

Influence Of Green Recruitment Process On Organizational Performance In Five Star Rated Hotels In Kenya

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ABSTRACT

The hotel industry has been growing at a fast rate and especially in developing countries in recent times. However, it is one of the industries with the largest ecological footprint therefore increasing the burden on the environment. As such, there is need for the industry to engage in policies and activities that reduce or reverse the damage on the environment. The purpose of this research was to determine the effect of green human resource management practices, specifically green recruitment practices on organizational performance in five star Hotels in Kenya. The anchoring theory of the study was the Resource Based View theory. The study population were the twenty-three (23) five star rated hotels in Kenya. The unit of observation were the hotel employees as well as the hotel human resource managers and the general managers. Thus, the target population comprised 4787 hotel employees and hotel managers. Stratified random sampling was used to select a sample size of 370. Structured questionnaires and in-depth interview guide was used to collect primary data. The questionnaires were administered to hotel employees. The study also held in-depth interviews with hotel managers in the respective hotels. Qualitative data collected via use of interview guide was analyzed using thematic content analysis technique while quantitative data analyses entailed descriptive statistics and inferential statistics through SPSS. The findings revealed that green recruitment processes significantly affected organizational performance of the hotels. The study further concludes that green HRM was still a relatively new concept in the hotel industry in the country and as such needed to be strengthened to fit into the current international tourist demands. The study, therefore, recommends that more emphasis should be placed by the 5-Star hotels on green recruitment practices that goes beyond the interviewing to onboarding and placement.

Keywords: Green HRM practices, organizational performance, job demand, five star Hotels in Kenya

Date of Submission: 28-05-2023

Date of Acceptance: 08-06-2023

I. Introduction

Background to the Study

The hotel industry is one of the key sectors contributing to the growth of different economies worldwide (World Travel & Tourism Council, 2020). According to the report, the global hotels market was valued at approximately USD 525.57 billion in 2018 and is expected to generate around USD 611.54 billion by the year 2026, at a compound annual growth rate of around 4.6% between 2019 and 2026 (World Travel & Tourism Council, 2019). However, the growth of hotel industry is becoming more dependent on the sustainability performance of the hotel sector. Climate change, environmental conservation and sustainable tourism are increasingly playing a greater role in travel and tourism decisions and trends. The global ecotourism market size is expected to have increased by 17.5% to \$185.43 billion in 2022, from \$157.76 billion in 2021. By the end of 2022, the ecotourism market size globally is predicted to have grown to \$185.43 billion, an increase of 17.5% from \$157.76 billion in 2021. By 2026, the global ecotourism market size is expected to increase to \$299.03 billion, with a compound annual growth rate (CAGR) of 12.7% (Ecotourism Global Market Report, 2022).

According to a 2018 Booking.com survey, 87% of global travelers said they wanted to travel sustainably. Statista (2022) reported that 82% of travelers believe it is important to choose a hotel brand that operates

responsibly worldwide in 2021. Further, as of February 2022, 78% of travelers were intending to stay at least once in an eco-friendly or green accommodation when looking at the year ahead. The most common reason was that they wanted to help reduce their environmental impact, with 41 percent of respondents stating this was the case (Statista, 2022). A sizeable 71% of travelers said that sustainable travel is important to them, and 42% said that news about climate change has made them make more sustainable travel choices. Online searches for 'sustainable travel' increased by 142.6% between April 2019 and April 2022. Three in five (62%) travelers said that they planned to stay in some form of sustainable accommodation at least once in the next year. Choosing sustainable accommodation costs an average of \$151 less per night, and was an average of 39% cheaper than non-sustainable options (Booking.com, 2022).

Mandala Research (2017) reported that some 105.3 million U.S. leisure travelers, or 60 percent of all leisure travelers in the U.S., say that they are "sustainable travelers" — those concerned with how their travel impacts everything from a destination's local economy to the environment. Approximately 6 million Americans have stayed in sustainable accommodation in the past year, and 11.2 million say they plan to in the next 12 months (Ecotourism and Sustainable Tourism Statistics 2023). The UK's Travel Foundation (2019) also reported that 75% of British travelers wanted a more responsible vacation in 2019. Booking.com's 2019 Sustainable Tourism Development Report, 87% of Chinese travelers believe that people need to take action and choose sustainable tourism, compared to 72% of overall global travelers (Hsu & Huang, 2016). Therefore, most hotels are currently facing internal and external pressures that are forcing them to pay attention towards the preservation of the environment through eco-friendly hotel services that do not harm the environment and are safer for customers. These pressures are stronger against the hotel industry because of its direct contribution to the environmental issues such as water, energy and waste (Nisar, *et al.*, 2021).

Green practices in the hotel industry are, therefore, key to ensuring the hotels conform to the new performance demands especially at the high end of the industry, that is, the star rated hotels which attract majority of international clientele. Five star hotels as the benchmark for tourism and hospitality must set the tone and embrace green human resource management practices right from recruitment to reward systems in their operations in order to enhance organizational performance and to achieve the new organizational objectives. Green human resource management practices (green HRM practices), is defined as the human resource management aspects of environmental management, creating and sustaining a pro-environment organization by hiring employees who are willing to implement environment management activities, for social, economic and environment sustainability (Sakka, 2018).

Green HRM practices are adopted to achieve organizational green goals that are part of perceived CSR initiatives (Jackson & Seo, 2010). In this paper, the focus will be in green recruitment practices. Green recruitment refers to the procedure of hiring people having behavior, knowledge and skills of environment management systems in the organization (Obaid, 2015). Wehrmeyer(2017) asserts that the process of recruitment can assist firms in producing effective performance including performance related to the environment by ensuring that newly hired staff is aware of the environmental culture of the organization and he/she can maintain the environmental values followed by the organization.Green recruitment and selection (GRS) has been widely recognised as an important dimension of green human resource management. However, some firms choose to apply green criteria when selecting candidates while others do not. In any case, communicating a company's environmental values and orientation is worth practicing during GRS (Pham & Paillé, 2020).

Green recruitment and selection is considered as one of the HRM practices that provide a firm with an opportunity to introduce green HRM initiatives to the prospective job applicants (Paillé, 2019). This is because hotel establishments need to get it right from the beginning. As a principle of HR, the candidates recruited represent the future of the organization since, the candidate who eventually gets recruited can be an asset of a liability to the organization (Ekwoaba, Ikeije & Ufoma, 2015; Kum, Cowden & Karodia, 2014). The employee who aligns with the organization's goals becomes an asset while hiring the wrong person might cost the organisation a lot. Hiring and sustaining talented employees is known as the most challenging issue that human resource managers faced in global environment (Paillé, 2019).

In several countries, particularly in the northern hemisphere, green practices are increasingly entrenched in organizational management practices. Consequently, recruitment of staff follows along green practices. In the US for example, 1.2% of US jobs are unique to the green economy while 9.1% of the US workforce are 'indirectly green jobs' which will be necessary to support the green economy but which do not directly support green tasks (Kuralbayeva, 2018). In China and Vietnam, Tuan (2022) showed that employing green behavior helps to achieve the sustainability of hospitality organizations. Green human resource management practices were linked to responsible leadership and this in turn translated to better performance. In Brazil, Freitas *et al.*, (2020) established that Green human resource practices were adopted as a way of enhancing corporate social responsibility. In particular, performance evaluation, teamwork and recruitment were found to enhance CSR performance. However, in global south countries, green HR is still at its nascent stage. In South Africa, Adewumi, *et al.*, (2022) noted that green human resource practices were relatively new phenomena. In Egypt, Al-Romeedy (2019)

established that there were challenges that hindered Egyptian travel agencies from fully adopting green HRM practices such as green job analysis and description, green recruitment, green selection, green induction, green performance assessment, green training and green rewards. In Tanzania, Mashala (2018) established that GHRM was a new concept in Tanzania and as such there was limited evidence of its functions and effectiveness in Tanzania.

Kenya is already facing challenges resulting from climate change such as variation in weather patterns, leading to unpredictable levels of lakes and rivers such as has been witnessed at Lake Naivasha (Herrnegger, *et al.*, 2021). In addition, Kenya's world renowned wildlife and other tourist attractions in National Parks such as the Mara and in Tsavo are increasingly vulnerable to drought, flooding and other effects of climate change (Moller, *et al.*, 2019). Evidently, environmental concerns in country's hotel and tourism sector arising from climate change are noticeable and could impair the industry if not mitigated in time. With environmentally sensitive tourists and other travelers visiting the hotels, and particularly the star rated hotels, green practices are increasingly becoming gaining traction in the industry. However, the extent to which green recruitment practices and processes are being carried out in the hotels remain largely undetermined. Therefore, the objective of the study is to analyze the relationship of green recruitment process on organizational performance in five-star rated Hotels in Kenya.

II. LITERATURE REVIEW

Resource Based View Theory

This theory was developed in 1984 by Wernerfelt. The theory provides a solid foundation for the theory of business policy by indicating that a resource can either be tangible or intangible, that can be strength or a weakness to any organization. Barney (1991) analyzed and interpreted organizational resources as resources that allow the organization to identify and engage a rare valuable resource. The theory shows how a firm with these rare resources can use them to achieve superior performance in comparison to other organizations. These resources enhance the performance of the organization and as such ensure its sustainability. The resource based view theory allows hotels to capitalize on the resources at their disposal in order to gain competitive advantage over their competitors. This approach encourages organizations to look within and is therefore beneficial since it can help organizations to strengthen their position. However, this can only be done if the organization conducts the right accounting practices in order to make the best use of the resources at their disposal and to prevent any wastage of valuable resources (Greve, 2021).

However, like most other theories, the RBV theory faces some criticism. Firstly, it can be difficult to decide the right amount of analysis since the definition of resources is broad. In addition, some of the resources such as the reputation and goodwill of an organization are mostly subjective. Critics also argue that although the resources of an organization are important in its success, it is not the only factor (Bacq & Eddleston, 2018). Other factors such as regulatory policies matter as well. Similarly, the constant changes in the business environment and in technology may have an effect on the resources. As such, having valuable resources in itself may not offer a competitive advantage because of external factors such as the world economy (Alexy, *et al.*, 2018). The resource based view is therefore relevant to the current study because it informs the need for acquisition of resources in form of the recruitment of employees. With regards to green recruitment practices, the five star hotels can recruit employees who can help them achieve their objectives both in terms of profitability and enhancing environmental sustainability.

Green Recruitment Process and Organization Performance

Several studies have been carried out in relation to green recruitment practices across various contexts in globally. While focusing on 375 employees in 3 factories in Canada, Mobarez (2018) determined that green recruitment affects the performance of an organization in terms of sustainable environmental performance. Bhutto and Auranzeb (2016) investigated the effect of green human resources management on firm performance in the case of Pakistani firms.

The green recruitment process was based on the awareness of the employees of protection awareness. The result indicates that green recruitment significantly affects the performance of the firm. Rawashdeh (2018) investigated the impact of green human resource management on organizational environmental performance in Jordanian health service organizations. The results showed moderate implementation of Green HRM in Jordanian hospitals, and the strongest correlation was with recruitment and selection while the weakest correlation was with training and development. Statistical positive effect of recruitment and selection, training and development and rewards on environmental performance was found. The studies, however, were based on non-hotel institutions.

A growing number of studies on green HR have also been done in the hotel industry with mixed results. Choi *et. al* (2019) investigated the effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. The findings show that green human resource management enhances employees' organizational commitment, their eco-friendly behavior, and hotels' environmental performance. The hotels under study considered the awareness of the environment by the prospective employees, personal identity-

environmental management fit in recruitment and selection. While focusing on hotel industry in Malaysia, Yusoff, *et al.*, (2020) linked green human resource management practices to environmental performance.

Based on the analysis, the study revealed that green recruitment and selection, green training and development, and green compensation have a meaningful relationship with environmental performance, while green performance appraisal did not have a significant relationship with environmental performance.

In Egypt, Thadn and Ahmed (2019) undertook a study on perceived financial sustainability of tourism and hospitality enterprises under influence of green human resource management practices. The study employed four dimensions of green HRM; green recruitment and selection, green training and development, green performance management; and green reward and pay. The findings of this research show that green HRM, in general, enhances managers' perception of financial sustainability. The results revealed that green recruitment and selection was not significantly related with perceived financial sustainability. Tamakloe, *et al.*, (2019) examined the effectiveness of training and its impact on employee performance and productivity in the tourism sector of Ghana. The results reveal that recruitment and selection has a strong and positive relationship with employee efficiency and building human-capital in the tourism sector. However, there was lack of such studies in the hotel industry in Kenya, hence, presenting a contextual gap.

III. METHODOLOGY

This study was guided by positivism research philosophy. The study adopted causal research design which is appropriate when investigating relationship among variables. The study was conducted on five star hotels across Kenya. There are 23 five star hotels in Kenya according to the TRA. Of this, 10 are in Nairobi City County, 6 are in the coast region, 5 in the South Rift areas and 2 in Central Kenya (TRA, 2020). There are 4787 hotel employees working at the five star hotels in Kenya and 22 hotel human resource managers as well as 22 general managers. The hotel employees as well as the hotel human resource managers and general managers formed the unit of observation. A sample size of 370 hotel employees obtained using the Yamane (1967) formula was used and selected using stratified random sampling. Purposive sampling was used to select 22 hotel human resource managers and 22 general managers.

Structured questionnaires were used to collect data. The questionnaire was pilot-tested among 37 hotel employees who represented 10% of the population and who were not included in the final data collection. Validity and reliability test were then conducted to ascertain the accuracy and consistency of the questionnaire. The three types of validity tests were used; construct validity, content validity, and criterion validity. KMO Sampling Adequacy and Bartlett's Sphericity test was used to test construct validity while content validity and criterion validity were determined using expert judgment, hotel human resource expert and supervisors. The tool's construct, content and criterion validity were all achieved. Quantitative data analyses entailed descriptive statistics and inferential statistics. The descriptive statistics included means, standard deviation and coefficient of variations. Inferential statistics included Pearson correlation and multiple regression models.

IV. RESULTS AND DISCUSSIONS

Introduction

The researcher administered 370 questionnaires and 44 interview schedules to all the sampled respondents for this study. Out of these, a total of 192 questionnaires were returned correctly filled and usable for the study.

Green Training and Organizational Performance

The objective of the study was to examine the effects of green training on organizational performance in five star rated Hotels in Kenya. The findings are summarized in Table 1.

Table 1: Green Training in Five Star Rated Hotels in Kenya

| Statement | SD % | D % | N % | A % | SA % | Mean | S.Dev |
|--|------|-----|------|------|------|------|-------|
| The hotel provides adequate training to promote environmental management as a core organizational value. | 0.7 | 3.4 | 12.2 | 53.7 | 29.9 | 4.09 | 0.784 |
| This hotel provides relevant environmental training to us to develop required skills and knowledge. | . | 3.4 | 6.1 | 57.1 | 33.3 | 4.20 | 0.702 |
| This hotel provides adequate training to learn or adapt environmental friendly best practices (like reducing long-distance business travel and recycling). | . | 3.4 | 7.5 | 57.1 | 32 | 4.18 | 0.709 |
| The hotel environmental education provided to the employees is in alignment with environment conservation | . | 3.4 | 9.5 | 47.6 | 39.5 | 4.23 | 0.759 |
| The hotel impacts right knowledge and skills about greening (to each employee through a training program exclusively designed for greening). | 2.1 | 6.8 | 3.4 | 57.8 | 29.9 | 4.37 | 3.48 |

| | | | | | | | |
|---|-----|-----|------|------|------|-------|-------|
| This hotel identifies the environmental training needs of employees in order to make them more environmental concerned. | . | 6.8 | 7.5 | 49.7 | 36.1 | 4.44 | 3.384 |
| Every employee gets proper training on environmental awareness to create environmental awareness among the workforce. | . | 5.4 | 15 | 46.3 | 33.3 | 4.07 | 0.837 |
| Every employee in this hotel gets the opportunities to get training on environmental management aspects. | 0.7 | 2 | 10.9 | 50.3 | 36.1 | 4.19 | 0.762 |
| Green training has enabled employees have full understanding of the significance of environmental protection and increase their environmental courteousness | 0.7 | 2.7 | 3.4 | 56.5 | 36.7 | 4.26 | 0.713 |
| Aggregate | | | | | | 4.226 | 1.348 |

Table 1 shows that the respondents agreed with a percentage of 53.7% and a mean of 4.09 that the hotels provide adequate training to promote environmental management as a core organizational value. The respondents further strongly agreed with a percentage of 33.3% and a mean of 4.20 that the hotels provide relevant environmental training to us to develop required skills and knowledge. There were also strong indications that most hotels provide adequate training to learn or adapt environmental friendly best practices (like reducing long-distance business travel and recycling) as suggested by respondents who strongly agreed with a percentage of 32% and a mean of 4.18.

There were also strong indications that most of the hotels' environmental education provided to the employees is in alignment with environment conservation as indicated by respondents who strongly agreed with percentage of 39.5% and a mean of 4.23. Further, respondents strongly agreed with a percentage of 29.9% and a mean of 4.37 that the hotels impart right knowledge and skills about greening (to each employee through a training program exclusively designed for greening). Also, most hotels identified the environmental training needs of employees in order to make them more environmental concerned as shown by 36.1% of the respondents who strongly agreed with a mean of 4.44.

The findings also suggest that in most of the 5-star hotels surveyed, every employee gets proper training on environmental awareness to create environmental awareness among the workforce as indicated by 33.3% of the respondents who strongly agreed with a mean of 4.07. Further, in most hotels, every employee in this hotel gets the opportunities to get training on environmental management aspects as indicated by respondents who strongly agreed with a percentage of 36.1% and a mean of 4.19. The results also suggest that in most of the hotels Green training has enabled employees have full understanding of the significance of environmental protection and increase their environmental courteousness as indicated by respondents who strongly agreed with a percentage of 36.7% and a mean of 4.26. The Aggregate Mean is $M = 4.226$; $SD = 1.348$ which implies that for the most part, there was strong agreement with the green training practices in the 5-star hotels in Kenya. The standard deviation is, however, greater than one implying that there were much variations in the responses.

Organization Performance in Five Star Rated Hotels in Kenya

Finally, the study sought to establish the status of organizational performance in five star rated Hotels in Kenya. The findings are summarized in Table 2.

Table 2: Organization Performance in Five Star Rated Hotels in Kenya

| Statement | SD | D | N | A | SA | Mean | S.Dev |
|--|-----|-----|------|------|------|-------|-------|
| | % | % | % | % | % | . | . |
| Our customer rating has been increasing after the introduction of GHRM practices. | 0.7 | 7.5 | 19 | 47.6 | 25.2 | 3.89 | 0.892 |
| The reputation of our hotel has improved in recent times. | 0 | 4.1 | 4.1 | 51 | 40.8 | 4.29 | 0.731 |
| We have an increasing number of returning customers based on their experiences in the past. | 0 | 0.7 | 4.1 | 42.2 | 53.1 | 4.48 | 0.612 |
| Our revenues have been growing steadily over the last few years | 0.7 | 5.4 | 4.1 | 51.7 | 38.1 | 4.21 | 0.813 |
| The level of profit has also been on an upward trajectory in recent years. | 0 | 4.1 | 8.8 | 56.5 | 30.6 | 4.14 | 0.737 |
| We have received recognition on our efforts in conserving the environment by adopting green human resource practices | 0.7 | 4.8 | 8.2 | 51.7 | 34.7 | 4.15 | 0.814 |
| The diversity of our customers has also increased after the introduction of GHRM. | 0.7 | 7.5 | 14.3 | 44.9 | 32.7 | 4.01 | 0.914 |
| Our online presence has grown along with our reputation as climate friendly institution. | 2 | 4.1 | 8.2 | 51.7 | 34 | 4.12 | 0.872 |
| We have a high retention rate of employees working at the hotel | 0.7 | 5.4 | 6.1 | 52.4 | 35.4 | 4.16 | 0.82 |
| We provide our clients with the best services in line with the standards of the hospitality industry across the world. | 0 | 1.4 | 4.8 | 45.9 | 47.9 | 4.4 | 0.649 |
| Aggregate | | | | | | 4.185 | 0.785 |

Table 2 shows that the indicated that their hotels' customer rating has been increasing after the introduction of GHRM practices as shown by 47.6% who agreed with a mean of 3.89. Most respondents also strongly agreed that the reputation of their hotel has improved in recent times as indicated by a percentage of 40.8% who strongly agreed with a mean of 4.29. There are also strong indications that most of the hotels have an increasing number of returning customers based on their experiences in the past as suggested by 53.1% of the respondents who strongly agreed with a mean of 4.48. The findings also show that most hotel revenues have been growing steadily over the last few years as indicated by 51.7% of the respondents who agreed with a mean of 4.21. Most respondents with a percentage of 56.5% and a mean of 4.14 also indicated that their hotels' level of profit has also been on an upward trajectory in recent years.

Further, there were indications that most of the hotels have received recognition on their efforts in conserving the environment by adopting green human resource practices as indicated by respondents who agreed with a percentage of 51.7% and a mean of 4.15. Most had also seen the diversity of their customers increase after the introduction of GHRM as indicated by 44.9% of the respondents who agreed with a mean of 4.01. The findings further show that the hotels online presence has grown along with their reputation as climate friendly institution as shown by a 51.7% of the respondents who agreed with a mean of 4.12. Other findings suggest that most of the hotels had a high retention rate of employees working at the hotel (mean = 4.16) and that there were strong indications that most of the hotels provide their clients with the best services in line with the standards of the hospitality industry across the world as indicated by 47.9% of the respondents who strongly agreed with a mean of 4.4. The aggregate mean was $M = 4.185$; $SD = 0.785$, which suggests that the mean is high and the variations are low as per the standard deviations. This implies that most of the respondents agreed with the performance status of their 5-star hotels as per the items in the questionnaire.

The findings suggest that the performance of the 5-star hotels surveyed in the country had been impressive in the past few years notwithstanding the global crises such as Covid-19 and the challenges of climate change coupled with the attendant demands for green practices. There are indications that the hotels had realized performance improvements in terms of customer satisfaction, customer retention rate, revenue collected and profits generated, a substantial part of which could be attributed to leveraging on GHRM.

Inferential Statistics

Bivariate regression analysis was carried out to evaluate the relationships between the dependent and independent variable. The results were then used to test the corresponding hypothesis stated for the study. The decision rule was to accept the hypotheses if the corresponding p-values was greater than $p > 0.05$ and reject otherwise. The findings are summarized in Table 3.

Table 3: Regression Analysis

| Model Summary | R | R Square | Adjusted Square | R | Std. Error of the Estimate | |
|--------------------|-----------------------------|----------------|---------------------------|-------------|----------------------------|-------|
| | .369a | 0.136 | 0.130 | | 3.919 | |
| ANOVAa | | Sum of Squares | df | Mean Square | F | Sig. |
| | Regression | 347.972 | 1 | 347.972 | 22.66 | .000b |
| | Residual | 2211.288 | 144 | 15.356 | | |
| | Total | 2559.26 | 145 | | | |
| Model Coefficients | Unstandardized Coefficients | | Standardized Coefficients | | t | Sig. |
| | B | Std. Error | Beta | | | |
| | (Constant) | 33.386 | 1.81 | | 18.445 | 0.000 |
| | Green Recruitment | 0.239 | 0.05 | 0.369 | 4.76 | 0.000 |

a Dependent Variable: Organizational Performance

Table 3 shows that the overall model adjusted R^2 is 0.130 which suggests that the model could explain up to 130% (Adjusted R-Square) of the variations in the dependent variable the rest of the variation being explained by the variables not fitted in the model. The F-statistic in the ANOVA is 22.66 with a P value of 0.000 which implies that the explanatory variable is significant in explaining variations in the dependent variable. In addition, the findings on the model coefficients suggest that green recruitment had a significant and positive relationship with organizational performance of the 5-star hotels ($\beta = 0.239$; $p \leq 0.05$). This shows that a unit increase in green recruitment will lead to a + 0.239 increase in standard deviations in variations of organizational performance of the 5-star hotels in Kenya The result shows that green training has a positive effect on organizational performance and is statistically at 1%.

The null hypothesis of the study was tested under;

H₀₁. There is no statistically significant effect of green recruitment process on organizational performance in five star rated hotels in Kenya.

The regression results in Table 3 show that Green Recruitment had a significant ($\beta = 0.239$; $p \leq .05$) effect on organizational performance of the hotels, therefore, the null hypothesis was rejected. Instead we adopt the view that green recruitment processes were important in determining organizational performance of the hotels. Green Recruitment was significant and positive. This shows that when the hotels engaged in Green Recruitment Practices or rather recruited candidates who understood green practices at the beginning, their probability of improving their organizational performance will increase.

V. Discussions

The findings above also shows that there was strong emphasis on environmental awareness in the recruitment process. Most of the hotels promptly communicate the employer's concerns about greening through recruitment efforts and, further, relevant environment-related questions were asked during interviewing process. Also, most of the hotels generally select those candidates who are sufficiently aware of environmental sustainability to fill job vacancies. These findings, therefore, concur with those of Bhutto and Auranzeb (2016) whose investigation of the effect of green human resources management on firm performance in the case of Pakistani firms revealed that green recruitment process was based on the awareness of the employees of protection awareness. The findings, however, disagree with those of Farid and El-Sawalhy (2016) whose study of human resource managers' awareness of green HRM practices, besides, focusing on human resource management "HRM" green practices in five star hotels revealed that although hotels human resource managers are aware of green HRM, they are not fully deploying green HRM practices at their departments.

The recruitment process in the 5-star hotels also placed more emphasis on the candidates' eco-friendly behaviors. Most of the respondents strongly agreed that their hotel pays attention to the selection of the candidates who can display eco-friendly behaviors. This was in agreement with Ari, *et al.*, (2020) whose conceptual model for green human resource management linked GHRM to organizationally valued pro-environmental behaviors such as task-related pro-environmental behaviors, proactive pro-environmental behaviors, green recovery performance, and green voice behavior to job satisfaction.

The findings agree with Yusoff, *et al.*, (2020) whose study linked green human resource management practices such as green recruitment and selection to environmental performance. The findings also with Rawashdeh (2018) whose study on the impact of green human resource management on organizational environmental performance found that recruitment and selection had strong correlation with organizational environmental performance. Further, the findings support those of Peerzadah, *et al.*, (2018) who found that green recruitment and selection processes as practices of GHRM influence employee commitment to the job. The findings, however, fail to agree with Thadn and Ahmed (2019) whose study found that green recruitment and selection are not significantly related with perceived financial sustainability. The moderate relationship between green recruitment process and organizational performance in five star rated hotels in Kenya could be explained by the observation that GHRM practices such as are still nascent concepts in the country's hotel industry and, therefore, their impact on organization performance was low.

VI. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The findings confirmed that green recruitment processes significantly influenced organizational performance of the hotels. It was also evident that while the 5-star hotels focused on Environmental protection awareness, Environmental criteria and Eco-friendly behaviors for green recruitment, strong emphasis was put on Environmental criteria and Eco-friendly behaviors. Therefore, the study concludes that when the hotels recruited candidates who understood green practices at the beginning, their probability of improving their organizational performance will increase. However, the moderate relationship between green recruitment process and organizational performance in five star rated hotels in Kenya could be explained by the observation that GHRM practices such as are still nascent concepts in the country's hotel industry and, therefore, their impact on organization performance in the hotels was low.

Recommendations

From the observations, green recruitment practices had a moderate relationship with the organizational performance of the hotels. Therefore, the study recommends that more emphasis should be placed by the 5-Star hotels on green recruitment practices that goes beyond the interviewing to onboarding and placement. This will ensure that the employees are well versed with the hotels green policies and eco-friendly practices as they are placed in areas where they can easily observe and learn the implementation of these policies and practices.

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