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Level of Adaptation of Green Human Resource Management Practices of The Tourism Industry Companies Listed on The Colombo Stock Exchange

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Abstract

Green Human Resource Management is considered to have significant implications for organizational sustainability. Better application of these practices is regarded as important in improving the rate of employee retention, public image; improvement in attracting better employees, productivity, the sustainable use of resources; reduction of practices that cause the degradation of the environment; reduced utility costs; and increased business opportunities. The identified research gap of this study was, in the Sri Lankan context, there are limited researches have been conducted regarding Green Human Resource Management Practices in the tourism industry, and the study purpose was to measure the level of adaptation of Green Human Resource Management practices of the Tourism Industry companies Listed on the Colombo Stock Exchange. Practices of Green Recruitment, Green Selection, Green Training & Development, Green Health & Safety, Green Compensation Management, Green Performance Management, and Green Employee involvement were examined to measure the objective of the study. All the publicly listed firms of the tourism industry in the Colombo Stock Exchange have been selected as the study population, and 22 companies were selected as a representative sample of the industry based on market capitalization. The collected data were analyzed using descriptive statistics of mean score values and standard deviations of the variables, and research data found that mean score values recorded the values greater than the average mean scores of each dimension of the independent variable.

Keywords: green human resource management practices

1. Introduction

1.1.Introduction to the Problem

In the globalized nature, every person in the world, they are alluring to be concerned about the green concept. Green concept in the sense when people are doing something, it is better to consider the environment. While using the natural resources, people want to preserve the natural environment, conservation of the natural environment, minimization of environmental pollution and properly protect the natural beauty. Not only as individuals in society, but businesses are organizations also thinking about how to apply and how to follow these green concepts for the organizations because it is giving many

positive outcomes. The green practices help companies to find alternative ways to cut costs without losing their talent and important resources. Usage of green practices can result in improved brand image and competitive advantages, increase productivity and reduce costs, increase business ability to comply with regulations, attract employees and investors, reduce waste and make shareholders happy (Rogers, 2016). Based on that, organizations are adopting the green concept to the core business functions such as green accounting, green marketing, and green productions. In such a way the concept of Green Human Resource Management (GHRM) is also being followed nowadays.

When concerned about green human resource requirements, employees are required to possess a sufficient amount of knowledge and skills in respect of the green concept, and also employees need to have a right attitude of greening, and they should behave in a green way and want to achieve green results. When organizations want to recruit new employees, GHRM practices such as online advertising and recruitment which uses less paper, creating less carbon emission on the office space, training through electronic sources to reduce paper waste can keep the environment from loss or negatively affected. Creating a sound working environment can reduce employee fatigue, absenteeism and turnover. The result is reduced cost. Again, using less paper and disseminating and recording the information via online can reduce wastage and cost.

Adoption of GHRM practices make the employees environment conscious and make them eco-friendly which makes them a good corporate citizen in environmental perspective. GHRM practices encourage new innovative ideas and practices that facilitate growth in quality and enhancement of methods and processes. Such practices help to facilitate green/environmental consciousness among the employees and refine or shape their behaviors to develop eco-friendly attitudes in their personal and work lives (Hosain & Rahman, 2016).

Pawar (2016) identified some of the benefits that an employee and organization can attain by implementing GHRM in the organization as follows: improved rate of retention in employee, improved public image, improvement in attracting better employees, improvement in productivity, improvement in sustainable use of resources, reduction of practices that cause the degradation of the environment, reduced utility costs, save environmental impact, rebates and tax benefits and increased business opportunities.

Jessy (2017) identified that improved employee morale, stronger public image, increased consumer/ customer confidence, employee loyalty and brand recognition, increased workforce productivity, efficiency, motivation and employee retention are the benefits of the GHRM. According to Lamarco (2019) when organizations have GHRM, particular organizations can obtain improved employee morale, money saving, legal and regulatory compliances and better reputation in the business field. Ashraf et al. (2015) identified that better balance between employees' work life and private life, increased employee satisfaction and increased employee performance and productivity are the positive outcomes of GHRM.

When concerned about the green human resource management in Sri Lankan context, it can be identified as an emerging concept among the organizations of the country. Opatha (2013) has declared that the term "Green Human Resource Management" seems to be a novel concept to the majority of Sri Lankan people including academics and professionals in HRM. Of course some people have never heard about this concept and some people who have heard about the concept are not clear about what it is. Some of the organizations are trying to adopt the green human resource management concept for their organizations but most of the organizations have lack of knowledge and consideration about this concept. According to the Central Environmental Authority of Sri Lanka (2019) Siam City Cement (Lanka) Ltd, Jetwin Lake

Cultural Heritage (Pvt) Ltd, Hydramany Industries (Pvt) Ltd, Uniliver Sri Lanka Limited, MAS Active (Pvt) Ltd and Aruna Tea Factory (Pvt) Ltd have been recognized and awarded as best companies for the environmental conservation and protection while sustaining their active involvement in the long run for the clean and green production in Presidential Environmental Awards in 2019. However, every organization needs to consider the green human resource practices and essential to adopt those practices to enhance their organizational performance and success.

Tourism is the world's largest and fastest growing industry today, and also as a profitable economic endeavor, making it an economically enticing industry and a form of development for many countries around the world. The United Nations World Tourism Organization (UNWTO) in 2019 revealed that worldwide international tourist arrivals increased 6% to 1.4 billion in 2018, clearly above the 3.7% growth registered in the global economy (UNWTO 2019). According to the World Travel and Tourism Council (WTTC) report 2019, Travel & Tourism generated 122,891,000 jobs directly in 2018 (3.8% of total employment) and this is forecast to grow by 2.2% in 2019 to 125,595,000. The direct contribution of Travel & Tourism to GDP in 2018 was US $ 2, 750.7 bn (3.2% of GDP). This is forecast to rise by 3.6% to US $ 2, 849.2 bn in 2019.

Tourism is the fourth largest foreign exchange earner in Sri Lanka. In the year 2007 tourism earned US $ 384.4 million as foreign exchange, and this was a contribution of 3.1% to the total foreign exchange earnings in Sri Lanka (Sri Lanka Tourism Development Authority, 2007). But particularly between 2003 and 2009 due to political violence and the separatist war there have been ups and downs in the tourism industry in Sri Lanka. During the most difficult period of the strife, Sri Lankan tourism however managed to keep afloat, and arrivals never dropped below 450,000 in any year during that period (Miththapala, 2015). Since the end of separatist war in May 2009 tourism in Sri Lanka has been booming and it has been ranked as one of the top tourist destinations in the world for the past few years (Fernando et al., 2016).

In the year of 2013, a total of 1.27 million visitors came to Sri Lanka and compared to the previous years, it is 26.7% growth. Travel & Tourism generated 404,000 jobs directly in 2017 (5.1% of total employment) and it will increase by 3.7% in 2018 to 419,500 (WTTC, 2018). This emphasis shows that the Sri Lankan tourism industry has continued to grow and has a significant role in the economy. Therefore, examining the tourism industry in Sri Lanka is significant in the current context. Furthermore, GHRM is relatively new to Sri Lankan organizations and there is little information on how Sri Lankan organizations are embedding GHRM. Hence, exploring GHRM practices in tourism in Sri Lanka would provide insights on how it is shaping these organizations.

Tourism industry is considered a sub category within the services industry and has experienced significant growth with the expanding global economy and positive changes of the travel and hospitality industry in the global environment. Further, the services industry is widely accepted to be driven by customer satisfaction and therefore human resources are an essential component of service delivery. Therefore, investigating GHRM practices in a labour-intensive industry such as tourism is important.

There are many green practices that the tourism industry can implement as preventative measures to save unnecessary costs. Examples of these practices are: pollution prevention such as waste discharge into waterways, energy consumption, recycling. other popular cost cutting measures for the short, mid and long-term include: use of compact fluorescent lights – saves energy, reuse of linens – saves water, detergent, energy and greenhouse gases, low-flow shower systems – saves water and energy, local products – save transportation costs, installation of green roofs – saves energy, and installation of solar heaters or other renewable energy source – saves energy (Graci & Kuehnel, 2017).

GHRM practices refers to the definite GHRM processes, programs and systems implemented in business enterprises or the organizations for the reduction of negative environmental effects and enhancing positive environmental effects on part of the organizations. The eventual objective of the GHRM practices is to enhance the environmental performance of the organization in a sustainable manner (Arulrajah, Opatha & Nawarathna, 2015). Related to the selected topic a number of researches have been conducted in the international context and few studies were conducted in the national context.

1.2 Research Gap

In the international scenario there are a number of researches that have been conducted under the GHRM practices by a number of researchers. Grolleau et al. (2012), Boudreau and Ramstad (2005), Ehnert and Harry (2012), Hansla et al. (2008), Bassam and Rahman (2016), Nisa et al. (2016), Haridas and Sivasubramanaian (2016), and Obaid and Alias (2015) are the researchers who conducted the researches related to the GHRM practices. In the same way, related with specified industry of tourism there are some researches also conducted based on the variables such as green recruitment and selection, green learning, green health and safety, green employee reward and compensation, green employee relations, green employee empowerment, green training and development, green performance appraisal, green employee participation and green employee induction by various researchers. Kim (2009) found the positive relationship among green human resource management practices for the success of organizations. Yusoff, Nejati, Mello, Manjush and Monteiro (2016) found that green human resource management practices have a meaningful relationship with environmental performance.

In the Sri Lankan context, there are limited researches conducted regarding GHRM in the Sri Lankan tourism industry. Siyambalapitiya, Zhanga and Liua (2017) conducted a study by using three dimensions of independent variable namely; green induction, green performance management and green employee. Upamali and Darshika (2018) conducted a study in the Sri Lankan tourism industry by using four dimensions of independent variable namely; green job description, green performance, green training and development and green rewards.

Therefore, because of the above mentioned few researches in particular industry and few dimensions of GHRM, the researcher selected the Sri Lankan Tourism industry with seven dimensions of green recruitment, green selection, green training & development, green health & safety, green compensation management, green performance management and green employee involvement to conduct this study.

So, **the researcher aims to fulfill the research gap by researching "level of adaptation of GHRM practices such as green recruitment; green selection; green training & development; green health and safety; green compensation management; green performance management and green employee involvement of the Tourism industry companies listed on the Colombo Stock Exchange".**

Research Question

Based on the above stated research gap, research question is identified as follows;

1. What is the level of adaptation of GHRM practices of the tourism industry companies?

Objective of the Study

- To measure the level of adaptation of GHRM practices of the tourism industry companies.

1.3. Review of Literature

1.3.1 Green Human Resource Management

GHRM is the emerging topic in the current scenario. Most of the researchers argue that employees should be inspired, empowered, and environmentally aware of greening in order to carry out green initiatives. There is a growing need for GHRM- the integration of environmental management into HRM. An organization's human resource function can be influential in facilitating a comprehensive approach for creating a culture of sustainability. The strategy involves implementing changes to the different functions of HR like recruitment, induction, training and development, conducting performance appraisal, and also determining employee compensation. Green initiatives within HR form a wider form of corporate social responsibility. Green human resource involves two essential elements: environment friendly HR practices and preservation of knowledge capital.

The present scenario of organizational working and its impact on the environment has carry-forwarded the go green concept from just individuals to organizations. More organizations are operating in a more environment friendly way. An organization's Human resource department can be involved in facilitating an inclusive approach for creating a culture of sustainability. GHRM refers to all the activities involved in acquisition, selection, training and development, reward, implementation and ongoing maintenance of the system that aim to make employees of the organization green. GHRM is concerned with transforming normal employees into green employees to achieve the environmental goal of the organization and for significant contribution to organizational sustainability. It referred to policies, practices, and systems that make employees of the organization green for the benefit of the individual, society, environment and business organization.

Wagner (2013) argued that in order to effectively define GHRM, there are several things that should be considered such as the what, the how, and the why. Specifically: what are the attributes that make up GHRM; how do organizations aim to achieve desirable outcomes through the application of GHRM, and why would organizations engage with green strategies, and adopt GHRM. GHRM has different meanings for different people. Ehnert and Harry (2012) defined the GHRM as a concept that focuses on environmental sustainability accepting the dominance of economic performance maximization. Kramar (2014) stated the GHRM as the HRM activities which enhance positive environmental outcomes while Renwick et al. (2013) mentioned it as HRM aspects of environmental management. Zoogah (2011) stated that the use of HRM policies, philosophies and practices to promote the sustainable use of resources and prevent harm arising from environmental concerns within business organizations as GHRM.

Kumari (2012) argued that green human resources are a tool which helps to reduce the costs. If the workforce is eco-friendly the organization will have more inspired decision making to less stressed budget and improved employee retention. Moreover, there are a number of other researchers also defining and discussing about the concept of GHRM as follows. According to Popli (2014) GHRM is an innovative approach to demonstrate how the organization manages sustainable development by initiating social conscience and green sense of responsibility as a part of organizational operation. Business organizations today well know about the green human resource concept that has been put forward to help them to keep the environment green but still few business organizations are not able to put into practices in different functional areas of HRM. As indicated by Deshwal (2015) the GHRM is the use of HRM policies to

support the sustainable use of resources within organizations and, more usually helps the reasons of environment sustainability. The term GHRM is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule.

Green human resources refer to using every employee touch point/interface to promote sustainable practices and increase employee awareness and commitments on the issues of sustainability. It involves undertaking environment-friendly HR initiatives resulting in greater efficiencies, lower costs and better employee engagement and retention which in turn, help organizations sustainability (Mandip, 2012). Mello, Manjush and Monteiro (2016) claimed that GHRM of an organization results in an increase of productivity and reduces wastage. It is corporate prudence and cost-effective practice to retain workers for new jobs rather than releasing and hiring new ones. Green HRM started with the aim to develop the eco-friendly nature within them and the preview of the organizational setup, by developing HR policies and the strategies, in order to attain the organizational goal (Gill & Mandip, 2012).

Opatha and Arulrajah (2014) refers that GHRM is the use of policies, practices, and systems in the organization that make green employees for the benefit of the individual, team, society, natural environment, and the organization while Marhatta and Adhikari (2013) denoted it as the use of HRM policies to promote the sustainable use of resources within organizations and, more generally promotes the causes of environment sustainability. Opatha and Arulrajah (2014) have declared that the term GHRM is most regularly used to refer to the concern of people management policies and practices towards the broader corporate environmental schedule. In fact, it refers to the policies, practices and systems that make employees of the organization green for the benefit of individual, society, natural environment, and the business.

Mathapati (2013) claimed that GHRM is directly responsible in creating green workforce that understands, appreciates, and practices green initiative and maintains its green objectives throughout the HRM process of recruiting, hiring, training, compensating, developing, and advancing the firm's human capital, and as mentioned by Deepika and Karpagam (2016) the GHRM involves undertaking environment friendly HR initiatives resulting in greater effectiveness, lower cost and better employee engagement and retention in turn. The green human resource management comprises many functions in the human resource department of an organization. Aravamudha (2012) stated that the GHRM is about the holistic application of the concept of sustainability to organization and its workforce.

A study conducted by Yusoff, Othman, Fernando, Amran, Surienty and Ramayah (2015) have declared that the GHRM is not very common. People talk about the green industry, but they have not talked about GHRM. Green is not talking on GHRM alone. So, every department needs to go ahead with what other things can go green. It is not purely GHRM that the employees work under GHRM. That does not come out vividly yet. But it should follow a couple of functions which are already associated with the green company concept. Green human resource management refers to the contribution of HR policies to protect and preserve the natural resources (Prasad, 2013). GHRM means HR practices directed towards greening and contributing to environment sustainability. GHRM creates a platform where the workforce experiences high job satisfaction and being better engaged which will result in high productivity. GHRM can be used to reduce cost, better efficiencies, to reduce carbon footprints, to make green awareness among

the employees and initiate green work life balance (Nijhawan, 2014). Cherian and Jacob (2012) discussed that GHRM practices are to encourage employee confidence and to reimburse both business and employee. The GHRM principle includes improvement and retention of employees, improving public image, attracting better employees, improving productivity & sustainability, competitiveness and overall performance and also reducing environmental impact of the company.

1.3.2 Green Human Resource Management Practices

1.3.2.1 Green Recruitment

The process of recruiting, one of the most crucial functions of human resource, which includes attracting the most suitable individuals for the right occupation at a proper time, is starting to change. Associations attempt to seize every chance and want to present themselves as unique. So the ideal applicants with the pro-environment attitudes make an application for employment. As stated by Sullivan (2007) green recruitment is a new concept and through it the companies show their concern for the environment, utilizing it as a vital methodology for recruiting. Associations progressively utilize pro-environmental activities to extend their recruitment power. The green recruitment develops in a slow yet steady manner. Sullivan (2007) declared that the green recruitment alludes to the finding of the same commitment to the environment between the organization and the applicant whom the company is hiring. The number of organizations that use the green recruitment method steadily increases.

Clarke (2006) cited that the green recruitment is more proactive and cost effective for the organizations. Hence, searching best green recruitment practices is important to organizations. In the recruitment context, what some companies are doing is that they integrate corporate environmental policy and strategies with the recruitment policy of the company. In order to attract environmentally concerned people for job vacancies, job advertisements of some companies express certain environmental values in their job advertisements. Some companies also express their preferences to recruit candidates who have competency and attitudes to participate in corporate environmental management initiatives too.

Attracting environmentally aware talent might be facilitated by pro-active branding of the organization as a high-quality green employer of choice (Renwick et al., 2008; Jackson et al., 2011). Increasingly, firms are beginning to recognize that gaining a reputation as a green employer is an effective way to attract new talent (Phillips, 2007; Stringer, 2009). Really, environmentally responsible employers can attract talent that they need to implement corporate environmental management initiatives and ultimately it contributes to achieving the organization's environmental goals.

On the other hand, potential employees also search and want to work in the environmental concerned organizations. In the United Kingdom environmental issues have an impact on organizations‟ recruitment efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for job vacancies (Wehrmeyer, 1996 & Oates, 1996). The Chartered Institute of Personnel and Development (CIPD) believes in that becoming a green employer may improve employer branding, company image and is a useful way to attract potential employees who have an environmental orientation (CIPD, 2007).

Now organizations are giving recruitment advertisements through the web-site. This method is very fast, cheap and easy to assess. Bauer and Aiman-Smith (1996) identified the impact of pro environmental factor recruitment that employees are encouraged to work in a firm which promotes green practices. Frank (2003) identified the relationship between perception of employees and ethics of company and found that employees are interested in work in eco-friendly companies (Jain, 2017). Wehrmeyer (1996) and Stringer (2009) denoted that to accomplish the paper free recruitment process through digital method as online application form, online interviews or telephonic interviews are conducted to reduce the waste of paper, fuel consumption and interview travel. These practices decrease the rate of environmental degradation. Recruitment practices can help to improve environmental sustainability by ensuring that environmental culture and values are very well clear to the new recruits employees. Surveys show that job applicants are very conscious about the organization's environmental sustainability practices.

Stringer (2009) cited that organizations must attract talent with new ideas and perspectives. They should have the potential of attracting and hiring an individual with innovative and creative skills has been mentioned (Renwick et al., 2013). The process of recruiting new talent should include those who are familiar with the sustainable environment, in the recruitment we should recruit an individual who has previous experiences and is aware of practices with a green environment, and they have an initial idea how they will apply this for the organization recruiting them (Wehrmeyer, 1996). The company applied an online recruitment system; they apply green recruitment as part of reducing carbon footprint. As a step after recruitment and selection of the write candidate as an employee to the organization, the company should provide candidate/s with the information required regarding carbon footprint practices that he/she follow, in some organization, they delivered green indication separated includes the objectives of the origination in green environment direction. The induction should be designed in a way more engaging and embedding the new employee to the green culture.

Supporting to the above, Wehrmeyer (1996) and Oates (1996) argued that the induction for new recruits is seen to be needed to ensure they understand and approach their corporate environmental culture in a serious way. Therefore, sustainable development issues must be integrated into the recruitment process. This involves monitoring the long-term competency requirements for the company, providing new employees with information about sustainable development policies and commitments, using recruitment procedures which support the equitable representation of applicants and recruits in terms of gender, age, racial and ethnic groups, sexual orientation, disabled people and other relevant groups. For this the job descriptions should reflect the sustainability agenda and the websites and other research tools available for candidate access clearly outline its greening endeavors. Finally the interview questions should be tailored to flesh out potential compatibility with the company's green goals.
Some studies have argued that the development of the sustainability of an organization requires to recruit employees who are more sensitive toward nature and, as a consequence, more willing to engage in environmental related activities (Bauer, Erdogan, & Taylor 2012). Firms with the aim to achieve higher environmental performance are expected to recruit employees with higher environmental competencies and sensitivity. Jabbour, Santos and Nagano (2010) demonstrated that companies with an environmental certification are more likely to recruit applicants that demonstrate environmental knowledge and motivation. Accordingly, employees who possess specific environmental competences related to the

firm's core business and are sensitive to environmental issues are able to improve the firm environmental performance.

Recruitment is one of the HRM processes which provides a company with an opportunity to introduce GHRM initiatives to the prospective job candidates. Wehrmeyer and Oates (1996) reveal that high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for jobs. Wehrmeyer (1996) studied green recruitment and the results revealed that Recruitment practices supported effective environment management by ensuring that new recruits understand an organization's environmental culture and share its environmental values.

1.3.2.2 Green Selection

With the concept of green recruitment, companies are considering green, when selecting candidates for the job vacancies. Green selection refers to the procedure of selecting people having behavior, knowledge and skills of environment management systems in the organization (Obaid & Alias, 2015). In the selection context, when making a selection for the job vacancies some companies consider candidates environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies (Crosbie & Knight, 1995; Wehrmeyer, 1996; North, 1997; Revill, 2000). Really, these are some of the good green selection practices any organization can adopt to select environmentally friendly people in addition to the normal selection criteria relating to the specific duties of the job being concerned.

Since selection deals with attracting prospective candidates to apply for available job vacancies in organizations either internally or externally, this can be used as a platform to attract employees who not only have skills and knowledge on environmental conservation but also have an interest in conserving the environment. Selecting candidates with a green bend of mind makes it easy for firms to induct professionals who are aware of sustainable processes and are already familiar with basics like recycling, conservation, and creating a more logical world (Sanyal, 2017). In United Kingdom environmental issues have an impact on organizations recruitment and selection efforts, and according to a survey high-achieving graduates judge the environmental performance and reputation of a company as a criterion for decision-making when applying for job vacancies (Wehrmeyer, 1996; Oates, 1996; & Arulrajah et al., 2015).

As cited by Crosbie and Knight (1995) some companies consider candidates' environmental concern and interest as selection criteria. When interviewing candidates or evaluating them for selection, environmental-related questions are asked by those companies expecting to select the most suitable candidates with environmental interest and capabilities. Some of the researchers have argued that adoption of environmentally friendly selection criteria in addition to the normal selection criteria, means that companies can have the most capable and environmentally friendly people in addition to the normal selection criteria (Wehrmeyer, 1996; North, 1997; Revill, 2000).

1.3.2.3 Green Training and Development

Environmental related education, training and development are key areas of GHRM in an organization. Without proper education, training and development, materializing targeted environmental performance

of a firm is very difficult to achieve. Therefore, it seems that certain companies have actually realized the importance of green education, training and development in their organizational setting. Green training provides employees with the opportunity to enhance the green knowledge and abilities and to improve sustainability (Dubois & Dubois, 2012). Nowadays, some companies seriously analyze and identify environmental training needs of employees in order to make them a more environmentally concerned workforce. Really, these are good practices and also needed to implement corporate environmental management initiatives. Based on environmental training needs analysis of the workforce, these companies conduct serious and systematic education, training and development programs which are given to the employees for the purpose of providing needed knowledge, skills and attitudes for good environmental management.

Green orientation programs for the newly hired employees should be an integral part of the training and development process. They should inform the employees about the green procedures and policies including the vision/mission statement of the company, the sustainability oriented benefits, company-wide initiatives like reducing greenhouse gases, creating green products etc. Employee training and development programs may include environmental issues at all levels, from technical health and safety considerations on the shop floor, to strategic sustainability issues at executive management and board level. This includes educating and training employees in environment-friendly business practices, which eventually aims to inculcate green corporate culture (Phillips, 2007 & Clarke, 2006).

The HR training and development programme should focus on the significance of reducing threats to the environment and ecological scarcities, this programme should be developed and target all levels of employees. The green training program which includes all the knowledge, activity and Skills that target to teach employees the way of reducing all waste, a suitable way of using organization resources, applying low carbon technology energy use and reducing elements that affect the environment negatively and badly. The training also gives an opportunity to the employee to be more engaged in problem-solving related to the environment (Zoogah, 2011).

A study conducted by Similarly Daily et al. (2007) shows that the development of embedding green management and activity in an organization directly depends on training on environmental issues. The training program should include all activity such as workshops, master class, session, experiential class (simulation) that employee obtained knowledge in environmental management in their organization, the training and learning programme should target to improve employee knowledge, skills and become an essential part in career progression, so it should be equipped employee as future managers and leaders, applying more online courses and materials essay accessible to all level of employees. As supported by the above findings Cook and Seith (1992) mentioned that providing environmental training to the organizational members (non-managerial employees and managers) to develop the required skills and knowledge is an important function of GHRM. This will be helpful to implement corporate environmental management programs of the company. Providing training to encourage recycling and waste management, supporting flexible schedules and telecommuting, and reducing long-distance business travel (Jackson et al., 2011) is very useful to reduce the negative environmental impacts of the organizations.

Creating environmental awareness among the workforce by conducting seminars and workshops at the organizational level is also important to achieve good environmental performance. Providing environmental education that will result in a change of attitude and behavior among managers and non-managerial employees (North, 1997) is also needed for the organizations. Training should be given on the increase of green management. Trainer should give their training on presentation or by video conferencing. Trainer should use more soft materials rather than printed handouts to reduce the use of paper. Sarkaris (2010) suggested that employees presented better training on environmental training programmes. Daily (2007) suggested Green training will help the employees to identify the challenges of green HR principles.

Renwick et al. (2008 & 2013) suggests certain green training and development practices such as training staff to produce green analysis of workspace, application of job rotation to train green managers of the future, provision of specific training on environmental management aspects of safety, energy efficiency, waste management, and recycling, the development of green personal skills, and re-training of staff losing jobs in relevant polluter industries.

1.3.2.4 Green Health and Safety Management

A healthy workforce is a prerequisite for social and economic development as well as for productivity of the organization. Protecting the health of the workforce through access to decent jobs, universally available health services, and social health protection contributes both to sustainable development and worker's productivity. Ensuring that all jobs, including the green ones, are decent, safe and healthy works is essential to improve the quality of workplace environments (Valenti, Gagliardi, Fortuna & Iavicoli, 2016). In fact, on the one hand, the green economy calls for a substantial change in the world of work and the creation of new green jobs and skills in all sectors in order to redirect the production systems, consumption patterns and society as a whole towards decarburization, protection of ecosystems, waste reduction and pollution prevention; on the other, due to the crisis currently facing, it is clear that social protection, creation of new jobs, improvement of working conditions and the respect for workers' rights are fundamental elements of a sustainable, equitable and inclusive growth paradigm (Valenti, Gagliardi, Fortuna & Iavicoli, 2016).

As cited by Buffet, Gervais, Liddle and Eeckelaert (2013) the occupational safety and health, so-called workplace wellbeing is a controversial issue in industries acting as a highly significant factor in succeeding in the competitive market. Furthermore, the German philosopher, Schopenhauer (1788–1860) emphasized on the importance of health by stating that health is not everything, but without health, everything is nothing. For further clarification on the essence of occupational safety, health, and environment, different definitions are collected here from the literature. According to Kaluza, Hauke, Starren, Drupsteen and Bell (2012) the effective management of occupational safety and health plays a pivotal role in running a successful business. Many studies also show that productivity levels and the general wellbeing of the workforce are directly linked to one another. Based on the International Labour Organization–World Health Organization (ILO–WHO) Joint Committee, occupational safety and health must intend to promote and preserve the highest degree of physical, mental and social well-being of the employees and workers in all occupations.

Green health and safety management is really beyond the scope of traditional health and safety management functions of HRM. It really includes the traditional health and safety management and some more aspects of environmental management of an organization. That is why nowadays many organizations are redesigning the post of health and safety manager as health, safety and environmental manager. This post includes a wider job scope when compared with the traditional post of health and safety manager in an organization. For example, it includes biodiversity protection and community support initiatives, etc. The key role of green health and safety management is to ensure a green workplace for all. Green workplace is defined as a workplace that is environmentally sensitive, resource efficient and socially responsible (SHRM, 2009). At present there are companies where traditional health and safety functions were extended to include environmental management/protection. These companies continually endow to create various environmental related initiatives to reduce employee stress and occupational disease caused by hazardous work environments.

In order to improve the health and safety of employees, some companies have really created strategies to maintain a conducive environment to prevent various health problems. These aspects can be considered as some examples of green health and safety management practices of the organizations. Some proactive companies (3M, DuPont, Allied, Signal, Amoco, & Monsanto) in environmental management found that management of the environment and its cost led to improvements in the health of employees and local communities, enhancing the image of the company as a desirable employer and corporate citizen. The World Health Organization (1995) denoted that green health and safety is a holistic approach towards total well-being of the employee at work in order to gain sustainability for the organization. As cited by the International Occupational Hygiene Association (1996) generally green health and safety has the science of anticipation, recognition, evaluation and control of hazards arising in or from the workplace that could impact on employee commitment towards the sustainable development of the firms.

The International Labour Organization (2009) mentioned that concerning the employee's well-being and safety in a green manner, such organizations are eligible to achieve environmental goals and overall sustainable development of the organization. Adei and Kunfaa (2007) have declared that the green health and safety practices provide opportunities to the organizations for gaining sustainable improvements through a satisfied, motivated and healthy working population. They will contribute significantly to the overall socioeconomic development of the country. According to Kaluza, Hauke, Starren, Drupsteen, and Bell (2012) the effective management of green safety and health plays a pivotal role in running a successful business because of the direct link between productivity levels and the general wellbeing of the workforce.

Cunningham, Williams and Geller (2010) cited that the green safety and health and environmental sustainability have significant relationships. Moreover, they believe that worker safety and health may lead to sustainable improvements by utilizing the momentum of the green movement and adapting successful intervention approaches from the environmental sustainability area. Schulte, Mckernan, Heidel, Okun, Dotson, Lentz, Geraci, Heckel, and Branche (2013) also suggested incorporating green health and safety into sustainability patterns. They stated that integrating green health and safety with sustainability practices is extremely important to the effective realization of these endeavors.

1.3.2.5 Green Compensation Management

Measuring the environmental performance of the employee in an organization is a very difficult task. A Performance evaluation system to supplement green human resource practices required to develop environmental performance standards. This can be initiated by linking performance evaluation to the duties and responsibilities of the job description in the business organization to achieve the target of the green goal. Measuring employee green performance of the job is one of the key functions in GHRM. Evaluation of green performance of employees must be done separately as a part of the performance evaluation system of the organization (Renwick et al., 2008 & 2013).

In line with a strategic approach to reward management, green pay and reward (GPR) is a system of financial and non-financial rewards, aiming at attracting, retaining, and motivating employees to contribute to environmental goals (Jabbour et al., 2013, Mandip, 2012). It has been argued that employees may feel more motivated by non-financial rewards through GPR, such as recognition and praise (Jabbour, Santos & Nagano 2008, Jackson et al., 2011). Jackson and Seo (2010) suggested that incentives and rewards may be more powerful measures of aligning employees' performance with the firm's goals than other practices in the HRM system.

Most researchers acknowledge that combining monetary and non-monetary rewards is more effective in motivating employees. Jabbour, Santos and Nagano (2008), Renwick, Redman and Maguire (2013) suggested that non-financial rewards should be offered alongside financial incentives, in the form of green travel benefits, green tax, and green recognition. First, green travel benefits include rewards for employees' transport and travel. They can be guided to reduce their carbon footprints and have greater awareness of environmental protection. Second, green tax incentives include exemptions to promote the use of bicycles and a less-polluting car fleet. Financial incentives such as these have been introduced by UK companies, and have a major effect on employees' willingness to protect the environment. Third, green recognition entails a system of non-financial rewards for employees, such as company-wide public recognition, paid vacations, and gift certificates. Ramus (2001) claimed that these green recognition rewards lead to feelings of pride among colleagues and more effectively encourage eco-initiatives.

In the shape of financial and non-financial rewards and appreciation awards, environmental rewards can be implemented (Daily et al., 2003 &2007; Govindarajulu & Daily, 2004; Ramus, 2001; Ramus & Steger, 2000). It is recommended that if the compensation system and green rewards are associated with the procedure of HRM, then a green system in business can be flourished. Managers can inspire the green performance among the employees through integrating features of green management in the reward program (Ahmad, 2015). Likewise, by linking the salary to eco-performance, a flexible salary component can be added to the reward system. For instance, while executing a green idea, a part of the investments that enlarged from its outcomes can be repaid back to the team or the worker who recommended the suggestion (Mandip, 2012). Research has exposed that compensation systems can inspire and support employees to be environmentally accountable (Patton & Daley, 1998). Organizations should confirm that a suitable rewards system exists to maintain and encourage required employee behaviors in the organization devoted towards achieving their sustainable environmental goals (Kaur, 2011).

Compensation and reward system is the leverage to force the change in the organization in the direction of green environmental performance and culture (Mehta & Chugan, 2015). This system should recognize any contributions in the green activity. Tailoring Compensation bundles should be based on green skills. Compensation bundles should be tailored to reward employees' green skills acquisition and tasks achievements (Deshwal, 2015). The compensation system should be considered financial and non-financial recognition. Financial such as salary increase, cash bonuses and intensive, while non-financial based on gifts for employee and their families, holidays and recognition by top management executives and it can have a big impact on employee motivation towered green performance.

Compensation and reward system should be directly linked to use of green skills. Special bonuses given to employees for their effort of less carbon footprint. Forman and Jorgensen (2001) suggested rewards help to improve employee commitment to environment management programs. Compensation management system also can be integrated with the GHRM initiatives. James (1996) has suggested that compensation packages should be related to acquiring designated skills and competencies to achieve a green environment (and not just for performance), since they are important factors in performance over the long-term. Organizations may give the employees positive monetary and non- monetary rewards, facilitate encouraging and achieving a greener environment. Supervisors' feedback may reinforce employees' behavior towards environmental improvements (Govindarajulu & Daily, 2004).

By conducting a study on GHRM, Teixeira et al. (2012) has evidenced that green reward system plays a vital role in motivating people and helps in identifying their significant performance towards organizational sustainability. Supporting the above, Lindström and Vanhala (2011) indicated that the firms which are adopting green rewards criteria to achieve, maintain and motivate people for performing well particular firms have the ability to achieve sustainability. Moreover, several studies (Prasad, 2013; Ahmed, 2015; Arulrajah et al., 2015; Renwick et al., 2013; Opatha & Arulrajah, 2014) concluded that firms can achieve positive sustainable development through providing different forms of green rewards such as praise letter, promotion, career gains, bounces, cash, gifts, etc.

1.3.2.6 Green Performance Management

Green performance management (GPM) refers to a system of evaluating activities of employees' performance in the process of environmental management (Jabbour, Santos & Nagano, 2008). It has also been argued that these methods of measuring GPM are not effective, as different firms have different structural attributes, and resources that use uniform standards across firms will be arbitrary (Marcus & Fremeth, 2009). Firms need to identify a systematic method of implementing GPM. Adopting a common GPM standard is therefore a priority for several types of firms.

Green performance management activities using a generic and systematic view and summarized them into four aspects: setting green targets for all members, creating green performance indicators, evaluating employees' green outcomes, and using dis-benefits (Milliman & Clair, 1996; Renwick, Redman & Maguire, 2013). Setting green targets for all members emphasizes translating environmental objectives into action plans for all staff (Milliman & Clair, 1996). Creating green performance indicators means establishing a series of green criteria for all members in performance appraisals, covering topics such as

environmental incidents, environmental responsibilities, reduction of carbon emissions, and communicating of environmental concerns and policies.

Ahmand (2015) claimed that for both managers and employees, the most important aspect of GPM is performance appraisals, which will affect the process and effectiveness of subsequent rewards and compensation. Clear green performance indicators are therefore indispensable in performance management systems. Evaluating managers' green outcomes emphasizes their role in environmental management, which can lead them to be more responsible for EM performance. It is necessary to identify green outcomes and encourage managers to be accountable for EM performance. Dis-benefit is a negative measure to deal with green performance outcomes of members who do not meet EM indicators, or is not compliant with green goals (Renwick, Redman & Maguire, 2013). Using these negative measures appropriately may push employees to behave more environmentally and strive for green goals in their future work.

In addition to using the GPMS electronically as one of the green and clean environments, it is essential to measure the performance of each unit towered environmental performance standard for example 14001 and managers performance (Jackson et al., 2011). Setting targets for managers in their performance regarding environmental management will embed the culture and will increase the value of environmental performance (Renwick et al., 2013). Researchers such as Gill Mandip (2011) acknowledged that GPMS is considered as an effective way of implementing green performance successfully.

In performance appraisal use of green practice should be one of the key performance areas (KPA). Green performance appraisal motivates employees for use of green practices in organization. Jabbar (2012) studied that human dimensions impact the organizational performance as well as the environmental management system or organization. Performance evaluation may be linked to the specific green goals and tasks. Performance appraisal may cover such topics as environmental incidents, usage of environmental responsibilities, reducing carbon emissions and the communication of environmental concerns and policy (Wehrmeyer, 1996). Milliman and Clair (1996) proposed that inclusion of green HRM initiatives in Performance Management (PM) may be an effective way to promote environment friendly HRM practices. This would also demonstrate the seriousness of top management about the green HRM initiatives and motivate the employees to adhere to them.

Performance accountability forces organizations to monitor high–level standards set by top management and provide sustainable working processes and standards for each goal of the business organization (Crawford & Scaletta, 2005). A study of Renwick et al. (2008) highlights that the implementation of a rigorous performance-based appraisal system and introduction of developmental programs aim at increasing the employee's awareness about sustainability. Green performance evaluation system has a crucial role in establishing sustainability of the business organization and a large number of employees in the organization are recognizing the importance of HR factors.

Appraisal and reward systems linked with the environmental awareness and implementation in their evaluation process (Jabbour et al., 2012) and training and empowerment programs (Unnikrishnan & Hedge, 2007) which will enable the development of new set of skills and competencies amongst the

employees of pro-green firms (Cherian & Jacob, 2012). Owino and Kwasira (2016) studied the GHRM practices and sustainability to analyze the influence of GHRM practices on environmental sustainability. The result of the study found that, green performance management had a significant influence on long term organizational sustainability.

1.3.2.7 Green Employee Involvement

Every company is a mixture of employees with different characteristics, interests, Perspectives and due to this they follow the different practices in their everyday life which have different effects on the company sustainability (Reusswig, 1994; Soderholm, 2010). Employees can be provided with opportunities to participate in environmental management, which stimulates them to support the prevention of pollution and identify environmental opportunities (Renwick, Redman & Maguire, 2013). Employee participation in green initiatives increases the chances of better green management as it aligns employees' goals, capabilities, motivations, and perceptions with green management practices and systems. Several workers in their study concluded that individual empowerment positively influences productivity and performance, and facilitates self-control, individual thinking, and problem-solving skills (Renwick, 2008; Wee & Quazi, 2005). A great deal of research has shown that employees' green involvement (GI) is crucial in improving the performance, such as reducing waste and pollution in workplaces, and making full use of resources (Florida & Davison, 2001).

Renwick, Redman and Maguire (2013) highlighted a number of processes of employee GI from an integrated perspective. In line with Renwick, Redman and Maguire (2013) identified five aspects for measuring green involvement: clear green vision, a green learning climate, various communication channels, offering green practices, and encouraging green involvement. Clear green vision refers to a system of values and symbols that support environmental management and guides employees to engage in environmental issues (Harris & Crane, 2002; Renwick, Redman & Maguire, 2013).

Employees can be motivated to participate in environmental management by offering green activities, such as writing newsletters, developing problem solving groups, or setting up green teams. Encouraging GI involves providing employees with opportunities to engage in quality improvement and problem-solving on environmental issues in the production process, which is an effective way of motivating them to become involved in environmental management. An important way in which employee involvement and participation can be encouraged within the organization is to seek entrepreneurs within the company who are socially or ecologically oriented known as eco-entrepreneurs (Mandip, 2012, p. 246). Eco-friendly ideas should be welcomed from all employees irrespective of their designation which will encourage their interest in environmental issues and make best use of applying their skills. The HR staff needs to pressurize the management to create a participative work environment where the employees are free to put up their ideas on green issues since they are the ones who in reality are responsible for implementing ethical corporate behavior in the day-to-day life of the organization. The scope of employee relations should be broadened by initiating a suggestion scheme within the organization, wherein each and every employee from top most to the lowest level gets an opportunity to contribute to the scheme. This practice will help in creating greater awareness on green issues besides, new ideas for eco-friendly practices may crop up from different sources.

Other benefits of employee involvement are improvement in employee and organizational health and safety, as well as development of eco-friendly staff. Researchers propose that keeping the policies in place, long-term trust among the management and employees will be built which will provide an opportunity to the employees to express their personal ideas at the workplace and help to create a climate conducive to green management practices and systems. Involvement of employees is to give them the environmental management opportunities to participate with that will encourage them to take over the responsibility to prevent any pollution and identify environmental issues (Renwick, Redman & Maguire, 2013). Researchers have provided that finding related to Green Involvement (GI) is very important and fundamental in improving the organizational sustainability (Florida & Davison, 2001). Another researcher such as Renwick, Redman and Maguire (2013) emphasized a numeral process of employee green involvement. According to Renwick, Redman and Maguire (2013) there are five aspects that have been identified for measuring green involvement; these aspects are: offering green practices; clear green vision, various communication channels, a green learning climate and inspiring green involvement.
Employee involvement and participation in green suggestion schemes and problem-solving circles, employee's independence to form and experiment with green ideas, integrating employee involvement and participation into maintenance employee help-line for guidance in green initiatives steps, tailoring green employee involvement schemes to organizational standards, increasing supervisory support behaviors in environmental management, aspects (Renwick et al., 2008 & 2013). Employee Involvement (EI) should be included in the process of managing the environment, since the employees have the best knowledge of the work processes and products involved, and therefore, know the best to reduce the waste. Govindarajulu and Daily (2004) have proposed that Employee Involvement programs may help organizations to successfully promote a green environment. This helps to focus on improved work processes, better health and safety at work, and more aware employees.

Riketta and Dick (2005) discussed an important predictor for employee involvement to organization. If the management provide adequate opportunities for employee involvement, then the turnover is low and the organizational commitment also will increase, employee do not search for new job and leave the organization with low turnover, company will not invest on training to train new employees since existing employees will coach them and preserve and conserve the organization's culture, values, and competitiveness (Saks et al., 2007). Sengupta and Sengupta (2015) studied about GHRM and sustainability. The study indicated that the GHRM practice like employee involvement and participation would play a vital role in organizational environmental performance and overall sustainability.

Leitch et al. (1995) indicated that employee participation or involvement is the value of giving employees both the capability and the dependability to take dynamic steps to highlight difficulties in the operational environment that affect quality or consumer service and to compact successfully with them. Specifically, involvement of employees has been related to the assistance of individual views, self-discipline and problem handling abilities (Korukonda et al., 1999). In this regard, the authorized employees will have a huge influence on environmental development (Enander & Pannullo, 1990; Wee & Quazi, 2005). On the other hand, when individuals contribute to the change processes, environmental strategies can be successfully applied (Kaur, 2011).

2. Methodology

2.1. Development of Theoretical Framework of the Study

When concerning green human resource management, several theories discussed themes of green human resource management. They are institutional theory, system theory, process theory, stakeholder theory, resource-based theory, and ability-motivation-opportunity (AMO) theory. For understanding 'what' and 'why' of green human resource management, can apply the institutional theory. Institutional theory suggests that external pressures shape organizational action. Applied to the natural environment, most institutional studies have emphasized the effects of coercion from regulatory and social pressures and how they encourage homogeneous outcomes (Russo & Fouts, 1997). However, a criticism of the institutional theory is that it often radiates organizations as passive participants that respond to institutional expectations (Perrow, 1986; Oliver, 1997). Anyhow, this theory provides a base for why green HRM is important for an organization.

Resource-based theory suggests that resources that are specialized and non-replicable create opportunities for heterogeneity leading to competitive advantage (Wernerfelt, 1984). Applied to the environment, achieving a greater level of internal environmental competency is a function of an organization's basic environmental capabilities such as pollution prevention (Hart, 1995). Sustaining these competencies depends on whether a firm continually improves its internal operations and invests in employees over the capital. Organizations that adopt environmental strategies without these basic-level competencies are less likely to achieve their strategic goals (Christmann, 2000). That is why the outcomes of GHRM at the employee level (employee green attitude, employee green competence, and employee green behavior) enhance the overall outcome of the organization. Therefore, according to the resource-based view green outcomes of the workforce are critical from the internal perspective (Madhani, 2010).

System theory suggests that human resource management can be viewed as a subsystem that exchanges information and energy with the environment to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization (Jackson & Schuler, 1995). Serving these purposes, GHRM related policies and practices can be used as tools to strengthen outcomes of GHRM and ultimately lead to the success of the organization. To concern 'how' of GHRM, can apply process theory, system theory and institutional theory. System theory, and institutional theory are discussed above and the process theory provides the answer for how GHRM. It supports the greening of functional dimensions of HRM (GHRM functions). Moreover, this theory explains how something can be materialized through taking inputs, processing, and giving outputs.

To know the questions of 'for whom and how well'; with assessing the outcomes of GHRM, can apply stakeholder theory and ability-motivation-opportunity (AMO) theory. Stakeholder theory provides an answer 'for whom green HRM'. It covers all the stakeholders (direct, indirect, internal, external, current as well as future) of the organization. Jackson and Schuler (2003) stated that the principle that effective management requires attending to all relevant stakeholders is as true for managing human resources as for other management tasks. Human resource management practices cannot be designed solely to meet the concerns of the employees. Nor can they be designed by considering only their consequences for the bottom line. Organizations that are the most effective in managing people develop HR systems that meet the needs of all key stakeholders. Green HRM is for that and it must meet the needs of all stakeholders.

Ability-Motivation-Opportunity (AMO) theory suggested that how well green HRM is depends upon ability, motivation, and opportunities at any level. It may be at an individual employee/workforce level, team level, department level, or at the organizational level (organization's environmental performance). While employees must have green ability to perform in a greenway they must have an internal state that leads to a higher degree of willingness to exert the needed effort to perform the job in a greenway or environment-friendly way. Also, opportunities to perform in a greenway have to be provided to employees by their superiors and employer. As far as motivation is concerned, it is an internal state of an employee giving the meaning that it is an employee's enthusiasm to do something seriously because he or she likes and enjoys doing it or he or she thinks it is very important (Opatha, 2015).

To facilitate research and understanding of a vast literature on green human resource management, the researcher developed a research framework based on the extant literature. This conceptual framework is developed to measure the impact of green human resource management practices on organizational sustainability. According to the literature review carried out, the following figure would illustrate the conceptual framework of this study.

2.2. Research Design and Approach

Research design is used to structure the research. It further discusses the population, sample selection; the methods of data collection, measurement of variables, and the methods of data analysis used about empirical investigation is carried out in the study. This research is conducted to measure the level of adaptation of GHRM practices of tourism industry companies. To achieve these research objectives, a survey is conducted amongst human resource managers of the selected tourism industry group of companies listed in the Colombo Stock Exchange (CSE) based on the sample and using secondary data obtained from a database and the annual reports of sample companies. Data gathered from these devices were analyzed for interpretations with the supporting literature.

2.3. Selection of the Sample

As the study considered the level of adaptation of green human resource management practices of the tourism industry companies, it is based on the Hotels PLCs in Sri Lanka. The population for the study comprise HR departmental employees in Hotel PLCs incorporated under the Companies Act No.7 of 2007 or any other statutory corporation, incorporated or established under the laws of Sri Lanka or established under the laws of any other state (subject to exchange control approval) are eligible to seek a listing on the CSE. All the 38 CSE listed hotel companies as per the listing schedule of the CSE website representing the tourism industry as of 05th July 2019 have been selected as the study population. Out of these 38 companies, 22 companies were selected based on market capitalization ≥ 1 billion (high market capital) as a (90.62) % of Total Market Capitalization as the final sample by using the representative sampling method (www.cse.lk). This is a representative rate of 58 percent of the population.
Table 2.1 provides summary information of the firms in the tourism industry sector to which companies are assigned, and the sample number of firms that data were collected.

Table 2.1 Sample Companies across Tourism Industry Sector

	Tourism Industry Sector	Market Capitalization (Rs.)	Sample (MC ≥ 0.01, as a % of TMC)
1	Ramboda Falls PLC	340,000,000.00	0.003652
2	**The Lighthouse Hotel PLC**	**1,150,000,000.00**	**0.012352**
3	**Hunas Falls Hotels PLC**	**1,000,125,000.00**	**0.010742**
4	**Waskaduwa Beach Resort PLC**	**1,399,642,740.00**	**0.015033**
5	**The Kingsbury PLC**	**2,807,200,000.00**	**0.030152**
6	**Serendib Hotels PLC**	**1,223,338,755.60**	**0.01314**
7	Serendib Hotels PLC	468,143,728.00	0.005028
8	Mahaweli Reach Hotels PLC	644,810,323.90	0.006926
9	**Renuka City Hotel PLC**	**1,532,300,000.00**	**0.016458**
10	Hotel Developers (Lanka) PLC	0.00	0
11	**Trans Asia Hotels PLC**	**14,600,000,000.00**	**0.156816**
12	Marawila Resorts PLC	319,200,000.00	0.003428
13	**Amaya Leisure PLC**	**1,727,839,328.00**	**0.018558**
14	**Browns Beach Hotels PLC**	**1,321,920,000.00**	**0.014199**
15	Hotel Sigiriya PLC	298,809,000.00	0.003209
16	**Ceylon Hotels Corporation PLC**	**1,908,327,985.20**	**0.020497**
17	Palm Garden Hotels PLC	861,013,300.00	0.009248
18	Beruwala Resorts PLC	360,000,000.00	0.003867
19	Hikkaduwa Beach Resort PLC	911,674,732.80	0.009792
20	Dolphin Hotels PLC	720,969,675.60	0.007744
21	**Aitken Spence Hotel Holdings PLC**	**7,432,009,221.00**	**0.079826**
22	Tangerine Beach Hotels PLC	780,000,000.00	0.008378
23	**The Fortress Resorts PLC**	**1,064,512,166.40**	**0.011434**
24	**Asian Hotels & Properties PLC**	**17,268,236,700.00**	**0.185476**
25	Bansei Royal Resorts Hikkaduwa PLC	316,995,200.00	0.003405
26	Sigiriya Village Hotels PLC	366,300,000.00	0.003934
27	**The Nuwara Eliya Hotels Company PLC**	**2,402,457,960.00**	**0.025804**
28	**Citrus Leisure PLC**	**1,336,148,615.00**	**0.014351**
29	Anilana Hotels And Properties PLC	906,795,184.00	0.00974
30	**Renuka Hotels Limited**	**1,652,198,730.00**	**0.017746**
31	**The Kandy Hotels Company (1938) PLC**	**3,003,000,000.00**	**0.032255**
32	Royal Palms Beach Hotels PLC	680,000,000.00	0.007304
33	**Eden Hotel Lanka PLC**	**1,256,640,000.00**	**0.013497**
34	**John Keells Hotels PLC**	**10,484,256,816.00**	**0.11261**
35	**Galadari Hotels (Lanka) PLC**	**3,555,889,904.00**	**0.038193**
36	**Tal Lanka Hotels PLC**	**1,326,556,193.00**	**0.014248**
37	Pegasus Hotels Of Ceylon PLC	753,710,142.40	0.008095
38	**Jetwing Symphony Plc**	**4,921,447,878.20**	**0.052861**
	Total	**93,102,469,279.10**	**90.62%**

(Source: CSE Data Library 2019)
Sample 22 was obtained from companies representing 58 percent of the market.

Table 2.2: Population and Sample

Company Name	Population	Sample	Percentage (%)
Asian Hotels & Properties PLC	172	12	6.98
Aitken Spence Hotel Holdings PLC	343	12	3.50
Browns Beach Hotels PLC	277	12	4.33
Ceylon Hotels Corporation PLC	54	12	22.22
Waskaduwa Beach Resort	313	12	3.83
Amaya Leisure PLC	210	12	5.71
EDEN Resort & Spa	253	10	3.95
Galadari Hotels	162	11	6.79
Hunas Falls Hotels PLC	73	12	16.44
Jetwing Symphony	65	10	15.38
The Kandy Hotels Company	215	10	4.65
Jhon Keells Hotels PLC	211	11	5.21
The Lighthouse Hotel PLC	270	12	4.44
The Nuwaraeliya Hotels Company PLC	192	10	5.21
Renuka Hotels PLC	55	11	20.00
Citrus Leisure PLC	31	11	35.48
Renuka City Hotels PLC	57	12	21.05
The Fortress Resort PLC	110	12	10.91
The Kingsbury PLC	182	12	6.59
Serendib Hotels PLC	175	12	6.86
Tal Lanka Hotels PLC	132	10	7.58
Trans Asia Hotels PLC	165	12	7.27
Total	**3717**	**250**	**6.72**

(Source: Survey Data and Annual Reports 2019)

2.4. Data Collection and Measurement of Variables

2.4.1 Data Collection Methods

The data can be collected for the study in two ways. They are the primary data collection method and secondary data collection method. Primary data were collected from the questionnaires which were filled by employees in human resource departments in the selected companies. This question form includes both personal information and research information. And also, the study uses secondary data obtained from the annual reports of the relevant companies.

2.4.2 Data Collection Instruments

The researcher used the self- developed questionnaire with the review of existing literature (Arulrajah, Opatha & Nawarathna, 2015; Arulrajah & Opatha; 2016, Obaid & Alias; 2015; Deshwal, 2015; Likhitar

& Verma, 2017; Haridas & Sivasubramanaian, 2016; Jahan & Ullah, 2016; Nayak & Mohanthy, 2017) consisting with two parts. Part I consists of personal information of the respondents and Part II consists of 67 closed-ended statements to collect study data from human resource department employees of the selected companies with compliance to the existing green human resource management practice of the particular company. The questionnaire was developed to mark the level of response of Likert scale on each statement related to the green human resource management practice on above mentioned seven dimensions.

2.4.3 Data Evaluation Methods

Mainly questionnaires were used to collect research information. The evaluation was carried upon by using the collected research information. In this study, four points Likert scale was used to collect information, which is;

- Strongly Agree = 4
- Agree = 3
- Disagree = 2
- Strongly Disagree = 1

The evaluation techniques used in the study were quantitative. The quantitative data analysis included the statistical analysis of mean score and standard deviation. The level of adaptation of green human resource management practices was determined based on the average mean scores of the indicators of each dimension. Hence, in this study, the average mean score value of each dimension was calculated as follows.

$$\text{Average Mean Score} = \frac{[(\text{Lowest response} \times \text{Number of Indicators of each dimension}) + (\text{Highest response} \times \text{Number of Indicators of each dimension})]}{2}$$

Decision Rules

Based on the average mean score value below mentioning decision rules were used to evaluate collected data.

Recorded Mean Score (X_i) > Average Mean Score = High level adaptation of GHRM practices.

Recorded Mean Score (X_i) < Average Mean Score = Low level adaptation of GHRM practices.

Where $i = 1, 2,3,4,5,6,7$

X_1= Mean Score Value of Green Recruitment

X_2= Mean Score Value of Green Selection

X_3= Mean Score Value of Green Training and Development

X_4= Mean Score Value of Green Health and safety

X_5=Mean Score Value of Green Compensation Management

X_6= Mean Score Value of Green Performance Management

X_7= Mean Score Value of Green Employee Involvement

3. Results

3.1 Demographic Information

For the study purpose the researcher has used below mentioning demographic information of the sample employees such as; designation of the employees, gender of the employees, age of the employees,

educational qualifications, professional qualifications, years of service of the employees, operating years of the organization and Green Human Resource practicing years of the organization. The collected data have been shown in the below section using descriptive statistics for the easy reference.

3.1.1 Designation

The first demographic factor is the designation of the employees. It was found that HR departments consist of 27 categories of employees and revealed that most of the employees were HR assistants. Out of 250 employees, 53 HR assistants were represented and the percentage was 21.2%. Secondly, there were 28 HR trainees and the percentage was 11.2%. As the third-highest number, there were 21 HR executives and the percentage was 8.4%. The lowest percentage (0.4%) of employees fell under the designation categories of Senior Assistant Managers, Technical Assistants, Senior Recruitment Officers, Team Leaders, Senior Program Coordinators, Air Ticketing Executives, and Personal Assistants and the frequency was 01 respectively.

3.1.2 Gender

The second personal factor was gender. According to research findings, HR employees of the tourism industry consisted of 155 males and 95 females. It represented 62% & 38% of male and female employees respectively. When comparing the percentages there was a high percentage of male employees and a considerable percentage of female employees also. The reasons are nowadays women employees are also interested in becoming involved in emerging industries such as tourism and have the willingness and capacity to handle managerial level jobs too. On the other hand, the single person's income is not enough to maintain the family needs. Therefore, other than staying at home with household work, as support for husbands, women also earn by doing jobs.

3.1.3 Age

The third personal factor was age. It was found that most HR departmental employees fell into the category of the age 31-40 years as 121 and percentages were 48.4% respectively. Age group between 20-30 also represented a considerable percentage of employment being 32.8% and frequency was 82. The 41-50 age group consisted of 16.4% and frequency was 41 respectively. The lowest percentage 2.4% of employees fell under the age category of above 50 years.

3.1.4 Educational Qualifications

When considering the educational qualifications, it was shown that the highest frequency 170 represented under the category of Degree and percentage was 68%. The same frequency of 40 represented for the categories of both Diploma and Post Graduate and the percentage was 16% for both. The results showed that most of the HR departmental employees were graduates and it reveals the companies have given priority to recruit graduates after they pass out from the higher educational institutes.

3.1.5 Years of Service

Years of the service of the employees were analyzed under this demographic factor. According to the results, there were 141 frequencies for below 5 years of service and the percentage was 56. The percentage was 38.8 for in between 5-10 years of service and frequency was recorded 97 respectively. A minimum percentage of 0.4 represented under the category of above 20 years of service and frequency was only 01.

3.1.6 Operating Years

Operating years of the organization was another personal factor. This factor analyzes the number of years the organizations have been running their business. Data were shown that highest frequency of 70 operating years under the categories in between 15-30 (Asian Hotels & Properties PLC, Browns Beach Hotels PLC, Eden Resort & Spa, Hunas Falls Hotels PLC, The Lighthouse Hotels PLC, and Renuka City Hotels PLC) and 46-60 (Ceylon Hotels Corporation PLC, Jhon Keells Hotels PLC, Citrus Leisure PLC, The Fortress Resort PLC, The Kingsbury PLC, and Serendib Hotels PLC) and the percentage was 28. In between 31-45 of the operating year's category, the frequency was 57 and the percentage was 22.8 and below 15 operating year's category, the frequency was 33. The lowest percentage of 08% represented under the category of operating years above 60 consisted with a frequency of 20.

3.1.7 Green Human Resource Management Practicing Years

Green human resource management practicing years was the last personal factor. This factor analyzes how many years organizations have been implementing green HRM practices in their businesses. It was shown that the highest frequency of 134 represented in the category of years of 5-10 (green recruitment, green selection, green training and development, green health and safety, green compensation management, green performance management), and the percentage was 53.6. Under the year category of 11-15 (green recruitment, green selection, green training and development, green health and safety, green compensation management & green performance management) has represented the frequency of 48 and percentage was 19.2 respectively. Under the year category of 16-20 (green recruitment, green health and safety, green performance management, green compensation management) has represented the frequency of 34 and percentage was 13.6 respectively. In the same way the year category of below 05 years (green recruitment, green health and safety, green performance management, green training and development) has represented the frequency of 34 and percentage was 13.6 respectively. The results showed that above 50% of organizations have started to practice green HRM for 5-10 years because it was an emerging concept.

3.2 Research Information

Research information were analyzed using the SPSS 25.0 data analytical software. The researcher analyzes here whether the dimensions of the independent variable are having the level of adaptations. The results were discussed with the average mean score values.

3.2.1 Reliability Test

Reliability refers to the uniform use of a text. Uniformity of a text here can also be using the same information several times and across different researchers. Reliability is considered as the level at which a test is free from mistakes. The more errors exist the less reliable the outcome. The more mistakes are found in an evaluation the higher unreliable it becomes. Reliability is a very vital aspect of evaluation and is a contributing factor to validity. According to Mbugua (2010), data reliability is the consistency in which the instruments give the same results. To maintain the reliability of the data collected, a standard structured questionnaire was used. In the study, Chronbach's alpha (also referred to as coefficient alpha) was used for measuring the reliability. Chronbach's alpha is designed as a measure of internal consistency; that is, to check whether all items within the instrument measure the same thing. Alpha is measured on the same scale as a Pearson r (correlation coefficient) and typically varies between 0 and 1. The closer the alpha is

to 1.00, the greater the internal consistency of items in the instrument being assessed (George & Mallery, 2006). The study values of the reliability test are shown in Table 3.1which are mentioning below;

Table 3.1: Reliability Test of Independent Variable

Independent variable dimensions	Reliability Statistics	
	Cronbach's Alpha	N of Items
Green Recruitment	.884	10
Green Selection	.629	04
Green Training & Development	.845	10
Green Health & Safety	.651	11
Green Compensation Management	.802	07
Green Performance Management	.705	10
Green Employee Involvement	.839	10

(Source: Survey Data)

3.3 Data Analysis of GHRM practices using Univariate Measures

The researcher uses descriptive statistics of mean score values and standard deviations in analyzing the below mentioning dimensions of Green Recruitment, Green Selection, Green Training & Development, Green Health & Safety, Green Compensation Management, Green Performance Management, Green Employee Involvement.

3.3.1 Green Recruitment

Green recruitment is the first dimension of the independent variable. This dimension measures the level of adaptation of green recruitment of companies.

Table 3.2: Green Recruitment

Individual Statements on GR	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 01	2.90	0.847	30.09	5.20
Indicator 02	2.94	0.838		
Indicator 03	3.02	0.752		
Indicator 04	3.01	0.752		
Indicator 05	3.02	0.708		
Indicator 06	3.16	0.701		
Indicator 07	3.12	0.693		
Indicator 08	3.08	0.650		
Indicator 09	3.02	0.700		
Indicator 10	2.82	0.773		

(Source: survey data)

According to table 3.2 above, the mean score value for green recruitment was 30.09 and the standard deviation was 5.20. The recorded mean score value of 30.09 was more than the average value of 25. The

standard deviation is the positive square root of the variance. The standard deviation of 5.20 is a high value. This means the data were spread out over a large range of values and the results show that Green Recruitment has a high adaptation on the selected companies. When considering the individual indicators of the above variable, indicator 06 (environmentally harmed free recruitment practices) has recorded the highest value of mean 3.16 and standard deviation value of 0.701. The second highest contribution has been recorded, the indicator 07 (express environmental values when communicating recruitment messages) with a mean value of 3.12 and a standard deviation value of 0.693. Thirdly, the highest contribution has been recorded, the indicator 08 (candidates past green performance) with a mean value of 3.08 and a standard deviation value of 0.650. The indicators 03, 05, 09 have recorded a mean value of 3.02 and a standard deviation value of 0.752, 0.708, and 0.700 respectively. The indicator no 10 (use digital methods to accomplish the paper free recruitment) has recorded the lowest contribution for the overall mean score value of the independent variable with a mean value of 2.82 and a standard deviation 0.773.

3.3.2 Green Selection

The green selection was the second dimension of the independent variable. This dimension measures the level of adaptation of green selection of companies.

Table 3.3: Green Selection

Individual Statements on GS	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 11	2.97	0.814	12.10	2.10
Indicator 12	3.14	0.665		
Indicator 13	2.95	0.832		
Indicator 14	3.05	0.743		

(Source: survey data)

According to table 3.3 above, the mean score value for green selection was 12.10 and the standard deviation was 2.10. The recorded mean score value of 12.10 was more than the average value of 10. The standard deviation is the positive square root of the variance. The standard deviation of 2.10 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that Green Selection has a high adaptation of selected companies. When considering the individual indicators of the above dimension, indicator 12 (candidates are asked environment-related questions) has recorded the highest value of mean 3.14 and standard deviation value of 0.665. The second highest contribution has been recorded, the indicator 14 (applicants who have been engaging in greening as consumers) with a mean value of 3.05 and a standard deviation value of 0.743. The third highest contribution has been recorded, the indicator 11 with a mean value of 2.97 and a standard deviation value of 0.814. The indicator no 13 (applicants are sufficiently aware of greening to fill job vacancies) has recorded the lowest contribution for the overall mean score value of the independent variable with a mean value of 2.95 and standard deviation 0.832.

3.3.3 Green Training and Development

Green training and development were the third dimension of the independent variable. This dimension measures the level of adaptation of green training and development in companies.

Table 3.4: Green Training & Development

Individual Statements on GTD	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 15	2.97	0.875	31.48	4.65
Indicator 16	3.08	0.782		
Indicator 17	3.13	0.786		
Indicator 18	3.18	0.669		
Indicator 19	3.14	0.630		
Indicator 20	3.18	0.695		
Indicator 21	3.21	0.662		
Indicator 22	3.21	0.646		
Indicator 23	3.20	0.744		
Indicator 24	3.18	0.667		

(Source: survey data)

According to table 3.4 above, the mean score value for green training & development was 31.48 and the standard deviation was 4.65. The recorded mean score value of 31.48 was more than the average value of 25. The standard deviation is the positive square root of the variance. The standard deviation of 4.65 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that green training & development has high adaptation of selected companies. When considered on the individual indicators of the above variable indicator 21 (continuous improvement of training & development programs on environmentally friendly practices) and 22 (systematic green training programs for managerial and non- managerial employees) have recorded the highest value of mean 3.21 and standard deviation value of 0.662 and 0.646 respectively. The second highest mean value has been recorded, the indicator 23 (application of job rotation to train green managers) with a mean value of 3.20 and a standard deviation value of 0.744. Third, the highest mean value of 3.18 has been recorded the indicator 18 (identify and analyze environmental training needs of staff to develop required skills and knowledge), indicator 20 (provide environmental awareness training to achieve a competitive edge), and indicator 24 (conduct green training need analysis before training programs) with standard deviation values of 0.669, 0.695 and 0.667 respectively. The indicator no 15 (environmental training is first compared to other types of training) has recorded the lowest contribution for the overall mean score value of the independent variable with a mean value of 2.97 and a standard deviation 0.875.

3.3.4 Green Health and Safety Management

Green health and safety management was the fourth dimension of the independent variable. This dimension measures the level of adaptation of green health and safety management of companies.

Table 3.5: Green Health & Safety Management

Individual Statements on GHS	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 25	3.08	0.849	35.17	5.77
Indicator 26	3.06	0.848		
Indicator 27	3.35	2.082		
Indicator 28	3.32	2.055		
Indicator 29	3.19	0.650		
Indicator 30	3.24	0.640		
Indicator 31	3.23	0.648		
Indicator 32	3.24	0.626		
Indicator 33	3.20	0.711		
Indicator 34	3.08	0.877		
Indicator 35	3.14	0.790		

(Source: survey data)

According to table 3.5 above, the mean score value for green health & safety management was 35.17 and the standard deviation was 5.77. The recorded mean score value of 35.17 was more than the average value of 27.5. The standard deviation is the positive square root of the variance. A standard deviation of 5.77 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that green health & safety has a high adaptation of selected companies. When considered on the individual indicators of the above variable indicator 27 (green workplace) has recorded the highest value of mean 3.35 and standard deviation value of 2.082. The second highest contribution has been recorded in indicator 28 (create environmental-related initiatives to reduce employee stress) with a mean value of 3.32 and a standard deviation value of 2.055. Thirdly, the highest contribution has been recorded: the indicator 30 (health, safety & environmental management division under health, safety & environmental manager) and indicator 32 (carry out a risk assessment to identify possible hazards) with a mean value of 3.24 and standard deviation value of 0.640 & 0.626 respectively. The indicator 31 (following the governmental health and safety provisions when arranging the work environment) has recorded the mean value of 3.23 and standard deviation value of 0.648.

The next contribution has been recorded as the indicator 33 (appoint the trained competent persons to ensure the safe evacuation) with the mean value of 3.20 and standard deviation of 0.711. The indicator 29 (create environmental-related initiatives to reduce employee occupational disease in a hazardous work environment) has recorded the mean value of 3.19 and a standard deviation of 0.650. The indicator no 25 (green health & safety policy), and indicator 34 (implemented the strategies such as green factory/ green zone to prevent health problems) have recorded the second lowest contribution for overall mean score value of the independent variable with a mean value of 3.08 and standard deviation of 0.849 & 0.877 respectively. The lowest contribution has been recorded as the indicator 26 (established health, safety & environmental management division) with the mean value of 3.06 and standard deviation of 0.848.

3.3.5 Green Compensation Management

Green compensation management is the fifth dimension of the independent variable. This dimension measures the level of adaptation of green compensation management of companies.

Table 3.6: Green Compensation Management

Individual Statements on GCM	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 36	2.96	0.847	21.87	3.44
Indicator 37	3.01	0.779		
Indicator 38	3.12	0.680		
Indicator 39	3.17	0.600		
Indicator 40	3.16	0.705		
Indicator 41	3.24	0.686		
Indicator 42	3.20	0.771		

(Source: Survey Data)

According to table 3.6 above, the mean score value for green compensation management was 21.87 and the standard deviation was 3.44. The recorded mean score value of 21.87 was more than the average value of 17.5. The standard deviation is the positive square root of the variance. A standard deviation of 3.44 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that Green compensation management has a high adaptation on organizational sustainability. When considering the individual indicators of the above variable indicator 41 (non-financial rewards for employee good environmental performance) has recorded the highest value of mean 3.24 and standard deviation value of 0.686. The second highest contribution has been recorded, the indicator 42 (introduced rewards for innovative environmental initiative/performance) with a mean value of 3.20 and a standard deviation value of 0.771. The third highest contribution has been recorded as the indicator 39 (Provide incentives to staff towards encouraging an environmentally friendly practice) with a mean value of 3.17 and a standard deviation value of 0.600. The indicator 40 (identify the best environmental performers among employees) has recorded a mean value of 3.16 and a standard deviation value of 0.705. The indicator 37 (excellence award to its employees on their environmental-related performance), and indicator 36 (Introduce new reward to staff on innovative environmental performance) have recorded the lowest contribution for overall mean score value of the independent variable with a mean value of 3.01 and 2.96 and standard deviation of 0.779 and 0.847 respectively.

3.3.6 Green Performance Management

Green performance management was the sixth dimension of the independent variable. This dimension measures the level of adaptation of green performance management of companies.

Table 3.7: Green Performance Management

Individual Statements on GPM	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 43	3.04	0.722	31.61	4.85
Indicator 44	3.23	2.083		
Indicator 45	3.12	0.733		
Indicator 46	3.23	0.677		
Indicator 47	3.20	0.610		
Indicator 48	3.29	0.656		
Indicator 49	3.23	0.614		
Indicator 50	3.22	0.643		
Indicator 51	3.07	0.664		
Indicator 52	2.99	0.784		

(Source: survey data)

According to table 3.7 above, the mean score value for green performance management was 31.61 and the standard deviation was 4.85. The recorded mean score value of 31.61 was more than the average value of 25. The standard deviation is the positive square root of the variance. The standard deviation of 4.85 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that green performance management has a high adaptation of selected companies. When considered on the individual indicators of the above variable indicator 48 (Install corporate-wide environmental performance standards) have recorded the highest value of mean 3.29 and standard deviation value of 0.656. The second highest contribution has been recorded the indicator 44 (Employees know their specific green targets, goals, and responsibilities), indicator 46 (Provide regular feedback to the employees to achieve environmental performance), and indicator 49 (Provide regular feedback to the employees to achieve environmental goals) with a mean value of 3.23 and standard deviation value of 2.083, 0.677 and 0.614 respectively. The third highest contribution has been recorded as the indicator 50 (set green targets to translate environmental objectives into action plans) with a mean value of 3.22 and a standard deviation value of 0.643.

The fourth contribution was given the indicator 47 (Roles of managers in achieving green outcomes included in appraisals) with a mean value of 3.20 and a standard deviation value of 0.610. The indicator 51 (established a series of green criteria such as Environmental incidents/ Environmental responsibilities/ Reduction of carbon emissions in performance appraisals), indicator 43 (Incorporates environmental objectives and targets with the performance evaluation system of the organization), and indicator 52 (provide regular feedback to the employees to improve their environmental performance and achieve environmental goals) have recorded the lowest contributions for overall mean score value of the independent variable with the mean values of 3.07, 3.04 and 2.99 respectively and with standard deviation values of 0.664, 0.722 and 0.784 respectively.

3.3.7 Green Employee Involvement

Green employee involvement is the seventh dimension of the independent variable. This dimension measures the level of adaptation of green employee involvement of companies.

Table 3.8: Green Employee Involvement

Individual Statements on GEI	Descriptive Statistics			
	Mean	Standard Deviation	Overall Mean	Overall Standard Deviation
Indicator 53	3.04	0.828	31.72	4.57
Indicator 54	3.08	0.793		
Indicator 55	3.17	0.710		
Indicator 56	3.17	0.681		
Indicator 57	3.22	0.661		
Indicator 58	3.16	0.749		
Indicator 59	3.19	0.667		
Indicator 60	3.21	0.658		
Indicator 61	3.21	0.670		
Indicator 62	3.26	0.721		

(Source: survey data)

According to table 3.8 above, the mean score value for green employee involvement was 31.72 and the standard deviation was 4.57. The recorded mean score value of 31.72 was more than the average value of 25. The standard deviation is the positive square root of the variance. A standard deviation of 4.57 is a high value. This means the data were spread out over a large range of values. Therefore, the results show that green employee involvement has a high adaptation of selected companies. When considering the individual indicators of the above variable, indicator 62 (provide opportunities for employees to engage in problem-solving on environmental issues) has recorded the highest value of mean 3.26 and standard deviation value of 0.721. The second highest contribution has been recorded as the indicator 57 (offer workshops or forums for staff to improve environmental behavior) with a mean value of 3.22 and a standard deviation value of 0.661. The third highest contribution has been recorded: the indicator 60 (welcome eco-friendly ideas from all employees), and indicator 61 (motivate employees to participate in environmental management by setting up green teams) with a mean value of 3.21 and standard deviation values of 0.658 and 0.670 respectively.

The fourth contribution was given the indicator 59 (provide opportunities to all the employees to involve and participate in green decision making) with the mean value of 3.19 and a standard deviation of 0.667. The fifth contribution was given indicator 55 (Provide opportunities to the employee to involve and participate in green suggestions schemes), and indicator 56 (Joint consultations for environmental issues problem solving) with the mean value of 3.17 and standard deviation values of 0.710 and 0.681 respectively. The indicator 54 (Involve the employee in formulating environmental strategy), and indicator 53 (use teamwork to successfully manage and produce awareness of the environmental issues of the company) have recorded the lowest contributions for overall mean score value of the independent variable

with the mean values of 3.08 and 3.04 respectively and standard deviation values of 0.793 and 0.828 respectively.

4. Conclusion

Under the research title of the level of adaptation of GHRM practices of the tourism industry of Sri Lanka, the researcher wanted to measure the level of adaptation of dimensions of the independent variable (GR, GS, GTD, GHS, GCM, GPM, & GEI) of companies. After analyzing the collected data, the researcher has found that all the dimensions have high level of adaptation of GHRM Practices which was Recorded Mean Scores (X_i) were greater than the Average Mean Scores of the dimensions; green recruitment (Mean =30.09, & STD=5.20); green selection (M=12.10, & STD =2.10); green training & development (M =31.48, & STD =4.65); green health & safety (M =35.17, & STD =5.77); green compensation management (M =21.87, & STD =3.44); green performance management (M =31.61, & STD =4.85); and green employee involvement (M =31.72, & STD =4.57). According to the findings of the research, the researcher would like to suggest the conclusion as follows;

The concept of GHRM is still new and at its infancy stage, but the Sri Lankan tourism industry organizations have started realizing the importance of the GHRM practices and adapting them to achieve sustainable development. Tourism industry organizations are focusing on making their human resource management functions with going green concepts. The most critical phase for HR managers is to mind the value of GHRM practices in their organizations when deciding to go green, which leads the organization to set their goals related to GHRM practices. By adapting the GHRM practices, organizations can improve, enhance, and develop their business survival. Hence, the researcher suggested that organizations be required to give more priority in the future also to make each function of HRM in green.

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