

CHAPTER 6

Role of Human Resource in Implementing Green Practices within Hospitality Organization

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ABSTRACT

In today's rapidly changing world, marked by emerging technologies and evolving social and economic policies, humans play an increasingly vital role in shaping our planet's future. There's an urgent need for a comprehensive and forward-thinking global environmental management approach. Organizations across various sectors are now incorporating eco-friendly practices into their operations by embracing sustainable management principles, policies, and procedures that enhance life quality for customers, staff members, local communities, and the natural environment. Companies committed to sustainability must implement environmentally conscious approaches and maintain ecological standards throughout their operational processes and product development. Effective environmental management demands sophisticated technical expertise and advanced managerial capabilities from staff members, as organizations develop innovative environmental programs and initiatives that carry substantial administrative responsibilities. With every growing day, we observe more organizations taking various measures to encourage ecological progress and guide their workforce toward sustainable practices. Currently, business enterprises have recognized the significance of environmental stewardship and sustainable management, incorporating these concepts into their core objectives and strategic plans. This research aims to explore how different hospitality organisation approach environmental responsibility. The hospitality sector faces similar challenges, though it stands to gain considerably from the current business trend toward environmental consciousness. Hotels must maintain exceptional cleanliness and upkeep standards to meet guest expectations and requirements. Consequently, cleaning supplies, waste materials, and disposal methods have become significant concerns as hotels work to join the environmental movement. This research has demonstrated a strong positive relationship between sustainable practices and human resource strategies within hospitality organizations, with most hospitality industries implementing HR-driven environmental initiatives. This work justifies the deployment of HR interventions that lead to the creation of green concepts and their subsequent impact on diverse green practices in the hotel industry.

Keywords: Eco-friendly; Environment; Organization; Sustainable; Technology.

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1.0 Introduction

Our planet continues to transform at a rapid pace. As fresh technologies emerge alongside updated social and economic strategies, humanity's influence on Earth keeps expanding. A robust and forward-thinking method for managing our environment is essential worldwide. This represents a quick-response strategy that all global enterprises must embrace. As companies implement eco-friendly approaches, each organization strives to concentrate on sustainable business practices. Every company works to incorporate environmental methods into their operations through adopting sustainable management concepts, guidelines, and procedures that enhance life quality for clients, staff members, local communities, and our natural surroundings.

Environmentally conscious businesses should embrace sustainable approaches and eco-friendly standards throughout their operational processes and product development. Sustainable management demands employees possess advanced technical expertise and leadership capabilities, as organizations must create innovation-driven environmental programs and initiatives that carry substantial administrative consequences. However, there remains an expanding demand for strategic green human resource management.

India is actively pursuing evolving policies and frameworks to address the increasing demand for sustainable and environmentally friendly workplace practices. Each passing day reveals organizations implementing various measures to encourage ecological progress and guide their workforce toward environmentally conscious methods. However, a critical question remains: Are companies genuinely taking action to minimize their carbon emissions? The role of organizational practices and procedures is crucial in adopting green initiatives. While India demonstrates consistent progress in this direction, a significant divide exists among numerous companies that remain disconnected from environmental practices. These businesses are failing to embrace green production methods or make eco-friendly strategic choices, and they're also avoiding Environmental Management System certifications. Therefore, this research aims to explore how various hospitality companies respond to this pressing environmental challenge.

Green Human Resource Management, through HR interventions, focuses on implementing environmentally friendly practices that enhance efficient resource use within hospitality companies while promoting broader environmental sustainability goals. Today, organizations across industries have recognized the significance of environmental stewardship and sustainable management, incorporating these principles into their core objectives and strategic planning. In recent times, the hospitality sector has started adopting eco-friendly operational approaches. The idea of environmentally conscious products is gaining momentum among Indian hotels, particularly regarding cleaning supplies and

maintenance equipment. The hospitality industry stands to gain significantly from the current business trend toward environmental responsibility. Hotels must maintain exceptional standards of care and hygiene to meet guest expectations and requirements. Consequently, the management of cleaning materials, waste products, and their proper disposal has emerged as a challenge for hotels working to embrace sustainable practices.

1.1 Human resource

Various scholars have described the function of Human Resources in different manners. According to Kennedy and Toffler (2014), Human Resource Management involves creating, implementing, and sustaining a framework focused on becoming an environmentally conscious corporate entity. The primary duty of Human Resources lies in accomplishing environmental sustainability through converting staff members into eco-friendly workers, thereby meeting the organization's environmental objectives. This division handles personnel management while ensuring that each employee's needs are addressed. Simply put, it involves overseeing the organization's human capital.

1.2 Features of human resources

- Their work emphasizes practical implementation. They concentrate on executing activities instead of creating protocols or regulations. HR ensures that staff concerns get resolved through appropriate policies.
- Functions as a unifying force to foster positive relationships among individuals across various organizational levels. Essentially, it seeks to blend human talent effectively for organizational benefit.
- Another objective involves helping workers reach their maximum capabilities. It pushes them to contribute their finest efforts to the company. Employee motivation occurs through organized processes including hiring, screening, skill development, and growth programs alongside equitable compensation and guidelines.
- HRM represents a crucial component of HR duties. It supports the establishment of a positive workplace environment within an organization.
- The Human Resources function involves providing guidance and support to operational supervisors in fulfilling their staff-related duties. The human resources manager serves as a reliable advisor.

1.3 Strategic role of human resources

The HR position is no longer confined to the scouting walls. It has changed course to give the company's main business goal top priority. By directing strategic decision-making in operational procedures, human resources in a strategic role add value to well-established

businesses. As a business partner, the human resources department advises the company's top management internally on strategic business initiatives and significant structural changes. It is the duty of the HR manager to develop an HR strategy that aligns the organization's personnel, processes, and systems with the aims and objectives of the business. HR professionals show their position as business partners and help by connecting HR policies and practices to the company's established values and customs.

1.4 HR strategy and organizational performance

The accomplishment of an organization's overall goals is the responsibility of an HR strategy. Before workers can do their duties effectively, four conditions must be met:

- The capacity to perform the task;
- The authorization to perform the work;
- The motivation to perform the work; and
- The understanding of what the work actually comprises.

As previously said, human resource strategies and plans must be appropriate to enable individuals and units to execute at the intended level.

2.0 Literature Review

According to Zsolnai (2002: 656), an environmentally conscious enterprise represents a company that has integrated environmental principles throughout its operational departments. Gilbert (2007: 1) characterizes eco-friendly business operations as activities conducted with minimal ecological harm or those that provide direct environmental benefits. While environmental practices and related studies have existed since the 1970s, recent media attention and corporate adoption have made this a prominent societal discussion with clear connections between environmental concerns and organizational practices (Hartmann and Ibanez, 2006).

The primary motivators for environmental initiatives encompass economic factors (cost reduction and operational effectiveness), moral/social considerations (corporate responsibility), and market forces (consumer demand, event coordinators, and public sector requirements). Extensive research demonstrates that cost reductions represent the most significant benefit driving environmental commitment in the tourism accommodation sector (Brown, 1994, 1996; Kirk, 1996; Cheyne & Bamett, 2001; Essex & Hobson, 2001; Rivera, 2001, 2002b; Lynes & Dredge, 2003; Brebbia & Pineda, 2004; Bohdanowicz, 2005; González-Benito & González Benito, 2005). Research by Krishna Shetty and Ramamirtham Gopal indicates that the hospitality sector must continuously adapt regarding technology and operational aspects to maintain competitiveness and achieve strong investment returns. Their

findings show that innovation alone does not significantly affect occupancy rates, but improvements in service delivery, atmosphere, product offerings, food service, and technological systems do create impact. They determine that innovation functions as a complementary element rather than an independent factor for sustained competitive positioning (Innovation and Entrepreneurship, 2012).

Chaturvedi (2010) observed that increasing environmental consciousness among Indian hospitality organizations demonstrates that adopting eco-friendly approaches not only strengthens brand value but also reinforces fundamental principles. Since implementing sustainable practices requires minimal maintenance, establishments can reduce operational costs while enhancing their reputation. Expenses related to fuel and electricity can be minimized through recyclable materials and efficient irrigation systems.

Karthik Ganesan and colleagues (2014) determined that renewable energy sources including solar and wind power positively impact human health and significantly influence climate change mitigation efforts.

Vishwa Mohan (2014) notably highlighted that five Indian corporations achieved recognition on the international list of companies demonstrating leadership in reducing emissions that damage the climate. The Indian companies included in the CDP Climate Performance Leadership Index 2014 were: Essar Oil, Larsen & Toubro, Tech Mahindra, Tata Consultancy Services, and Wipro.

Hotels represent fundamental components of the tourism industry. Indian tourism emphasizes the “AtithiDevoBhavah” initiative, directed toward international visitors. This phrase translates to “Guest is God.” Currently, ownership models have shifted toward franchise operations (Kumar, L.Singh, T.,Saigal,2010). Rajiv Kumar and associates (2016) suggest that Indian budget accommodations can achieve optimal operational cost savings by implementing intelligent environmental practices.

Research indicates that economy/budget hotels constitute approximately 75% of all accommodations in India. These establishments typically encounter financial limitations and consequently cannot invest in environmentally friendly technology and products. Therefore, cost savings from smart environmental practices can fund the purchase of eco-friendly technology and products.

Various researchers (Iwanowski & Rushmore, 1994; Higley, 1998; Mensah, 2006; Bohdanowicz, 2006; Mcleish, 2007; Sherman, 2008; Kasavana, 2008; Hanna, 2008) identify several energy conservation activities in hotels: installing water-efficient sprinkler systems, establishing linen and towel reuse programs, implementing tiered pricing structures, billing water consumption based on usage, adopting kitchen water conservation programs such as avoiding running water for vegetable washing, using water-efficient landscaping methods, and preventing frequent pool refilling or excessive garden irrigation.

3.0 Green Management

This mindset promotes swift action across organizations worldwide. Time and again, research has demonstrated that successful environmental management programs require elevated employee enthusiasm, empowerment, and understanding of ecological well-being. Workers responsible for organizational sustainability efforts must possess outstanding expertise in both technical abilities and leadership competencies, since the organization will be creating eco-centered projects and strategies that prioritize creative solutions. Nevertheless, planned environmental human resource management is becoming more essential.

4.0 Green Practices

Green practices are eco-friendly activities that support sustainability and environmental protection. Every corporation is attempting to concentrate on green business methods. Businesses of all sizes are putting green management ideas, policies, and practices into practice in an effort to better serve their clients, staff, local communities, and the environment. The need to lessen the effects of global warming and other environmental concerns is the driving force behind the establishment of numerous environmentally conscious businesses. To be deemed “green,” a business must manage its operations and manufacture its products in compliance with certain standards.

Features of Green Business: Hirsch distinguishes nine types of green business practices. Hirsch clarifies, saying that although businesses go green, they go above what is required by:

1. Immediately lowering their own regulated—or unregulated—environmental effects in ways that lower regulatory risk, enhance organizational image, and enable businesses to stay ahead of expected guidelines;
2. Lowering their clients’ exposure to hazardous materials and their customers’ environmental impact.
3. Boosting the recycling and reuse of production resources.
4. Increasing the energy efficiency of their clients or themselves.
5. Increasing aid production, either for themselves or their clients.
6. Implementing policies across the company or facility to find opportunities for waste reduction, pollution prevention, energy efficiency, or increased productivity;
7. Gathering and sharing more information than required by law regarding the firm’s performance and environmental impacts.

8. Giving stakeholders more chances to participate in corporate environmental decision-making than required by law.
9. Funding and investing in environmentally friendly goods and company strategies.

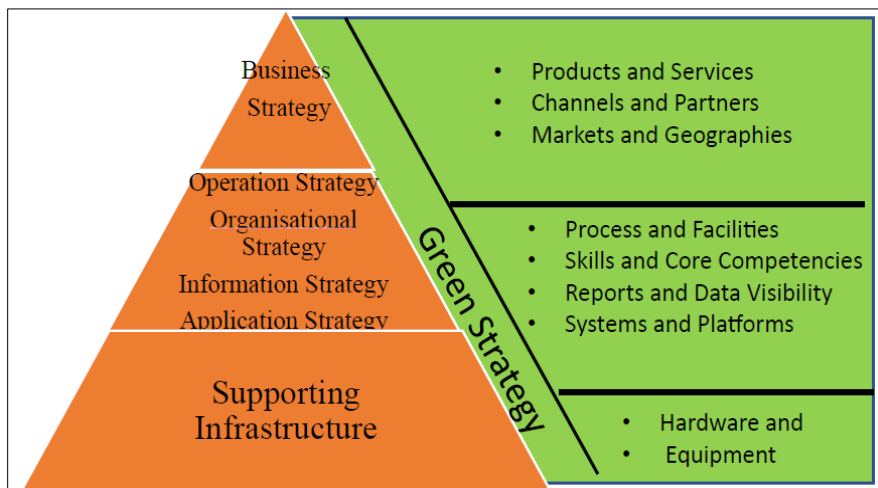
Here are a few typical green techniques that are now prevalent in the hospitality sector.

- **Recycling of Water:** One of the easiest and most efficient ways to protect the environment is to recycle water. Recycling bins placed in conspicuous locations, including next to photocopiers and other trash cans, can motivate employees to properly sort their waste. Recycling helps small businesses reduce waste costs, save money on new purchases, improve employee morale, improve brand image, and, of course, show that the company is contributing to energy and material conservation and environmental preservation.
- **Greener Travel Options:** Employee carpooling and other business-related travel can significantly reduce a company's carbon impact. To lessen the harmful consequences of business travel, encourage your coworkers and employees to walk or cycle to work. If it is not feasible for employees to walk or bike to work, encourage them to share elevators in order to reduce emissions from the commute.
- **Green printing:** It is an admirable initiative by a few companies that allows us to reduce the amount of paper we use by roughly 25%. Because this program can significantly reduce the amount of paper and toner used without sacrificing print quality, businesses frequently refer to it as a "pre-ton" saver. Even though green printing is urgently needed, Indian industry have not yet fully embraced the idea.
- **Switch to paperless:** For our next generation, going paperless is the only viable option. First and foremost, every business must recognize the value of filing and documenting information online and printing only when required. It's time to do away with the antiquated practice of paper documentation. On the other hand, HR can make sure that all of their directives are fulfilled online, such as scouting emails and Skype interviews for prospects from outside the state. Overall, this will support the green strategy and further reduce each person's carbon footprint.
- **Green auditing:** It is crucial that local utilities do an inspection and provide their professional feedback. These websites use solar-powered light bulbs. Purchasing LEDs and CFLs with superior usage sense is advised.
- **Purchasing Eco-Friendly Products:** All team members should be aware that they are expected to purchase eco-friendly products. The company should set specific goals for the acquisition of recycled, used, and refurbished goods and let its suppliers know that it is interested in sustainable products.
- **Reduction of Business Travel:** Every team manager should make sure that their colleagues travel as little as possible unless absolutely necessary. Video and teleconferencing need to be encouraged as part of the workplace culture.

- Green Manufacturing Process: Today, every production or operational manager must ensure that the equipment they purchase is energy-efficient. Simplifying procedures will reduce the amount of electricity and power used. Second, packing is crucial. The more environmentally friendly a product is used, the less of an impact it has on the environment.
- Green Policies: To lessen the need to commute to neighboring eateries, start initiatives like giving free reusable bags (for groceries, etc.) to clients or staff or providing free office lunches every day.

5.0 Green Practices' Significance

Green practices can help you be economical, useful, and eco-friendly all at once. The idea of sustainability has risen to the top of the boardroom agenda due to the organization's increasing focus on social responsibility and climate change.



Source: Google – The Green Strategy Pyramid

- Businesses that implement green strategies foster a shared culture of awareness and action.
- It further guarantees that we are making every effort to lessen our carbon footprint by facilitating important decisions that aid in achieving the green objective.
- Their cost-effective value offers are appealing.

5.1 An overview of India's green practices

The new catchphrase for all HR panels worldwide is HRM. These expanding regulations and tactics for the increasing need for a sustainable green workplace are also being implemented in India. Organizations are adopting various actions to encourage ecological development and change their workforce to adopt a more environmentally conscious mindset every day. However, the issue remains: Are businesses making efforts to lessen their carbon footprint?

According to a Price Waterhouse Coopers study, by 2020, organizations will face a number of challenges as a result of the change in plans of action, including the blurring of the lines between work and home life as organizations accept greater accountability for the social government assistance of their representatives; strict individual estimation strategies to control and screen efficiency and execution; and an increase in the significance of social capital and connections as drivers of business success. The research also evaluates how human resource work, which has been viewed by many as a latent, administration-focused capacity, might proceed in one of three ways given the future work environment and business conditions. HR may become the center of the organization by managing a greater variety of staff deployments that link to and impact other areas of the business when it adopts a strategic mentality and concentrates on business strategy.

- The organization's internal corporate social responsibility plan will be motivated by this obligation.
- It will all be perceived as a redistribution of responsibility and value.
- It will be kept in a different building outside the company for the time being, and the organization's human resources department will mostly concentrate on hiring new staff.

5.2 Legal, financial and ethical aspects of sustainable practices

Both domestic Indian legislation and international commitments recognize the importance of environmental protection, conservation, and responsible utilization of natural resources. According to the constitution's section IVA (article 51A-fundamental duties), every citizen of India must protect and enhance the country's natural environment, encompassing forests, water bodies, rivers, and wildlife, while showing compassion toward all living creatures. Likewise, Article 48A of the Directive Principles of State Policy mandates that the nation shall work to safeguard and enhance the natural environment, including forests and wildlife. Several environmental protection statutes existed prior to India's independence.

Nevertheless, the crucial momentum for establishing a solid framework emerged only after the United Nations Conference on the Human Environment (Stockholm, 1972). In response to the Stockholm conference, the Department of Science and Technology created the National Committee for Environmental Policy and Planning to develop regulatory

mechanisms for environmental matters. This Committee later evolved into the comprehensive Ministry of Environment and Forests (MoEF). Founded in 1985, MoEF serves as the country's primary administrative authority for monitoring and ensuring environmental protection while establishing relevant legal and regulatory structures. Numerous environmental regulations have been enacted and implemented since the 1970s. The administrative and regulatory framework consists of the Ministry of Environment and Forests (MoEF) along with pollution control agencies ("CPCB" for Central Pollution Control Board and "SPCBs" for State Pollution Control Boards).

5.3 Ethical considerations

Most organizations base their manufacturing decisions on the belief that adopting sustainable practices represents the morally correct approach. Their fundamental philosophy centers on resource conservation and contributing positively to environmental welfare. These companies embrace the triple bottom line philosophy when making significant decisions. They carefully evaluate all aspects to reduce harmful impacts on the environment, community, and financial performance. Herman Miller, a premier manufacturer of quality office furniture, operates from Western Michigan. In 1993, the company pledged to achieve zero landfill waste by 2003, implementing various innovative methods to reach this objective, despite not always being cost-efficient. Instead of disposing of textile remnants in landfills, the organization shreds these materials and ships them to a North Carolina facility that converts them into automotive insulation. Although this environmentally conscious approach costs Herman Miller \$50,000 annually, company executives believe making the environmentally responsible decision justifies the expense. Both staff members and leadership take pride in the organization's environmental stewardship within their region, making the increased costs from the new waste-to-energy program a worthwhile investment according to senior management (Hosmer 2003).

5.4 Green practices and organizational performance

The term "organisational effectiveness" describes how successfully an organization operates as a complete entity. An organization's effectiveness becomes apparent when it achieves several objectives simultaneously, including environmental targets and operational compliance requirements. We focus on two key operational aspects: their ability to minimize company expenses and their capacity to reduce environmental pollution. Consequently, we adopted David (2013)'s recommended method for evaluating sustainability's influence across social, environmental, and economic dimensions (SEE). The SEE Sustainability framework addresses both waste reduction and value creation. Success under the SEE model is measured through metrics including waste and emission reduction, employee welfare (financial, social,

and psychological), and various other indicators. Research studies examining the relationship between green management and organizational efficiency have varied widely across different industries. Researchers Ying-chin Wang and Ling (2016) conducted a survey of 213 Taiwanese electronics manufacturers to investigate inexperienced management and performance in Taiwanese electronics companies. Their findings demonstrate that green management significantly affects profitability.

6.0 Various Sectors Implementing Green Practices

Multiple industries have adopted environmentally friendly practices within their organizations: FMCG sector | IT sector | Finance sector | Automotive sector

6.1 FMCG sector

ITC stands as a prominent fast-moving consumer goods (FMCG) company in India with promising prospects. The company has spearheaded environmentally conscious practice development by establishing industry benchmarks. Its diverse portfolio encompasses cigarettes, hotels, paper products and specialty papers, packaging, agribusiness, packaged foods, and numerous other services.

Through innovative Ozone Treated Elemental Chlorine Free Technology, ITC launched an eco-friendly multipurpose paper called Paperkraft Premium Business Paper for office and home use. While Elemental Chlorine was previously utilized in the bleaching process during paper production, this marked an Indian industry first.

As a responsible corporate citizen, ITC participates in various public benefit initiatives, including environmental, health, and safety (EHS) programs, community engagement, preservation of national historical and cultural heritage, and sustainable development promotion. Environmental protection remains their primary focus.

6.2 IT sector

Infosys, among India's premier IT companies, has advanced significantly in recent years regarding environmental sustainability and worker health and safety management. They have analyzed all operations, including physical and IT infrastructure, to identify energy conservation opportunities. Several implemented measures include:

- Installing wind turbines at campuses in Pune, Bangalore, and Mangalore
- Implementing occupancy sensors in conference rooms and restrooms
- Transitioning from fluorescent tubes to LED lighting
- Installing variable frequency drives (VFD) in condenser pumps for chilled water systems
- Upgrading inefficient utility equipment including DG sets, pumps, and motors

6.3 Finance sector

Indian financial institution ICICI's declared mission involves "Greening" customer lives through superior banking services. Instabanking, a unified platform integrating supplementary channels, provides Internet banking, i-Mobile banking, and Interactive Voice Response (IVR) Banking accessible 24/7/365. This reduces energy consumption by eliminating paper statements and physical visits. ICICI Bank extensively utilizes internal media, including customer statements, inserts, and credit card slips, to engage customers and support their "Go Green" campaign. Statement subscriptions, online bill payment, and electronic fund transfers encourage customers toward "paperless" and "commute-free" banking solutions.

6.4 Automotive sector

Maruti Suzuki dominates the Indian automotive industry. They achieved success by expanding recycled water usage through effective rainwater collection methods. As their CSR-GM recently stated publicly, "Our focus involves continuously reducing water consumption through innovative approaches. We converted our Gurugram plant to utilize canal water exclusively instead of groundwater."

6.5 Green hotels concept

Several hotels have accepted the challenge of adopting environmentally friendly practices in India. "Green practices" encompasses everything reducing strain on earth's land, air, water, and human activities and resources. Green hotels employ environmentally committed staff who actively participate in or develop green initiatives. These establishments practice environmental sustainability through water and electricity conservation and integrated waste management. The Green Hotel Association published an industry status report in 2008. Extensive research has explored why numerous hotels embrace environmental practices. According to Bohdanowicz (2006), hotel conversion to green operations is primarily motivated by social responsibility, government regulations, and financial benefits. Multiple researchers, including Alexander (2002), DeLollis (2007), Graci & Dodds (2008), and Butler (2008), discovered that hotels reduce operating expenses through eco-friendly policies, such as installing energy and water-efficient equipment. This increases per-guest revenue while decreasing operational costs.

6.6 Green practices in hospitality sector

Green Lodging represents continuous efforts and practices directing operations toward environmental sustainability. For effectiveness, these efforts must encompass and permeate all business and service delivery processes. All lodging industry functions should

receive support at every managerial and operational level within organizations claiming to be 'green' or participating in comprehensive environmentally friendly programs.

Understanding green lodging requires ensuring all physical facilities, equipment, and attractions are properly maintained following green management protocols. The hospitality industry's interaction with the physical environment inevitably creates negative externalities manifested through water consumption, energy usage, air pollution, and waste generation.

To ensure program legitimacy and stakeholder buy-in, every facility area must be targeted (indoor, outdoor, and building envelope), with cost-effective technical and behavioral solutions adopted and maintained. To guarantee behavior modification, buy-in, and adoption, enforcement reasons should be highlighted and benefits to the property and environment emphasized and communicated to stakeholders.

Since negative externalities typically appear through electricity usage, water consumption, air quality control, and waste management, dynamic technical and behavioral solutions should target eliminating and mitigating externalities in these areas. Green programs must include sub-components addressing each critical area.

Green lodging involves adopting solutions addressing energy usage, water consumption, indoor air quality controls, and waste management. Since energy represents a controllable cost, reduced consumption results in direct savings for hotels. Respondents indicated that selecting energy-efficient equipment and fixtures while implementing sound energy conservation practices enabled their hotels to reduce energy expenses while contributing to environmental protection.

Water management practices aimed at reducing pollution, waste, and increasing efficiency. Reported benefits included direct cost savings through reduced water bills, energy costs, sewage fees, and chemical utilization. Combined behavioral modification and water-saving equipment represented the most effective approach. For instance, respondents noted that water and energy-efficient washing machines used with linen and towel reuse programs saved properties significantly through reduced labor and laundry expenses.

Indoor air quality practices address clean air supply, conditioning methods, and contaminant removal using ventilation and air conditioning systems. Technical solutions included air filtration systems meeting or exceeding stated filtration thresholds based on accepted industry standards. Respondents identified indoor air quality as one of the most challenging aspects of green management programs, since virtually all indoor hotel activities generate particles potentially contaminating air quality. Additionally, air migration between areas makes targeting and isolating specific zones difficult. Behavioral modifications included accepting natural solutions, such as using lobby plants as natural filtration systems, rather than purely technical approaches. Respondents indicated that lodging facilities best address waste generation by developing policies designed to reduce waste at its source. Such

policies should encourage restoration, reuse, and recycling, ultimately preventing pollution and reducing or eliminating treatment and disposal costs.

6.7 Environmental practices in the hospitality industry

Eco-friendly accommodations can be described as ongoing efforts and activities that orient operations toward environmental sustainability. For effectiveness, these initiatives must encompass and integrate throughout all business and service delivery processes. All hospitality industry functions should receive support at every managerial and operational level within organizations that claim environmental responsibility or participate in comprehensive eco-friendly programs. The optimal approach to understanding sustainable lodging involves ensuring that all physical facilities, equipment, and amenities are properly maintained according to environmental management protocols.

6.8 Human resources function in environmental management

The degree to which human resource management functions influence organizational operations and workplace environment depends on organizational policies that vary according to senior management philosophy. Human resources operates through practices and interventions including Job Design, Electronic Recruitment and Selection, Training & Development, Performance Monitoring, Compensation Management, and Employee Relations and Engagement.

6.9 Organizational environmental practices framework with HR implementation

- *Energy Management:* Conduct energy assessments, enhance security measures, install automatic timers for lighting systems, utilize energy-efficient bulbs, and maintain comfortable temperature ranges that avoid excessive cooling in summer and heating in winter.
- *Digital Transformation:* Promote electronic communication. When paper use is necessary, print on both sides and utilize scrap materials.
- *Recycling Programs:* Process glass, paper, plastic, metal waste, and manufacturing byproducts. Examine waste streams to understand the true costs of purchasing, storing, and disposing materials. Eliminate unnecessary copying and reuse packaging materials for shipping.
- *Transportation Reduction:* Promote ride-sharing (provide preferred parking for carpoolers). Offer transit subsidies for employees using public transportation and bicycle storage for cyclists. Enable remote work opportunities where feasible.
- *Decrease Business Travel:* Use video conferencing instead of traveling. For essential trips, track mileage and flight distances and purchase carbon offsets from organizations like Carbonfund.org to compensate for greenhouse gas emissions.

- *Sustainable Procurement:* Inform suppliers about interest in sustainable products and establish specific targets for purchasing recycled, refurbished, or used items. Consider environmental factors, not just cost, when making purchasing decisions.
- *Employee Engagement:* Establish teams to lead organizational environmental efforts and identify areas for maximum impact with minimal investment.
- *Water Conservation:* Monitor plumbing fixtures for leaks that waste water. Eliminate water waste in manufacturing processes and landscape irrigation.
- *Alternative Energy Assessment:* Evaluate opportunities for implementing solar energy, biofuels, wind power, and other renewable energy sources.
- *Eco-friendly Materials:* Organizations should establish policies for purchasing chlorine-free paper with higher post-consumer recycled content. Consider switching to lighter paper weights or alternatives made from bamboo, hemp, or organic cotton. Recycle toner and ink cartridges and purchase remanufactured versions.
- *Office Recycling Programs:* Implement paper, can, and bottle recycling in workplaces and acknowledge departmental achievements.
- *Energy Conservation Habits:* Encourage turning off lights, computers, and printers after work hours and weekends for additional energy savings.

Human Resources endure primary responsibility for achieving environmental sustainability by transforming employees into environmentally conscious workers, thereby meeting organizational environmental objectives. HR significantly influences organizational function and workplace culture, governed by policies that reflect senior management philosophy. Human resources implements practices and interventions including online recruitment and selection, training and development, and performance management.

Organizations increasingly adopt various measures to promote ecological development and guide employees toward environmental awareness. Sustainable practices help hospitality organizations distinguish themselves. Today's travelers, restaurant customers, hotel guests, and consumers prioritize sustainability.

They seek assurance that businesses they support follow environmentally, socially, and culturally responsible practices. Eco-friendly hotels are environmentally conscious lodging facilities with management that participates in and initiates environmental sustainability programs. Programs such as water conservation techniques, energy reduction, and waste consolidation are commonly implemented in green hotels.

7.0 Research Objectives

Based on research findings showing various HR interventions that lead to environmental practices adopted by different organizations, and considering research

questions and the overall scope of studying “Human Resource Intervention in Implementing Environmental Practices within Hospitality Organizations,” the researcher has established the following study objectives:

1. To examine HR’s role in promoting environmental practices in hospitality organizations.
2. To investigate various environmental practices resulting from different HR interventions.
3. To evaluate existing environmental practices in hospitality organizations within the study region.

7.1 Data sources

The research utilizes two data sources: primary and secondary.

- **Primary Data:** Primary information is gathered from respondents through personal interviews using questionnaires about different HR interventions that result in various environmental practices.
- **Secondary Data:** Secondary information for the study was obtained through journals, annual reports, articles, research reports, and libraries at Karnataka University, Dharwad, reports from FHRAI, HAI and various websites to develop questionnaires and achieve objectives.

7.2 Sampling framework

- *Sampling Units:* The sampling unit contains sampling elements. For this study, sampling units include HR managers and acting HR personnel (owners, food & beverage managers, and front office managers or executives) working in star-rated hotels in Karnataka state.
- *Sample Size:* To examine HR interventions leading to environmental practices within hotels, a descriptive analysis was conducted. For this descriptive study, samples (HR managers) were selected from the population based on established criteria.

For this survey Karnataka state districts are divided into two divisions: Belgaum division and Mysore division. A total of 460 star-category hotels are distributed unevenly across these divisions. From the 460 hotels identified as the study population, a sample size of 125 was determined.

8.0 Findings of the Study

1. Survey results clearly showed that environmental training encourages employees to incorporate sustainable practices into their daily work routines. Training helps employees understand the importance of environmental responsibility and its implementation.
2. Employees receive training to enhance awareness and skills regarding environmental matters, enabling them to effectively follow sustainable practices.

3. Staff members are trained in water conservation, including water recycling practices followed by most hotels, paper recycling in daily operations with printing only when necessary, and zero waste management to minimize and recycle waste.
4. Survey evidence indicated that electronic recruitment and selection significantly reduces paperwork and office supply waste. Most respondents' opinions show major influence on sustainability thinking, resulting in practices such as online resumes, virtual interviews, and email communication.
5. HR departments have included environmental awareness criteria in job specifications as part of the selection process, with most respondents agreeing to these incorporated criteria in HR staffing policies for online recruitment and selection.
6. The study reveals that HR intervention positively influences the development of environmental thinking and practices among hotels. Practices such as email communication, teleconferencing, electronic filing, environmental objectives, and computerized evaluations are evident from respondent feedback.
7. Employees are trained to communicate via email rather than printed materials, with performance monitoring of this practice. HR monitors non-compliance with environmental practices, with respondents tracking failure to meet green objectives.
8. Employee involvement in environmental initiatives as an HR intervention positively influences the introduction of new sustainable practices and active employee participation in hotels, creating greater responsibility toward environmental practices.

9.0 Summary

Sustainability and environmental practices are concepts that must be integrated into the overall business operations of hospitality organizations. The hotel industry has the potential to incorporate environmental practices into routine management. To achieve this, hotels need to implement significant changes in managerial thinking and operational procedures. Implementation of such HR practices has been observed in the studied hotels in a gradual manner, while the effects of these interventions are clearly visible through adopted environmental practices.

Among these interventions, training has been observed to introduce practices such as water conservation, energy conservation, paperless operations, eco-friendly travel, and plastic-free premises. Electronic recruitment has clearly established 'paperless office' environmental practices. New reward and recognition systems have created major changes in environmental thinking among employees. They appear motivated to adopt environmental concepts in their routine hotel work.

10.0 Limitations of the Study

1. The research geography is limited to Karnataka state.
2. The study focuses on the hotel industry within hospitality organizations, restricting the study area to hotels operating in Karnataka state.
3. The research is limited to star-category hotels only.
4. The study examines only HR roles resulting in environmental practices.
5. The research is based on respondent opinions and their responses are subject to existing scenarios or respondent perceptions.

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