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Research Article

Green Human Resource Management: Scale Development and Validation

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ABSTRACT

Increasing green consciousness and sustainability in the Indian business environment forced the corporate Hospitality sector to realize the worth of green human resource management practices (GHRM) as a source of achieving sustainability. This has now become an ideology that green Human Resource Management practices (GHRM) needs to be explored. Despite the increasing significance of green human resource management practices, there is a paucity of valid research instruments to measure these practices in the Indian hospitality context. Keeping in mind the fact that South Indian hospitality industry is the fastest growing tourism industry in India therefore, there is a need to develop a reliable and valid research scale to measure green human resource management practices (GHRM) in this context. The changing and transforming Indian tourism sector offers a good testing field for this study of green human resource management practices (GHRM). On the basis of extensive literature review five research constructs dedicated to Green human resource management practices identified and developed and refined i.e. GRSP, GTDP,GPEP, GRCP,GERP. The scale developed was empirically tested in the context of Kerala hospitality sector on 30 hospitality enterprises for ensuring of unidimensionality, reliability and validity using structural equation modelling (SEM) by utilizing Lisrel 8.80. This research is pioneering as it provides a reliable and valid research instrument for measuring Green human resource management practices and empirically testing them in the context of Kerala hospitality industry. The study concludes with a brief discussion and implications for the research.

Keywords: Kerala hospitality industry, Indian tourism sector, structural equation modeling (SEM), lisrel 8.80, convergent and discriminant validity, scale reliability, GHRM.

Introduction

The hospitality sector in Kerala has continued to prioritize sustainable performance. The sustainability of the environment and human well-being are directly related to economic growth. Carbon dioxide (CO_2) emissions, which cause adverse effects such pollution, climate change, and global warming, have exacerbated environmental problems. In order to improve sustainability performance based on three aspects, namely economic, social, and environmental performance, firms are being pushed to implement green human resource management (HRM) methods. Since hospitality companies primarily take into account economic dimensions and disregard environmental and social components of sustainability performance, there is an imbalance between these dimensions.

Green human resource management (Green HRM) is a concept that tries to combine conventional HRM techniques/Practices with environmental management. The situation in Kerala is not dissimilar from that of other states where businesses are having trouble implementing green HRM practices because lack of environmental legislation and compliance. Only 380 of the 2,561 hospitality enterprises in Kerala were registered with responsible tourism Missions kerala. To enhance sustainable performance, hospitality companies must comprehend and implement green HRM practices in order to achieve sustainable outcomes. The systemic, deliberate alignment of conventional HRM procedures with the organizations' environmental aims raises green HRM concerns (Jabbour, 2015).

Training and development, performance management, and compensation management are examples of sustainable HRM concepts that gave rise to the interdisciplinary discipline of green HRM (Renwick, Redman, & Maguire, 2013; Zibarras & Coan, 2015). For employees to understand how to synchronies their environmental objectives with their businesses' environmental strategy, green HRM practices are crucial. Lack of environmental control, inability to comprehend and apply green HRM practices, alignment of green HRM strategy to firm's strategy and environmental objectives, education of existing employees on green HRM, measuring the results of green HRM practices, and conversion of existing traditional HRM practices to green HRM practices are some of the challenges faced by many hospitality firms.
These issues can be resolved by reviewing the company's current HRM procedures to ensure that they are in line with the green HRM philosophy and practices, by training key managers and human resource personnel in these procedures, and by educating employees about environmental concerns, the significance of green HRM, and how it can support the long-term objectives of the company. Aligning environmental strategy and objectives with green HRM practices for recruiting, training, evaluation, and reward systems is important.
There are various difficulties in fully integrating environmental management and human resource management because it is a relatively new concept (Khan, Rasli, Hassan, Noordin, & Aamir, 2017).

Research Objectives and Gap:

The main objective of the study can be broken into many sub objectives:
1. Developing measures to measure Green HRM Practices.
2. Reviewing latest literature in the area of HRM Practices.
3. Assessment of unidimensionality, validity and reliability of research measures.
4. Refining measures in HRM practices in the context of hospitality industry.
5. Final Assessment and Interpretation of results.

Green HRM Practices Constructs

Green Recruitment and Selection Practices

The HR department's primary task nowadays is to draw qualified candidates for open positions from within the company. For groups that support the environment, recruitment is crucial. Green recruiting is a type of organizational activity that takes the environment into account and aims to hire enthusiastic candidates who are knowledgeable about the environment for current and future job openings. This has been a successful tool for companies implementing green recruitment strategies to enhance their green image and draw in fresh talent. Those who can appreciate the value of protecting the environment are known as "green employees."

Green Training and Development Practices

Employee education on environmental goals and instruction on energy conservation and waste minimization are referred to as "green training." Employees who participate in green training learn about environmental concerns and eco-initiatives, as well as how to improve the firm's environmental performance.
The transformation of human resources to be accountable for sustainable performance is facilitated by green training and development. Employee understanding of the company's environmental objectives and business strategy is improved by green training. Therefore, in order to achieve sustainable performance, green firms should educate staff members about green practices as well as nurture them with green ideals.

Green Performance Evaluation Practices

The evaluation of issues based on a company's environmental goals, obligations, and policies is referred to as a "green performance assessment." Environmental deterioration can be reduced by including environmental performance factors into performance management systems. Green performance evaluation is essential to offer insightful input on promoting businesses' environmental outcomes (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). When evaluating the performance of its staff, human resource departments should consider environmental factors.

Green Evaluation and Rewards Practices

Hospitality businesses in Kerala who use a green incentive system have set environmental goals for assessing the performance of their staff and business. Businesses that want to achieve their environmental aims have employed green reward systems to motivate staff to adopt these ideals. In conclusion, environmentally conscious businesses should compensate staff members fairly and assess their success in sustainable environmental practices.

Green Compensation and benefits Practices

In the hospitality industry, Compensation and benefits should be linked to Green activities. To measure this statements were included as Employees should participate in green suggestion schemes, Providing training to the union representatives in environmental management is critical, Gain sharing in relation to environmental initiatives or programs should be implemented.

Research Methodology

The GHRM Inventory, a research tool with elements pertaining to the five dimensions or constructs of GHRM, was created in order to gather primary data. The GHRM Inventory used a 5-point Likert scale with strongly agree (5) and strongly disagree (5) as the end points (1). Several studies on HR have employed a five-point scale, including Ahmad & Schroeder (2003), Budhwar & Sparrow (1997), and Khilji & Wang (2007). As recommended by Huselid and Becker (2000), efforts were made to prevent bias by keeping the items as straightforward and plain as feasible.

As recommended by Ahire, Golhar, and Waller (1996) and Anderson and Gerbing (1998), face and content validity of the instrument was assured during development (1988). According to Ahmad and Schroeder (2003), a scale is said to have face validity if it "seems like" it will measure what it is intended to measure. A rough questionnaire was created using a thorough examination of the literature.
Ahmad and Schroeder's (2003) strategy of using two different researchers to suggest questions for the questionnaire ensured face validity. Some minor changes to the questionnaire were made in light of the aforementioned studies. In order to make sure the questionnaire seemed logical and acceptable; two other researchers in the field were then asked to study the questionnaire items and were told to make educated guesses about what the questionnaire was meant to measure. While content validity shows that a scale is evaluating all areas of a given criterion, face validity concerns whether or not a test looks to be a good measure. If the domain of the concept that the instrument is meant to assess is adequately represented by its items, the instrument has content validity.
The five scales viz. **Green Recruitment and Selection Practices** (GRSP), **Green Training and development Practices (GTDP), Green Performance Evaluation Practices (GPEP)**. **Green Employee Relation Practice (GERP) Green Reward and Compensation Practices** (GRCP) were developed by the researcher on the basis of an extensive literature review and were then assessed by a panel of HR practitioners during pilot study.

Data Gathering and Pilot Testing

A group of HR professionals were requested to complete the questionnaire and provide feedback on both the instrument and the items in addition to their own responses. The questionnaire and its items were subjected to criticism from the respondents.
Before pilot testing, some of the items were improved, rephrased, or altered to be more indicative of the target structures, increasing the content validity. Final information was gathered by letter from the chosen organizations (both postal and e-mail). Other scholars in the field have also employed this methodology, including Budhwar and Sparrow (1997), Takeuchi, Wakabayashi & Chen (2003), and Wood (1995).

Method of Analysis

The measurement model for five scales was estimated using the methodology of Anderson and Gerbing (1988) and Gerbing and Anderson (1988). Each construct's unidimensionality, reliability, and validity are estimated by the measurement model (Green et al., 2006). How effectively the observed indicators measure the latent variables is described by the measurement model.

Confirmatory factor analysis was employed, a more sophisticated method, together with exploratory factor analysis to determine the measurement model. Assigning indicators (such as survey items) to a latent variable or construct constitutes specifying the measurement model (Garver & Mentzer, 1999). Following the advice of Jöreskog and Sörbom (2002) distinct measurement models were estimated for each construct within the GHRM Inventory. Once the scales' unidimensionality has been proven, additional validation studies must wait until the statistical reliability has been evaluated (Anderson & Gerbing, 1991; Mentzer, Flint & Kent, 1999).

The dependability of the indicator and scale were both estimated. The squared factor loadings for an indication are communities or indicator reliability. Every single indicator is measured. According to Nunnally & Bernstein (1994), internal consistency or the degree of intercorrelation among the scale items is how scale dependability is operationalized. It illustrates the scale's capacity to provide the same results throughout time. Scale reliability was evaluated using Cronbach's alpha, construct reliability, and variance-extracted measures. Convergent, discriminant, and nomological construct validity were among the various types that were evaluated.

Unidimensionality: Exploratory Factor Analysis

The degree to which items on a scale estimate a single concept is referred to as its unidimensionality. For reliability and validation, unidimensionality is a must (Anderson & Gerbing, 1991). Exploratory Factor Analysis (EFA) was initially used to evaluate unidimensionality.
Research instrument was subjected to exploratory factor analysis (EFA) to see whether all items loaded onto their respective constructs. All elements were subjected to a principal components factor analysis using VARIMAX rotation, with no limitations on the number of components that might be derived. Prior to doing

EFA, the Kaiser- Meyer- Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Tests of Sphericity were carried out to see if the data were likely to factor well. KMO measures the strength of the correlations between the variables.

The instrument has excellent KMO values = 0.892; indicated that the data was appropriate for factor analysis. The existence of correlations between the variables is assessed by Bartlett's Test of Sphericity. It examines whether there are any meaningful connections between the variables under investigation.

Therefore, in order to move further with factor analysis, a significant Bartlett's Test of Sphericity is required (Malhotra, 2005). It was discovered that all scales had p = 0.000 (their associated probability is less than 0.05), indicating that factor analysis could move on.

EFA on all the scales produced 9 principal components that together accounted for 93.49 percent, of the overall variance, according to the Eigenvalue greater than 1 heuristic.. The EFA findings demonstrated that the scales weren't one-dimensional. In light of this, the researcher carried out a confirmatory factor analysis (CFA). The KMO values are given under

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.892
Bartlett's Test of Sphericity	Approx. Chi-Square	45.438
	Df	15
	Sig.	.000

Table 01: Showing EFA values for all constructs

Total Variance Explained						
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.938	19.792	19.792	5.938	19.792	19.792
2	5.088	16.961	36.753	5.088	16.961	36.753
3	4.739	15.798	52.551	4.739	15.798	52.551
4	3.409	11.364	63.914	3.409	11.364	63.914
5	2.862	9.540	73.455	2.862	9.540	73.455
6	2.006	6.688	80.142	2.006	6.688	80.142
7	1.578	5.261	85.403	1.578	5.261	85.403
8	1.463	4.878	90.281	1.463	4.878	90.281
9	1.043	3.478	93.759	1.043	3.478	93.759
10	.843	2.809	96.568			
Extraction Method: Principal Component Analysis.						

Confirmatory Factor Analysis

Depend on CFA (Mentzer, et al., 1999). The scales were subjected to the CFA process using LISREL 8.80 in order to assess the one-factor model's fit. First, a measurement model composed of the scales is established, with each scale defined in accordance with a weighted linear combination of the items. Fit indices should preferably match the suggested values when using LISREL (see Table 2 for the suggested values of fit indices and their description).

Several scholars have called attention to these proposed values, including Garver & Mentzer (1999), Hu & Bentler (1999), Jöreskog & Sörbom (2002), and Schumacker & Lomax (2004). It's crucial to remember that not all indices matter when looking at the measurement model. On the other hand, not all indices can have perfect values (Garver & Mentzer, 1999). Accordingly, Goodness of Fit Index (GFI) and Adjusted Goodness of Fit Index (AGFI),

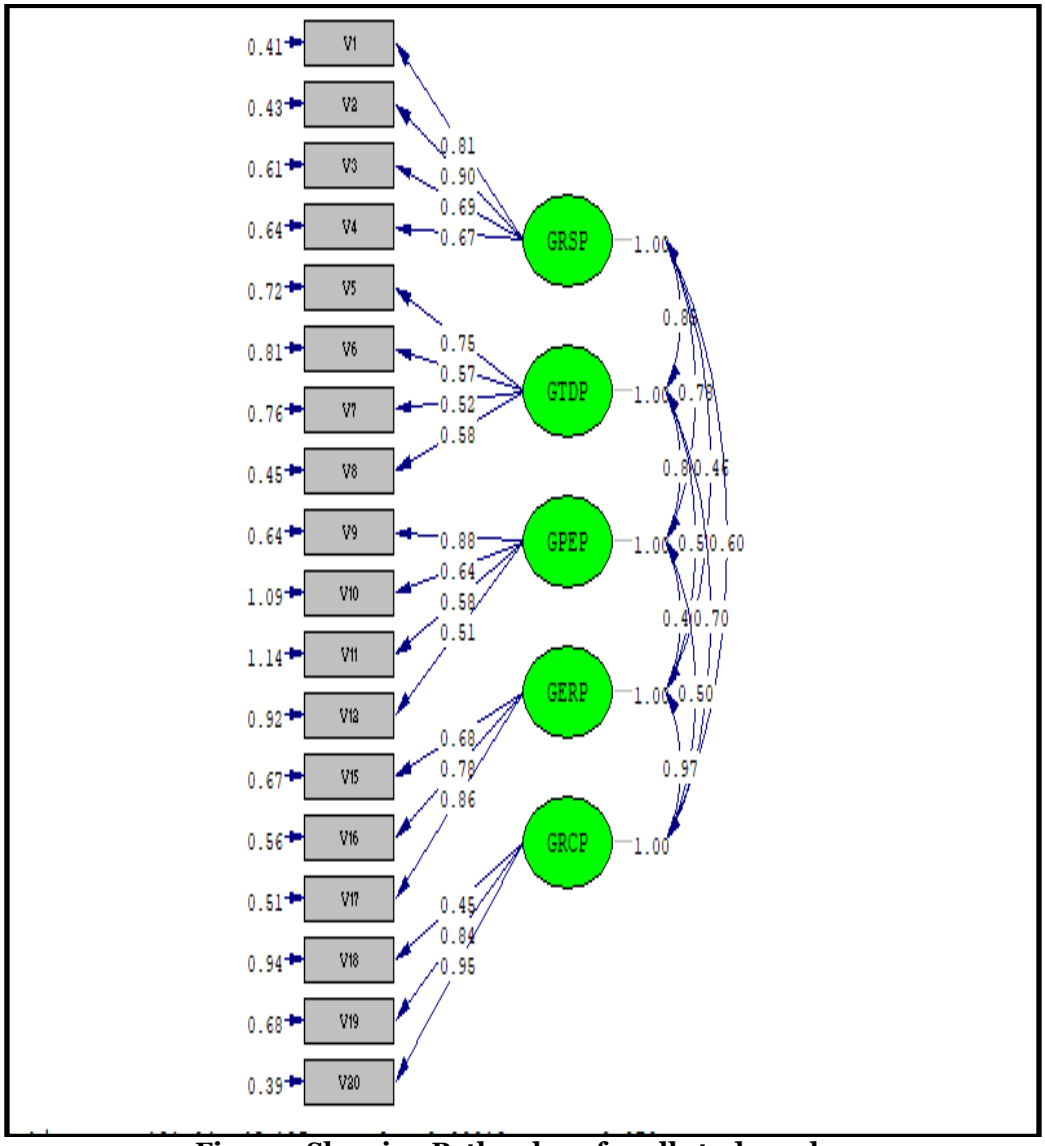

Fig: 02: Showing Path values for all study scales

Normed Fit Index (NFI) and Non-Normed Fit Index (NNFI), Root Mean Square Error of Approximation (RMSEA), chi-square/d.f. ratio, and standardised residuals were the areas of greater focus, as suggested by Garver and Mentzer, (1999), Jöreskog and Sörbom (2002) GFI and AGFI provide indicators of the model's performance.

Table02: Showing fit indices

Constructs				Fit Indices			
	GFI	AGFI	NFI	NNFI	CFI	SRMR	RMSEA
GRSP	0.95	0.89	0.87	0.83	0.88	0.06	0.11
GTDP	0.97	0.92	0.92	0.88	0.93	0.04	0.10
GPEP	0.94	0.88	0.94	0.94	0.90	0.05	0.08
GERP	0.91	0.89	0.95	0.84	0.92	0.04	0.07
GRCP	0.94	0.88	0.94	0.94	0.90	0.05	0.08

Since none of the scales were discovered to be unidimensional initially, it was decided to use item reduction to create pure scales. This method of conducting business research is well known (Bawa, 2004). In order to attain unidimensionality, elements from the scales were removed using the method of standardised residuals, as suggested by Anderson and Gerbing (1988), Mentzer, et al. (1999), and Yelkur, Chakrabarty & Bandyopadhyay (2006).

An observed value less a fitted covariance is a residual (variance). A residual is standardized when it is split by the estimated standard error. A "statistical" metric for determining a residual's size is provided by standardized residuals. For every pair of things, there are such residuals.

Since there was no statistically significant difference between the items, indicating that unidimensionality had been attained, one item was reduced during each CFA iteration based on the highest standardised residuals until no standardised residual was higher than 2.58 and p value became greater than 0.05. Since every item that is destroyed has an impact on the others, extreme caution was exercised by only deleting one thing every run. Stronger fitting single factor models were obtained thanks to the iterative method. After scale refinement, the fit indices increased, indicating a better-fitting model. For the original and purified scales, the fit indices are given in Table 02.

Reliability Analysis

In this investigation indicator reliability was assessed.

Indicator Reliability

The variance in an indicator that is not explained by measurement error is referred to as the indicator's reliability in SEM. Typically, it falls between 0 and 1 (Jöreskog & Sörbom, 2002). According to tradition, indication dependability should ideally be 0.5 or above. Even readings near the specified range are regarded as acceptable (Schumacker & Lomax, 2004). With a few exceptions, the indication reliability in the present scenario was generally greater than 0.5 or very close to it. Scale reliability was assessed through cronbach's Alpha. The values were in acceptable ranges given in table 03

Table 03: Showing indicator reliability measures

Indicators	GRSP	GTDP	GPEP	GERP	GRCP
1	0.09	0.13	0.4	0.3	0.4
2	0.2	0.7	0.9	0.5	0.5
3	0.3	0.2	0.4	0.5	0.3
4	0.5	0.4	0.5	-	

Table 04: Showing Scale reliability measure

Scale	Cronbach's Alpha	Constructs Reliability (CR)	Variance Extracted (VE)
GRSP	.664	0.7	0.4
GTDP	.631	0.7	0.4
GPEP	.648	0.7	0.5
GERP	.632	0.6	0.5
GRCP	.648	0.7	0.5

Validity Evaluation

A scale is legitimate if it captures the idea it was designed to measure (Bagozzi, 1981). As recommended by Gerbing and Anderson, after unidimensionality and dependability were proved, the following step included determining validity (1988).

Convergent Validity

The degree to which items on a scale connect favorably with one another is known as convergent validity. If measurements or items for a construct converge or strongly correlate, it is said to have convergent validity (Kaplan & Sacuzzo, 1993). The scale is unidimensional in the one-factor model, and as a result, its indications converge to indicate a single construct. Being a form of internal consistency is an intriguing aspect. Bagozzi, Yi, and Phillips (1991) stated that all items should load on their hypothesized dimensions and that the estimates are both significant and positive for a convergent validity check. Evidence of moderate convergent validity already existed because the scales' unidimensionality and good internal consistency had been proven.

Table 05: Showing Convergent validity measures

Scale	Loading value range	NFI	NNFI	Range of t-values
GRSP	0.50 - 0.87	0.87	0.83	3.56 – 7.70
GTDP	0.56 – 0.85	0.92	0.88	5.75 -8.83
GPEP	0.62 – 0.95	0.90	0.90	3.64 – 4.26
GERP	0.54 – 0.77	0.90	0.90	9.26 – 12.56
GRCP	0.62 – 0.95	0.90	0.90	10.64 – 12.26

The Bentler-Bonett coefficient in LISREL can also be used to assess a scale's convergent validity (Bentler & Bonett, 1980). Convergent validity should be evaluated using the Bentler-Bonett coefficient, with values larger than 0.9 indicating strong validity, according to Ahire et al. (1996) and Green et al. (2006).
As noted in Table 2, the improved scales in this situation have a Bentler-Bonett coefficient (i.e., NFI and NNFI) of greater than 0.9, indicating a significant convergent validity. t-values for the factor loadings are used to evaluate convergent validity, according to Anderson and Gerbing (1988). When all t-values are greater than 2 (p0.001), convergent validity is considered to be supported (Anderson & Gerbing, 1988). For convergent validity, Mentzer, et al. (1999) advise that t values be more than 1.96. Table 2 lists the range of tvalues for each scale's items. It should be noted that all scales have t-values more than 2, indicating good convergent validity.

Conclusion

The measuring approach for the five scales, demonstrated that the scales were not unidimensional in nature. Scale refinement was therefore done with the aid of CFA to get better fitting scales. The scales were established as being unidimensional and having better fit indices. The validity and reliability of the improved scales were then evaluated. The majority of indicators' indicator dependability was determined to be satisfactory. Three methods (Cronbach's alpha was used to measure scale reliability. The scales showed a tolerable level of scale dependability. Additionally, evidence of convergent validity was also discovered.

Both academics and practitioners should consider the study's implications. The study seeks to advance recent theoretical work that aims to broaden the scope of what constitutes and is the subject of GHRM research. The creation of the GHRM Inventory, a trustworthy and useful tool, is one of the study's contributions. Since the scales that are currently in use in the field were produced in industrialised nations, the current study makes a contribution by using India as its sample country. By using SEM, a technology that hasn't been used as much in the field, the current work makes methodological contributions. The results can be trusted because SEM is thought to be better to conventional statistical methods (Anderson & Gerbing, 1988; Garver & Mentzer, 1999). According to Garver and Mentzer (1999). The final refined scale developed is given as under:

Table 05: Original and Retained Items in the GHRMP Inventory

Scale	Item	Statements	Path Values	T Values
GRSP	V1	People with knowledge ,behavior and skills of environment management should be hired	0.81	**7.89**
	B1	Online portals used to hire people.	X	**X**
	V2	Professionals oriented with sustainable processes i.e recycling conservation should be preferred	0.90	**4.66**
	B2	Managers were engaged in the development of green job description	X	**X**
	V3	Applicant's green consciousness considered while selecting	0.69	**3.90**
	B3	Green consciousness is a part of background check of candidate	X	**X**
	B4	Sustainable practices adoption is a part of reference check	X	**X**
	B5	Preference given to candidates who are more environmentally aware	X	**X**
	B6	Environmental responsibilities and qualifications are a part of every job role	X	**X**
	V4	Interview questions includes environment values and their alignment with company's mission	0.67	**7.90**
	B7	Environmental knowledge, green purchase were regarded while selecting	X	**X**
	B8	Candidates were shortlisted with environmental commitment	X	**X**
	B9	Induction programmes includes environmental management policies and green values	X	**X**
GTDP	V5	Environmental training to the mangers should be given.	0.75	**8.90**
	B10	Knowledge regarding environmental friendly best practices were imparted	X	**X**
	V6	Environmental awareness training is critical to employees success	0.57	**5.70**
	B11	Environmental education is significant for employee's success.	X	**X**
	B12	Employees were enabled to do green analysis of workspace	X	**X**
	B13	Job rotation is implemented	X	**X**
	B14	Program exclusively designed for greening were conducted	X	**X**
	V7	Green training needs of employees were also analyzed.	0.52	**5.90**
	B15	Environmental management is critical to employees success	X	**X**
	V8	Environmental-training leads to better performance of environmental management system	0.58	**6.90**
	B16	Green Training and development linked positively to organizational outcomes.	X	**X**
	B17	Green training can increase awareness of pro-environmental activities	X	**X**

GPEP	B18	Environmental management information system (EMIS) should be implemented.	X	**X**
	V9	Corporate-wide environmental performance standards should be maintained	0.88	**13.90**
	B19	Evaluating employee's job performance according to green-related criteria is critical	X	**X**
	V10	Greening in the performance feedback interview is important.	0.64	**6.90**
	B20	Setting green targets, goals and responsibilities is a routine exercise	X	**X**
	V11	Providing regular feedback to the employees or teams to achieve environmental goals is critical	0.58	**7.89**
	V12	Environmental audit should be conducted.	0.51	**9.89**
	B21	Formally evaluating all employees' on green job performance.	X	**X**
GERP	B22	Employee environmental performance must be rewarded	X	**X**
	B23	Environmental performance linked to financial rewards	X	**X**
	V15	Environmental performance linked to non financial rewards	0.68	**10.78**
	V16	Team excellence awards for better environmental performance.	0.78	**11.23**
	V17	Introducing rewards for innovative environmental initiative/performance	0.86	**5.89**
	B24	Employee environmental excellence methods were communicated	X	**X**
	B25	Environmentally friendly activities and behaviors should be encouraged	X	**X**
	B26	Green skills acquisition should be rewarded.	X	**X**
GRCP	V18	Employees should participate in green suggestion schemes	0.45	**6.78**
	B27	Green whistle-blowing and help-line should be labeled properly	X	**X**
	B28	Providing training to the union representatives in environmental management is critical	X	**X**
	V19	Joint consultations in solving environmental issues of the organization should be considered	0.84	**5.76**
	V20	Gain sharing in relation to environmental initiatives or programs should be implemented	0.95	**4.56**
	B29	Should recognize union as a key stakeholder in environmental management	X	**X**
	B30	Provision to the unions to negotiate with management about green workplace agreement.	X	**X**
	B31	**Include employee involvement and participation in green problem-solving**	**X**	**X**

Practitioners would be less confident in any study's conclusions if the measures have poor internal validity. The study provides a strong foundation for both theoretical and managerial implications thanks to the adoption of a strict methodology and the assurance of reliability and validity.

The goal of the current study was to provide a valid and dependable tool for measuring GHRM Practices. The instrument, however, has only been tested in an Indian hospitality setting. Such empirically generated scale adjustments must be cross-validated on different samples. In order to further evaluate its unidimensionality, dependability, and validity, it therefore requires for more studies in various contexts, cultures, and nations. Based on the results of a small sample, the scales are put to the test.

Larger sample sizes may be the focus of future research to produce more representative findings. The GHRM scale can be used by researchers to compare both objective and subjective aspects of HRM Practices. Additionally, as proposed by Kohli, Jaworski, and Kumar (1993), include the scale elements that were eliminated to reflect particular stakeholders may be an important next step to take into consideration.

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