

The Psychological Impact of Green Human Resource Management on Employee Satisfaction in Chinese Hotels

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Abstract

The effect of green human resources on the hotel employee satisfaction is an important area of research. Green human resource refers to implementing environmentally friendly, sustainable, and socially responsible HRM practices in the organization. The practices include employee training and development, compensation and rewards, recruitment and selection, and performance appraisal to encourage employees to participate in environmental activities to establish a good organization. The study shows that implementing green HRM can significantly improve the job satisfaction of hotel employees. Hotel employee satisfaction in China is a topic that has received much attention. According to researches, the satisfaction of hotel staff in China is affected by various factors. Firstly, compensation and reward are the important factors affecting hotel employee satisfaction. Low salaries and lack of promotion opportunities may lead to job dissatisfaction and turnover. Besides, hotels can provide green training and development, green recruitment and selection, and green performance appraisal to help employees upgrade their skills and careers to enhance employee satisfaction. This conceptual paper elaborates on enhancing the understanding of employee satisfaction and GHRM in China. Finally, it proposes a study future agenda that spur scholars to examine the topic in empirical work.

Keywords: GHRM, green human resource management, hotel industry, China, employee satisfaction, job satisfaction

1. Introduction

Green Human Resource Management (GHRM) is a continuation of HRM methods sustainably and encouragingly, interesting in sustainability and green management has been rising due to the pressures of increased global competition during the pandemic and people's increased environmental awareness during this period. Nowadays, companies began to integrate green practices into their business functions (Elif et al., 2023). An increasing volume of literature recognizes the significance for GHRM in hotels. The rapid popularity of studies on GHRM in the hotel industry ten years ago, giving an opportunity to create a conceptual model (Susanto et al., 2022). Alreahi et al. (2022) reviewed fifty and nine articles about GHRM, revealing that it referred to employees, market, firm social responsibility, leadership, management, behavior, culture, and so on, demonstrating that the most frequent words of GHRM sector is hotel sector. According to this study, the most popular trend was “ hotel, GHRM, employees, hotel industry, performance, leadership and management, sustainability, environmental performance, and environmental awareness” directly linking with GHRM (Alreahi et al., 2022, p.9), containing environmental performance (Kim et al., 2019; Nisar et al., 2021; Pham et al., 2020; Yusoff et al., 2020), employee satisfaction (Bhatti et al., 2022; Miah & Hafit, 2019; Aboramadan & Karatepe, 2021; Abdelhamied et al., 2023), green behavior (Luu, 2019; Pham et al., 2020; Kim et al., 2019), green self-efficacy (Farooq et al., 2021). That is to say, GHRM could solve the issues of hotel industry and positively impacts a wide range of aspects such as performance or behavior in hotels. So far, however, there has been little discussion about the GHRM and employee satisfaction. Based on the discussion above, thus it is dramatically necessary to research on examining the impacts of GHRM on Employee Satisfaction (ES). Profitability is one of the main objectives of the daily practice of hotels and is the

success of the organization. However, setting such a universal and desirable goal is organizational factors that lead to achieving the goal; one important influencing factor is employee satisfaction. Regarding the shape of the situation in today's hotel industry, such as high labor intensiveness, interpersonal interaction, and dependence of colleagues (Galiči ćLašKarin,2016), the satisfaction compared to other industries represents the most critical point of hotel management. (Laškarin Ažić, 2017)

It is becoming increasingly more work to ignore the importance of employee satisfaction in light of recent problems with employee satisfaction in hotels. On the one hand, employee satisfaction is negatively related turnover in hotels in China (Wang et al., 2020). That is, low employee satisfaction leads to high turnover in China. Hotel industry competition has gradually turned into employee competition in the digital era. In order to retain employees, the hotel must improve employee satisfaction, which has become an important factor for the sustainable and long-term development of the hotel industry (Xie, 2019). On the other hand, employee satisfaction also has a positive relationship with hotel job security and performance (Vo-Thanh et al., 2020), work engagement in Chinese hotels (Ding et al., 2022), hotel employee performance (Bello et al., 2021), and organizational commitment of Chinese hotels (Jin et al., 2020) at the same period. Since employee satisfaction enhances the core competitiveness of a company, improves and organizes HRM, enhances employees' emotional orientation, and significantly influences job performance, it is of high importance to study employee job satisfaction and job engagement for company performance and development (Ding et al., 2022). Due to the highly rapid development of green HRM, hotels have begun to solve these issues by HRM and green GHRM recently. Some past studies prove HRM and green HRM are beneficial for the development of hotels. Implementing HRM in hotels can comprehensively improve employees' job satisfaction to attract more talents and retain talent, enhancing the market competitiveness and the long-term development of Chinese hotels (Wang, 2022). Existing studies (Bhatti et al., 2022; Miah & Hafit, 2019; Aboramadan & Karatepe, 2021; Abdelhamied et al., 2023; Shafaei et al., 2019) have shown that GHRM has become a new trend of concern in the hotels to increase employee satisfaction. However, there is no single study about the impact in this context. During the literature review on the concept of GHRM, it was found that the literature on the impact of it on employee satisfaction is insufficient. Therefore, the study investigates the effect of GHRM on ES in the Chinese hotels due to the new trend of GHRM has been applying in hotels.

Susanto et al. (2022) show that the GHRM in the hotel industry has some gaps in theories and variables, which means that most previous researchers focus more on the AMO (Ability-Motivation-Opportunity theory) and frequently pay attention to firm performance as factors or outcomes. Meanwhile, other theories were still limited and began to shape newly, so future research can utilize innovative theories related to planned behaviors to investigate how GHRM affects behavioral intentions, performance, creativity and so on. Based on this paucity situation, this study uses the new theories, such as Social Exchange theory and Person-Environment Fit theory to analyze. Secondly, the existing studies discuss more about the organizational aspect and less about the personal elements such as personality and values or employee satisfaction. Along this point, this study first contributes to employee satisfaction in the hotel industry in China. Thirdly, prior literature demonstrates that there is a void in the hotel industry of China, linking with GHRM and any satisfaction (Benevene & Buonomo, 2020). Consequently, this study aims to explore GHRM in China.

To sum up, this makes significant novelty and contributions to the literature as below:

- *The study provides new theoretical insights into greening the hotel industry in China, broadening the aspects of different theories rather than only AMO theory.*
- *It firstly gives a basic overview of GHRM, trying to recommend that GHRM in China's hotels*
- *It firstly elaborates on several GHRM that apply into hotels, gaining better ES from the individual perspective.*
- *The gap is there are little study on GHRM influences on employee in the hotel industry with various dimensions (second-order)*

- *There is a paucity of Person Environment Fit and Social Information Processing theories to analyze, so this paper is significant for present studies to build up this conceptual model.*

2. Literature Review

A. *Issues in the hotel industry of China*

In this context, there are a number of issues existing in Chinese hotels. The hotel industry in China has prominent issues such as employee turnover and low employee satisfaction (Zhang, 2022). Firstly, the shortage of employees is increasing. According to the study by Lei (2018), the operating costs of Chinese hotels are increasing year by year, the market space is getting narrower, and the problem of staff shortage is becoming more pronounced. At the same time, finding a human resources team that matches quantity and quality has become a prerequisite for the hotel industry to seek breakthroughs, win initiatives and develop upward. The second problem in China's hotel industry is that hotel employees have low satisfaction, which leads to a high turnover rate of hotel managers, which has become one of the major problems that hotels will face (Han, 2019). Therefore, hotels in China could solve these problems by increasing employee satisfaction to retain employees and increase the number of employees in hotels. The current literature also shows the importance of employee satisfaction. Zhang (2020) sorted out 1,286 literature and concluded that employee satisfaction is a popular trend, as the co-occurrence and clustering of keywords are mainly based on the high frequency of employee dismissal, training, and satisfaction. The review also pointed out that the perspectives of research frontier analysis include "management," "human resources," "career planning," "employee satisfaction," "tourism hotel," and "job engagement," which are the frontier areas of hotel human resource management research to solve the current problems. For example, Ding et al. (2022) investigated employee satisfaction in the development of the Chinese hotel industry, with a focus on the improvement of ES in order to improve employee work performance, customer feelings, and enterprise performance.

B. *The relationship between GHRM and Employee satisfaction*

Hassi (2018) defined employee satisfaction or job satisfaction as how staff set up work attitudes in terms of instincts, trusts, and actions, reflecting in fulfillment, when conducting job duties and triggering staff to express satisfaction with their work. Employee satisfaction or job satisfaction is when employees enjoy the work they do, measuring their well-being in a variety of things, such as salary, hours of work, and flexibility. It is often enough to keep a person in a job for many years (HRcloud, 2021). The literature on hotel employee satisfaction is rising, but most literature examines the relationships among hotel ES, guests, as well as hotel performance in China (Cheng & Yi, 2018; Yao et al., 2019; Zhang et al., 2019). Jiang and Lok (2020) highlighted the significance of hotel employee satisfaction for hotel managers. Another study examines factors related to hotel employee satisfaction to understand positive behavior in organizations (Laškarin Ažić, 2017). The existing literature remains an open question regarding the influence of GHRM and employee satisfaction in China's hotels, which means that unexpected findings need more understanding lacking in the existing literature. Due to the hotel industry is characterized by how to operate and manage the complex of guests, reinforcing HRM to find paths through employees (Laškarin Ažić, 2017). Hotel employee satisfaction is arguably a vital issue to be addressed, and the question now is how GHRM can be applied to impact employee satisfaction in Chinese hotels significantly. Implementing HRM in hotels can comprehensively improve employees' job satisfaction to attract more talents and retain talent, enhancing market competitiveness and development of Chinese hotels for a long time (Wang, 2022), addressing the current issues. Prior studies (Bhatti et al., 2022; Miah & Hafit, 2019; Aboramadan & Karatepe, 2021; Abdelhamied et al., 2023; Shafaei et al., 2019) have shown that GHRM has been becoming an innovative trend of concern in the hotels to effect positively employee satisfaction. Furthermore, Freire and Pietra (2022) pointed out firm duty implements are related to positive attitudes included ES, which indicated that aligning organizational values with individuals generates job satisfaction as a sort of positive attitude.

However, this has been previously assessed only to a very limited extent because there is no literature about the hotel industry in China and no single literature about the impacts of GHRM on the hotel employee satisfaction. A more systematic and theoretical analysis is required for this research area. Therefore, this study investigates the

effect of GHRM on ES in the Chinese hotels. The study also addresses the following gap, showing all sorts of hotel employee satisfaction from different departments, offering a practical implication for employees to enhance their satisfaction

C. GHRM and Dimensions

Freire and Pieta (2022) define GHRM as an organization's statement of adopting rules, assessing applicants' pro-environmental values during recruitment and selection, training and productivity reviews, and promotion processes, which leads to the selection of a workforce that understands, identifies, and promotes green practices, to keep the strategy including recruitment, training and development, assessment, and compensation. Benevene & Buonomo (2020) also found that existing scholars paid more attention to the dimensions of "training, development, performance management and assessment.", showing a higher number of significant relationships with other factors by using these four dimensions. Along with this, the GHRM dimensions were divided into four dimensions in this study context. From the view of dimensional perspective, GHRM was assessed with "green recruitment and selection" (four items), "green training and development" (five items), "green performance management and appraisal" (three items), and "green compensation and rewards" (three items) respectively, adapting from Jabbour (2011) (as cited in Haldorai et al., 2022). GHRM examines reflective second-order construct by using four reflective 1st-order dimensions. Green Pay and Rewards are defined by a way to benefit employees through a desire for green behavior, enhancing their green motivation and thereby positively impacting job satisfaction and environmental performance to achieve environmental commercial objectives (Renwick et al., 2013). Green recruitment and selection are the hiring and selection of environmentally conscious personnel, using tools to guarantee optimistic attitude for employees about environmental issues, including perspectives, values, and knowledge (Renwick et al., 2013). Green training and development are training employees through practice and education to develop new skills to meet corporate green standards (Bangwal et al., 2017). Green performance evaluation is the green behavior and products of a specific employee within a specific period (Ardiza et al., 2021). Though there were a lot of studies on the concept of hotel GHRM, but rare researches on GHRM and employee satisfaction, which is the gap of current research. GHRM positively influences employees' job satisfaction (Shafaei et al., 2019).

3. Research Framework: Hypothesis Development

Conceptual Model

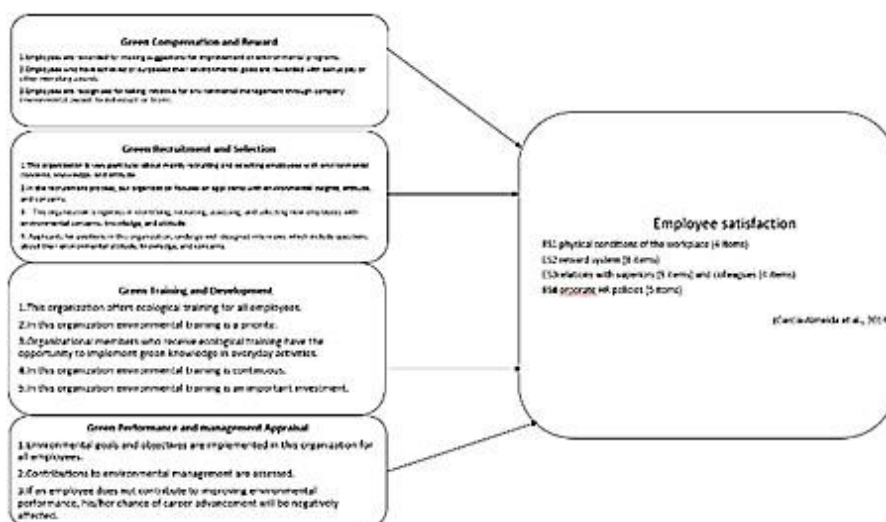


Figure 1

H1 Green Compensation and Rewards significantly impacts ES1

H2 Green Recruitment and selection significantly impacts ES1

H3 Green training and development significantly impacts ES1

H4. Green performance and management appraisal impacts ES1

H5 Green Compensation and Rewards significantly impacts ES2

H6 Green Recruitment and selection significantly impacts ES2

H7 Green training and development significantly impacts ES2

H8. Green performance and management appraisal impacts ES2

H9 Green Compensation and Rewards significantly impacts ES3

H10 Green Recruitment and selection significantly impacts ES3

H11 Green training and development significantly impacts ES3

H12 Green performance and management appraisal impacts ES3

H13 Green Compensation and Rewards significantly impacts ES4

H14 Green Recruitment and selection significantly impacts ES4

H15 Green training and development significantly impacts ES4

H16 Green performance and management appraisal impacts ES

D. Theoretical Perspective

The conceptual model applies AMO (Ability motivation opportunity), PEF (Person Environment Fit), SET (Social Exchange Theory), and SIP (Social Information Processing) theories to support and analyze. According to Townsend et al. (2019), AMO theory has been widely adopted, with the potential to explain how managers and then the complex relationship between the performance results. Ari et al. (2020) explained that hotel and tourism management should invest in GHRMs, which may activate worker satisfaction because GHRMs increase worker sensitivity to environmental sustainability and green management, resulting in high job satisfaction.

The second theory which applies into this research is PEF theory. The definition is the interaction between individuals and environment is mutual at the same time (Freire & Pieta, 2022). Ahmad and Umrani (2019) claimed green rules lead to positive adjustment employees' actions in a firm, such as ES. Past literature believes that the consistency between organizational values and individuals will generate job satisfaction (Edwards, 1996). This shows that when individual and organizational values are adjusted, the result is positive, contributing to job satisfaction. French et al. (1974) shows regulation between individuals and organizations can be subjective or objective aspects, suggesting GHRM affects ES.

Thirdly, Sprecher stated SET theory is people analyzed economically, presenting people try to rise their money to reduce costs, interacting with others is a number of exchanges and obligating to benefit each other mutually (as cited in Cook, 2015). This research utilizes Social Exchange theory to support conceptual model. SET appeared has been utilized by scholars when staffs feel endowed with the application of GHRM rules, which was beneficial for their organization to be a green firm (Hossari & Elfahli, 2022) and employee satisfaction recently (Ari et al., 2020). In other words, SET theory added one theoretical justification into this paper. GHRM increases the job satisfaction, resulting in more efficient productivity and sustainability (Saptaria et al., 2022), which is supported by the theory of Person-Environment Fit (Freire & Pieta, 2022) and SET. SET contends that as long as exchange rules are followed, companies and employees have a relationship of trust and quality. In this case, green HR practices make employees feel obliged to reciprocate by increasing job satisfaction.

Garrido (2020) defined SIP is inner system which appears as people extract society information from environment with attention or memory, improving system information to facilitate in a society. According to the SIP theory, employees may have management's intention to invest in green HR as an indication of the social environment in which they work (Ari et al., 2020).

E. Empirical Perspective

Extensively prior literature bridges the relationship between GHRM and employee satisfaction, crossing various dimensions respectively. There are four dimensions of GHRM, since Sareen (2018) explained that HRM with four dimensions in this context such as performance appraisal, directly link with staff retention and increased ES. Omune et al. (2021) also demonstrated that providing performance appraisal to workers is positively relative to perceived chances and respect, in turn, positively aspects ES, indicating a positive linkage between the performance appraisal and ES. Benevene et al. (2020) also argued that GHRM indirectly produce job satisfaction with the mediators.

In this context, there has been numerous studies to investigate the relationships between dimensions and ES in several sectors, including hotel industry as well. First of all, Chowdhury et al. (2019) pointed out GHRM had a significant linkage with ES in the banking industry in Bangladesh and also mentioned employees have higher job satisfaction for those organizations that implement the "green" concept—tangible benefits such as improved employee satisfaction, increased employee retention, and increased productivity. Kinza et al. (2021) studied that GHRM (green compensation and rewards, green training and development) and employee satisfaction were positively correlated, but the influence of the recruitment and selection and green performance management was not significant, conducting in the textile industry of Pakistan with 150 employees. Besides, green training and development improve employee satisfaction and guides employees to participate more active in gaining environmental sustainability, and green performance appraisal is also an effectively active regulation that rises staff retention and improves ES in the four-star and five-star hotel industry of Egypt (Abdelhamied et al., 2023). According to Renwick et al. (2013), green compensation and reward links job satisfaction significantly. Lawler and Porter (2008) investigated that green compensation and reward caused the highest degree of employee satisfaction, promoting the environmental performance (as cited in the Mandago, 2018). Additionally, Pa and Lwin (2022) investigated the hotels in Yangon, finding the strongly positive association between GHRM which contained recruitment and selection as well as green performance appraisal but weak relationship in other dimensions with employee satisfaction from 180 respondents. Susanto (2023) also proved the significant relationship between GHRM and employee satisfaction in the manufacturing sector. Some authors have driven the further development in the hotel industry, but there is still a gap for studies in the hotel industry, especially in Chinese hotels. One more gap is most existing articles regarded GHRM as one dimension with several items, but this study aims to analyze GHRM under four dimensions (each dimension will test with some items). A number of questions regarding GHRM and ES in other countries remain the hotel industry in China to be addressed. Therefore, this paper provides the approaches to test the influence of GHRM on ES in China.

4. Methodology

This conceptual paper uses a literature review approach to understand existing research on hospitality human resource management and employee satisfaction from journal articles, conference proceedings, papers, and books and presents a conceptual framework. The keywords searched in search engines such as CNKI, Baidu Scholar, Scopus, WoS, and Google Scholar were “GHRM”, "employee satisfaction," "job satisfaction", "hotel industry", "China" "person-environment fit theory", "social exchange theory", “AMO theory”, “social information processing”

5. Conclusion

This conceptual paper presents that GHRM within four dimensions significantly affects employee satisfaction in Chinese hotels. In addition, it claims the context and time to test the effect of GHRM on hotel ES. This paper forms the foundation for the relationships between Green HRM and ES. The paper firstly links GHRM with ES in the hotel industry. In addition, it offers suggestions for theoretical frameworks to analyze the issues of hotels in China and presents an agenda for future research in this area. This paper highlights the impact and importance of green human resources on hotel employee satisfaction, aiming to understand the effects of GHRM on hotel employee satisfaction in China by the application of green training and development, green compensation and rewards, green recruitment and selection, and green performance management and appraisal as four dimensions to examine. This paper will inspire HRM scholars and scholars in environmental, HR, sustainability, hotel industry and other fields worldwide in their future research projects. To sum up, this study

encourages hotel managers to develop GHRM to solve the issues of employee satisfaction. This study contributes to the existing literature on GHRM and employee satisfaction. This study is the first attempt to assess the relationship between GHRM and hotel employee satisfaction in China. The novelty of this paper is significant in limiting the GHRM literature as it empirically examines the relationship between GHRM and employee satisfaction

6. Limitation and Future Research

Like other studies, this one has shortcomings that can be improved. Future researchers can use the same framework to determine whether the results change or remain the same over time. Since the data target was hotels in China, future researchers can use this method to collect data from different sectors (food and beverage, transportation, tourism agencies, resorts, entertainment, and automotive) to assess how the results vary by industry. Green HRM and employee satisfaction can also be 'mediating constructs' within this framework to help researchers determine their impact. In addition, the study did not use moderating or mediating variables so that future researchers can use them. Finally, the research is conducted in China; future researchers can study this framework in other countries. Furthermore, it should be examined in developed countries to generalize, since developing countries vary from developed countries based on various technology, different knowledge, different creativity, and environment. Additionally, research could be designed cultural factors to generalize findings.

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