

GREEN PRACTICES AND PERFORMANCE IN HOTEL INDUSTRY: A REVIEW OF LITERATURE

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ABSTRACT

Green HRM practices are crucial for sustainable performance in the hotel industry, as the cost of non-renewable resources increases and climate change impacts become more significant. This study sought to examine the existing gaps in the literature on the influence of green practices (GHRM practices) on performance in hotel industry. A systematic review of literature method was employed. The study revealed most studies were largely from western and Asian contexts and scarce in African, and the relationship between GHRM practices and hotel performance was more complex due to moderating variables such as hotel size. However, the possibility of moderating effects of location on performance was limited. Studies citing the influence of GWLB were scarce in Africa. The empirical and theoretical studies on the effect of green GHRM practices on performance in the African context have inadequately informed the practice. The study recommends future empirical studies to consider triangulation of NRBV, EF, AMO, and Spill over theories to be adopted. Government and regulatory bodies should ensure hotels implement EMS by measuring their ecological footprint. Future studies should consider the mediation effect of Green Work Life Balance on performance and use a longitudinal approach rather than cross sectional approaches.

KEY WORDS: Green Operational Practices, GHRM Practice, Operational Performance, Contextual Factors, Hotel Industry, Natural Resource Based View, Green Work Life Balance. Ecological Foot print

1.0 Introduction

Green operations in the hospitality industry are crucial for cost savings, gaining a competitive advantage, minimizing dependence on natural resources, and addressing rising costs due to climate change or scarcity (Ngniatedema & Li (2014). Few hotels have implemented these practices, highlighting the need for global environmental sustainability (Allison et al., 2011).

Green operational practices in hotels focus on energy efficiency, recycling, water conservation, and waste management, varying by hotel size, category and service type (Mbasera and Mutana 2014).

Green Human Resource Management (GHRM) involves strategies and frameworks that encourage employees to adopt a green approach for sustainable performance (Opatha, 2013).

There is inconsistency between theoretical and empirical findings on the impact of green practices on environmental performance. Wagner (2011) found green selection and training contribute to environmental performance while Rawashdeh (2018) found training having weak correlations. Besides, the National Footprint Accounts 2018 report indicates humanity's Ecological Footprint being 1.7 with the Earth's ecological overshoot growing faster than global biocapacity (Li et al., 2018). This study fills this gap in GHRM by addressing the omission of the natural environment, which is a significant ecological issue.

There is limited empirical literature on the link between Green HRM practices and performance interns of social, environmental and operational-was suggested by Elkington in 1997 and Yusoff, Ramaya and Othmam, (2018). Studies citing inclusion of green work life balance are limited and obsolete (Renwick, 2008; Ramus, 2001) and mostly from Asian and western context. Studies from African region is scarce and dominated by GHRM practices of recruitment and selection, training and development.

Existing literature has extensively used management theories such as Resource Based View, AMO, stakeholder and Dynamic Capability. However, with the rapidly growing magnitude of ecological problems, the omission of the natural environment may render these theories inadequate in informing GHRM practices on performance.

2.0 Literature review

2.1 Theoretical Review

Stakeholder theory, developed by Stanford in 1963, defines stakeholders as groups with legitimate interests in corporate activity (Clarkson, 1995). It emphasizes long-term relationships with stakeholders and sustainable business practices for long-term success. In Green HRM, this translates to adopting HR practices that promote environmental sustainability, such as employee engagement and green criteria integration.

Various scholars have used stakeholder theory to identify factors driving firms to adopt environmental or green initiatives according to stakeholder perspective (Bansal and Roth, 2000; Fineman & Clarke, 1996). This is because economic activities of hotel industry have steadily led

to environmental degradation through huge amounts of resource consumption, requiring organizations to adopt green practices in their operations and be accountable for their environment.

According to Hart (1995), Natural Resource Based View (NRBV) theory is underpinned upon a firm's relationships to the natural environmental management practices (Henriques and Sadorsky, 1996). The Natural Resource Based view theory postulates that firms should go beyond the resources at their disposal and see how those resources fit with the external (natural) environment. Further, Hart argues that it is this 'fit' that has the potential to bridge the internal and external deficiencies within RBV theory thus proposes NRBV to help understand the fit between an organization and its natural environment.

Ecologist Rees in 1992 developed Ecological Footprint, a theory concerned with humanity's continuing dependence on nature and what humans can do to secure Earth's capacity to support human existence for all in the future. Wackernagel and Rees (2014) believe that the size of ecological footprints is a direct proportion of environmental impact. EF theory uses consistent biological productive land to estimate the resource consumption and waste absorption area of specific population or economy.

The EF theory suggests that the ecological footprint, a measure of human impact on the environment, is inversely proportional to biological productive land per person and highlights the unsustainability of current practices and resource consumption inequalities, making it a crucial indicator of human impact on the environment.

Chen and Hsieh (2011) used the EF theory to assess natural resource consumption in hotel industry and the burden it puts on environment. In Amsterdam and Netherlands, Peeters and Schouten (2006) also used the EF theory to examine energy consumption, water, food disposal, and construction land use, however the findings were unsystematic due to inclusion of different industries and not hotel alone making the findings unreliable to provide estimations in analysis.

2.2 Critique of Theories Reviewed

2.2.1 Critique of Stakeholder Theory

Stakeholder is a theory of ethics that addresses the value in managing organizations (McLeod, 2016). The theory enables business owners to create value and enhance outcomes for several stakeholders and helps in developing understanding and agreement on solutions to issues. Theory is viewed as a route to good public relation and allows managers to align the interests of stakeholders and stockholders.

On the Contrary, Friedman (2006) contends that business must serve the interests of shareholders a view that is excessively capitalistic and is also opposed by proponents of the theory. Further, Stakeholder is a practical theory because all organizations have to manage stakeholders despite the different abilities to handle them. The theory stimulates practical, efficient and effective and ethical ways of managing institutions in highly competitive and turbulent environment (Freeman, Harrison & Wicks, 2007). Besides, stakeholder theory fails to deal with the problem of balancing the potential conflicting interests of all different constituents.

2.2.2 Critique of Natural Resource Based View (NRBV)

Natural Resource Based View expands the RBV of the firm by including the constraints imposed and opportunities offered by the biophysical (natural) environment (Russo & Fouts, 1997; Hart, 1995). Additionally, NRBV has equally benefited from DCs however it has also contributed to the understanding the emergence of dynamic capabilities research. Furthermore, NRBV applies to firms that strive to attain competitive advantage. Consequently, hotels whose managers are satisfied with current performance, NRBV becomes irrelevant. Consequently, since NRBV is an extension of RBV, Galbreath and Galvin (2004) recent discovery is that the theory largely associates with firm performance with intangible resources.

2.2.3 Critique of Ecological Footprint (EF) Theory

Ecological Footprint has the potential to truly reflect and present the current ecological environment and analyse depletion status of resources by explaining interrelationships between environmental impacts (Chen, Chen, Yang, & Jiang, 2007). Similarly, EF is said to be based on arbitrary assumptions and data is not inclusive of all environmental impacts such as underground

resources, technological and change flows. Further Moffat (2000) posits that EF lacks measure of equity and policy prescriptions

2.3 Empirical Review

2.3.1 Green practices and operational performance

Smith and Perks (2010) define green practices as use of products and methods that minimise the impact on environment through pollution or depletion of natural resources. These practices include sustainable water management, energy conservation, and Solid waste management, ensuring air quality, environmental purchasing, community awareness and maintenance of permits. Similarly,” Aijaz (2016) suggests that green practices in hotels, such as energy efficiency, recycling, water conservation, and clean air, are crucial for cost savings, gaining a competitive advantage, and addressing rising costs due to climate change or scarcity (Karimi, 2014).

Ngniatendema and Li (2014), conducted a study in US to examined influence of green operations on organizational performance for top 500 public traded companies. Regression analysis was used for data analysis and the result findings revealed that the overall impact of green operations was found to be different between manufacturing and service firms. Further, a study by Amadeep (2017) on green hotels and sustainable hotels operations in India, sought to understand eco conscious hotels to identify methods hotels use as eco-friendly hotel operations. Result indicate existence of zero water discharge, energy saving, reduction of portable water, use of treated grey for flushing toilets, air conditioning and landscaping, use of flush ash bricks and concrete high efficiency equipment and eco-friendly house-keeping practices.

According to Kenya National Bureau of Statistics (KNBS) (2014), hotel industry plays significant role in economic growth as well as employment creation in Kenya. However, Hospitality industry

incurs huge operational costs due to its nature of consuming large amounts of resources such as energy and water leading to high operational costs (Foster, Sampson & Dunn, 2000).

2.3.2 Green Human Resource Management practices and Performances

Literature reveals the task of Green Human Resource Management is multirole; that requires continuous monitoring and evaluation in order to understand its influence on Human resource management issues. Yusoff, Ramayah, and Othmam (2015) pointed out that GHRM involves specific HR's policies and practices that encompass performance in three dimensions namely: environment, social and economic performance. Various scholars like Paille et al. (2014), Renwick et al. (2013), Masri and Jaaron (2017), Ahmad (2015), and Mandip (2012) are of the view that GHRM practices like recruitment and selection, training and development have the potential to enhance organizational environmental performance.

2.3.2.1 Green Training

Green training is derived by linking the HRM element of training to issues of environment.

Most scholars have acknowledged that training and development have positive impact on enhancing employee's knowledge and skills which are vital for positive organizations environmental performance (Sarkar 2012), improves operational performance (Jackson et al., 2011), and reduction of overall costs). Others hold that effective greening of organizations lie on appropriate training given to employees (Daily et al., 2012). These scholars pointed out that green orientation programmes for new recruits need to be integrated in the training and development process. Furthermore, literature reveals that employee environmental programmes such as orientation programs on ISO 14001, EMAS, knowledge on government policies on environment, knowledge on waste management, and recycling (and including health and safety courses), may assist the organization to adopt green practices which improve health and safety and welfare of

workers. For instance, the study identifies the potential gain of health and safety for workers as ability to enjoy occupational health and environmental protection due to green technologies usage that enhances employee's quality work environment. Besides, Renwick et al., (2013) suggested training programs needed for greening employees to include EM training programs, recycling, waste management as well as energy efficiency and cost minimization and enhancement of corporate image. Other scholars hold the view that, through training, employee is made aware of organizational policies on environment and helps to alter employee's attitude towards environment a view supported by Zibrras and Coan (2015).

2.3.2.4 Green Work Life Balance

Muster (2011) view Green Work-life balance as a reconciliation between working domain and private domain with regards to environmental values, attitudes and behaviour. It entails mutual enforcement and harmonization of environmentally friendly practices both domains of life. Its assumed that balancing life in the two domains reduces negative interaction effects given non-environmental friendly behaviour will be reduced and the balance can bring about positive interaction effects since varied environmentally friendly experiences are capable of enriching each other (Bangwal , Tiwari & Machola, 2017); work from home is a revolution that aims at reducing operational costs of organization via reduced absenteeism and lower transportation costs, and enhances value added retention factor.

Bangwal et al., (2017) carried out a study in India to explain the role of green HRM process in going green. Their findings indicate that employees learn from work-life and practice during private life, and these have influence on individual behaviour towards environment. On the other hand, attracting talent and implementing GHRM practices results in improving employees' attitude towards and behaviour within organization. GHRM effort has great significance: lowers costs, improves performance, work life/private life is improved, sustainable use of resources, and less waste, enhance employee's motivation, commitment and work satisfaction in addition to feeling proud of their employer.

Additionally, the findings revealed significant mediating effect of work-life in relation to environmental performance and GHRM. However, mediation via private life was not supported.

Researchers like Dumount (2015) in a study on Green Human resource management and employee workplace outcomes in Australia found that GHRM impacts on both in-role and extra-role behaviour of employees at workplace but through different individual, social and psychological processes. Other scholars like Muster and Schrader (2011) have recognized the potential of work-life balance as HRM practice. They argue that attitude and behaviours relevant to environmental management are not learned exclusively at work place, but also in private life.

2.3.3 Moderating factors in the relationship between GHRM and performance

Scholars support the relevance of firm size with regard to environmental discourse with large firms as being more proactive (Chan, 2005). Likewise, literature indicates that hotels in 3–5-star levels were leading in initiating green practices (Mensah & Blankson, 2013; Mensah, 2006) as compared to lower-level Hotel stars 1 and 2. Similarly, authors like Kumar (2005) found that there is a positive relationship between hotel category and size, such that increase in hotel category and the consumption of resources such as energy and water is dependent upon hotel category and services provided and conservation and methods adopted by the hotel. A view supported by Chen, Tsou & Huang (2009). According to Jabbour et al., (2013) the different types of firm size have the ability to affect environmental practices. Likewise, literature reveals hotels closer to the Central Business District are advantaged due to increased room demand and competitive prices compared to hotels away from the Central Business District. Besides accessibility to major attractions, convenience of transportation safety and hotel star level are postulated to be contributing factor to hotels performance.

3.0 RESEARCH METHODOLOGY

3.1 Chapter Overview

The study employed a systematic literature review approach. In essence, employing systematic review of literature and desk research methodologies ensures a rigorous, evidence-based approach to understanding concepts for instance on the impact of Green HRM on hotel performance. The approach reduces biases in the selection and interpretation of studies are minimized. Besides systematic review of literature helps in identifying trends and gaps in the current knowledge which therefore has potential to give valuable insights for future studies. The systematic review process adopted in the study includes search strategy, selection criteria, inclusion strategy, exclusions and content analysis or synthesis of the information extracted.

3.1.1 Search Strategy

A thorough examination of the literature was conducted across six databases namely Sage, Taylor and Francis Online, SpringerLink, JSTOR, Emerald, Advance Research search and papers from peer review journals. These data bases were chosen due to their being more thorough and it is unlikely that any pertinent papers will be missed (Norris & Oppenheim, 2007). Additionally, all included articles' reference lists were searched for potentially pertinent citations.

The study specifically, sought to examine the existing gaps in the literature on the effect of green practices (GHRM practices) on performance in three dimensions such as environmental, operational and social in hospitality industry (hotels). A review of theories was done followed by the critique of theories. The reviewed theories included AMO, Natural resource-based View, Ecological footprint theory, dynamic capabilities and stakeholder theory as theories related to study content derived from the objective of the study.

The review or search strategy employed a combination of key leading words and subheadings related to "Green HRM or environmental HRM" "operational performance", "environmental performance", "social performance", and Performance in hospitality industry. Other subheadings considered in to guide the review include: the relationship between green HRM practices and operational performance, green training, green work life balance and exploration of possible

moderating factors such as firm size, firm category and location in the relationship between GHRM practices and hotel performance in terms of operational social and environmental.

The search was limited to articles published from January 2009 to December, 2019. The review envisioned to capture empirical studies that directly addressed the relationship between Green HRM Practices on performance in hospitality industry

3.1.2 Selection Criterion

The criteria used to select papers were based on how closely the papers content aligned with the research objective of the study. Specifically, the reviewer considered studies that examined the link between GHRM practices of such as green training and work life balance on hotel operational, social and environmental performance.

Papers that did not relate to the study variables or those that lacked empirical support were excluded. To ensure reliability and consistency, the systematic review was informed by acceptable practices for conducting literature review's as suggested by Tranfield, Denyer and Smart (2003). Furthermore, the reviewer systematically extracted relevant data, such as data collection approaches, research results, and important findings, from each included study.

3.1.3 Inclusion criteria

The review took into consideration research that rested on reliable theoretical frameworks and presented empirical data on GHRM practices on hotel performance. All studies design that presented original empirical research irrespective of quantitative or use of mixed methods were all included in order to increase the scope of the reviews. Data was synthesized and examined to give background information for the current study. However, these publications were later not used in the final analysis.

3.1.4 Exclusions Criteria

Studies that did not perceive G-HRM as the primary result were not included in this review. Articles that did not provide enough detail to evaluate how G-HRM practices influence performance in hospitality industry were excluded. Besides, non-English periodicals and pieces that were opinion or perspective-based such as editorials, opinion papers, and perspective reports

were excluded. our assessment. Finally, this review did not include any grey literature, such as books, book chapters and conference proceedings.

3.1.4 Content Analysis of the reviewed data

The researcher after systematically reviewing related literature, used Content Analysis to evaluate information. The process involved; summarizing of key findings, methodologies, theoretical frameworks applied in literature. The reviewed theories and empirical studies were subjected to identification of emerging gaps in GHRM research on hotel performance, conflicting findings related to GHRM practices and three-dimension performance in hospitality industry. Lastly synthesis of the findings and identification or research gaps and opportunities for future research was employed respectively. Finally, this was followed by Conclusions and recommendations w based on the findings of the reviewed literature.

4.0 DISCUSSION OF FINDINGS ON EMPIRICAL AND THEORETICAL LITERATURE REVIEWED

4.1 Discussion of empirical reviewed literature

Most hotels in the Africa, have embraced green operational practices such as waste management and sanitation, water conservation such as reuse of towels and collection of rain water, energy conservation by using energy efficient bulbs, and installation of solar energy, switching off lights, load shedding and renewable energy (Kimeu, 2015; Mungai, 2013; Karimi, 2014& Mensah, 2006. However green practices on pollution prevention, water and energy conservation popular to developed countries for instance installation of power monitoring system, installation of INNCom interventional, e4 smart Digital thermostat with eco-mode add-on for temperature controls in guest rooms have been inadequately employed in the region (Mensah, 2007).

Further with regard to GHRM practice effect on hospitality performance most of the empirical studies were largely from western context and Asian contexts. For instance, Pakistan (Muhamad, 2016; Jabbar & Abid, 2015), India (Bangwal & Tiwari, 2015; Metah & Chugan, 2015), Malaysia (Ysuoff & Jamaludin, 2013), Germany (Muster & Schrader, 2011), Thailand (Kim, Choi & Phetvaroon (2019), Asia (Tang, Chen & Paille, 2017).

Similarly, many researchers have identified green training attributes to involve: development of training programmes on environment management for employees (Masri and Jaaron, 2017; Tang et al, 2017); designing special workshops for energy and water conservation, special training sessions for waste management and recycling (Renwick et al, 2013; Jabour, 2013), green knowledge management initiatives (Tang et al, 2017) and providing training materials online to reduce paper cost, engaging employees in problem solving and job-rotation in green assignments (Arulrajah et al.,(2016).

Other scholars like Muster and Schrader (2011) argue that Green HRM can meet its full potential by considering its workforce in their twofold role as both producers and consumers given that employees learn variety of behaviour both at work as well as in private life. However, most of these studies were obsolete and the current study by Bangwal and Tiwari (2015), did not support mediating effect of work life balance via private life. In addition, most of these studies were from western countries such as Australia and India. Likewise, literature indicating the influence of location as a moderating factor was limited. In addition, literature recognizes the significance of green rewards in facilitating employees towards greening initiatives.

4.2 Discussions of the theoretical review

The reviewed literature indicates growth in the area of green practices in hospitality industry. However, there is lack of strong theoretical base for such research in examining the effect of green HRM practices on operational, social and environmental performance of hotels in African context. This can be attributed to lack of primary data since most hotel do not practice GHRM and overreliance on RBV, Stakeholder theories to rationalize firm's adoption of green practices in the region. However, this study incorporated Stakeholder, NRBV and Ecological footprint theories to examine the effect of GHRM practices on hotels performance.

Various scholars have used stakeholder theory to identify factors driving firms to adopt environmental or green initiatives according to stakeholder perspective as gaining legitimacy (Bansal and Roth, 2000); as response to stakeholder pressures (Fineman and Clarke, 1996). This is because economic activities of hotel industry have steadily led to environmental degradation through huge amounts of resource consumption, requiring organizations to adopt green practices in their operations and be accountable for their environmental management practices (Henriques and Sadorsky, 1996).

The Natural Resource Based view theory proposed by Hart (1995), developed from the earlier works of Barney, 1991 and Penrose, 1959. NRBV postulates that firms should go beyond the resources at their disposal and see how those resources fit with the external (natural) environment. Further, Hart (1995) argues that it is this 'fit' that has the potential to bridge the internal and external deficiencies within RBV theory thus proposes NRBV to help understand the fit between an organization and its natural environment.

The theory has been applied in literature by various researchers such as Chan (2005) used NRBV to explore whether it applies in an emerging economy; a survey of foreign invested enterprises in China. The findings confirmed the validity of the model and approved applicability of NRBV in the world's largest and increasing economy. Additionally, researchers like Guang, Koh, Baldwin and Cucchiella (2012) conceptualize structural model of NRBV Green Supply Chain Management (GSCM) and its relationships. Hart and Ahuja (1996) investigated if it does pay to be green using the theory to examine the relationship between emission reduction and firm performance.

Ecological footprint has widely been used as a measure of humanity's effect upon natural environment and has its importance in highlighting both apparent and unsustainability of present-day practices and the inequalities in resource consumption between and within countries. The theory has been used in various countries for instance in Taiwan, Chen and Hsieh (2011) used the theory to assess natural resource consumption in hotel industry and the burden it puts on environment. In Amsterdam and Netherlands, Peeters and Schouten (2006) used it to examine energy consumption, water, food disposal, construction land use, however the findings were unsystematic due to inclusion of different industries and not hotel alone making the findings to provide estimations in analysis.

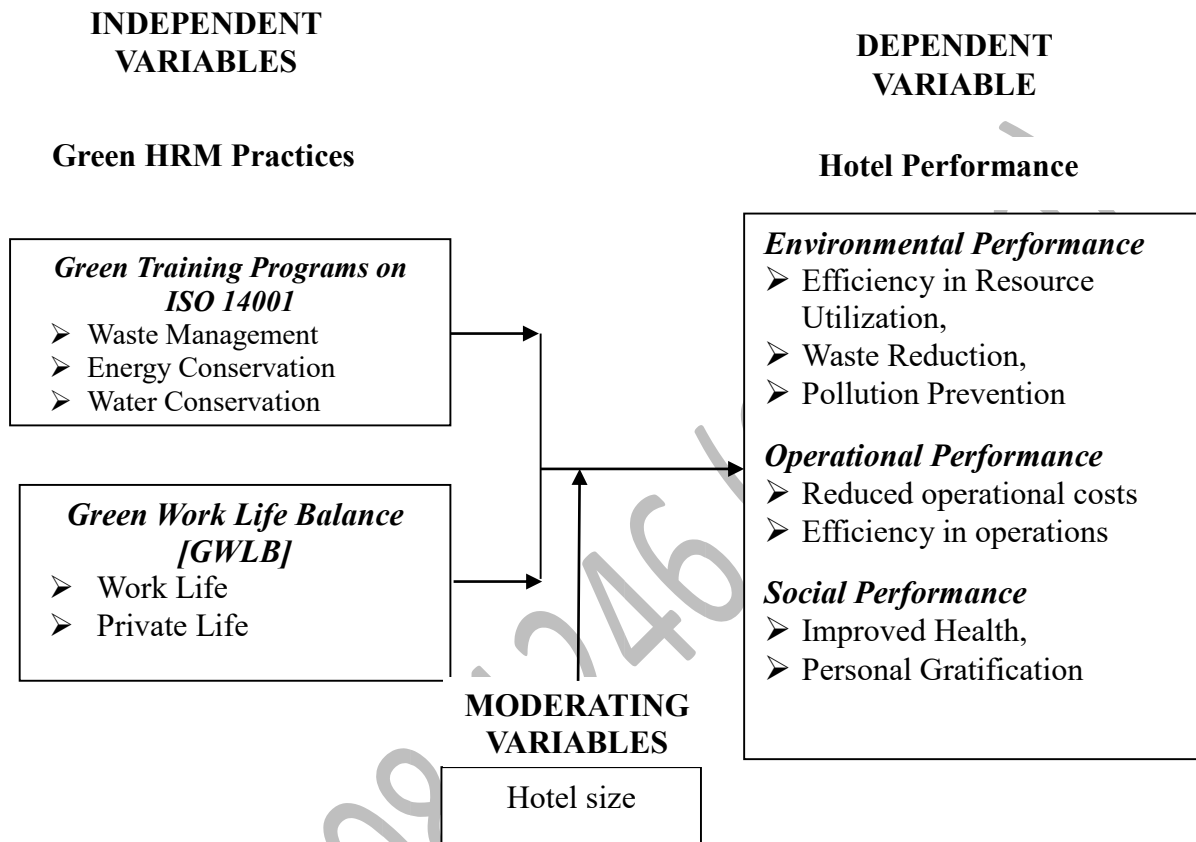
Other authors Wackernagel and Rees (1996), posit that EF is not a measure of total human impact but a representation of human pressure on ecosystem. Generally, studies indicate EF has been adopted as an assessment indicator of sustainable development of ecology. Additionally in research the theory has been used in the computation of greenhouse emissions (Venetoulis & Talberth, 2008).

4.3. Conceptual Framework:

Green Practices, Hotel size, and performance

The study constructs a conceptual framework from the reviewed literature for the analysis of effect of green practices on performance in hospitality industry. The variables included in the model are of three types; the independent variable which includes: green training, green reward and green work life balance. The dependent variable which is performance (operational, Environmental and social) and moderating variable which includes hotel size. The conceptual framework indicates that performance of hotels is an influence of green GHRM practices. Furthermore, it is likely that the strength of predetermined operational, environmental and social performance of hotels may be complemented or influenced by moderating variable such as, hotel size. The conceptual framework is built upon the ideas of Elkington 1997 and Brundtland (1987) who contends that organizational success is not just measured in terms of profits but also social and environmental performance.

Figure 4.1: Conceptual Framework based on the literature and theoretical review



Source: Adopted from (Fairchild & Mackinnon, 2009)

Table 4.1 Variable Description**Table. 1 Description Independent variable link to Dependent variable: performance**

Green practices	Environmental performance	Social performance	operational performance
GHRM practices/initiatives			
Green training	Waste reduction Pollution prevention Pro-environmental initiatives	Empowered, motivated employees, Informed and environment conscious employees Better health and safety at work/ home	Reduced cost due efficiency in operations and reduced cost of training new recruits Competitive advantage due to environmental capabilities (inimitable workforce)
Green Work life Balance	Reduction of carbon footprint Environmental protection in both work life and private domains Reduced carbon emission	Motivation Engagement Work satisfaction Improved Health Personal gratification wider scope for environmental action	Reduced transportation costs Increased productivity Reduced operational cost via reduced absenteeism

4.4 Research Gaps Discussion

Most of the existing reviewed GHRM literature is largely from a western and Asian contexts for instance, Pakistan (Muhamad ,2016; Jabbar & Abid ,2015) India (Bangwal &Tiwari, 2015; Metah & Chugan, 2015), Malaysia (Ysuoff & Jamaludin), US, German (Muster & Schrader, 2011), Thailand (Kim, Choi, and Phetvaroon (2019), Asia (Tang, Chen & Paille, 2017). literature on GHRM practices on performance of hotels in Africa is limited. Given the significance of Africa as destination for Tourists, tourism activities are closely linked to hospitality industry (hotels), this is an important gap that the current and future studies seek to reduce by carrying out studies on GHRM practices on performance in the region.

Furthermore, the existing literature mainly considers the relationship between green practices (GHRM practices) and performance to be a direct relationship (Bhuto & Auranzeb, 2016; Masri &Jaron, 2017; Mobarez, 2018; Madago, 2018; Yusoff &Nejati, 2019). However, relationship could be more complex and that's assuming indirect relationship. This is because the relationship between GHRM practice and performance can be influenced by mediators like (employee ecological behaviour) or moderators (hotel affiliation, industry) and extraneous factors such as employee demographic characteristics such as age and gender.

Muster & Schrader (2011) argue that since by very nature consumption means resource utilization it also implies all consumption behavior is environmental behavior. Therefore, since environmentally relevant behaviour is demonstrated at work place and private life it is likely that employee's environmental attitudes and activities will be generated from both life domains. However, the existing literature on GHRM practice of Work life balance was limited. The existing few (Bangwal & Tiwari 2015; Dumont, 2015; Muster & Schrader, 2011), are from India, Australia and German respectively and scarce in the African region, making it largely unclear how GHRM practice of GWLB affects environmental, social and operational performance. Thus, to fully realize GHRM initiatives on greening hotels this study sought to bridge the gap by proposing that future empirical models on GHRM effect on hotel performance in Africa to consider Inclusion of GWLB initiatives.

Existing literature employed various theories like stakeholder, NRBV and Ecological foot print the relationship between green practices /GHRM practices on performance. However, most of these theories were applied in the western and Asian contexts and different industries and limited in African region. For instance, NRBV theory was employed in China (Chan, 2005) ;(Huo, Gu & Wang, 2019). Ecological Footprint (EF)); Netherlands (Peeters & Schouten, 2006). To bridge this gap the study proposes future studies in Africa to adopt these theories in GHRM literature and seek to test them empirically in hotel industry. Besides, future research may triangulate these theories rather than employing them independently. Since the theories consider the inclusion of natural environment, the psychological and emotional dimension of the employees towards greening hotels operations to achieve hotels performance.

Methodologically, some studies such as (Ysuoff & Jamaludin, 2013), employed descriptive statistics such as mean, percentages. Others like Hiu and Rovosorka (2017) used content analysis. These analytical methods are inadequate in confirming causal relationships among variables. Similarly, majority of the studies such as (Ngniatendema & Li, 2014; used regression models to examine relationship between GHRM and environmental performance. Besides, others like (Kim, Choi et al.,2019) used Partial least square while Dumount (2015) used SEM. From the study point of view, this method inadequately informs the practice of GHRM practices on environmental social and operational performance of hotels.

The studies mentioned above could have used Factor analysis and Covariance Base analysis approach (CB–SEM). CB-SEM, which allows the possibility of capturing multiple relationships among variables and aims at reproducing the theoretical covariance matrix without focusing on explained variance. Furthermore, in the operational stage, hotels impact mainly arise from energy, water, food and other resources that are consumed as well as solid and liquid waste it generates. Therefore, the above methods used in the reviewed literature inadequately inform the practice. Therefore, this study proposes the adaptation of Ecological Footprint analysis in the studies of GHRM practices on performance. EF is appropriate given its ability to measure biological productive land, water consumption, energy required, and resource consumption and absorb waste it generated in the hotel.

Likewise, most studies employed case studies with Cross-sectional surveys which is limited in determining cause-effect relationships among variables since it is a 1-time measure of exposure or outcome. However, studies citing use of longitudinal approach with correlation research design are limited particularly in the African context. Thus, this study proposes inclusion of empirical studies on longitudinal approach.

On practical gaps, Environmental performance is given more consideration from the literature, (Aruraljah et al., 2015; Mehtah & Chugan, 2015; Sharmah, 2016). Hence, operational and social performance has received little attention. There is need to be strategic when deciding the kind of GHRM practices to be adopted with regard to performance hotels require to attain.

5.0 CONCLUSION

The study helps in identification of best practices on GHRM that contribute to sustainable goals in achieving operational, social and environmental goals of the hotels. Furthermore, a systematic review of literature was important in identification of research gaps that give direction for future research. The reviewed literature provides insights that inform policy makers and hotel managers and Professionals on the effective strategies for integrating GHRM practices such as work life balance on hotel performance.

Green practices significantly impact operational performance and sustainable business, as evidenced by a systematic review of literature and desk research methodologies. The study enhances knowledge but also supports informed decision-making and strategic planning within the hospitality industry.

The study introduces the Natural Resource Based View and ecological footprint theories into Green HRM literature, expanding theoretical understanding of the relationship between green HRM practices and performance.

Further, the study affirms the value that literature on green practices/GHRM practices on performance may borrow theories from modern contemporary theories such as contingent theory theories to explain the relationships that may occur between variables given the fact that operational, environmental and social performance and adoption of green practices may be contingent or dependent upon internal and external situations.

The study expands knowledge with regard to the scope within which the relationship between green HRM practices can best influence operational, social and environmental performance of hotels. For instance, introducing the concept of green work life balance influence on three-dimensional performance, other than overreliance on the general GHRM functions of green training, selection and rewards.

The study provides evidence-based results that most studies on GHRM practices on hotel performance have concentrated on direct relations. The study enhances knowledge by revealing that hotel performance may be influenced by moderating variables like size, category, and location, providing a basis for future research on green practices.

The study concludes that, most studies on GHRM in relation to performance in hospitality industry specifically hotels, calls for future researchers to pay attention in carrying out empirical studies in Africa and specifically in Kenya to fill this gap of limited primary data in the region. The study informs the Human resource managers on the need to advocate for green HRM practices that seeks to positively influence social, operational and environmental outcomes.

Lastly, the study has contributed a platform through which future studies may be based upon. For instance, the study suggests future research on the impact of green practices on hospitality

performance to consider indirect relationships that include moderation factors like firm size, category, and location. It also suggests a longitudinal approach to evaluate the effect of green operational practices on hotel performance.

The study recommends governments and regulatory bodies to enforce environmental management (EM) practices in the hotel sector, aligning HRM with environmental practices, monitoring systems, and imposing penalties for non-compliance.

The study suggests that hotels can understand economic trends, implement sustainable development concepts, and improve operational practices by monitoring load capacity, ecological footprint, and GDP simultaneously, thereby improving overall performance.

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