

Article

# The role of green human resource management in promoting environmentally responsibility behavior in sustainable tourism model

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**Abstract:** Research that discusses the impact of implementing Green Human Resource Management and environmentally friendly behavior, especially in sustainable tourism, is limited. It becomes crucial to understand how implementing good green human resource management practices in tourism sector organizations. To achieve the objectives of this research, a qualitative approach was used where the data and information collected were obtained through direct observation and interviews with tourism informants. The findings show the importance of environmentally friendly behavior as the implementation of green human resource management is able to improve tourism management. The uniqueness of this research is developing a model of human resource readiness in implementing environmentally friendly behavior towards sustainable tourism. This resource readiness will be reflected in the GHRM model in supporting sustainable tourism. The results of this research offer a model of sustainable Green Tourism which includes antecedents, implementation and results achieved. These antecedents come from internal and external (environmental ethics and management commitment) managers which will result in good GHRM implementation. This model will be the basis for implementing sustainable tourism in human resource management practices based on literature reviews and also tourism management practices.

**Keywords:** environmental behavior; green behavior; green human resource management; sustainable; green tourism

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## 1. Introduction

In recent years, tourism has become an important industry in Indonesia. Tourism can play a role in interpreting the welfare and improvement of people's lives. Sustainable tourism, if planned well, will have a positive impact if balanced with supporting resources. Environmentally oriented employee behavior can provide positive results for sustainability in all sectors, including the tourism sector. However, regarding how this behavior can occur is still limited in the literature. Therefore, research that explains the influence of policies adopted by organizations and the influence of leadership on environmentally friendly employee behavior can be useful in explaining Social Cognitive theory to examine the relationship between environmentally friendly human resource management (GHRM) and environmentally friendly creativity (Ababneh, 2021; Darvishmotevali and Altinay, 2022a, 2022b; Farooq et al., 2022; Rehman and Yaqub, 2021; Siyambalapatiya et al., 2018; Srivastava and Dhiman, 2022).

Based on several studies, it shows that in running a business, resource aspects are needed that are no less important (Titisari et al., 2021; Yulisetiari et al., 2019). In tourism there are internal and external pressures to protect the environment through environmentally friendly services. Considering these factors, it becomes crucial to

understand how implementing good green human resource management (GHRM) practices in tourism sector organizations can recognize that these practices can stimulate progress towards environmental sustainability in the workplace (Amrutha and Geetha, 2020; Darvishmotevali and Altinay, 2022b; Gholamiet et al., 2016; Ribeiro et al., 2022).

Sustainable Development Goals (SDGs) adopted by Indonesia consist of 17 goals focused on humans and the environment. Therefore, all countries hope to attain human welfare and environmental sustainability. During the increasing ecological damage due to the production process, GHRM is needed to minimize these conditions. HRM aims to utilize, develop, and research existing human and natural resources to manage them effectively and efficiently green training and development emphasize practices conducted while managing this destination (Murni et al., 2023). Therefore, working, and scheduling training and staff development toward knowledge and green-based competencies is necessary. Management activities require increasing employee awareness and knowledge of business processes and materials. Therefore, environmental knowledge is the key to addressing problems. and questionnaires. However, for the sustainability of future management under the results of the focus group discussions conducted with community leaders and managers, it is necessary to design a suitable GHRM model.

## **2. Literature review**

This research is based on the environmental ethics theory of ecocentrism. This theory explains a deepened understanding of the environment with deep ecology and ecosophy. Deep ecology emphasizes that humans do not only depend on humans, but are also in harmony with living creatures and nature. Meanwhile, ecosophy emphasizes wisdom in managing life in harmony with the environment. Thus, humans in full awareness are asked to develop wisdom and the will to live in interconnectedness and interdependence with each other and the universe which is increasingly in harmony with nature (Keraf, 2010)

Research on GHRM and how it is related to the environment has been widely carried out and continues to develop. Management needs to adopt environmentally friendly behavior for the sustainability of its business. This can be done through human resource management that focuses on environmentally friendly practices. GHRM highlights various practices such as green training, green performance appraisals, green awards, and green hiring in the workplace. This kind of practice sends a message to employees that the company is investing in environmental sustainability and developing their knowledge and skills regarding environmentally friendly management (O. M. Karatepe et al., 2022; T. Karatepe et al., 2022).

Awareness of environmental ethics is a trigger for implementing friendly behavior environment (Green Behavior). The emergence of environmental problems is a moral problem, a problem of human behavior towards the environment, not merely a technical problem (Keraf, 2010). Likewise, the global ecological crisis currently being experienced is a moral issue, a global moral crisis. Therefore, ethics and morality are needed to overcome it. Keraf (2010) further explained that the basis of environmental ethics is how humans should act or how humans should behave towards

the environment. Environmental ethics is understood as a scientific discipline that talks about the norms and moral rules that regulate human behavior in dealing with nature as well as the moral values and principles that are relevant to human behavior in dealing with nature. Apart from that, environmental and intrapersonal factors are revealed as the main drivers for predicting environmentally friendly behavior, while interpersonal and motivational factors are less common in shaping environmentally friendly behavior (Varela-Candamio et al., 2018).

Environmentally friendly human resource management practices will also have a direct impact on environmental performance. This research conducted by Rehan highlights the empowerment of environmentally friendly employees and organizational citizenship behavior towards the environment with moderate environmental knowledge and individual green values to motivate employees to achieve sustainability which leads to ecological performance and provides implications for environmentally friendly human resource management practices and sustainable environmental performance for top management and policy makers (Rehan et al., 2024). In practice, GHRM certainly requires innovation in its implementation. With innovation, management will tend to take actions that improve any factors in its activities that can protect the environment (Bamidele et al., 2023). This shows how committed management is to the environment in carrying out organizational activities. With this commitment, they will force or encourage environmentally conscious behavior in the organization through existing innovations.

Green Human Resource Management (GHRM) is defined as the planning and implementation of human resource management practices and policies that are aligned with the organization's environmental sustainability goals and enable the organization to develop attitudes, behavior, skills, motivation and commitment to environmental sustainability (Kim et al., 2019), Apart from that, organizations also need to encourage the workforce to be involved in efforts to achieve the organization's goals of being more environmentally friendly (Ajenthiny, 2020; Kim et al., 2019).

Green-oriented HR initiatives can be seen as an organizational mechanism to try to ensure that employees behave "green" (Parida et al., 2021). According to Darvishmotevali and Altinay (2022a), GHRM is considered the best way to help organizations implement more sustainable programs, especially by creating "green employees" who can assess environmental problems in organizational activities and correct them.

Thus, GHRM development involves greener human resource activities to increase environmental benefits (Gholami et al., 2016), such as environmental performance management, green salaries, environmental engagement (Nejati et al., 2017) and better career development practices. sustainable, contributing to the environmental performance of the organization (Piwowar-Sulej, 2022). In addition, environmentally-oriented training will also enable employees to consciously participate in green organizational processes, become more involved in environmental management and create a green organizational culture (Ren et al., 2022). In turn, the tourism sector faces more and more challenges, especially environmental ones, due to the intense and increasing pressure its activities place on natural resources, which places its workers on the front lines of these daily struggles. However, by

implementing GHRM practices, they contribute, even significantly, to increasing environmental awareness.

The implementation of GHRM has a fairly high role, but often its implementation is still not in accordance with what is expected. Eftimov and Kitanovikj (2023) explained that the organization's strategic direction towards being environmentally friendly plays an important role and is the basis for all activities. Another important aspect is employee buy-in, which can be accelerated through increased participation in the planning and implementation of GHRM practices and the creation of environmental performance measures. According to the interviewees, when GHRM practices are implemented in the right way, they are likely to change the environmental performance and level of environmental sustainability of tourism organizations for the better. This complements past insights about the importance of GHRM in modern times.

One of the several strategies followed by organizations to improve their environmental performance and achieve sustainability goals involves environmentally friendly individual behavior (Chaudhary, 2020). It can be defined as individual behavior that has a beneficial effect on the environment, reduces human impact on the environment and brings positive changes to environmental sustainability (Gill et al., 2021).

Individual environmentally friendly behavior can include activities such as water conservation, efficient use of resources, waste reduction, energy saving and recycling, and can be divided into two types of green behavior: green behavior seen as a duty and green behavior as voluntary (Norton et al., 2015). The first describes green behavior carried out in organizational tasks, being within the scope of tasks required by the employee's role in the company; that is, about activities that are formally described and identified as part of their job description. However, voluntary employee green behavior is defined as green behavior that is developed on the employee's own personal initiative, exceeding organizational expectations.

Green Human resource Management is expected to influence green behavior, because having environmental awareness and sensitivity, involving them in the implementation of green initiatives and providing green training, for example, tends to increase employees' environmental knowledge, skills and awareness, making them more psychologically available to engage in green behavior (Benevene and Buonomo, 2020; Darvishmotevali and Altinay, 2022a). The effectiveness of GHRM practices in achieving the right behavior in the workplace depends on employees' understanding of the need and urgency to adopt such practices.

### **3. Research methods**

This research uses a qualitative approach. This research was conducted for 5 months. The key informants in this research are tourism actors in coastal areas and also several related parties, namely visitors and government agencies. The informant was selected from community leaders, visitors and also government that related and representative of destination management.

The technique for determining informants uses a snowball consisting of several key informants who are relevant to this research topic. Data collection techniques in

this research used focus group discussion techniques and in-depth interviews and questionnaires, documentation, observation Apart from that, a literature study was also carried out to explore the problems faced regarding the implementation of Green human resource management and the application of green behavior in sustainable tourism.

Data wetness testing in this research was carried out using credibility, confirmability, consistency and transferability tests. Credibility testing is carried out by involving researchers in the entire research process with the hope of understanding and being trustworthy through participant recognition regarding research findings. Data confirmation will be carried out by reviewing theory and relevant previous research results. Consistency testing was carried out through monitoring and evaluation regarding existing data and documents, apart from that, triangulation was also carried out to check the results of participants' answers regarding existing strategies. Meanwhile, transferability can be obtained if the reader is able to understand the findings from the owner's aspect and also adapt them to the understanding and experience of the participants.

This research activity was carried out in several stages. The first stage of this research is to make observations related to tourism behavior and Green HRM through existing documents related to actor management to determine strategies and policies in managing tourism. This stage is important to identify the competitive position of tourism actors. The second stage is conducting an FGD with the perpetrators to ascertain what the existing management is. The third stage is identifying factors both internal and external and identifying existing strategic alternatives related to Green HRM for environmentally friendly behavior that supports sustainable tourism.

## **4. Discussion**

Based on several literature studies and also field research conducted, it shows that many factors determine the creation of sustainable tourism. Environmentally friendly behavior does not only focus on practice but also on how the organization supports it and also triggers that come from outside and within the organization.

### **4.1. Green human resource management antecedents**

Environmental problems are moral problems, human behavior towards the environment and not just technical problems (Keraf, 2010). Based on this view, human morals and ethics towards the environment need to be the focus of how humans act or behave towards the environment. Environmentally friendly behavior which is reflected in environmental ethics has several reasons, one of which is reducing or avoiding global warming, avoiding and ensuring the survival of humans and organizations. Based on this, it can be concluded that environmentally friendly behavior has relevance to human resource management. In relation to tourism, environmental problems greatly influence the sustainability of tourism. How individuals care about the environment is a form of effort to maintain relationships with the environment.

Research conducted by Renwick et al. (2013), explains several problems faced in green human resource practices. Management practices are one of the things that can

hinder the implementation of GHRM. Leadership support will direct the behavior of existing organizational members. In this case, management in tourism management. In its management, awareness of the environment is still felt to be lacking, so there is a need for understanding for tourism management and administrators. One form of commitment from management or administrators is through increasing competence and understanding regarding green management-based management. Apart from that, management policies also require a leader or in this case a tourism manager to have the ability to make strategic decisions (Susanto et al., 2021).

#### **4.2. The process of implementing GHRM in HR practices**

In its implementation, GHRM implementation requires management commitment, in this case tourism managers. Policies taken by tourism managers or management can be realized in various forms that are integrated with environmental performance (Arulrajah et al., 2015). The research explains that there are several management practices such as training and development, and safety management. Some of these activities will support sustainable environmental performance.

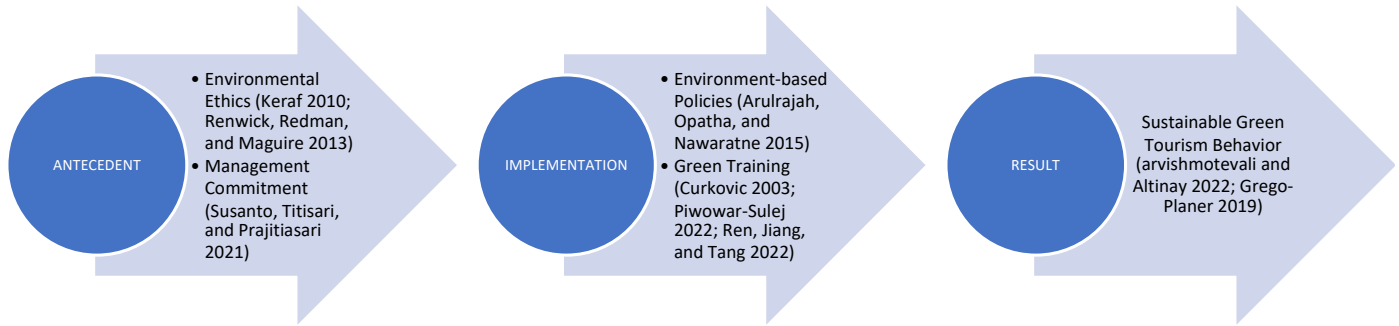
Environmentally friendly practices and also an understanding of human capital practices. GHRM has a tendency to maximize all existing resource utilization to increase employee awareness to support a sustainable environmentally conscious attitude. The role of management in organizations has an important role in environmental responsibility. GHRM also focuses employees on environmentally conscious behavior and also motivates employees and develops their sense of pride as part of a green organization and program.

#### **4.3. Green training**

Providing environmental training to organizational members (employees and non-managerial managers) to develop the required skills and knowledge is an important function of environmentally HRM. This will be useful for implementing environmental management programs (Curkovic, 2003). Providing training to encourage environmental awareness is very useful for reducing an organization's negative impact on the environment. In this case, tourism managers can provide environmental awareness training such as preparing adequate waste disposal sites, fostering awareness of maintaining cleanliness and also several practices or training on the use of digitalization for marketing, operational and financial systems.

**Figure 1** explains about the GHRM Implementation Model for sustainable tourism consists of three parts, namely antecedents, implementation and results. Antecedents consist of internal and external factors which can trigger environmentally conscious behavior. Environmental ethics (Keraf, 2010; Renwick et al., 2013) emphasizes the importance of awareness of environmental ethics. This can be in the form of regulations governing environmental ethics originating from the government or normative ethics that apply in the local area. Then organizational commitment also plays an important role (Susanto, Kurniaty, et al., 2021; Susanto et al., 2021). If the organization or manager has a good commitment to conservation and has good awareness of the environment, this will be a determining factor in implementing GHRM behavior. Based on field findings in this research, tourism managers actually

already have sufficient knowledge regarding government regulations that require tourism managers to pay attention to the environment. This encourages the emergence of awareness of environmental ethics. Apart from that, the management also has a good commitment to environmental preservation. This is demonstrated by providing several rubbish bins to maintain cleanliness and also having policies that support the implementation of environmental friendliness and greening around existing tourism management.



**Figure 1.** Implementation of the sustainable green tourism based model.

From the existing antecedents, responses emerged from tourism managers who demonstrated environmentally friendly behavior which was manifested in various forms, namely environmentally friendly policies, use of information systems and technology, provision of facilities and infrastructure that support green behavior. The process of implementing this policy can be started by increasing GHRM literacy through training (Ahmad, 2015; Arulrajah et al., 2015; Farooq et al., 2022; Siyambalapatiya et al., 2018; Veerasamy et al., 2023; Zhang et al., 2019). Once management commitment and implementation go well, it is hoped that managers can make changes to the behavior of individual members or other managers to behave in an environmentally friendly manner. The training provided can be in the form of increasing capacity building related to the use of information technology from aspects of financial management, marketing to operations. The management is expected to be able to increase the awareness of its members and also the surrounding community so that they continue to pay attention to the surrounding environment in a sustainable manner.

The final stage of the implementation model is sustainable tourism. The result of the impact of management and implementation of GHRM is sustainable tourism (Budeanu et al., 2016; Farooq et al., 2022; Hardy et al., 2002; Higgins-Desbiolles, 2018; Lu and Nepal, 2009). The impact of GHRM behavior will enable resource efficiency and the image of tourism managers which will support the achievement of competitive advantages compared to competitors.

## 5. Conclusion

The green HRM concept emphasizes environmentally friendly conscious behavior. Green HRM itself will have a positive impact on managing sustainable tourism. This is because the concept, if implemented properly in tourism management practices, will have a significant impact in the long term. The results of this research

offer a model of sustainable Green Tourism which includes antecedents, implementation and results achieved. These antecedents come from internal and external (environmental ethics and management commitment) managers which will result in good GHRM implementation. The implementation process includes the preparation of environmentally based policies and also green training. After the existing management commitment runs well, it is hoped that the implementation will provide changes in member behavior to behave environmentally friendly in tourism management. The final stage is the impact of implementation in the form of sustainable green tourism. The impact of GHRM behavior will enable resource efficiency and the image of tourism managers which will support the achievement of competitive advantages compared to competitors.

The implication of this research is to produce a model for implementing green tourism in human resource management practices based on literature reviews and also tourism management practices. With this model, it is hoped that sustainable tourism management can be achieved.

Future research requires a more in-depth study to be able to find other determinants related to sustainable green tourism in human resource practice.

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