Implementation of Green HRM Practices in the Hospitality Industry: A Cross-Country Comparative Study

Dyah Palupiningtyas [1], Maria Corazon Lay Corbafo [2], Tanveer Shah [3], Yogesh Kumar Jain [4], Malleshappa T. Bhagawati [5], Marius Pramana [6], Hesky Ilham Ikhlasandi [7]

[1,2] Management, Indonesian College of Tourism Economics, Semarang, Indonesia,
[3] Student of BS Geography, Government Post Graduate College Mardan,KPK Pakistan,
[4,5] Centre for Online Learning, Dr. D. Y. PATIL Vidyapeeth, Pune, India,
[6] Sekretary, Marsudirini Secretariat Academy of Santa Maria, Semarang, Indonesia,
[7] Tourism, Indonesian College of Tourism Economics, Semarang, Indonesia

Email: dyahpalupi@stiepari.ac.id [1], mariacorbafo97@gmail.com [2], geographer525@gmail.com [3], dryoge@gmail.com [4], malleshbhagawati@gmail.com [5], Infoasm4@gmail.com [6], hesky3sandi@gmail.com [7]

Abstract. This study aims to explore and compare the implementation of Green Human Resource Management (GHRM) practices in the hotel industry in India and Indonesia. Using a comparative case study approach, data were collected through semi-structured interviews with HR managers and employees from six hotels in both countries. Thematic analysis was used to identify patterns in the adoption of GHRM practices such as recruitment and selection, training and development, performance management, and employee engagement. The results show similarities in the types of GHRM practices adopted, but with varying levels of implementation. Contextual factors such as stakeholder pressure, top management commitment, and cultural values were identified as key drivers of these differences. This study contributes to the literature by providing empirical evidence on the implementation of GHRM in developing countries and highlights the role of contextual factors in shaping the adoption of these practices.

Keywords. green HRM, hotel industry, comparative, cross-country, India, Indonesia.

1. INTRODUCTION

The hotel industry faces increasing pressure to reduce environmental impact and contribute to sustainable development (Sharma & Mathur, 2021). As consumer awareness and regulations related to environmental issues increase, hotels are required to adopt a more proactive approach in managing their sustainability performance (Yusoff et al., 2020). In this context, Green Human Resource Management (GHRM) practices have gained attention as a strategic tool to encourage pro-environmental behavior among employees and improve the organization's environmental performance (Ren et al., 2018).

Previous research has explored the adoption of GHRM in various sectors, including manufacturing (Pham et al., 2019), higher education (Fawehinmi et al., 2020), and banking (Saeed et al., 2019). However, studies on the implementation of GHRM in the hospitality context, especially in developing countries, are still limited ((Yusoff et al., 2020); (Utami & Palupiningtyas, 2024)). In fact, the hotel industry has unique characteristics, such as diverse employee backgrounds, high turnover, and intense customer service demands

(Pham et al., 2019), which can influence the dynamics of implementing environmentally friendly HR practices.

Moreover, most GHRM research focuses on a single country, with little attention to cross-country comparisons (Ren et al., 2018). In fact, contextual factors such as government policies, market pressures, and cultural values can vary between countries and affect the adoption of GHRM practices ((Gupta & Sharma, 2021); (Palupiningtyas, 2024)). Therefore, comparative studies are needed to understand how different institutional contexts shape the implementation of GHRM.

To address this gap, this study aims to explore and compare the implementation of GHRM practices in the hotel industry in two developing countries, namely India and Indonesia. These two countries were chosen because they have a rapidly growing hotel industry, but also face significant sustainability challenges, such as high energy and water consumption, waste, and carbon emissions ((Mittal & Dhar, 2016); (Umam et al., 2021)). Using a comparative case study approach, this study seeks to answer the following questions:

1. How are GHRM practices implemented in the hotel industry in India and Indonesia?

2. What are the similarities and differences in the implementation of GHRM in both countries?

3. What contextual factors influence the adoption of GHRM practices in the Indian and Indonesian hotel industries?

The results of this study are expected to contribute to the development of GHRM literature by providing empirical evidence on the implementation of these practices in the context of hospitality in developing countries. The findings may also offer practical insights for hotel managers in designing and implementing effective GHRM initiatives, taking into account relevant contextual factors.

2. LITERATURE REVIEW
A. Green HRM: Concepts and Practices

Green Human Resource Management (GHRM) refers to the integration of environmental goals and values into HR practices, with the aim of improving the organization's sustainability performance and promoting pro-environmental behavior

among employees (Ren et al., 2018). Conceptually, GHRM encompasses the alignment of HR functions, such as recruitment and selection, training and development, performance management, compensation, and employee engagement, with the organization's environmental strategies and initiatives ((Tang et al. 2018); (Palupiningtyas et al., 2024); (Palupiningtyas, 2024)).

For example, in the context of recruitment and selection, organizations can incorporate criteria related to pro-environmental attitudes and behaviors into job requirements and interview processes (Yusoff et al., 2020). Training and development can include programs that build employees' knowledge, skills, and awareness of sustainability practices (Pham et al., 2019). Performance management systems can integrate environmental goals and indicators into employee evaluations (Saeed et al., 2019), while compensation and reward schemes can be designed to encourage employee contributions to environmental initiatives (Fawehinmi et al., 2020).

Empirical studies have explored the adoption of GHRM practices across various industry and geographical contexts. For instance, (Pham et al., 2019) found that GHRM practices such as environmental training, green performance evaluation, and employee involvement in environmental initiatives positively influence organizational citizenship behavior for the environment (OCBE) among hotel employees in Vietnam. (Saeed et al., 2019) reported that GHRM is positively associated with environmental performance in the banking sector in Pakistan, while (Fawehinmi et al., 2020) revealed the mediating role of job satisfaction in the relationship between GHRM and environmental performance in Malaysian universities.

However, the level of adoption and effectiveness of GHRM practices can vary across organizations and contexts. For example, (Yusoff et al., 2020) found that hotels in Malaysia are generally still in the early stages of GHRM implementation, with practices more focused on employee training and engagement than environmentally-based recruitment and selection. (Gupta & Sharma, 2021) highlight the importance of top management support, stakeholder pressure, and organizational culture in shaping the successful implementation of GHRM in Indian companies.

B. GHRM in the Hospitality Industry

The hospitality industry faces significant environmental impacts, such as high energy and water consumption, waste, and greenhouse gas emissions (Mittal & Dhar,

2016). In this context, GHRM practices have gained attention as a tool to improve hotels' sustainability performance while enhancing employee engagement and commitment (Pham et al., 2019).

Empirical studies on GHRM in the hospitality context have begun to emerge in recent years. For example, ((Mittal & Dhar, 2016); (Palupiningtyas & Wahono, 2023)) found that GHRM practices such as green recruitment and selection, environmental training, and environment-based performance evaluation positively influence hotel employees' green creativity in India. (Kim et al., 2019) reported that GHRM positively impacts employee pro-environmental behavior and hotel environmental performance in South Korea, with green organizational culture as a mediator.

However, the level of adoption and sophistication of GHRM practices in the hospitality industry is reported to vary. (Yusoff et al., 2020) found that 4- and 5-star hotels in Malaysia have generally implemented some form of GHRM initiatives, but with a greater focus on employee training and involvement than green recruitment and performance management. (Gupta & Sharma, 2021) revealed that hotels in India face challenges in implementing GHRM comprehensively, such as a lack of top management awareness and commitment, resource constraints, and employee resistance to change.

Overall, the existing literature demonstrates the potential of GHRM practices in enhancing the sustainability performance of the hospitality industry, but also underscores variations in the level of adoption and effectiveness of implementation. Further research is needed to understand the factors influencing GHRM adoption in this sector, particularly in the context of developing countries with different institutional characteristics (Ren et al., 2018).

C. GHRM in a Cross-Country Context

Although research on GHRM has grown rapidly in recent years, most studies have focused on a single country, with little attention paid to cross-country comparisons (Ren et al., 2018). However, contextual factors such as government policies, market pressures, and cultural values can vary between countries and influence the adoption of GHRM practices (Gupta & Sharma, 2021).

The few existing comparative studies indicate differences in GHRM implementation across countries. For example, (Ren et al., 2018) compared GHRM adoption in China and Italy and found that Chinese companies tend to focus more on

top-down, compliance-oriented GHRM practices, while Italian companies emphasize participatory approaches and employee involvement. These differences were attributed to factors such as political systems, national culture, and level of economic development.

Another study by (Gupta & Sharma, 2021) explored GHRM adoption in India and the United States, finding that institutional pressures from government and civil society play a greater role in driving GHRM practices in India, while in the US, market pressures and efficiency motives are more prominent. These findings highlight the importance of considering institutional factors in understanding the dynamics of GHRM adoption in different contexts.

In the specific context of the hospitality industry, (Yusoff et al., 2020) argue that hotels in developing countries may face unique challenges in implementing GHRM, such as lack of management awareness and commitment, resource constraints, and employee resistance to change. Contextual factors such as government regulations, customer pressures, and cultural values can also influence hotels' priorities and approaches to adopting environmentally friendly practices (Gupta & Sharma, 2021).

However, empirical research specifically comparing GHRM adoption in the hospitality industry across countries, particularly among developing countries, remains limited. Such comparative studies are needed to understand how different contextual factors can influence the implementation and effectiveness of GHRM in the hospitality context (Ren et al., 2018). Thus, this research aims to contribute to the existing literature by exploring GHRM adoption in the hospitality industry in two developing countries with different institutional characteristics: India and Indonesia.

3. METHODS

Research Design This study adopts a comparative case study approach to explore and compare the implementation of GHRM practices in the hospitality industry in India and Indonesia. Case studies allow for an in-depth exploration of contemporary phenomena within their real-life context, especially when the boundaries between the phenomenon and the context are not clearly evident (Yin, n.d.). The comparative design is used to identify similarities and differences in GHRM implementation across the two countries and to explore the contextual factors underlying these variations.

Sampling Procedure This study employs purposive sampling to select hotels to participate in the case studies. Selection criteria include: (1) four- or five-star hotels; (2) having implemented some form of GHRM practices, as indicated by public information (e.g., websites, sustainability reports); and (3) willingness to participate in the research. With these criteria, three hotels are selected from each country, resulting in a total of six hotels participating in this study.

Data Collection Data are collected through semi-structured interviews with HR managers and employees from the participating hotels. An interview guide is developed based on a review of the literature on GHRM and includes questions related to practices such as recruitment and selection, training and development, performance management, compensation, and employee involvement, as well as contextual factors influencing the adoption of these practices.

Interviews are conducted face-to-face at each hotel's location, lasting between 45 and 60 minutes. All interviews are audio-recorded and then transcribed verbatim for further analysis. In addition to the interviews, secondary data such as HR policy documentation, training materials, and sustainability reports are also collected to complement and enrich the data.

Data Analysis Data are analyzed using a thematic analysis approach, which involves systematically coding the data, identifying key themes or patterns, and interpreting the meaning of these themes in relation to the research questions (Braun & Clarke, 2006). The analysis process is iterative and involves several stages, including familiarizing oneself with the data, generating initial codes, searching for and reviewing themes, defining and naming themes, and producing the report.

To enhance the validity and reliability of the findings, several strategies are employed, such as data source triangulation (e.g., managers vs. employees), member checking by seeking feedback from participants on data interpretation, and involving multiple researchers in the analysis process to reduce bias (Yin, n.d.).

4. RESULTS

Research Findings The research findings reveal both similarities and differences in the implementation of GHRM practices in the Indian and Indonesian hospitality industries.

In general, hotels in both countries have adopted some form of GHRM practices, albeit with varying levels of sophistication and intensity.

Green Recruitment and Selection Hotels in both countries reported having incorporated criteria related to environmental awareness and commitment into their employee recruitment and selection processes. For example, questions about pro-environmental attitudes and behaviors are included in job interviews, and candidates with experience or interest in sustainability initiatives are often prioritized. However, hotels in India appear to be more proactive in communicating sustainability-related values and expectations to candidates from the beginning of the recruitment process.

Green Training and Development All participating hotels stated that they provide training on environmental issues and sustainability practices to their employees. However, the frequency, duration, and content of training vary between hotels and countries. Hotels in Indonesia tend to conduct more structured and regular environmental training, often in collaboration with external organizations. Meanwhile, training in Indian hotels is more ad-hoc and informal, with a greater emphasis on on-the-job learning.

Green Performance Management The integration of environmental criteria into employee performance evaluations appears to be more common in Indonesian hotels than in Indian ones. Several Indonesian hotels reported having incorporated goals and indicators related to employees' contributions to sustainability initiatives into routine performance appraisals. In contrast, such practices are less common in Indian hotels, with a greater emphasis on results-based performance evaluation.

Green Compensation and Rewards Both Indian and Indonesian hotels reported having reward programs for employees or teams demonstrating outstanding environmental performance or initiatives. However, the form and magnitude of rewards vary, ranging from informal recognition to financial bonuses. Hotels in India appear to rely more on non-financial rewards such as certificates or public recognition, while some Indonesian hotels offer monetary incentives tied to the achievement of environmental targets.

Green Employee Involvement All participating hotels emphasized the importance of involving employees in sustainability initiatives, although the specific approaches vary. Hotels in Indonesia generally have green teams or environmental committees involving representatives from various departments to design and implement green programs. In

India, employee involvement is often more informal and spontaneous, such as through brainstorming sessions or green idea competitions.

Contextual Factors Influencing GHRM Adoption The research findings reveal several contextual factors influencing the adoption of GHRM practices in the Indian and Indonesian hospitality industries. First, stakeholder pressures, particularly from customers and investors, appear to be a key driver of GHRM adoption in both countries. However, hotels in Indonesia reported stronger regulatory pressures from the government regarding environmental performance compared to India.

Second, top management commitment and support were identified as critical factors in the successful implementation of GHRM in all hotels. However, hotels in India tend to rely more on the vision and drive of individual top managers, while hotels in Indonesia demonstrate more institutionalized and systematic support from the corporate level.

Third, national cultural values appear to influence hotels' approaches to implementing GHRM. For example, Indonesia's high collectivism and uncertainty avoidance are reflected in the emphasis on teamwork and adherence to standardized environmental procedures. Meanwhile, India's more results-oriented and ambiguity-tolerant culture is reflected in a more flexible and ad-hoc approach to GHRM.

5. DISCUSSION

The research findings provide empirical support for the implementation of GHRM practices in the hospitality industry in two developing countries, India and Indonesia. Consistent with previous studies ((Gupta & Sharma, 2021); (Yusoff et al., 2020)), the results show that hotels in both countries have adopted some form of GHRM practices, such as green recruitment and selection, environmental training, green performance evaluation, green rewards, and employee involvement in environmental initiatives.

However, the level of sophistication and intensity of GHRM implementation varies between hotels and countries. For example, hotels in Indonesia tend to exhibit more structured and systematic GHRM adoption, with an emphasis on regular training, integration of environmental criteria into performance evaluations, and employee involvement through formal green teams. Meanwhile, Indian hotels' approach to GHRM tends to be more ad-hoc and informal, with a focus on on-the-job learning and more spontaneous employee engagement.

These differences can be explained by several contextual factors identified in this study. First, institutional pressures from stakeholders, especially the government, appear to be stronger in Indonesia compared to India. This may drive Indonesian hotels to adopt more standardized and compliance-based GHRM practices. This finding aligns with previous research highlighting the role of external pressures in driving the adoption of environmental management practices in developing countries (Ren et al., 2018).

Second, differences in top management commitment and support can also explain variations in GHRM implementation. Hotels in Indonesia demonstrate more institutionalized and systematic support from the corporate level, which can facilitate more comprehensive GHRM adoption. Meanwhile, the reliance on individual top managers' vision and drive in Indian hotels may result in a more fragmented approach. This finding is consistent with research emphasizing the critical role of leadership in the success of GHRM initiatives (Gupta & Sharma, 2021).

Third, national cultural values also appear to shape hotels' approaches to implementing GHRM. Indonesia's culture, which emphasizes collectivism and uncertainty avoidance, is reflected in the focus on teamwork and adherence to standardized procedures. Meanwhile, India's more results-oriented and ambiguity-tolerant culture may encourage a more flexible and ad-hoc approach. These findings align with research revealing the role of culture in shaping management practices across contexts (Ren et al., 2018).

Despite these differences, this study also reveals some commonalities in GHRM adoption across the two countries, such as the emphasis on employee training, green reward programs, and employee involvement. This suggests the global legitimacy and diffusion of the GHRM concept, even though its specific manifestations may vary according to local contexts (Gupta & Sharma, 2021).

Overall, the findings of this study contribute to the development of the GHRM literature by providing empirical evidence on the adoption and implementation of these practices in the hospitality industry in two developing countries. This study extends previous research that has largely focused on developed countries (Ren et al., 2018) and provides insights into how contextual factors such as institutional pressures, top management support, and national culture can shape variations in GHRM practices.

6. CONCLUSION

This study explores and compares the implementation of Green Human Resource Management (GHRM) practices in the hospitality industry in two developing countries, India and Indonesia. The findings show that hotels in both countries have adopted some form of GHRM practices, such as green recruitment and selection, environmental training, green performance evaluation, green rewards, and employee involvement in environmental initiatives. However, the level of sophistication and intensity of GHRM implementation varies, with Indonesian hotels tending to exhibit a more structured and systematic approach compared to India.

Contextual factors such as stakeholder pressures, top management commitment, and national cultural values are identified as key drivers of the differences in GHRM adoption between the two countries. Specifically, stronger regulatory pressures, more institutionalized corporate support, and a culture that emphasizes collectivism and uncertainty avoidance appear to drive more comprehensive GHRM adoption in Indonesia. Meanwhile, India's more ad-hoc and informal approach to GHRM can be linked to the reliance on individual top managers' vision and a culture that is results-oriented and tolerant of ambiguity.

Despite these differences, the findings also reveal some commonalities in GHRM practices across the two countries, such as the emphasis on training, rewards, and employee involvement. This suggests the global diffusion of the GHRM concept, even though its specific manifestations may vary according to local contexts.

The theoretical implications of this study include contributions to the development of the GHRM literature by providing empirical evidence on the adoption of these practices in the context of developing countries, as well as highlighting the role of contextual factors in shaping implementation variations. Practically, the findings can assist hotel managers in designing and implementing effective GHRM initiatives by considering the influence of stakeholder pressures, top management support, and cultural values.

Nevertheless, this study has several limitations that need to be acknowledged. First, the relatively small sample of hotels focused on two countries limits the generalizability of the findings. Future research could expand the geographical scope and use larger samples to improve external validity. Second, this study relies on cross-sectional interview data, which may not fully capture the dynamics of GHRM adoption over time. Longitudinal

studies could provide richer insights into the evolution of GHRM practices. Finally, this study focuses on the internal perspective of hotels. Incorporating the perspectives of external stakeholders, such as customers or regulators, could enrich the understanding of the factors driving GHRM adoption.

Despite these limitations, this study provides important insights into the implementation of GHRM practices in the hospitality industry in India and Indonesia, while highlighting the role of contextual factors in shaping implementation variations. These findings pave the way for further research on the adoption and effectiveness of GHRM in various developing country contexts and encourage hotel managers to strategically consider institutional and cultural factors when designing GHRM initiatives.

7. LIMITATION

Despite the contributions made, this study has several limitations that need to be considered when interpreting and generalizing the findings. First, this research involves a relatively small sample of hotels, with three hotels from each country. Although the case study approach allows for in-depth analysis, the findings may not fully represent the diversity of GHRM practices in the Indian and Indonesian hospitality industries as a whole. Future research could use larger and more diverse samples to enhance the external validity of the findings.

Second, this study relies on cross-sectional interview data collected at a single point in time. This approach may not fully capture the dynamics and evolution of GHRM adoption over time. Longitudinal studies that track changes in GHRM practices over a longer period could provide richer insights into the processes and factors influencing GHRM adoption and implementation.

Third, this research focuses on the internal perspective of hotels, namely HR managers and employees. While this perspective is important for understanding GHRM practices, including views from external stakeholders, such as customers, investors, or regulators, could provide a more holistic picture of the factors driving or hindering GHRM adoption. Future research could explore the role and influence of external stakeholders in shaping GHRM practices in the hospitality industry.

Finally, this study focuses on two developing countries, India and Indonesia. Although these two countries share some similarities in terms of hospitality industry growth

and sustainability challenges, generalizing the findings to other developing country contexts should be done with caution. The unique institutional, cultural, and socio-economic factors in each country may shape GHRM adoption and implementation differently. Comparative studies involving more developing countries could help identify broader patterns and variations in GHRM practices.

8. REFERENCES

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77–101.

Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Faezah, J. N., & Muhammad, Z. (2020). Assessing the green behaviour of academics: The role of green human resource management and environmental knowledge. International Journal of Manpower, 41(7), 879–900.

Gupta, H., & Sharma, P. K. (2021). Green HRM: A way forward to environmental sustainability. Current Opinion in Environmental Sustainability, 51, 23–29.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. International Journal of Hospitality Management, 76, 83–93.

Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. Tourism Management, 57, 118–127.

Palupiningtyas, D. (2024). Green HRM: Strategies for sustainable business practices and employee engagement. Management Studies and Business Journal (PRODUCTIVITY, 1(3). Retrieved from https://journal.ppipbr.com/index.php/productivity/index

Palupiningtyas, D., & Wahono, S. M. (2023). Green human resource management: A comprehensive analysis of practices, impacts, and future directions. International Conference on Digital Advance Tourism, Management and Technology, 1(1), 01–07. https://doi.org/10.56910/ictmt.v1i1.6

Palupiningtyas, D., Mulatsih, R., Sulistyowati, & Sumantri, A. S. (2024). The role of green HRM in talent management development to improve employee performance in hospitality companies. International Journal of Economics and Management Research, 3(1), 246–252. https://doi.org/10.55606/ijemr.v3i1.185

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

Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. Asia Pacific Journal of Management, 35(3), 769–803.

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

Sharma, R., & Mathur, S. (2021). Green HRM: An innovative practice for organizational sustainability. Materials Today: Proceedings, 47, 6944–6948.

Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. Asia Pacific Journal of Human Resources, 56(1), 31–55.

Umam, R., Sommanawat, K., Ramayah, T., & Ahmad, N. (2021). Unveiling the adoption of green human resource management practices among Malaysian hotel employees. Environmental Science and Pollution Research, 28(47), 66972–66989.

Utami, A. P., & Palupiningtyas, D. (2024). From values to practices: Unveiling the dynamics of organizational culture in the implementation of green HRM in Semarang hotels. Finance and Business Statistics (IJEFBS, 2(3), 169–186. https://doi.org/10.59890/ijefbs.v2i3.1857

Yin, R. K. (n.d.). Case study research and applications: Design and methods (6th ed.). Sage Publications.

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in hotel industry. Global Business Review, 21(3), 663–680.