the success of applying GHRM practices achieves many advantages whether for official bodies and employees, including that it increases employee awareness, enhances their approach to sustainability matters, preserves knowledge capital, reduces costs, increases efficiency, and improves the level of employee participation and keep them.

The research also showed many obstacles facing the application of green human resources management, for example the rapid operation of ecofriendly initiatives, absence of skills to adapt to green technology, weak motivation to implement environmental enterprises, and altering the present workplace culture might be challenging. Hence, the current study suggests that green activities should be implemented by official bodies; it may be expensive, but it is beneficial in the long run, especially in terms of human resources.

### Limitations of this research and research suggestions for the future

The study has a number of boundaries. It explores green practices for handling human resources in the official bodies of tourism and hotels. In this sense, it is useful to conduct further studies to focus on travel agencies or focus on different sectors. Similarly, this study surveyed the official authorities using a sample of the official authorities in Egypt because they are higher in terms of availability, cost and time. Therefore, In subsequent research, it is useful to focus on the agencies. Besides, a limitation of this research is the use of questionnaires. Future studies could use qualitative methods.

### **Recommendations**

- Official bodies for Tourism and Hotels should apply GHRM practices because of their positive effect on these bodies.
- Introducing ecological responsibilities contained by the operational functions of employees within the official bodies.
- Launching and strengthening employees of public sector organizations should adopt a "green" mindset so they can each do their part to protect the environment and preserve natural resources. At the organizational level, they should create agents who are aware of nature and the environment and who can address issues that may arise in order to achieve sustainability by fostering a "green" organizational culture.
- Setting up and arranging training and awareness programs addressing the many aspects that protect the environment of public sector organizations.
- Varying the culture of workers in official agencies towards the importance of smearing green practices.
- Developing a reward system for employees who apply green human resource management practices.
- Interest within the official bodies for tourism and hotels by attracting environmentally conscious workers.
- Make the use of modern communications and information technologies by public sector organizations simpler.
- Developing a collection of environmental criteria and connecting them to employee performance in public sector enterprises in order to assess performance in the context of guiding employees toward green initiatives.
- Facing the obstacles of the execution of green human resources management.
- Conducting further studies on the use of green HRM techniques and how that impacts sustainable development in Arab countries.



**Appendix**

*Note: Tick the best that indicates your response, Please.*

Statements	Scale				
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. Are you an advocate of environmental protection?	1	2	3	4	5
2. Did you hear about the "Green Human Resources" concept before?	1	2	3	4	5
3. Does the Human Resources department in your organization work on continuous development?	1	2	3	4	5
4. Does the Human Resources department in your organization incorporate environmentally-friendly practices regularly?	1	2	3	4	5
5. Lack of support from senior management for green HR practices is an obstacle to implementing green HR practices.	1	2	3	4	5
6. Do you think incorporating green HR practices in managing human resources will help in addressing environment-related issues?	1	2	3	4	5
Statements	Yes		No		
7. Are you aware of the differences between traditional HR management and green HR management practices?					
8. Does your organization adopt any of the green HR management practices?					
9. If the answer is yes, which of the following green HR management practices is being incorporated regularly inside your organization? (You may choose more than one)					
A) G. job design and analysis					
B) G. selection					
C) G. recruitment					
D) G. training and development					
E) G. performance evaluation					
F) G. reward management					
10. Are green HR practices inside your organization helping with any of the following? (You may choose more than one).					
A) Lower costs inside official entities.					
B) Increase the efficiency of employees.					
C) Improve employee participation and retention.					
<b>Part 2: Personal Information</b>					
1) Gender stands:	<input type="checkbox"/> Man		<input type="checkbox"/> Woman		
2) Age stands:	<input type="checkbox"/> Fewer than 21		<input type="checkbox"/> 21 up to 30		<input type="checkbox"/> More than 40
	<input type="checkbox"/> 30 up to 40		<input type="checkbox"/> More than 40		
3) Please specify level of schooling:	<input type="checkbox"/> Secondary school or less		<input type="checkbox"/> College degree <input type="checkbox"/> others degrees (specify)		
	<input type="checkbox"/> College degree		<input type="checkbox"/> others degrees (specify)		
4) How long have the bodies had you on staff?	<input type="checkbox"/> Fewer than 1 year		<input type="checkbox"/> Year up to 3 years		<input type="checkbox"/> More than 5 years
	<input type="checkbox"/> 3 years up to 5 years		<input type="checkbox"/> More than 5 years		

**Thank you for Completing this Survey ☺**

## تطبيق الممارسات الخضراء لإدارة الموارد البشرية فى الأجهزة الرسمية للسياحة والفنادق

### المستخلص

إدارة الموارد البشرية الخضراء هي واحدة من أحدث المفاهيم الإدارية التي تعتمد على إكمال مفاهيم إستراتيجيات الموارد البشرية ومع زيادة الوعي بالإدارة البيئية والتنمية ، إكتسبت الإدارة المستدامة للموارد البشرية الخضراء مكانتها في مجال البحوث. وتستكشف الدراسة إلى أي مدى يتم تطبيق إدارة الموارد البشرية الخضراء في الأجهزة السياحية الرسمية المصرية. ولتحقيق الهدف من الدراسة تم توزيع مائة إستبيان على عينة عشوائية من العاملين بالموارد البشرية بالجهات الرسمية المصرية للسياحة والفنادق، فيما تم الإعتماد على تحليل إثنين وتسعين إستمارة صالحة. وتوصلت الدراسة إلى أن الجهات الرسمية المصرية للسياحة والفنادق ليس لديها نظام إدارة بيئية . وأثبتت الدراسة أيضاً أن هناك إنخفاضا واضحا لتبنى الجهات الرسمية المصرية بشكل كبير لممارسات إدارة الموارد البشرية الخضراء مثل التحليل والتوصيف الوظيفي الأخضر والإستقطاب الأخضر والإختيار الأخضر والتوجيه الأخضر والتدريب والتطوير الأخضر وتقييم الأداء الأخضر والمكافآت الخضراء.

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