The Role Of Green HRM In Talent Management Development To Improve Employee Performance In Hospitality Companies

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Abstract.This qualitative study examines the role of green human resource management (HRM) in talent management development to improve employee performance in hospitality companies. Data was collected through interviews with hospitality company managers and analyzed using thematic analysis. The background establishes the importance of environmental sustainability in the hospitality industry and the emergence of green HRM. The results demonstrate that green HRM practices like sustainability training, rewards for green behaviors, and recruiting environmentally-conscious employees enable hospitality companies to attract and retain talented employees, developing their skills to drive guest satisfaction and financial performance.

Keywords: green human resource management, talent management, employee performance, hospitality industry

INTRODUCTION

Environmental sustainability has become an increasingly important issue across industries, but especially in hospitality due to the sector's significant resource usage and waste generation (Jones et al., 2016). Hospitality companies are implementing sustainability initiatives to reduce energy, water, and materials consumption, but organizational change ultimately depends on employee actions (Kim et al., 2019). Human resource management (HRM) plays a key role in driving employee adoption of sustainability practices (Renwick et al., 2013).

Green HRM integrates environmental priorities into traditional HRM activities like recruitment, training, performance management, and compensation (Ahmad, 2015; Masri & Jaaron, 2017; Palupiningtyas, 2023). Key green HRM practices include sustainability training programs, rewards for environmentally-conscious behaviors, and recruiting employees concerned about the environment (Kim et al., 2019; Masri & Jaaron, 2017). Green HRM aims to develop a workforce with the skills and motivation to implement environmental initiatives (Renwick et al., 2013).

Green HRM supports talent management, defined as the process of recruiting, developing, and retaining high-potential employees to meet organizational goals (Thunnissen, 2016). Talent management is critical in hospitality where customer satisfaction depends on skilled employees providing high-quality service (Baum, 2015; Dhar, 2015). However,

hospitality experiences high turnover due to long hours, routine tasks, and limited career development (Davidson et al., 2010). Developing talent is an urgent issue, especially as labor shortages emerge post-COVID-19 (Baum et al., 2021).

Companies implementing green HRM can better attract, motivate, and retain talented staff (Kim et al., 2019; Masri & Jaaron, 2017; Renwick et al., 2013). Job seekers increasingly favor sustainability-focused organizations (Gully et al., 2014). Green companies also have higher employee engagement, satisfaction, and commitment (Pham et al., 2019; Siyambalapitiya et al., 2018). Engaged employees provide excellent service, driving guest loyalty and financial results (Karatepe, 2013).

LITERATURE REVIEW

Prior research demonstrates sustainability's emerging role in strategic talent management and HRM in the hospitality industry. Delmas and Pekovic (2013) established that environmental standards can improve labor productivity if integrated with HRM practices, laying the foundation for green HRM research.

Jabbour et al. (2010) then provided an early theoretical model of how green HRM enables acquisition and development of human capital with environmental awareness and capabilities. Renwick et al.'s (2013) seminal literature review fully conceptualized green HRM and its potential talent impacts.

Empirical studies on hospitality firms have confirmed green HRM's talent management benefits. Kim et al. (2019) surveyed hotel employees in Korea and the United States, showing sustainability training and incentives promote voluntary environmental behaviors. Masri and Jaaron (2017) interviewed manufacturing managers in Palestine, finding green recruitment and training supports talent retention.

Within hospitality, Dhar (2015) surveyed frontline hotel employees in India, demonstrating high-performance green HRM fosters service innovation behavior. Siyambalapitiya et al. (2018) concluded from multi-method research in Sri Lanka that green HR practices enhance commitment and citizenship behaviors.

However, investigations remain limited across hospitality sub-sectors, levels, regions, and using qualitative data. This study helps address those gaps through interviewing managers at green hospitality firms.

RESEARCH METHOD(S)

This qualitative study utilized semi-structured interviews with hospitality managers to understand perspectives on green HRM's role in talent management and performance. Interviews allow rich insights into individuals' experiences, appropriate for exploratory research (Creswell & Creswell, 2018). Participants were recruited through purposive sampling of hospitality companies recognized for sustainability achievements. 12 managers were interviewed, including department heads for housekeeping, food and beverage, human resources, and operations. Interviews were conducted virtually over 2 months in 2022 and averaged 45 minutes.

Questions focused on talent management challenges, sustainability policies and practices, employee motivation and capabilities, and the perceived impacts of green HRM on talent recruitment, development, and retention. Interviews were recorded and transcribed. Transcripts were coded using thematic analysis involving data familiarization, generating initial codes, searching for themes, reviewing themes, and defining themes (Braun & Clarke, 2006). Coding was both deductive, based on existing theory, and inductive, allowing new themes to emerge (Azungah, 2018)..

FINDINGS AND DUISCUSSION

Analysis yielded three main themes on green HRM's role in talent management. First, sustainability helps attract and retain talented employees, enabling recruitment of staff with needed service skills. Second, sustainability training and incentives develop employee capabilities to implement green practices that satisfy guests. Third, environmentally-conscious talent management promotes employee engagement and reduces turnover.

Theme 1: Sustainability Attracts and Retains Talented Employees

Many managers emphasized sustainability's role in drawing job candidates with strong hospitality service skills, even amid labor shortages:

"People want to work for companies that care about the planet. We definitely leverage our green reputation in recruiting to attract talent." (HR Director)

This talent acquisition impact was attributed to growing environmental awareness:

"Millennials and Gen Z care deeply about sustainability. We attract great applicants by emphasizing our eco-friendly practices." (Housekeeping Manager)

Experienced hospitality staff increasingly evaluate potential employers' sustainability, enabling recruitment of qualified candidates:

"Our low carbon footprint appeals to seasoned hotel professionals looking to maintain work-life balance." (F&B Manager)

Retaining top talent also depends on sustainability reputation:

"Employees want to work where their values are shared. Our green brand helps retain high performers." (Operations Director)

Thus, environmental initiatives shape recruitment and retention, helping address hospitality's ongoing talent shortage.

Theme 2: Sustainability Training and Incentives Develop Employee Capabilities

Managers also highlighted sustainability's impact on building employee capabilities through training and motivation to implement green practices. Hospitality work depends on actively applying complex service skills and product knowledge. Sustainability training teaches employees how to incorporate green behaviors into guest services:

"Green training gives people the know-how to provide excellent service while conserving resources." (Housekeeping Manager)

It provides the required expertise to satisfy sustainability-focused guests:

"Customers increasingly ask about our environmental impact. Training means staff can answer their questions." (F&B Manager)

Furthermore, sustainability incentives motivate employees to utilize their green skills and knowledge:

"Rewards for eco-friendly performance give employees a reason to implement what they learn." (HR Director)

"Measuring sustainability metrics during reviews encourages people to reduce waste." (Operations Director)

By developing relevant capabilities and motivating green behaviors, sustainability shapes the talent needed to meet guest expectations.

Theme 3: Green Talent Management Enhances Employee Engagement and Reduces Turnover

Pursuing talent management through an environmental lens also has broader impacts on hospitality employees. Many managers observed higher engagement among staff recruited and developed as green talent:

"Employees attracted by our sustainability focus are more passionate and loyal." (Housekeeping Manager)

"Our green culture improves collaboration because people feel connected to a shared purpose." (F&B Manager)

By selecting and training talent interested in sustainability, companies build an engaged, committed workforce:

"We have lower turnover because staff believe in our mission to operate sustainably." (HR Director)

Proactively managing talent in an environmentally-conscious way enhances employee satisfaction and retention.

These findings provide qualitative evidence that green HRM facilitates effective talent management in hospitality to improve employee performance. Developing green talent better equips employees to implement sustainability practices that satisfy environmentally-aware guests. It also enhances engagement, reducing turnover that disrupts customer service quality (Davidson et al., 2010).

Limitations include a small sample size concentrated in recognized green hotels. Additional research could analyze green HRM's talent impact across hospitality sub-sectors like food service, cruise lines, and entertainment venues. Studies comparing hospitality companies with more versus less advanced sustainability programs would further elucidate green HRM's role. Longitudinal designs could establish causality between green talent management and employee performance. Surveying job seekers and employees would complement manager perspectives. Extending this research to different global regions could also illuminate contextual influences..

CONCLUSION AND RECOMMENDATION

These findings provide qualitative evidence that green HRM facilitates effective talent management in hospitality to improve employee performance. Developing green talent better equips employees to implement sustainability practices that satisfy environmentally-aware guests. It also enhances engagement, reducing turnover that disrupts customer service quality.

Theoretical implications relate to the literature on green HRM and talent management. This study demonstrates sustainability's emerging role as a component of strategic hospitality HRM focused on fostering high-performing talent. It also elucidates the mechanisms through which green HRM enables acquisition and development of human capital with needed service capabilities.

For practice, hospitality companies should incorporate sustainability across recruitment, training, incentives, and culture to attract, motivate, and retain skilled talent. While environmental and social benefits are important, this talent management approach delivers

business results by enhancing employee service performance. However, hospitality firms must avoid superficial greenwashing and embed sustainability within management practices.

Further research can build understanding of how environmental sustainability supports talent development and performance across contexts. With proactive green talent management, the hospitality industry can continue providing excellent guest experiences amid growing environmental pressures.

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