

# Green Human Resource Management as a Predictor of Green Supply Chain Management Practices: Evidence from Thai Hotels

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**Abstract-** Organizations are embracing the “go green” concept. It is being implemented in the internal and external organizational boundaries with the primary aim to establish a superior environmental and financial performance. Bearing in mind the importance of the topic current study examined how the GRHM do contributes towards the GSCM. An empirical study was conducted to examine the aforementioned relationship and for this purpose data were collected from 200 managers of hotels in Phuket Thailand. Smart-PLS have been employed for the data analysis. Data analysis revealed a significant association between independent variables (green compensation, green performance appraisal, green training and green hiring) and dependent variable (green supply chain management practices). All the relationships between the variables were in positive direction. Further the results also revealed a weak association between green performance management and compensation and green supply chain management practices (GSCMP). Which may be due to sense of responsibility of the employees towards the environment protection.

**Keywords:** Green supply chain practices, green training, green performance management & compensation, green training and innovation, hotel managers, Phuket

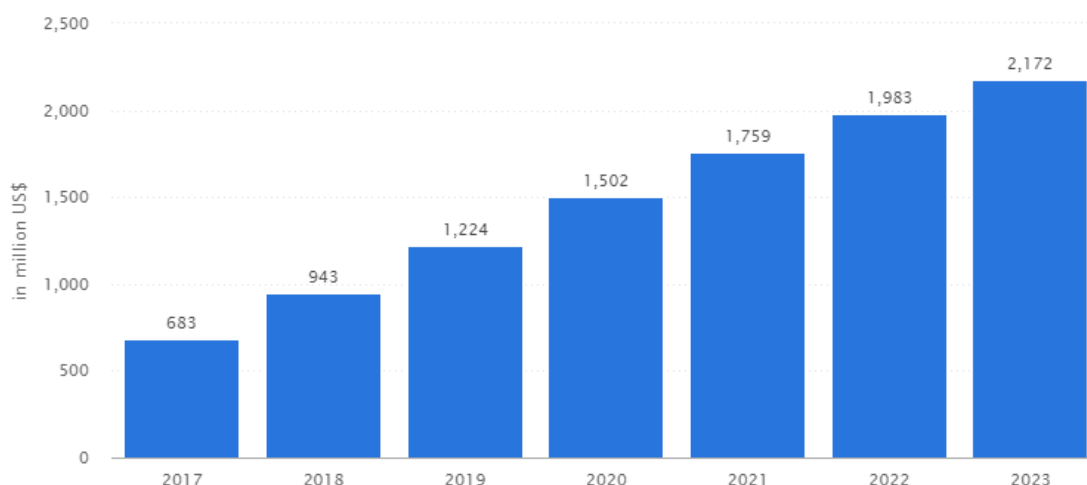
## 1. Introduction

There are growing numbers of studies in the domain of green HRM and supply chain management. [1] Researchers and industrialists are giving greater consideration to the topic which has made it as a topic of interest in the domain of research. The aim behind the focus on the green concept is the increasing concern towards the environmental issues [2]. In such scenarios, human resource and supply chain departments are playing an important role. As the humans hired according

to the organizational philosophy will lead towards the better performance of the supply chain. Which asserts that when the HR department of an organization is aligned with the green concept it will ultimately bring the positive change in the supply chain as well [1].

Organizations perform in three broader areas namely; environmentally, socially and economically. The balance between three performance areas of the organizations has become the major responsibility of organizations to serve the society in better way. Thus, resulted in greater attention from the researchers and practitioners [2]. Even though due to the environmental concerns, the firms are being pressurized by the stakeholders, competitors and the regulatory bodies regarding the protection of the environment. Moreover, with a view to mitigate the effect of organizational actions on the environment organizations are paying more attention towards the green HR practices starting from purchase of raw material, production and distribution of products, selling to disposition of the products [3].

The protection of the environment has emerged to be significant concern in the recent few decades [4]. Almost all of the industries have acknowledge this concern and started to take the steps for environmental betterment. Hotel Industry has a crucial role in the well-being in Thailand simultaneously it is also responsible for the environmental issues and pollution which needs to be addressed [5]. Being a tourism country Thai hoteling is point of concern for the present study. Hoteling is one of the major industries in Thailand as it is a tourism destination. According to the recent statistics published by Statista [6], hotels revenue are 1224 million USD in 2019. Whereas it is expected to grow at 15.4% from 2019-2023 resulting in 2172 million USD revenues by 2023.



**Figure 1.** Revenue in the Hotels segment

Source: Statista [6]

Hotels are implementing the green practices such as reducing the wastes etc. Pratyameteetham and Atthirawong [7], argued that organizations need to balance their performance in all the aspects such as society, financial and environment. Thus, leading them for acceptance of green practices in the management and their operational matters. Kim, et al. [8], argued that role of HRM in the eco-friendly management at hotels still remains an under studied area. Which needs more exploration in research. There are few studies available, which have explored the association between green HRM and green supply chain. Researchers have acknowledged the green version of HRM and SCM but still little is mentioned about this in literature. Which affirms that there is need to study these constructs to broaden the understanding regarding them [9].

Recently Renwick, et al. [10], also directed that the more research on the green human resource management and organizations' outcomes. Currently "Green" has grown to be a slogan and widely followed practice to denote the environment friendly image of products, procedures, methods and tools and how the businesses have employed it. There is an obvious difference between the green and non-green business [11]. It has been affirmed that such practices are good and allow an organization to have financial savings resulting in better profits. It also helped the natural systems and provided an improved and safe environment. Consequently people are enjoying a healthier life [1]. Meanwhile, green concept integration has emerged to a topic of interest within the domains of human resource and supply chain management. Even though researchers are doing great work in the domains of green human resource management, GSCMP and how are they creating a sustainable environment. However, a significant gap still

remains in their integration due to the late integration human resources and supply chain management [12]. Further, they proposed that human resource management is capable to make contribution in the supply chain management practices. Thus it is also possible that the green human resource management practices will also lead towards green supply chain management practices [13].

Regarding the current state of research, which integrates the green HRM and GSCMP, affirms that there is still gap whether green training do have positive influence on the GSCMP. Based on the literature gaps [8, 12] this study has an objective to explore the link between green HRM and GSCMP. It will answer the question that how do the green HRM practices contribute in GSCMP. It has academic and practical significance, as it will enrich our understanding regarding the integration of green concept in the human resource management and how do it also contributed towards the more sustainable supply chains in Thai hoteling industry. The later sections of the present study elaborates the literature review, methods applied in this study, discussion and conclusion.

## 2. Literature Review

This section shows the review of literature regarding variables used in the study and relationships among the variables. Following are the sections that deal with literature of previous study.

### 2.1. Green Supply Chain Management Practices

The relationships between customers and suppliers played an important role in the emergence of the

supply chains in the recent half century [14]. Further after the emergence as a topic of interest the focus of supply chains has shifted towards the green concept such as GSCMP due to the environmental issues which pushed to companies even the whole industries to become environment friendly [15]. GSCMP denotes the combined practices which incorporates the activities ranging from generating an idea and developing via eco product design, logistics, manufacturing and bringing the sustainability among the resource usage [16]. These practices can be categorized in cooperation and observation based activities which are aimed to accomplish the financial and environmental goals [17]. GSCMP are divided into two types such as internal and external supply chains. Internal GSCMP focuses on the internal sustainability management of an organization whereas the external GSCMP focus on the sustainability of an organization from the supplier and customer perspective [18]. Internal environment management, eco-design forms the internal green supply chain management practices whereas green purchasing, cooperation with customers and investment recovery focuses on the external GSCMP [19]. When it comes to the hoteling industry GSCMP denotes the incorporation of the green practices (which are carried out for the environment management) into the supply chain of the hotels with the primary objective to reduce the impact of hoteling supply chain on the environment. Furthermore, it is also inclusive of the raw material procurement for the production of products/services, delivery of them to the end users (hoteliers). These practices also create a need to urgency for the hoteling industry operators to give more attention on that how they are impacting the environment [7].

## 2.2. Green Human Resource Management Practices

The term HRM has become a common terminology in the organizations, which is aimed to improve the organizational functioning by managing the workforce. It has impact on the aspects of the organizational decision making and is one of the most productive sections of the management [20]. Furthermore, it was argued that the organizations' strategic success is largely dependent on the human resources that serves as a building block for an organization. Researchers and practitioners are paying greater attention to the environmental concerns which has led towards the emergence of the green HRM practices [21]. These practices can make the performance of an organization better. Further it has become vital to include the green concept in every step of the HRM practices [3]. As they supports the application and preservation of system to manage the environment within an

organization to gain superior environmental performance [22].

Green HRM is the subset of the HRM which is entirely focused on the green initiative and sustainability [23]. Further it was argued that these emerge from the beliefs, strategy and application of green management [24]. Furthermore, it was argued that it enables an organization to execute programs to reduce the CO<sup>2</sup> emissions [25]. The present study has adopted the green HRM practices bundle to test the relationships which consists of three green HRM practices namely; "green hiring, green training and involvement and green performance management and compensation". "Selecting ideal employees who are sufficiently aware of environmental management aspects of the organization refers to green hiring" [10]. "Providing environmental training to the organizational members to involvement in greening activities in order to increase environmental awareness refers to green training and involvement" [26]. "Offering a non- monetary and monetary compensation to the organizational members based on the environmental achievement refers to green performance management and compensation" [2].

## 2.3. Green Hiring, Training and Development, Performance Management and Compensation Impact on Green Supply Chain Management Practices

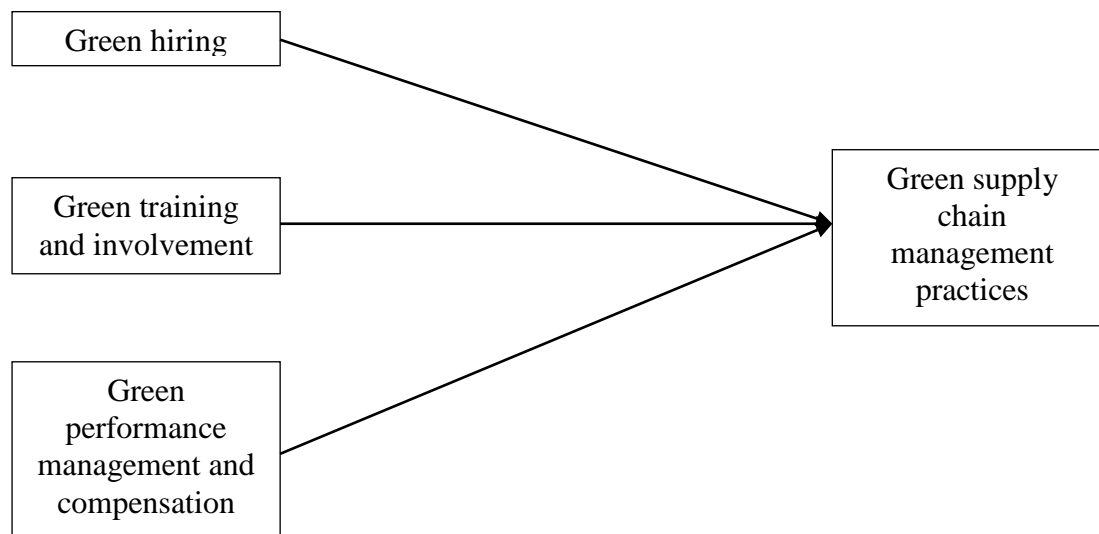
Renwick, et al. [10], conducted a review of various HRM practices on and their link with the sustainable performance. Especially the "green hiring, training and involvement, green performance management and compensation" have been linked with environmental performance. Green HRM ask all the employees to get involved with the green concept for the better environmental performance. Green HRM practices bundle acts as the glue which integrates the various practices and creates a synergy between the units [27].

Empirical evidence is available which affirms that there is association between green HRM practice and GSCMP. In this regard Teixeira, et al. [26], conducted a study to test the green training impact on specific GSCMP. The data were collected from ISO-14001 certified manufacturing companies in Brazil. They reported a positive relationship between green training and specific GSCMP and concluded that it helps an organization to have an improved GSCMP to tackle with the end-user and integrate the green concept in procurement. When the organizations provide the employees with the green training it enhance their knowledge, skill and abilities, which further translates into improved internal and external environment performance. Furthermore it was also argued that the GSCMP need great amount of attention from the green

training programs [28]. Similarly, Longoni, et al. [2] conducted a study to elaborate the relationship between green HRM and GSCM practices. By collecting data from multiple respondents in Italy they concluded that green HRM significantly predicts the GSCMP. Further, they reported GSCM as a mediator, which carries the sustainable HRM impact on performance.

Bon, et al. [1], conducted a review study and proposed a conceptual model. Further, they concluded that green HRM practices significantly influence the GSCMP. These practices can significantly contribute towards the implementation of sustainable practices and developing a more sustainable supply chain. Resulting in an improved environmental performance. Similarly, Zaid, et al. [3] conducted a study and proposed a conceptual framework for the predictors of the GSCMP. In their conceptual review, they argued that there are few studies only, which have considered the green HRM practices bundle as an antecedent for the GSCMP. There is need to have more research on

Based on the literature review following is the theoretical framework are developed by the present study and developed the hypotheses:



**H1:** Green hiring is significantly related to the GSCMP.

**H2:** Green training and involvement is significantly related to the GSCMP.

**H3:** Green performance management and compensation is significantly related to the GSCMP

### 3. Methodology

The purpose of the present is to investigate the green HRM impact on green SCM. The study is descriptive and quantitative in nature. This section contains the detailed information regarding the methods adopted to complete the study.

Hoteling industry was selected for the data collection as Thailand has been ranked as one of the 20 destinations around the world famous for the

this particular area to get better insights for the benefits of the green HRM which can further help the organizations to improve their performance in the environment they are operating. Lastly, it is a productive tool through which employees can be engaged in green practices and leading towards the green supply chain management practices. The previous empirical evidence suggests that the green human resource management practices ultimately lead towards the green supply chain management practices. Consequently provides positive outcome regarding the environmental performance. Previously most of the studies have been conducted in western culture, which affirms a scarcity of empirical evidence in eastern cultures. Moreover, the previous studies have used some specific practices to establish a relationship and did not used the GSCM as a one-dimensional construct.

#### 2.4. Theoretical framework and hypothesis

tourism. 177 hotels found in Phuket, Thailand. At the first stage of data collection all the hotel managers were sent an email regarding the purpose of study and data collection. On average 412 employees were employed in a hotel. After the prior permission from the top management, the questionnaires were distributed among the respondents. Simple random sampling was used to collect data. Krejcie and Morgan [29], table is usually used for sample size selection. Ref. [30],

argued that the sample size should be at least 20% of the population. Based on different sampling techniques the sample size for the present study is 300.

For data collection a self-administered survey was used which comprised of two sections to collect information regarding the demographics and respondents' responses regarding the variables under study. The demographic information included questions namely; gender, age, education, designation and experience. The later section of the questionnaire consisted upon the questions which were related to the variables under study namely;

“green hiring, green training and development, green performance management and compensation” and GSCMP. Green hiring was measure by two items, green training and involvement was measured by four items, green performance management and compensation was measured by adopting five items [10, 31]. GSCMP have been measured by adopting eight items scale [32]. Data collection from the respondents resulted in 200 valid responses, which were used for further data analysis. Some of the items from the questionnaires with low factor loadings were deleted.

## 4. Results

**Table 1.** Demographic analysis

Question		Number
<b>Gender</b>	Male	150
	Female	50
	<b>Total</b>	<b>200</b>
<b>Age</b>	Up to 25 years	20
	26-35 years	70
	36-45 years	80
	46+ years	30
	<b>Total</b>	<b>200</b>
<b>Education</b>	Bachelors	90
	Masters	40
	Diploma	70
	<b>Total</b>	<b>200</b>
<b>Experience</b>	Up to 1 year	20
	2-5 years	70
	6-9 years	50
	10+ years	60
	<b>Total</b>	<b>200</b>

Table 1 represents the demographic profile of the respondents in the study. As per the table majority of the respondents were male which constituted 75% of the respondents. Majority of the respondents belonged to the age group 36-45 years which were 80. Similarly, 90, 40 and 70 respondents hold the bachelors, masters and diploma degree (any diploma in hospitality/hotel management). Only few of the respondents had the job experience up to 1 year. Whereas majority of them had job experience ranges from 2 to 5 years which were 70.

### 4.1. Confirmatory Factor Analysis

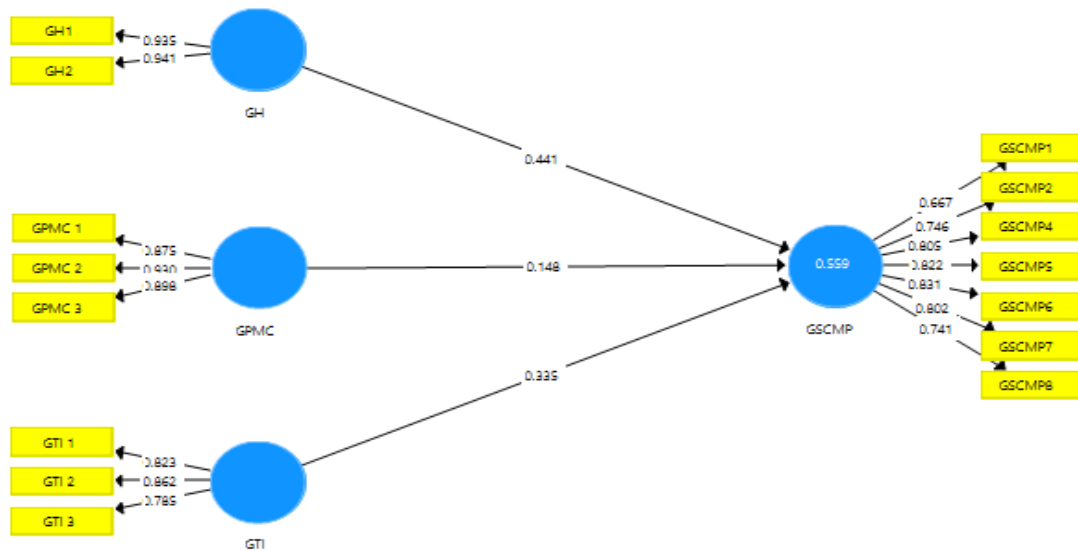
For the validity confirmatory factor analysis has been performed by using Smart-PLS software. Different parameters are used to assess the convergent validity, which affirms that each item only measures its own variable and not the other variables. Factor loadings, CR (Composite Reliability) and AVE (Average Variance Extracted) serves as a criteria to assess the convergent validity (Hair et al., 2010). Furthermore, the values for all factor loadings must be greater than 0.5. The values for the AVE and CR must be greater than 0.5 and 0.8 respectively.

As shown in below table 2 all the values for the “factor loadings, average variance extracted and composite reliability” are within the acceptable

range which establishes the convergent validity. Below figure 3 is showing the factor loadings.

**Table 2.** Confirmatory factor analysis

Constructs	Items	Loadings	Alpha	AVE	CR
Green Training	GH1	0.935	0.864	0.936	0.880
	GH2	0.941			
Green Performance Management and Compensation	GPMC 1	0.875	0.884	0.928	0.812
	GPMC 2	0.930			
	GPMC 3	0.898			
Green Training and Involvement	GTI 1	0.823	0.767	0.864	0.679
	GTI 2	0.862			
	GTI 3	0.785			
Green Supply Chain Management Practices	GSCMP1	0.667	0.888	0.913	0.601
	GSCMP2	0.746			
	GSCMP4	0.805			
	GSCMP5	0.822			
	GSCMP6	0.831			
	GSCMP7	0.802			
	GSCMP8	0.741			



**Figure 3.** Factor loadings

**4.2. Discriminant validity**

After the convergent validity is established the next step was to assess the discriminant validity. It is the extent to which measures do not reflect the other variables under the study. There are two approaches for the discriminant validity. One is “Fornell-Larcker criterion” which states that the

correlation of variable must be high as compared to other ones. This study has followed the latest technique which is known as ‘HTMT’ (‘Hetrotrait-Monotrait Ratio’). This technique assumes that all the values of correlation must be less than 0.85. It is obvious from the table 3 that all the values of correlation are less than 0.85. It establishes the discriminant validity.

**Table 3.** Discriminant validity

	GH	GPMC	GSCMP	GTI
GH				
GPMC	0.445			
GSCMP	0.746	0.512		
GTI	0.560	0.492	0.707	

### 4.3. Structural Equation Modeling

Structural equation modeling has been used to test the hypothesized relationship for the present research study.

Below table 4 and figure 4 are showing the results for the study.

**Table 4.** Path coefficients

Hypothesis relationships	beta	SD	t	p	Decision	R2	f2	VIF
GH -> GSCMP	0.441	0.03	14.498	p<0.05	Supported		0.323	1.367
GPMC -> GSCMP	0.148	0.028	5.282	p<0.05	Supported		0.039	1.277
GTI -> GSCMP	0.335	0.03	11.051	p<0.05	Supported	0.559	0.183	1.392

According to the results presented in table 4 it can be seen that green hiring and GSCMP are significantly related. The direction for the relationship is positive. Beta value for the relationship is 0.441. Which means that 1% change in green hiring will bring about 44% change in the GSCMP. If organizations hire the people who already do have interest/perception towards the environmental performance, it will ultimately lead towards the improvement or application of GSCMP. Further the results also depicted that green compensation and performance management are significantly related which is valued at ( $\beta=0.148$ ,  $t=5.282$ ,  $f^2=0.039$ ,  $VIF=1.277$ ). The relationship between aforementioned variables is positive which asserts that 1% increase/decrease in

green performance management and compensation will bring about 14% increase/decrease in GSCMP. If organizations reward the employees and measure their performance based on the green initiatives taken by them, it will result in better implementation of GSCMP internally and externally. Lastly the results also depicted a significant association between green training and involvement and GSCMP. The positive relationship is valued at ( $\beta=0.335$ ,  $t=11.051$ ,  $f^2=0.183$ ,  $VIF=1.392$ ). It asserts that the training of employees and their involvement in the green initiatives will bring about positive change in the overall implementation/performance of GSCMP. All the hypothesis H1, H2 and H3 are supported by the study results.



Figure 4. SEM path modeling

## 5. Discussion

There are several environmental challenges are being faced by the organizations in the current working environment. Consequently resulted in an urgent need to consider the impact of organizations' operations impact on the environment. Having in mind the seriousness of the issues this study has investigated the predictor of the GSCMP. Green hiring, green training and involvement and green performance management and compensation have been considered as the potential predictors/contributors towards the GSCMP. The study has been conducted in the hotels in Phuket, Thailand.

When an organization hires employees whose point of view is aligned with the organizational strategy or they can fit within that philosophy becomes a competitive advantage as they will not have any conflict with the organization. Similarly when organizations hire employees whose point of view regarding the environment sustainability is in line with that of the organization they can contribute towards better sustainable performance [10]. Bearing in mind the study hypothesized that green hiring and GSCMP are significantly related. The results of the study also reported a positive significant relationship between the variables which is valued at 0.441. The findings of the present study are in line with the previous studies [3, 10]. Furthermore, the study has hypothesized that green training and involvement is significantly related with green supply chain management practices. Which asserts that when employees are provided with training regarding the environmental protection in their daily routines they tend to be

more responsible for their acts. Training will enhance the environmental awareness of the employees [10]. The results of the study have reported a positive significant relationship between green training and involvement and GSCMP which is valued at 0.335. The findings are in line with the previous studies [1]. The study also hypothesized that performance management and compensation is significantly related with the GSCM. Longoni, et al. [2], argued that monetary and non-monetary compensation can boost the employee morale that will result in internal GSCMP such as green procurement etc. The results also reported a significant positive relationship between green performance management and compensation and GSCM practices which is valued 0.148. All the hypothesis are supported by the results of the study. All the results are significant. All the relationships are in positive direction which establishes that the certain practices of the green HRM can predict the level/performance/implementation of the GSCMP in an organization. However from all the relationship the association between performance management and compensation with the GSCM was weak as compared to others. Which means that employees may not value the monetary rewards for keeping their organization sustainable and acting responsibly towards the environment.

Literature mentioned that some specific practices if followed in HRM and SCM will improve the financial and environmental performance of a firm. However these domains have emerged while neglecting a relationship between them. This study contributes by providing empirical evidence that the green human resource management internalize the environmental practices which results in



GSCMP. Resulting in superior organizational performance. Therefore, HRM is regarded as a valuable resource. Although this study has made valuable contribution in literature but still there are some limitations of study, which provides area for the future research. This study has not categorized the hotels who are implementing the green concept in their management and supply chain practices. Thus, it offers a great insight to conduct a comparative research which compares the under study variables both in green and non-green hotels. Moreover, the study has collected data from only one destination Phuket. In future, more research can be carried out to assess the hotel practices in Thailand. Future studies may include some mediators and moderators in the current framework such as pressure to engage in green practices. Future studies may be conducted by considering the multidimensional model of GSCMP such as internal and external GSCMP.

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