GREEN HUMAN RESOURCE MANAGEMENT: ACHIEVING HIGH PERFORMANCE OF HUMAN RESOURCE SYSTEMS AT TRAVEL AGENCIES AND HOTELS

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ABSTRACT:

Today organizations have become more conscious about the growing importance of the integration of Environmental Management and Human Resource Management i.e. 'Green HRM' Practices, especially in the field of tourism and hospitality. The aim of this study is to highlight the application of greening human resources procedures (green recruitment, green rewards, green development &training and green empowerment) at hotels and travel agencies and to investigate the gap between theory and practice related to green performance at hotels and travel agencies at Luxor. A questionnaire was distributed to a sample of employees at 5 star hotels and travel agencies at Luxor city to understand their perceptions of the application of green human resources management in their institutions. A total of 200 questionnaire forms were distributed to employees (120 at hotels and 80 at travel agencies), only 193 employees positively shared the questionnaire. The results showed that: the green performance applied in hotels is better than that applied in travel agencies, the training &green development techniques do not apply at a systematic way at hotels and travel agencies, the more the worker's experience the more qualified to apply the green performance at hotels and travel agencies and the training and green development procedures applies at hotels and travel agencies have no effect on the green performance. The study suggested some recommendations and tested the

significance of the study model and equation that represents the influence of study variables on the green performance at hotels and travel agencies.

KEYWORDS: Environmental Management; Green Human Resource Management (GHRM); Human Resource Systems (HRS); Environmental Issues; Sustainable Human Resource Management (SHRM).

INTRODUCTION

The integration of environmental goals and strategies into the company's gross strategic development goals helps to achieve a dynamic environmental management system (Haden et al., 2009). The growing of global interest in the environment forces companies to move towards sustainable processes and to formulate green strategies (Opatha and Arulrajah, 2014). International criterions for the keeping and preservation of the environment call on companies to evolve environmentally friendly policies (Phillips, 2007). All of consumers, employees and investors have become interested in more environmentally conscious, green human resource management has emerged as an important area of management (Mehta & Chugan, 2015).

PROBLEM OF THE RESEARCH

One of the main problems which occur in the workplace is the lack of environmental aspects. From the pilot study achieved by researchers it concluded that there have been stabilized complains (80%) about a supposed discrepancy between target employees' green competencies and realistic competence achieved in workplace at hotels and travel agencies at Luxor city.

AIM OF THE RESEARCH

The aim of this study is to highlight the application of greening human resources procedures (green recruitment, green rewards, green development &training and green empowerment) at hotels and travel agencies and to investigate the gap between theory and practice related to green performance at hotels and travel agencies

HYPOTHESES OF THE RESEARCH

1. There are no statistical significant differences between hotels and travel agencies with regard to green performance.
2. There is no statistical significant correlation between training and green development procedures and green performance at hotels and travel agencies.

3. There are no statistical significant differences between green rewards applied at hotels and travel agencies and standard level.
4. There are no statistical significant differences between empowerment and green employee participation applied at hotels and travel agencies and standard level.
5. The training and green development procedures influence significantly the green performance through empowerment and green employee participation at hotels and travel agencies.
6. There are no statistical significant differences between experience levels with regard to the green performance at hotels and travel agencies.
7. The study variables (green recruitment, training and green development, green rewards and empowerment and green employee participation) influence significantly the green performance at hotels and travel agencies.

LITERATURE REVIEW

THE CONCEPT OF GREEN HUMAN RESOURCE MANAGEMENT (GHRM)

GHRM is defined as "the utilizing of HRM guidelines, strategies, and pursuits to encourage sustainable use of resources and prohibit injury arising from environmental concerns within business establishments. It depends on the distinctive and identifiable models of green decisions and behaviors of HR managers (Zoogah, 2011). Also, GHRM is defined as the policies, practices and systems of the company that make its employees environmentally friendly for the benefit of population, businesses, community and the natural environment (Opatha and Arulrajah, 2014). At GHRM various HR practices such as recruitment, selection, training, development, compensation, rewards and performance evaluation are adapted to provide companies with employees who understand and promote green behavior (Mathapati, 2013). The notion of green HRM typically implicates using less possible paperwork at all HR duties like election & recruitment, training, performance review etc. to make a sustainable, environment friendly and competitive advantage through employee engagement (Douglas et al., 2012). Green HRM includes all activities aimed at helping an organization carry out its schedule for environmental management to enable it minimize its carbon emission and earn carbon ucredits, as well as in areas concerning on boarding acquisition of manpower, their induction, performance management, training & development and reward management (Prasad, 2013). Companies can achieve significant achievement in participation,

commitment, morale and quality of work life and retention through adjuster and equitable management of green human resources (Hosain, 2016). GHRM is arrangement of model human resource management pursuits with the organizations environmental aims (Haddock-Millar et al., 2016).

THE PRACTICES OF GREEN HUMAN RESOURCE MANAGEMENT

The application of efficient HR practices with the planned systems must be through with the business policies and the company's culture. The management and technical proficiency of workers are desired to attain corporate green management techniques that are efficient. There are different ingenuity and innovative tools by corporations of environmental management that affect the firm's sustainability and competitive advantage promotion (Ahmad, 2015). Pawar (2016) showed some of the advantages that an employee and management may attain by applying green HRM in the organization as follows: Progress general image; Growing in catching better employees; Improvement in productivity; Developing in sustainable use of resources; Decrease of practices that cause the regression of the environment; Reduced utility costs; Save environment effect; Refund and tax benefits; Developed business opportunities and Improved rate of retention in employee.

GREEN RECRUITMENT AND SELECTION

Green recruitment is the action of hiring new talent who are conscious of sustainable practicability. Green recruitment makes it sure that new workers are familiar with the green policies and environmental strategy that will support the effective environmental management within the establishment (Wehrmeyer, 1996). Some companies engage in forecasting number of employees and types of employees, needed to implement corporate environmental management (Arulrajah et al.2015). In order to attract more skilled and skilled staff, increased recruitment and quality of employment are a major challenge in the war of talent (Renwick et al., 2013). Companies must also know how to attract new expertise employees (Phillips, 2007 & Stringer, 2009).

GREEN ORIENTATION

Staff orientation programs should be planned to favor the integration of new employees into a green consciousness culture. The identification programs should highlight the firm's interest in green matters for staff, such as health, integrity and green working environment (Deshwal, 2015).

GREEN TRAINING AND DEVELOPMENT

Training and development is an activity that focuses on developing staffs' knowledge, skills and attitudes and prohibit the deterioration of knowledge, skills and attitudes related to executive management (Zoogah, 2011). Green training and development works to cognize staff about the value of environmental management and train them in ways that save energy, minimize waste, expansion environmental consciousness within the organization and suggest the opportunity to engage staff to find solutions of environmental problems (Zoogah, 2011). Liebowitz (2010) proposed that the HR management can offer leadership evolution workshops to help administrators develop their "front wheel" skill, soft skills, behavioral adequacies, change management and collaboration.

GREEN PERFORMANCE APPRAISAL

Performance management is a continuous procedure of connection between supervisor and staffs that take place during the year in support of fulfill the strategic aims of the firm (Arulrajah et al. 2015). Green performance management comprises the affairs related to strategies of the organization and ecological liabilities. Combination of environmental management into performance management system develops the quality and the value of environmental enforcement. (Jackson et al., 2012 and Renwick et al., 2013). It is an important practice to conserve environmental management from any harm. Green Performance Management is actively involved in green management effectiveness over time as staff performance is channeled to the environmental offerings needed by the organization (Jabbour and Santos, 2008). Mandip (2012) fixed that functional method of successful application of Green performance management is the connection between performance management and green job description.

GREEN REWARDS AND COMPENSATION

Rewards and compensation are the most important human resources management procedures through which staff are rewarded for their achievement. These HR procedures are the most powerful process which links jointly an employee's benefit to that of the organization's. The rewards and compensation can influence individuals' awareness to the maximum at work and encourage them to do greatest effort on their part to realize organizational objectives (Mandago, 2018). Arulrajah et al. (2015) observed that employee obligation to environment management programs was augmented when they were offered rewards to take up tasks in relation to environmental responsibility. The efficiency of green compensation and rewards was best observed in a study preceded by

Berrone and Gomez-Mejia (2009) on 469 US firms operating in highly-polluting manufacturers.

GREEN EMPLOYEE RELATIONS (EMPOWERMENT AND EMPLOYEE PARTICIPATION)

Staff participation in Green actions augments the opportunities of better green management as it ranges employees' objectives, perceptions, abilities and motivations with green management policies and strategies; moreover, it reduces pollution from workplaces (Kitazawa & Sarkis, 2000 and Florida & Davison, 2001). Staff relations include staff involvement and empowerment procedures. It also assists in decrease and fixes problems that arise in the work environment. Affirmative staff relationships are an intangible and constant asset and a source of competitive feature for any organization (Ahmad, 2015). Empowerment has a positive effect on performance and productivity, facilitates self-control, single thinking and problem-solving skills (Renwick, 2008; Wee & Quazi, 2005).

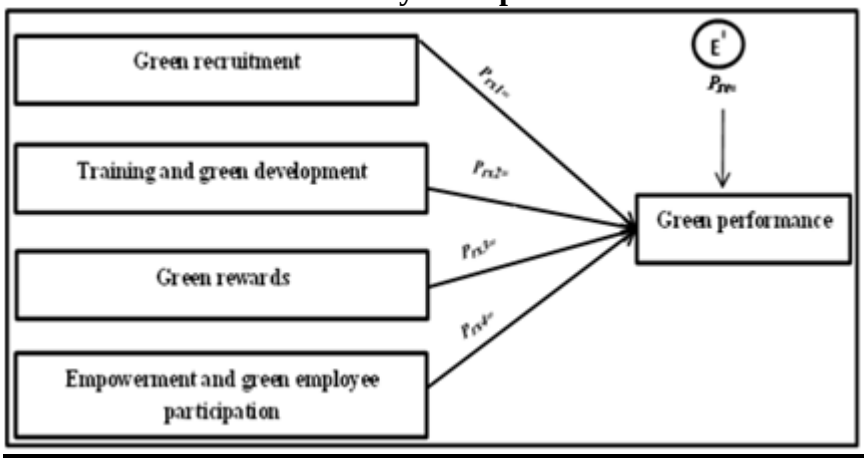
GREEN INITIATIVES FOR HR

Green initiatives included in human resource management policy are part of long-term Corporate Social Responsibility (CSR). Nowadays, firms are investigating and managing green initiatives into their schedule with the assist of their human resources (Daily, Bishop, & Govindarajulu, 2009). Managers have to sure that their HR is using green human resource applications in a convenient way. It is important to reinforce a great transact of managerial and technical skills among all staff of the institution to implement an effective green corporate management system (Unnikrishnan & Hegde, 2007). Companies over the world are integrating to investigate HRM practices to earn competitive advantages through the corporate world (Arshad et al., 2014).

STUDY CONCEPTUAL MODEL

From the literature review, the researchers suggested the following model that explain the relationship and the influence of study variables (green recruitment, training and green development, green rewards and empowerment and green employee participation) on the green performance at hotels and travel agencies.

Model 1: Study conceptual model



METHODOLOGY

In order to study the application of green human resources management in hotels and travel agencies, a questionnaire was distributed to a sample of employees at 5 star hotels and travel agencies at Luxor city to understand their perceptions of the application of green human resources management. The questionnaire was divided into a set of key variables measured on a five-dimensional Likert scale to determine the participants' position of the study variables. For content validity the survey was piloted on a sample of 35 hotels' employees and 30 travel agencies employees. Then the questionnaires were modified according to respondents' comments. Data collected from a pilot study have been tabulated and analyzed using SPSS 21 statistical package as follow:

Table 1: Analyzing of pilot study data

σ^2	Z	e	Levene's Statistic	Levene's Sig.
0.126	1.96	0.05	3.5	0.08

Table (1) show that Levene's coefficient is not significant, where Sig. value = 0.08, Levene's test is used to assess the homogeneity for a variable calculated for research samples. If the resulting p-value of Levene's test is more than some significance level (the researchers used 0.05 significance level) the obtained equal variances in samples are likely to have occurred based on random sampling from a population with equal variances (Nodstokke and Zumbo, 2010). The researchers used Cochran's formula of sample size to calculate the research sample size as follow (Shkeeb, 2014):

$$n = \frac{Z^2 \sigma^2}{e^2}$$

WHERE:

σ^2: Variance of community Z : Standard degree e : Maximum allowed error.

From the above formula and table (1) the researchers calculated a suitable sample size for this research, where the maximum allowed error (e) was 0.05, this value is convenient for discrete data (Shkeeb, 2014), standard degree (Z) was1.96 and the variance of the sample (σ^2) was 0.126. Applying these values to the Cochran's formula reveals that the appropriate sample size for this research is 195 participants. A total of 200 questionnaire forms were distributed to employees (120 at hotels and 80 at travel agencies), only 193 employees positively shared the questionnaire (which represent (99%) from the appropriate sample size for this research), all questionnaires were valid and complete as follow:

Table 2: The sample of the study

Establishment	Total hotels and travel agencies' employees
Hotels employees	115
Travel agencies employees	68
Total	193

The gathered data was checked, coded, entered into SPSS 21 statistical package for analysis

RELIABILITY ANALYSIS

Table 3: Reliability analysis of the independent variables used in the research

The Axis	No. of Statements	Alpha Coefficient
Green recruitment	**7**	**0.819**
Training and green development	**7**	**0.9**
Green performance assessment	**6**	**0.75**
Green rewards	**3**	**0.8**

Empowerment and green employee participation	**5**	**0.83**

For reliability of questionnaire statements, Cronbach's alpha coefficient was calculated, and exceeded 0.7 for all items as shown in table (2); this means that all items are reliable (Henson, 2001).

NORMALITY OF DATA DISTRIBUTION

The researchers applied Kolmogrov-Smirnove test to test the normality of distribution which is a prerequisite for many statistical tests (Ghasemi and Zahediasl, 2012), results were presented in the following table:

Table 4: Normality of data distribution

Variables	Kolmogrov-Smirnove		
	Statistic	df	Sig.
Green recruitment	0.097	193	0.000
Training and green development	0.087	193	0.000
Green performance assessment	0.123	193	0.000
Green rewards	0.155	193	0.000
Empowerment and green employee participation	0.088	193	0.000

The above table declared that the distribution of data for all five variables is not normally distributed, where Sig. value is less than 0.05, so the data collected from the sample is non-normal (Ghasemi and Zehedias, 2012). In this case the researchers will use non-parametric tests to analyze collected data such as chi-square, Mann-whitney and Kruscal-Wallis tests to analyze the validity of the hypothesis of the research.

RESULTS

Table 5: Sample characteristic

Variable		No.	Percentage (%)
Gender	Male	145	75
	Female	48	25
Educational level	Secondary or technical education	43	22

	University or high institute	100	52
	Others	50	26
Educational field	Tourism & hospitality management field	116	60
	Others	77	40
Experience	Less than 3 years	43	22.4
	3-5 years	35	18
	More than 5-7 years	115	59.6

The survey results showed that 75% of the sample was males (145), just 25% of the sample was females. As well, most of the sample is university or high institute (52%) and 60% of the sample are from hospitality management field. In addition, more than half of the sample has a period of experience exceed five years.

DESCRIPTIVE STATISTICS

Table 6: descriptive Statistics

The Axis	Mean	95% Confidence Interval for Mean*	Attitude
Green recruitment	4,4	4.2 - 4.5	Strongly agree
Training and green development	4.1	3.8- 4.3	agree
Green performance assessment	3,8	3.5-4.1	agree
Green rewards	2.66	2.1-3.1	disagree
Empowerment and green employee participation	3,9	3.3-4.3	agree

95% Confidence Interval for Mean of the study population=

$$\overline{X} \mp t_{.0.025,55} * Std.Error$$

From the previous table it obvious that 95% confidence interval for mean of the "green recruitment" is between 4.2 as a lower bound and 4.5 as an upper pound that refers to the attitude of " strongly agree", this result agreed with Arulrajah et al. (2015), 95% confidence interval for mean of " training and green development" is between 3.8 as a lower bound and 4.3 as an upper pound that refers to the attitude of " agree", this result agreed

with Zoogah (2011), 95% confidence interval for mean of " Green performance assessment" is between 3.5 as a lower bound and 4.1 as an upper pound that refers to the attitude of " agree" , this result agreed with Ahmad (2015), 95% confidence interval for mean of " Green rewards " is between 2.1 as a lower bound and 3.1 as an upper pound that refers to the attitude of " disagree", this result disagreed with Berrone and Gomez-Mejia (2009) that meant that there are low levels of green rewards applied at hotels and travel agencies, finally, 95% confidence interval for mean of " Empowerment and green employee participation " is between 3.3 as a lower bound and 4.3 as an upper pound that refers to the attitude of " agree".

STUDY VARIABLES ANALYSIS

GREEN RECRUITMENT

The purpose of this variable was to measure the application of green recruitment at hotels and travel agencies. The collected data is illustrated in table (7):

Table 7: Factor analysis of green recruitment at hotels and travel agencies

Statements	Loadings
I understand what the concept of green human resource practices mean	0.91
Green management functions are described in our company for employees, which includes green goals	0.94
The travel agency/hotel works on (attracting, selecting and assign) green qualifications and skills (environment friendly).	0.90
Our human resources department has insights and perceptions about green practices and uses criteria for candidates for green jobs	0.89
Green management select employee who have a green conscious that has become an essential part of the interview schedule in our travel agency/hotel	0.91
There are benefits to human resources that increase employee motivation, work engagement, reduce labor turnover and improve health of the workforce.	0.85
Highlighting the green aspects of the employees by the company's management in the time of recruitment to	0.87

make the green goals more identified and familiar for the employees	
Sums of squared loadings	0.895

Factor analysis shown in table (7) attempted to identify key variables or factors that explain the pattern of correlations within a set of observed variables. Statistical loading should not be less than 0.6 (Fabrigar et al., 1999). Factor analysis showed that all seven elements were loaded on one factor explained 89.5% of the variation in the primary variable.

Table 8: Statistics for the green recruitment at hotels and travel agencies

Statements	M	SD	Sig.
I understand what the concept of green human resource practices mean.	4.9	0.66	0.000
Green management functions are described in our company for employees, which includes green goals.	3.8	0.82	0.09
The travel agency/hotel works on (attracting, selecting and assign) green qualifications and skills (environment friendly).	4.5	0.6	0.02
Our human resources department has insights and perceptions about green practices and uses criteria for candidates for green jobs.	4.7	0.53	0.000
Green management select employee who have a green conscious that has become an essential part of the interview schedule in our travel agency/hotel.	4.8	0.2	0.03
There are benefits to human resources that increase employee motivation, work engagement, reduce labor turnover and improve health of the workforce.	4.5	0.4	0.07
Highlighting the green aspects of the employees by the company's management in the time of recruitment to make the green goals more identified and familiar for the employees.	4.1	0.12	0.8
Overall mean	4.4	0.39	0.025

M = Mean SD = Standard Deviation Sig. = significance degree of one-sample T-Test

Table (8) mentioned that the most effective variable was "I understand what the concept of green human resource practices mean", where the mean value was (4.9) and standard deviation was (0.66). On the other hand, the least effective variable was "Green management functions are described in our company for employees, which includes green goals", where the mean value was (3.8) and standard deviation was (0.82). The overall mean of the above variables was (4.4) with standard deviation of means values was (0.39) and p-value of one-sample T-test was (0.025) which indicated that there are significant differences between the level of " green recruitment" at hotels and travel agencies and the test value (4), this value was selected because it was a suitable value that referred to a degree of "agreement". The difference is in favor of the "green recruitment" at hotels and travel agencies, in the other word, respondents' awareness of all variables exceed the standard value.

TRAINING AND GREEN DEVELOPMENT

The purpose of this variable was to study the training and green development practices at hotels and travel agencies. The collected data is illustrated in table (9):

Table 9: Factor analysis of training and green development at hotels and travel agencies

Statements	Loadings
The travel agency/hotel intends to promote green human resource practices.	0.88
The travel agency/hotel uses new techniques to explain training process related to environmental management.	0.74
The travel agency/hotel works to combine training with instructions that has been generated from environmental values.	0.81
The process of developing the employees skills in the travel agency/hotel based on environmental principles.	0.77
The travel agency/hotel works to train the employee on safety in environmental management.	0.83
The travel agency/hotel works to establish and develop the structure of the green character.	0.92

The travel agency/hotel is interested in developing and improving the skills necessary to build up efficient green characters.	0.9
Sums of squared loadings.	0.83

Factor analysis shown in table (9) showed that all seven elements were loaded on one factor explained 83% of the variation in the primary variable.

Table 10: Statistics for the training and green development at hotels and travel agencies

Statements	M	SD	Sig.
The travel agency/hotel intends to promote green human resource practices.	3.3	0.12	0.11
The travel agency/hotel uses new techniques to explain training process related to environmental management.	3.4	0.29	0.01
The travel agency/hotel works to combine training with instructions that has been generated from environmental values.	2.4	0.79	0.08
The process of developing the employees skills in the travel agency/hotel based on environmental principles.	2.5	0.80	0.14
The travel agency/hotel works to train the employee on safety in environmental management.	3.3	0.66	0.061
The travel agency/hotel works to establish and develop the structure of the green character.	3.6	0.704	0.04
The travel agency/hotel is interested in developing and improving the skills necessary to build up efficient green characters.	2.9	0.29	0.17
Overall mean	3.05	0.4	0.02

M = Mean SD = Standard Deviation Sig. = significance degree of one-sample T-Test

Table (10) mentioned that the most effective variable was “travel agency/hotel works to establish and develop the structure of the green

character", where the mean value was (3.6) and standard deviation was (0.704). On the other hand, the least effective variable was "The travel agency/hotel works to combine training with instructions that has been generated from environmental values", where the mean value was (2.4) and standard deviation was (0.79). The overall mean of the above variables was (3.05) with standard deviation of means values was (0.4) and p-value of one-sample T-test was (0.02) which indicated that there are significant differences between the level of " training and green development " at hotels and travel agencies and the test value (4). In the other word, respondents' awareness of all variables is less than the standard value.

GREEN PERFORMANCE

The purpose of this variable was to assess the green performance at hotels and travel agencies. The collected data is illustrated in table (11):

Table 11: Factor analysis of green performance at hotels and travel agencies

Statements	Loadings
The application of green human resources practices is necessary and urgent in the organization.	0.95
The company's human resources department has indicators for green performance and evaluating environmental performance.	0.91
The travel agency/hotel sets green goals and aims.	0.93
The travel agency/hotel shall take into consideration the results considered in the evaluation.	0.89
The travel agency/hotel develops green communication programs for employees on all levels.	0.9
Environmental standards are integrated into the assessment and put it under execution.	0.97
Sums of squared loadings.	0.95

Factor analysis showed that all six elements were loaded on one factor explained 95% of the variation in the primary variable.

Table 12: Statistics for green performance at hotels and travel agencies

Statements	M	SD	Sig.
The application of green human resources practices is necessary and urgent in the company.	3.8	0.66	0.001
The organization's human resources department has indicators for green performance and evaluating environmental performance.	3.4	0.82	0.000
The travel agency/hotel sets green goals and aims.	3.2	0.96	0.000
The travel agency/hotel shall take into consideration the results considered in the evaluation.	4.5	0.53	0.033
The travel agency/hotel develops green communication programs for employees on all levels.	3.3	0.9	0.000
Environmental standards are integrated into the assessment and put it under execution.	3.5	0.8	0.000
Statistics for all variables.	3.6	0.48	0.000

M = Mean SD = Standard Deviation Sig. = significance degree of one-sample T-Test

Table (12) mentioned that the most effective variable was "travel agency/hotel shall take into consideration the results considered in the evaluation", where the mean value was (4.5) and standard deviation was (0.53). On the other hand, the least effective variable was "The travel agency/hotel sets green goals and aims", where the mean value was (3.2) and standard deviation was (0.96). The overall mean of the above variables was (3.6), the standard deviation of means values was (0.48) and p-value of one-sample T-test was (0.000) which indicated that there are significant differences between the green performance at hotels and travel agencies and the test value (4). In the other word, respondents' awareness of all variables is less than the test value.

GREEN REWARDS

The purpose of this variable was to measure the green rewards applied at hotels and travel agencies. The collected data is illustrated in table (13):

Table 13: Factor analysis of green rewards applied at hotels and travel agencies

Statements	Loadings
The employees environmental achievements are publicly recognized (awards, celebrations, publicity).	0.7
The travel agency/hotel provides rewards to employees based on environmental achievements.	0.7
The feedback system is linked to incentives to encourage innovative environmental practices and initiatives.	0.94
Sums of squared loadings.	0.77

Factor analysis shown in table (13) stated that all three elements were loaded on one factor explained 77% of the variation in the primary variable.

Table 14: Statistics for green rewards applied at hotels and travel agencies

Statements	M	SD	Sig.
The employees environmental achievements are publicly recognized (awards, celebrations, publicity)	0.35	0.69	0.000
The travel agency/hotel provides rewards to employees based on environmental achievements	0.32	0.61	0.000
The feedback system is linked to incentives to encourage innovative environmental practices and initiatives	0.38	0.2	0.558
Statistics for all variables	3.5	0.03	0.000

M = Mean SD = Standard Deviation Sig. = significance degree of one-sample T-Test

Table (14) indicated that the most effective variable was “The feedback system is linked to incentives to encourage innovative environmental practices and initiatives) are used”, where the mean value was (3.8) and standard deviation was (0.2). On the other hand, the least effective variable was “The travel agency/hotel provides rewards to employees based on environmental achievements”, where the mean value was (0.32) and standard deviation was (0.61). The overall mean of the above variables was (3.5), the standard deviation of means values was (0.03)

and p-value of one-sample T-test was (0.000) which indicated that there are significant differences between the green rewards applied at hotels and travel agencies and the test value (4). In the other word, respondents' awareness of all variables is less than the test value, this result coincided that the third hypothesis of the study is invalid.

EMPOWERMENT AND GREEN EMPLOYEE PARTICIPATION

The purpose of this variable was to study the empowerment and green employee participation at hotels and travel agencies. The collected data is illustrated in table (15):

Table 15: The empowerment and green employee participation at hotels and travel agencies

Statements	Loadings
The top management uses team work to manage and raise awareness of the environmental issues of the travel agency/hotel successfully (the team of green advocates)	0.7
The travel agency/hotel shall involve the employee in the formulation of the environmental strategy	0.75
The travel agency/hotel provides opportunities for the employee to participate in and contribute to environmental proposals to solve problems related to environmental issues	0.82
The travel agency/hotel shall provide staff with direct lines to seek management assistance or complaints about environmental issues	0.33
The travel agency/hotel offers workshops and seminars for employees to improve environmental behavior and exchange their potential knowledge	0.78
Sums of squared loadings	0.65

Table (15) stated that just four elements were loaded with value exceeded (0.6) on one factor explained 65% of the variation in the primary variable. Just one variable was loaded with value less than (0.6), so that, the researchers deleted it.

Table 16: Statistics for the empowerment and green employee participation at hotels and travel agencies

Statements	M	SD	Sig.
The top management uses team work to manage and raise awareness of the environmental issues of the travel agency/hotel successfully (the team of green advocates).	2.25	0.88	0.001
The travel agency/hotel shall involve the employee in the formulation of the environmental strategy.	2.5	0.3	0.0014
The travel agency/hotel provides opportunities for the employee to participate in and contribute to environmental proposals to solve problems related to environmental issues.	3.25	0.38	0.17
The travel agency/hotel shall provide staff with direct lines to seek management assistance or complaints about environmental issues.	2.7	0.98	0.0045
Statistics for all variables.	2.67	0.56	0.000

M = Mean SD = Standard Deviation Sig. = significance degree of one-sample T-Test

Table (16) referred that the overall mean of the above variables was (2.67) and the standard deviation of means values was (0.56) which indicated the low level of the empowerment and green employee participation at hotels and travel agencies. The most effective variable was "The travel agency/hotel provides opportunities for the employee to participate in and contribute to environmental proposals to solve problems related to environmental issues", where the mean value was (3.25), standard deviation (0.38) and p-value was (0.170). On the other hand, the least effective variable was "The top management uses team work to manage and raise awareness of the environmental issues of the travel agency/hotel successfully (the team of green advocates)", where the mean value was (2.25) and standard deviation was (0.88). The overall mean of the above variables was (2.67), the standard deviation of means values was (0.56) and p-value of one-sample T-test was (0.000) which indicated that there are significant differences between empowerment and green employee participation applied at hotels and travel agencies and standard

level, this result also coincided that the fourth hypothesis of the study is invalid.

TEST OF HYPOTHESIS

To test the first hypotheses of the study, Mann-Whitney test was used; Mann-Whitney test is used to compare two independent groups that do not require normally distributed samples (Nashar, 2008). The results of Mann-Whitney test showed as follow:

Table 17: Statistical significant differences between hotels and travel agencies with regard to green performance

Variable	Grade	Mean Rank	.Sig
Green performance	Hotels Travel agencies	276 154	0.000

The previous table showed that the sig. value is (0.000) that means that there are significant differences between hotels and travel agencies with regard to green performance, these differences favor hotels. This result coincided that the first hypothesis of the study is invalid.

To test the second hypotheses of the study, chi-square test was used, chi-square test is used to determine whether there is a significant correlation between the expected values and the observed values in one or more categories (West, 2008). The results of chi-square test showed as follow:

Table 18: Statistical significant correlation between training & green development procedures and green performance at hotels and travel agencies

Variable	Pearson Chi-Square	Df.	Sig.
Training & green development procedures Green performance	863	191	0.09

Table (18) indicated that Chi-Square value is 863 with Sig. value (0.09), this result meant that there is no statistical significant correlation between training & green development procedures and green performance at hotels and travel agencies. This result coincided that the second hypothesis of the study is valid and lead to that training and green development procedures applied at hotels and travel agencies do not meet the employees' needs.

To test the fifth hypothesis of the study, path analysis was used. Path analysis is a good presentation tool to estimate a set of simultaneous regression equations where there are intermediate variables and indirect effects because the causal variables are correlated (Akintuned, 2012), to make a path analyses, Pearson correlation coefficient and beta regression coefficients were tested as shown in tables (19), (20):

Table 19: Correlation between empowerment and green employee participation and the training and green development

Variables		The training and green development
Empowerment and green employee participation	Pearson Correlation	0.82**
	Sig. (2-tailed)	0.000
	N	211

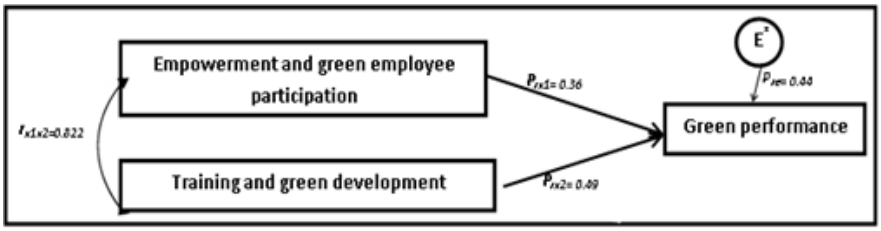
**Correlation is significant at the 0.01 level (2-tailed).

Table 20: Multiple regression coefficients for influence of empowerment and green employee participation and the training and green development on the green performance

Model	R2	Beta	t	Sig.
(Constant)	0.55		9.805	.000
Empowerment and green employee participation		0.36	5.994	.000
The training and green development		0.49	6.867	.000
a. Dependent variable: green performance				

From tables (19) and (20), the (R) value (0.82) referred that there is a strong degree of correlation between empowerment and green employee participation and training and green development, as well as the coefficient of determination (R2) is (0.55), suggesting that 55% of the variation of green performance was explained by the both variables at hotels and travel agencies. The following path analysis model can be drawn to illustrate these influences.

Model 2: Path analysis model for the influences of empowerment and green employee participation and training and green development on the green performance at hotels and travel agencies



Source: researchers design * **Epsilon beta coefficient** = 1- R^2

From the previous model, the following equation can be inferred to predict the green performance from both variables (empowerment & green employee participation and training & green development) as follow:

Equation 1: The influences of empowerment and green employee participation and training &green development on the green performance at hotels and travel agencies

Green performance= 0.36 Empowerment and green employee participation +0.49 training &green development + 0.44

Mediator multiple regression was tested, where a mediation analysis is typically conducted to better understand an observed correlation between X variable and Y variable (MacKinnon et.al, 2007). On the other word, this analysis used to test if "the relationship marketing structure" variable is a mediator that controls the significance of the previous model.

Table (21): Regression coefficients for influence of Empowerment and green employee participation on training &green development

Model	R Square	Beta	t	Sig.
(constant)	0.39	0.652	9.34	.000
Empowerment and green employee participation			11.212	.000

From the results of table (20) and table (21), it seems that all regression coefficients statistically significant, $P < 0.05$, so the variable of (training &green development) is consider as partial mediation not all mediation

because the direct effect is still significant after adding the mediator (Empowerment and green employee participation) into the regression equation. This result coincided that the fifth hypothesis of the study is invalid. That means that training &green development techniques do not applied at a systematic way at hotels and travel agencies.

To test the sixth hypothesis of the study, kruskal-wallis test was used, kruskal-wallis test used when researcher has one scale variable and one nominal variable, it tests whether the mean ranks are similar in all the groups, it also used when measurements variable does not meet the normality (McDonald, 2014). The results of kruskal-wallis test showed as follow:

Table 22: statistical significant differences between experience levels with regard to the green performance at hotels and travel agencies

Variable Experience levels	No. of customers	Mean Rank	Chi-Square	Sig.
Green performance	Less than 3 years	43	168	73.3	0.000
	3-5 years	35	180		
	More than 5–7 years	115	230		

The null hypothesis of the Kruscal-Wallis test is that the mean ranks of the groups are the same (McDonald, J, 2014). From the previous table it obvious that sig. value is (0.000) that means that there are significant differences between three experiences levels with regard to the green performance at hotels and travel agencies. The results of Mann-Whitney tests indicated that there are statistical significant differences between each pair of three levels of experience, these differences favor the highest category of experience (more than 5-7 years), which means that the more the worker's experience the more qualified to apply the green performance at hotels and travel agencies. This result coincided that the sixth hypothesis of the study is invalid.

To test seventh hypothesis of the study multiple regression coefficients were used, the results of multiple regression test showed as follow:

Table 23: Multiple regression coefficients for influence of study variables on the green performance

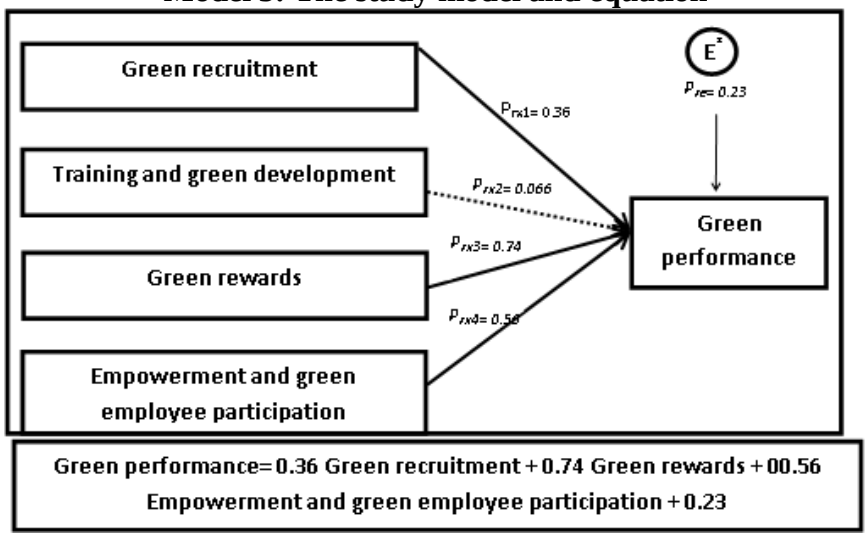
Model	R^2	Beta	t	Sig.
(Constant)	0.87		9.8	0.000
Green recruitment		0.36	2.9	0.000
The training and green		0.066	1.8	0.142
development		0.74	3.4	0.000
Green rewards		0.56	2.4	0.000
Empowerment and green				
employee participation				

a. Dependent variable: customer loyalty

From table (23), the coefficient of determination (R2) is (0.87), suggesting that 87% of the variation of green performance was explained by all variables of the study. Moreover, the results showed that all variables influence significantly the green performance except the variable of " The training and green development" where the sig. value was more than 0.05 (0.142) as shown at model (3). This result coincided that the seventh hypothesis of the study is invalid.

From the results of table (23), the significance of the following model and equation was tested as follow:

Model 3: The study model and equation



From the previous model it seems that there is no significant influence of "training and green development" on green performance at hotels and travel

CONCLUSION

The research method adopted in this research was the questionnaire survey for employees at hotels and travel agencies. A five-dimensional Likert scale used to determine the attitude of the respondents about the study variables. The validity and reliability of the study tools were practically measured by using both the Factor Analysis test and Crompach's Alpha coefficient. The Cochran's formula was used to determine the optimal sample size based on the pilot study results. The sample of the study consists of number of 193 of employees of hotels (115) and travel agencies (68). The data collected was analyzed statistically using SPSS version 21. The results of the study indicated that the green performance applied in hotels is better than that applied in travel agencies, moreover; there is no statistical significant correlation between training & green development procedures and green performance at hotels and travel agencies. The findings also showed that the training &green development techniques do not applied at a systematic way at hotels and travel agencies. In addition to, the more the worker's experience the more qualified to apply the green performance at hotels and travel agencies. Finally, the training and green development procedures applied at hotels and travel agencies have no effect on the green performance.

RECOMMENDATIONS

This study presented some recommendations that are useful for the travel agencies and hotels including:

- Hotel and travel agency management have to develop performance indicators for each environmental risk area.
- Taking the individuals implicit awareness of environmental issues into account is important to identify sources of pollution, managing contingency conditions, and developing protective solutions.
- Motivation of employees to be involved in green management system via Performance/Rewards Management (PRM)
- Hotels and travel agencies must integrate green issues and practices into daily human resources management activities as well as strategic decisions for human resources and company policies.

- Increasing training programs of human resources generally in environmental aspects specifically in green issues.

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