

A STUDY OF ROLE OF GREEN HRM ON EMPLOYEE PERFORMANCE IN SELECTED THREE-STAR HOTELS OF KOLKATA

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Abstract: The hospitality industry in India is witnessing significant growth, yet it faces rising concerns regarding sustainability, resource utilization, and environmental challenges. In this scenario, Green Human Resource Management (Green HRM) emerges as a crucial strategy for embedding eco-friendly practices into HR functions such as recruitment, training, performance appraisal, and employee engagement. This study specifically examines the role of Green HRM practices in enhancing employee performance in selected three-star hotels of Kolkata. Primary data was collected from 120 respondents, and statistical correlation analysis was employed to assess the relationship between Green HRM and performance outcomes. The findings reveal that green recruitment fosters better alignment of employees with organizational sustainability goals, while green training and development significantly improve employee motivation, productivity, and engagement. Overall, the adoption of Green HRM in three-star hotels not only contributes to environmental responsibility but also enhances organizational competitiveness, operational efficiency, and long-term growth, thereby positioning sustainability as both a strategic advantage and a performance driver in the hospitality sector.

Keywords: Green HRM, Employee Performance, Hospitality Industry, Sustainability

INTRODUCTION:

The hospitality industry has emerged as one of the fastest-growing service sectors in India, contributing significantly to economic development while simultaneously grappling with the challenge of sustainability. With rising concerns over environmental degradation, pollution, and climate change, hotels are increasingly being urged to adopt eco-friendly practices. In this context, Green Human Resource Management (Green HRM) has become highly relevant, as it integrates environmental management principles into human resource policies and practices. For three-star hotels, which are moderately priced yet resource-intensive and highly competitive, the adoption of green initiatives is not only a responsibility but also a strategic necessity to ensure operational efficiency, long-term survival, and market differentiation.

Green HRM emphasizes embedding sustainability into HR functions such as recruitment, training, performance appraisal, and employee engagement. By instilling eco-conscious values among employees, three-star hotels can create a workforce aligned with environmental goals. For example, training employees on efficient energy use, waste minimization, and eco-friendly service delivery enhances not only environmental performance but also the overall guest experience. These practices influence employee motivation and productivity by encouraging innovation and fostering a sense of responsibility toward sustainable hospitality. Thus, aligning HR strategies with environmental objectives directly contributes to improved employee performance, organizational reputation, and guest satisfaction.

In the context of Kolkata, a city renowned for its cultural heritage and growing tourism industry, the significance of Green HRM in three-star hotels is especially notable. Such hotels operate under tight budgets, yet they face increasing pressure from guests, government bodies, and local communities to adopt sustainable practices. By embedding green values into their HR framework, three-star hotels in Kolkata can achieve dual benefits: compliance with sustainability norms and enhancement of service quality through motivated employees. Moreover, the adoption of Green HRM practices helps build a culture of environmental responsibility, improve employee morale, and create a competitive edge in the hospitality market.

This study seeks to analyze the role of Green HRM practices in improving employee performance in selected three-star hotels of Kolkata. It focuses on the impact of green recruitment, training, performance appraisal, and reward mechanisms on employee attitudes, motivation, and engagement. The findings highlight how Green HRM contributes to better alignment of employees with sustainability goals, leading to higher productivity, stronger organizational effectiveness, and improved service delivery. By centering on three-star hotels, the study provides

valuable insights into how sustainability can be integrated into human resource strategies to create long-term advantages for both employees and organizations in the competitive hospitality industry of Kolkata.

REVIEW OF LITERATURE

1. The study concludes that Green HRM practices have a significant and positive influence on employee performance in the hospitality sector. By incorporating green recruitment, training, and appraisal systems, organizations can enhance employees' environmental awareness and align their work behavior with sustainable goals. The findings highlight that when employees are encouraged and supported through green initiatives, their motivation and productivity increase, ultimately contributing to both organizational success and environmental performance. **(Nazneen et al., 2024)**
2. This study concludes that HR managers' green attitudes are crucial drivers in shaping the success of Green HRM initiatives within the hospitality sector. The findings demonstrate that managers who actively promote and believe in sustainability are more likely to embed eco-friendly practices into HR policies, which in turn improves employee engagement and organizational performance. The research highlights the importance of leadership commitment to cultivating a sustainable organizational culture. **(Mekoth et al., 2024)**
3. The study finds that Green HRM plays a transformative role by not only promoting environmental practices but also fostering employee happiness, resilience, and feedback-seeking behavior. The conclusion emphasizes that employees who are empowered through sustainable HR practices are more engaged, motivated, and adaptable in their roles. Thus, Green HRM contributes to both ecological sustainability and the psychological well-being of employees in the hospitality industry. **(Kumar et al., 2024)**
4. The research concludes that technological integration (STARA: Smart Technology, Artificial Intelligence, Robotics, and Algorithms) combined with Green HRM practices leads to stronger employee commitment and improved green performance in the hospitality industry. The study highlights the mediating role of employee engagement and the moderating effect of psychological climate in fostering sustainable outcomes. It demonstrates that aligning technology with human resource strategies enhances both employee performance and organizational sustainability. **(Hossain et al., 2025)**
5. This study concludes that Green HRM practices positively affect hotel environmental performance, but their effectiveness is strengthened when employees possess higher levels of environmental knowledge and personal green values. The findings emphasize that employee awareness and value alignment are critical to ensuring that green initiatives translate into real performance outcomes. Thus, organizations must invest in both HR strategies and employee education to achieve meaningful sustainability in hospitality. **(Raza & Khan, 2022)**
6. The review concludes that Green HRM has become a central mechanism for embedding sustainability in organizations, particularly in the hospitality sector, where resource use and environmental concerns are critical. The study emphasizes that green recruitment, training, appraisal, and rewards significantly influence employee behavior, leading to a culture of environmental responsibility. It also notes that while GHRM improves employee engagement, performance, and organizational reputation, challenges such as a lack of awareness, limited resources, and inconsistent implementation remain. The authors suggest that hotels need structured policies, leadership support, and continuous employee involvement to realize the full potential of GHRM for both environmental and business sustainability. **(Sharma et al., 2022)**
7. This study concludes that Corporate Social Responsibility (CSR) and Green HRM practices play a synergistic role in driving sustainable business performance by encouraging green employee behavior. The findings highlight that GHRM acts as a mediator between CSR initiatives and organizational outcomes, ensuring that sustainability is not just a policy but an operational practice embedded in daily activities. The research confirms that green employee behavior, shaped through effective recruitment, training, and reward systems, directly contributes to long-term organizational resilience, stakeholder trust, and competitiveness. The study recommends that firms, including those in hospitality, should integrate CSR and GHRM into their core strategies to achieve holistic growth and sustainability. **(Truong et al., 2025)**

The reviewed studies collectively highlight that Green Human Resource Management (GHRM) plays a crucial role in enhancing employee performance, engagement, and sustainability within the hospitality sector. By integrating green recruitment, training, appraisal, and reward systems, organizations not only boost environmental awareness among employees but also foster motivation, resilience, and happiness at work. The findings emphasize that leadership commitment, managerial green attitudes, and alignment of employee values significantly strengthen the success of GHRM initiatives. Moreover, the incorporation of advanced technologies such as Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA) further enhances green performance by promoting commitment and innovation. The studies also reveal that the effectiveness of GHRM is amplified when supported by Corporate Social Responsibility (CSR) initiatives and a positive psychological climate. Overall, GHRM emerges as a strategic tool for achieving ecological sustainability, improving employee well-being, and building competitive advantage in the hospitality industry, though challenges like limited awareness and inconsistent implementation still need to be addressed.

Research Gap

Although the reviewed studies collectively demonstrate that Green HRM practices positively influence employee performance, innovation, commitment, and environmental outcomes in the hospitality sector, certain research

gaps remain. Most studies are concentrated on specific regions such as India, China, Pakistan, and Kolkata, limiting the generalizability of findings across diverse cultural and organizational contexts. Further, while aspects such as leadership attitudes, work-life balance, and technological integration (STARA) have been examined, limited research has explored the long-term impact of Green HRM on employee retention, career growth, and organizational resilience. Additionally, there is insufficient empirical evidence on how small and mid-scale hospitality enterprises adopt Green HRM compared to large five-star hotels, as well as the role of cross-cultural differences in shaping employee responses to green initiatives. Moreover, the interaction of Green HRM with other strategic dimensions such as digital transformation, corporate social responsibility (CSR), and customer satisfaction remains underexplored. These gaps highlight the need for broader, multi-sectoral, and cross-cultural studies that also adopt longitudinal approaches to capture the sustained impact of Green HRM practices.

RESEARCH METHODOLOGY

Research Type

The study is quantitative in nature, as it analyzes the relationship between Green HRM practices and employee performance using statistical methods. Primary data was collected from 120 respondents through a structured questionnaire, and correlation, along with regression analysis, was applied to empirically test the hypotheses. This approach provides measurable evidence on how practices such as green recruitment, training, and development impact employee motivation, engagement, and performance in the hospitality sector.

Sample type

The sample for this research consisted of employees working in selected three-star hotels in Kolkata. A total of 120 respondents from different age groups, genders, and work experience levels were chosen to ensure representation. The sampling framework included diverse categories of employees, thereby reflecting a broad perspective of staff perceptions regarding Green HRM practices and their influence on job performance.

Research objective

Objective 1: To study the impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Objective 2: To study the impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Research Hypothesis

Null Hypothesis H₀₁: There is no impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Alternate Hypothesis H₁₁: There is an impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Null Hypothesis H₀₂: There is no impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Alternate Hypothesis H₁₂: There is an impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Data Analysis

Demographic Factor

Sr No.	Particular	Category	Frequency	Percent
1	Gender	Male	84	70.0
		Female	36	30.0
2	Age of respondent	Up to 25 Years	44	36.7
		26 to 35 years	49	40.8
		36 to 45 Years	17	14.2
		Above 45 Years	10	8.3
3	Experience	Up to 3 Years	29	24.2
		4 to 6 Years	41	34.2
		7 to 10 Years	35	29.2
		Above 10 Years	15	12.5

The survey data shows that out of 120 respondents, a majority were male (84 respondents, 70%), while females made up 36 respondents (30%). In terms of age, most respondents fell within the 26 to 35 years category (49 respondents, 40.8%), followed by 44 respondents (36.7%) who were up to 25 years old, 17 respondents (14.2%) in the 36 to 45 years group, and 10 respondents (8.3%) above 45 years. Regarding work experience, 41 respondents (34.2%) had 4 to 6 years of experience, 35 respondents (29.2%) had 7 to 10 years, 29 respondents (24.2%) had up to 3 years, and 15 respondents (12.5%) had more than 10 years of experience.

Responses of Green Recruitment & Selection

Sr. no	Green Recruitment & Selection	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
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5.1	The hotel prefers hiring employees who are environmentally conscious.	4	16	50	37	13
5.2	Job descriptions highlight the hotel's commitment to sustainability.	5	33	48	27	7
5.3	Environmental awareness is considered during the interview process.	8	29	42	34	7
5.4	Candidates with knowledge of eco-friendly practices are preferred.	20	43	35	16	6
5.5	I believe the recruitment process encourages a culture of sustainability.	12	36	37	30	5

The responses on Green Recruitment and Selection reveal a mixed but notable inclination toward sustainability-oriented hiring practices in hotels. A significant share of respondents remained neutral across most items, indicating uncertainty or moderate perceptions about the integration of environmental concerns in recruitment. For instance, while many agreed that hotels prefer environmentally conscious employees and consider awareness during interviews, neutrality was highest regarding job descriptions and the overall encouragement of a sustainability culture. Strong disagreement and disagreement were also evident, particularly on giving preference to candidates with eco-friendly knowledge, suggesting that while sustainability is acknowledged, it is not yet a strong determinant in recruitment decisions. Overall, the findings suggest that although sustainability considerations are present in hotel recruitment, they are not consistently or strongly emphasized across all aspects.

Responses of Green Training & Development

Sr. no	Green Recruitment & Selection	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
6.1	The hotel provides training on energy-saving practices.	1	2	29	48	40
6.2	I have received training on waste management and recycling.	3	13	34	50	20
6.3	Training sessions encourage the use of eco-friendly products and methods.	4	9	28	55	24
6.4	The hotel invests in workshops on environmental awareness.	6	15	30	47	22
6.5	Training has helped me adopt eco-friendly practices in my daily work.	8	8	27	48	29

The responses on Green Training and Development indicate a generally positive perception of hotels' efforts to integrate sustainability into employee learning. A large proportion of respondents agreed or strongly agreed that training is provided on energy-saving practices, waste management, recycling, and the use of eco-friendly methods, reflecting hotels' commitment to creating environmental awareness among staff. Neutral responses remained significant, showing that while many employees benefit from such programs, others may not have fully experienced or internalized them. Notably, training on energy-saving practices and eco-friendly methods received the strongest support, highlighting their practical relevance in hotel operations. Overall, the findings suggest that hotels are actively investing in green training initiatives, which are influencing employees' adoption of eco-friendly practices in their daily work, though there is still room for greater consistency and engagement across all staff members.

Responses of Employee Performance

Sr. no	Green Recruitment & Selection	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
7.1	Green practices have improved my work efficiency.	9	19	49	37	6

7.2	I perform better when I follow eco-friendly guidelines.	7	9	28	50	26
7.3	Sustainable practices have increased guest satisfaction in my work area.	5	8	51	38	18
7.4	Eco-friendly practices help me deliver services more effectively.	6	12	26	51	25
7.5	I am motivated to maintain high performance while supporting sustainability.	6	7	27	48	32

The responses on Employee Performance reflect that green practices are perceived to have a generally positive impact, though with varying levels of influence. Many employees agreed that eco-friendly guidelines enhance their performance, help deliver services more effectively, and motivate them to maintain high performance, showing a strong link between sustainability and job effectiveness. Neutral responses were relatively high, especially regarding improvements in efficiency and guest satisfaction, suggesting that not all employees directly associate green practices with performance gains. Nevertheless, the high agreement levels on motivation and service delivery effectiveness highlight that employees recognize sustainability as a driver of both personal performance and customer satisfaction. Overall, the findings indicate that while some employees remain undecided, the majority perceive green initiatives as beneficial to their efficiency, service quality, and motivation.

OBJECTIVE AND HYPOTHESIS

Objective 1 To Study the impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Null Hypothesis H₀₁: There is no impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Alternate Hypothesis H₁₁: There is an impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

To study the above objectives, the Correlation Test is applied, and obtained and results are as follows:

Correlations			
		Employee performance	Green Recruitment & Selection
Employee performance	Pearson Correlation	1	.337**
	P-value		.000
	N	120	120
Green Recruitment & Selection	Pearson Correlation	.337**	1
	P-value	.000	
	N	120	120

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

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, the correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted. There is an impact of Green Recruitment & Selection on performance of employee in selected hotels of Kolkata.

Findings: The correlation analysis reveals a statistically significant positive relationship between Green Recruitment & Selection and Employee Performance, with a Pearson correlation coefficient of 0.337 at the 0.01 significance level. This indicates that as organizations adopt and strengthen green recruitment and selection practices, such as hiring employees with eco-friendly values and incorporating sustainability criteria into recruitment processes, employee performance tends to improve. Although the correlation is moderate, it highlights that sustainable hiring strategies not only support environmental goals but also enhance employees' motivation, alignment with organizational values, and overall job effectiveness.

Objective 2 To Study the impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Null Hypothesis H₀₂: There is no impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Alternate Hypothesis H₁₂: There is an impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

To study the above objectives, the Correlation Test is applied, and obtained and results are as follows:

Correlations		
		Employee performance
		Green Training & Development

Employee performance	Pearson Correlation	1	.750**
	P-value		.000
	N	120	120
Green Training & Development	Pearson Correlation	.750**	1
	P-value	.000	
	N	120	120

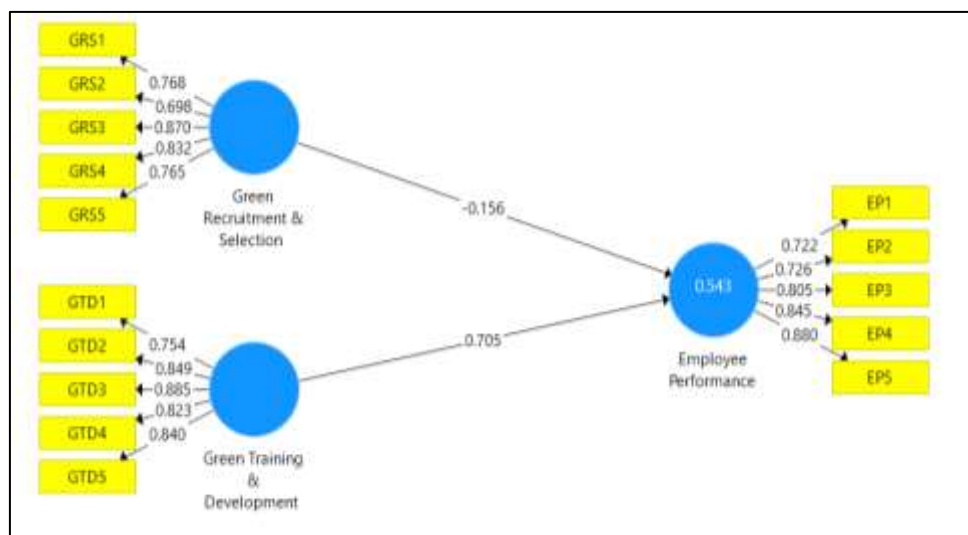
** . Correlation is significant at the 0.01 level (2-tailed).

Interpretation: The above results indicate that calculated p-value is 0.000. It is less than 0.05. Therefore, the Correlation test is rejected. Hence Null hypothesis is rejected and Alternate hypothesis is accepted. There is an impact of Green Training & Development on performance of employee in selected hotels of Kolkata.

Findings: The results show a strong positive correlation ($r = 0.750$) between Green Training & Development and Employee Performance, which is statistically significant at the 0.01 level. This indicates that employees who receive structured training and development programs focused on sustainability and green practices tend to perform significantly better in their roles. Such programs not only enhance employees' environmental awareness and skills but also foster greater engagement, responsibility, and alignment with organizational sustainability goals. The high correlation suggests that Green Training & Development is a critical driver of improved performance in the hospitality sector.

Structural Equation Model

The SEM (Structural Equation Modeling) diagram illustrates the relationship between Green HRM practices and employee performance. Green Recruitment & Selection and Green Training & Development are the two exogenous constructs, while Employee Performance is the endogenous construct. The path coefficients show that Green Training & Development (0.705) has a strong and positive effect on employee performance, whereas Green Recruitment & Selection (-0.156) has a weak and negative effect, indicating it does not significantly enhance performance. The outer loadings of the observed indicators for each construct are high (mostly above 0.70), confirming good reliability and validity. For Employee Performance, EP5 (0.880) and EP4 (0.845) contribute most strongly; for Green Recruitment & Selection, GRS3 (0.870) and GRS4 (0.832) are the strongest; and for Green Training & Development, GTD3 (0.885) and GTD2 (0.849) are most influential. The R^2 value of 0.543 suggests that about 54.3% of the variance in employee performance is explained by these two green HRM practices, highlighting the critical role of training and development in driving sustainable performance outcomes.



Path Coefficient

	Employee Performance
Green Recruitment & Selection	0.156
Green Training & Development	0.705

The path coefficients indicate the strength and direction of influence of each predictor on employee performance. Green Recruitment & Selection has a positive but relatively weaker effect (0.156), suggesting that while eco-friendly hiring practices contribute to performance, their direct impact is limited. In contrast, Green Training & Development shows a much stronger coefficient (0.705), highlighting that providing employees with sustainability-focused training and development opportunities significantly enhances their performance. This implies that organizations can achieve greater improvements in employee outcomes by prioritizing continuous green training initiatives alongside sustainable recruitment practices.

Outer Loadings

	Employee Performance	Green Recruitment & Selection	Green Training & Development
EP1	0.722		
EP2	0.726		
EP3	0.805		
EP4	0.845		
EP5	0.880		
GRS1		0.768	
GRS2		0.698	
GRS3		0.870	
GRS4		0.832	
GRS5		0.765	
GTD1			0.754
GTD2			0.849
GTD3			0.885
GTD4			0.823
GTD5			0.840

The outer loadings indicate how strongly each observed variable reflects its respective latent construct. For Employee Performance (EP), all five indicators load highly (0.722–0.880), with EP5 (0.880) and EP4 (0.845) showing the strongest contribution, suggesting these items are highly reliable in capturing employee performance. For Green Recruitment & Selection (GRS), the loadings are also strong, particularly GRS3 (0.870) and GRS4 (0.832), highlighting these as the most significant items representing green hiring practices, while GRS2 (0.698) shows a comparatively weaker but still acceptable loading. For Green Training & Development (GTD), all indicators load strongly (0.754–0.885), with GTD3 (0.885) and GTD2 (0.849) being the most influential, reflecting that employees' perception of green training is well captured by these measures. Overall, the high loadings across all constructs demonstrate good indicator reliability and confirm that the measurement model is robust and valid.

Regression Model

Independent Variable: Green Training & Development, Green Recruitment & Selection

Dependent Variable: Employee performance

Model Summary				
Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.754 ^a	.568	.561	10.913
a. Predictors: (Constant), Green Training & Development, Green Recruitment & Selection				

The model summary shows that the regression model has a strong correlation value ($R = 0.754$), indicating a substantial relationship between the predictors Green Training & Development and Green Recruitment & Selection and the dependent variable (employee performance). The R Square value of 0.568 suggests that about 56.8% of the variation in employee performance can be explained by these two green HRM practices, while the Adjusted R Square of 0.561 confirms the model's reliability after adjusting for the number of predictors. The standard error of the estimate (10.913) reflects the average distance between the observed and predicted values, showing a moderate level of prediction error, but overall, the model demonstrates good explanatory power.

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	18314.556	2	9157.278	76.886	.000 ^b
Residual	13934.911	117	119.102		
Total	32249.467	119			
a. Dependent Variable: Employee performance					
b. Predictors: (Constant), Green Training & Development, Green Recruitment & Selection					

The above results indicate that the p-value is 0.000. It is less than 0.05. It indicates that the linear regression model is good to fit.

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	11.964	5.135		2.330	.022
Green Recruitment & Selection (GRS)	.079	.067	.077	1.181	.240
Green Training & Development (GTD)	.727	.066	.722	11.090	.000

a. Dependent Variable: Employee performance

The above table indicates the values of the coefficients and their corresponding significance. According to the p-value of the Employee performance, it is observed that, except for “green recruitment and selection,” the remaining variables have a significant impact on Employee performance.

The mathematical equation to estimate the Employee performance factors is presented as follows:

$$\text{Employee performance} = 11.964 + 0.0798 \cdot \text{GRS} + 0.7278 \cdot \text{GTD}$$

Limitations of the Study

1. The study is restricted to three-star hotels in Kolkata, which may limit the generalizability of the findings to other hotel categories or geographical regions.
2. The sample size of 120 respondents may not capture the full diversity of employee opinions across the hospitality sector.
3. Data was collected through a structured questionnaire, which may involve response bias or social desirability bias.
4. The study uses a cross-sectional design, capturing responses at a single point in time, which limits the ability to study the long-term effects of Green HRM.
5. The focus is primarily on recruitment and training dimensions of Green HRM, while other practices, such as performance appraisal and reward systems, were not deeply explored.

CONCLUSION

The findings of the study confirm that Green HRM practices have a positive and significant impact on employee performance in the hotel industry of Kolkata. Green recruitment and selection were found to moderately enhance employee effectiveness, while green training and development showed a strong positive correlation with performance. These results highlight that embedding sustainability into HR functions not only improves environmental responsibility but also motivates employees, enhances their skills, and aligns them with organizational goals. Overall, the study concludes that adopting Green HRM is a strategic necessity for hotels to boost employee productivity, ensure sustainable operations, and strengthen competitiveness in the hospitality sector.

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