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The Role of Applying Green Human Resources Management Practices in Achieving the Differentiation Strategy in Five-Stars Hotels in Alexandria (Exploratory Study)

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Abstract

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Differentiation strategy in hospitality management is refers to the process of creating a unique and distinctive image for hotels and hospitality industry. Particularly, green human resource management (GHRM) was could involve implementing environmentally sustainable practices throughout the organization, and it's important to note that this strategy should be integrated in the overall management of the hotel to ensure the success of the initiative to be able to competition and achieve the hotel's goals. Therefore, this study aims to verify the effect of applying (GHRM) practices, to achieve the differentiation strategy through green environmental practices for managers and employees. To determine the study population, To achieve the aim of the study, a questionnaire was designed and distributed to a random sample of employees in five-star hotels in Alexandria, which numbered 9 hotels, a total of 312 forms valid for analysis out of 340 forms, with a response rate about 91.7% of a total sample. the study also found a Positive relationship between applying (GHRM) and achieving differentiation strategy for continuous development and improvement, which confirms the need to apply green environmental practices to increase competitiveness and achieve differentiation strategy among the study sample, Study's advice the application of technology to the processes of hiring, choosing, and rating employee performance, with a relationship between evaluation and the provision of rewards and incentives to encourage staff to engage in environmentally friendly behavior more widely, focusing on differentiation strategies, which draw attention to personnel assets in enhancing competitive advantage through performance, service, and product quality.

1. Introduction

One of the more recent management theories focuses on integrating environmental goals and strategies into human resource strategies in order to create an efficient system for managing the environment. In order to achieve a number of different benefits that are advantageous to hotel management, human resources management is a key component of this system, the most valuable resource for an organization is its people (Yusoff et al., 2018; Acquah et al., 2021; Fallah, et al., (2021). And added, Green Job Design & Analysis, Green Recruitment & Selection, Green Training & development, Green Performance Appraisal, Green Reward & Motivation all fall under the purview of human resource management (HRM). Thus, Management of human resources is essential to the hotel industry's success. Overall, GHRM can lead to a more sustainable and socially responsible organization, as well as increased employee engagement and productivity. By integrating environmental sustainability into HRM practices, hospitality organizations can create a competitive advantage, enhance their reputation, and contribute to a more sustainable future (Haldorai et al., 2022).

2. Literature Review

2.1.The Concept of Green Human Resources Management

The incorporation of environmental sustainability factors into human resource management practices is known as "green human resources management" (GHRM). This involves incorporating environmentally responsible practices and policies into areas such as recruitment, training and development, performance management, and compensation and benefits Ardiza et al., (2021).

Acquah et al., (2021) the need for organizations to adopt formal environmental strategies and organizations where the employees must be inspired, empowered, and environmentally aware of Greening in order to carry out green management initiatives is mentioned as a global environmental concern and the development of environmental standards.

A hotel's success in achieving environmental performance depends on its ability to alter course and strategically restructure in the face of escalating competition and constantly shifting environmental conditions. To put it another way, we advocate that hotels use green human resource management (GHRM) techniques. Recent empirical data supports the idea that green HRM practices influence the success of the hotel industry (O'Donohue & Torugsa, 2016). And the objective of GHRM is to enhance the environmental performance of organizations comprising of employee engagement and environmental commitment (Ardiza et al., (2021).

Mathews (2017) refer that cite Green HRM as the employment of HRM policies to encourage resource sustainability inside the hotel department and, more broadly, to advance environmental sustainability. Because of this, Green Human Resource Management (GHRM) has emerged as a crucial economic strategy for the hospitality industry, and human resources actively contribute to going green (Shoeb, 2019).

2.2.The Importance of Applying Green Human Resources Management

Employee engagement is essential for the success of green HRM practices Organizations can involve employees in sustainability initiatives by creating sustainability teams or committees, providing opportunities for feedback and input, and involving employees in decision-making processes related to sustainability (Cherian & Jacob, 2012).

In addition to individual employee behavior, green HRM can also address broader issues such as reducing waste, using eco-friendly products, and implementing energy-efficient

practices (Jabbour & Jabbour, 2016). By involving employees in these initiatives, organizations can create a culture of sustainability that is embedded in all aspects of the organization (Sharma and Gupta, 2015).

Fallah, et al .,(2021) added that the hotel sector is one of the largest industries in the world, and it also has a significant impact on the environment. However, with responsible actions and sustainable practices, negative impacts on the environment can be minimized.

Acquah et al., (2021) refer that to success of green HRM practices in hotel sectors depends on the engagement and commitment of employees at all levels of the organization. By providing clear guidelines and expectations, training and education, and incentives for sustainable behavior, organizations can create a culture of sustainability that benefits both the environment and the organization as a whole.

Shoeb (2019) Mentioned that the term "green practices" refers to actions that are environmentally responsible and lessen the harmful effects of human activity on the environment. In the context of the hospitality industry, green practices refer to sustainable practices that hotels and other hospitality businesses can adopt to reduce their environmental footprint.

According to Ashraf et al., (2015) Hotels that implement GHRM practices are benefiting greatly compared to those who do not. However, there are other advantages that result from the deployment of GHRM for both hotels and their staff. A durable competitive advantage as well as improved financial performance are present for the hotel (Ayeswarya, 2017).

Green HRM practices involve utilizing every employee's skills, knowledge, and influence to encourage environmental performance and increase awareness of environmental issues. This can include providing training and education on sustainability practices, setting sustainability goals and targets that are integrated into employee performance evaluations, and recognizing and rewarding employees who demonstrate a commitment to sustainability (Acquah et al., 2021).

One way that green HRM practices can be implemented is through green job design. This involves incorporating environmental sustainability into job descriptions and performance evaluations, as well as providing training and support for employees to improve their expertise and capabilities in sustainability (Mathapati, 2013). Acquah et al., (2021) added that the green HRM practices can be an effective strategy for the hotel sector to improve their environmental performance, Hotels can gain from having staff members who are eager to support sustainability projects by cultivating "green employees" who understand and value environmental sustainability..

2.3.Green Human Resource Management practices

To fulfill an organization's environmental goals and make contributions to the sustainability of the environment, GHRM refers to all HRM practices. (Renwick, 2013). green human resource management practices are not necessarily the actual human resource programs themselves, but rather they are the integration of environmental considerations into existing human resource management practices (Tang et al. 2018). Similar to green HRM programmers, procedures, and techniques, green HRM practices are those that are actually applied in organizations in order to lessen adverse environmental effects or improve advantageous environmental effects of those organizations (Ahmed et al, 2021).

There are numerous HRM functions that are widely regarded as traditional, and each function may include a number of green practices. Under each function of green HRM, summaries of current and some novel GHRM practices are presented in the next section.

2.3.1. Green Job Design and Analysis

Green Job Design and Analysis is a key component of Green Human Resource Management (GHRM). It involves analyzing and designing job roles and responsibilities to incorporate environmental sustainability considerations (Zibarras & Coan, 2015).

This can include identifying the environmental impact of job functions and designing or modifying job roles to minimize negative environmental impact and maximize positive impact. Green job design and analysis can also involve identifying skills and knowledge related to environmental sustainability that are required for specific job roles, and incorporating these requirements into job descriptions and selection criteria (Kim, 2019).

The application of GHRM early even before employee selection criteria, the concept started of GHRM with green planning of GHRM is not only concerned with obtaining and retaining a sufficient quantity and quality of candidates, but also with ensuring that these candidates possess the knowledge, skills, and attitudes necessary to contribute to the organization's environmental sustainability goals (Zibarras & Coan, 2015; Ahmed et al., 2021).

Opatha, (2013) verified that the hotel will be able to better resourcing strategies by relying on GHRM planning to predict the types of staff needed to carry out the facilities environmental management practices and to decide policies to satisfy the anticipated demand for environmental performance. In that sense, (Tang et al., 2018) claimed that a specific job title formed by numerous hotels is now in charge of coordinating various aspects of environmental management.

2.3.2. Green Recruitment and Selection

Renwick et al., (2013) refers to the idea that choosing staff members who care about and support the environment will aid hospitality management in achieving its environmental sustainability goals. To attract such talents, hotels should build their reputation as environmentally friendly to the environment (Guerci et al., 2016). It is important for hospitality management to incorporate environmental sustainability criteria into the recruitment and selection process to ensure that the hotel is staffed with employees who are committed to environmental sustainability. (Arulrajah et al., 2016). Environmental sustainability-related goals are crucial for luring in applications (Wehrmeyer, 2017). Stretching employees' environmental awareness, values, and trusts demonstrates a grasp of hotels' green cultures and environmental principles (Armstrong, 2014; Kim, 2019).

Arulrajah et al., (2016) explain that environmental criteria in recruitment messages can help to attract job applicants who share the hotel's environmental values and are interested in working for an environmentally sustainable organization. This can also help the hotel to build a positive reputation for environmental sustainability, which can attract environmentally conscious guests and business partners (Renwick et al., 2013; Wehrmeyer, 2017). the hospitality management should consider including environmental criteria in recruitment messages to attract job applicants who share the hotel's environmental values and promote a culture of environmental sustainability within the organization (Razab et al., 2015).

2.3.3. Green Training and development

Green Training and Development refers to the process of providing employees with the knowledge, skills, and tools they need to perform sustainable practices in the hotels (Opatha and Arulrajah, 2014). According to (Wehrmeyer, 2017) environmental practices has the most significant impact on awareness which is accountable for the creation of green practice culture. Arulrajah et al., (2016) investigated the value of green training and development of employees such as the inclusion of social and environmental challenges at all levels. It is

important to consider training needs while Identification of training needs to get optimal environmental outputs (Razab et al., 2015).

Ahmed et al., (2021) suggested certain green training and development practices such as training staff to produce green analysis of workspace, and identifying areas where improvements can be made to reduce carbon emissions and improve sustainability. This could include energy-saving measures such as installing energy-efficient lighting or heating systems, reducing paper waste, or promoting the use of public transport or cycling to work.

Mirghafoori et al., (2017) added some hotels to make employees more environmentally conscious employees, carefully assess and pinpoint their environmental training needs. These are actually good practices that are also necessary to follow in order to lead corporate environmental management. These hotels execute rigorous and systematic education, training, and development programs that are provided to the staff with the aim of delivering the necessary information, skills, and attitudes for excellent environmental management (Haldorai et al., 2022).

2.3.4. Green Performance Appraisal

Armstrong (2014) The technique used by organizations to assess the environmental performance of their staff or teams is known as the "green performance appraisal". This type of appraisal typically focuses on the environmental impact of the work being done by employees and how they contribute to the organization's sustainability goals. Arulrajah et al., (2016) added there are two approaches for green employee performance evaluation; first approach focuses on ensuring that employees comply with environmental regulations and policies set by the organization; second approach is voluntary-based approach focuses on encouraging and incentivizing employees to voluntarily adopt environmentally-friendly practices. Wehrmeyer (2017) stated that in order for the organization's employees to achieve their environmental goals or develop their environmental practices, the green auditor or the human resource management should give them constant feedback.

Haldorai et al., (2022) refers to Some hotels have environmental goals that each section or employee must meet within a certain time frame, The degree to which each person, group (team), department, or division has accomplished environmental goals (targets) is formally evaluated by such organizations.

2.3.5. Green Reward and Motivation

According to Ardiza et al., (2021) explain cite green incentive management as another essential green HRM function. The green reward management practices of the organizations have a significant impact on the sustainable environmental performance. To motivate employees on hotels environmental management practices , green reward management has significant contributions. Green reward and motivation programs can help hotels to create a culture of sustainability, encourage environmentally friendly behavior among employees and reduce the hotel's environmental impact (Haldorai et al., 2022).

By aligning employee incentives with the hotel's sustainability goals, hotels can motivate employees to take action and contribute to a more sustainable future (Ahmed et al., (2021).

Renwick et al., (2013); Haldorai et al., (2022) recommended a number of green incentive management techniques the use of monetary-based environmental management rewards, non-monetary-based environmental management rewards, recognition-based environmental management rewards (awards, dinners, publicity, external roles, daily praise), positive rewards in environmental management, personal reward plans for all to gain green

stewardship, linking suggestion schemes with rewards systems, and linking participant incentives with environmental management rewards.

2.4.Differentiation Strategy

A hotel management industry develops a differentiation strategy by providing customers something distinctive, different, and superior to what their rivals may provide in the market (Margaret, 2018). Excellence in human resource management is linked to the development of distinctive brands, On the other hand a distinctive brand image helps businesses recruit and keep the best employees, Additionally powerful brands offer strategic advantages because it is more difficult for rivals to imitate them (Jane et al., 2022).

Margaret (2018) noted that creating a brand or company that stands out from the competition in some way is a broad differentiation strategy. It is used in the sector and will be appealing to a wide range of customers.

2.5.Meaning of Differentiation Strategy in HRM

Busienei (2013) refer to a strategy used by HR managers to create a distinctive capability or service that internal customers will value (employees) and external customer (outside the organization for example vendors) will determine that our services, both externally and internally, are superior to or otherwise different from those provided by other HR managers competitors (Jane et al., 2022).

Pearce & Robinson (2015) noted that while HR managers have the chance to build their own personal brands, they frequently miss out on doing so. Today, Except for a few distinctive managers who shift their mindsets, improve their skill sets, and upgrade their tool sets to achieve that differentiation in the hotel industry, the majority of HR managers have access to similar tool sets and have less or more homogeneous skill sets than their peers in the industry. (Margaret, 2018). Hence, An human resource manager can set themselves apart from rival HR managers by using a differentiation approach. (Acquah et al., 2021).

2.6.Benefits of Creating a Differentiation Strategy

According to (Margaret 2018) Differentiation strategies include a number of advantages that may help you in carving out a special place for yourself in your business. Reduced pricing competition is one of the potential advantages of developing a differentiation strategy. Acquah et al.,(2021) added that a corporation may contend in the market using a differentiation strategy rather than just reduced prices, A food company might distinguish its products, for instance, by enhancing taste or adopting healthier ingredients, Even though its rivals' products are less expensive, they lack the quality that customers might expect from that particular company.

2.6.1. Special goods

A differentiation strategy has the advantage of boosting a product's distinctive features. Your business can compile a list of qualities that identify its products from those of its rivals. These features will make your product stand out, and you can express this using efficient marketing and advertising.

2.6.2. Improved profit margins

There are more opportunities for bigger profit margins when products are distinct and elevated in quality. For instance, you might make more money with fewer sales if your target market is ready to pay a higher price for premium quality or better value.

2.6.3. Consumer brand loyalty

If a corporation maintains the perceived quality of its products, effective differentiation may foster brand loyalty among consumers. For instance, if a sports celebrity endorses your brand, brand loyalty is likely to rise as your brand's value is increased.

2.6.4. No apparent alternatives

A effective differentiation approach might provide the impression that the product cannot be replaced by any other item on the market. Even if there are competing items on the market that are comparable to yours, your company may benefit from the fact that buyers won't want to switch to another brand. Businesses seek to stand out from the competition by offering consumers distinctive items that are regularly reinvented.

2.7.The Importance of Achieving Differentiation Strategy in Hotels Sectors:

According to Arasa & Gathinji (2014) achieving the competitive advantage is one of the most important means of achieving the goals of the organization, as well as achieving many advantages in several fields, namely:

- Provide high quality products, excellent services and better advantages to customers, which achieve the goals of the organization.
- Benefit from its outstanding employees and the ability to outperform other competitors.
- Follow up on new market requirements in terms of skills and modern technology more quickly.
- Rapid response to environmental and global changes.
- Allows the organization to protect itself from competitors in the same industry.
- This strategy enables the organization to reduce consumer sensitivity.
- Contribute to increasing the market share of the organization.

3. Research Methods

3.1.The Study Sample

study's sample was chosen from hotel employees in five-star hotels in Alexandria, which numbered 9 hotels As follow; (Hotel managers and their representatives, chiefs of the food and beverage department and the rooms sector, heads of the human resources department and their staff members were chosen as the study sample).In order to accomplish the study's goal, a questionnaire was created, and 312 of the 340 forms that were valid for analysis were used, yielding a response rate of almost 91.7% for the entire sample.

The questionnaire includes three axes, first axes: the demographic factors of the employee's under study, and second axes: 25 questions about of green human resource management practices (Green job design, Green selection and employment, Green training and development, Green performance evaluation, and finally the Green incentives and rewards system) and third: queries about differentiation strategy, all of which were noted by the researcher.and third axes: 12 questions about differentiation strategy, all of which were identified by the researcher.

3.2.The Study Methodology

This study employs two different forms of data and is categorized as a descriptive study.

First, secondary data from research community data. In addition, there is literature on relevant subjects to the study question. from a variety of sources, including published

research, scientific journals and publications, Arabic and international references, and books unpublished research, statistics, and reports are available on the website of the Ministry of Tourism for parties involved in the subject of study.

Second, the primary data, along with the secondary data, which assisted in refining the research problem, the research questions, and the research hypotheses. the essential information required to accomplish the study goals was used to identify the fundamental characteristics of the research community.

3.3.The Study Problem

Recently, there has been an increasing interest in various service and production sectors in the issue of sustainable development, and the role of green environmental practices and their application in hotels to achieve a competitive advantage in the hotel sector. Capital the hotel sectors, by adopting green human resource management practices to achieve a differentiation strategy. It contains exploratory data about green human resource management practices, in addition to assisting the researcher in defining and crystallizing the study problem and reaching an accurate formulation to set research hypotheses.

3.4.Study variables

- **The Independent Variable;**

The study variables related to GHRM practices, which relate to 5 dimensions, were relied upon based on a study (tang et al., 2017) they are as follows; (Green Job Design & Analysis, Green Recruitment & Selection, Green Training & development, green performance appraisal and Green Reward & Motivation), The measures consist of 25 statements, five statements for each practice.

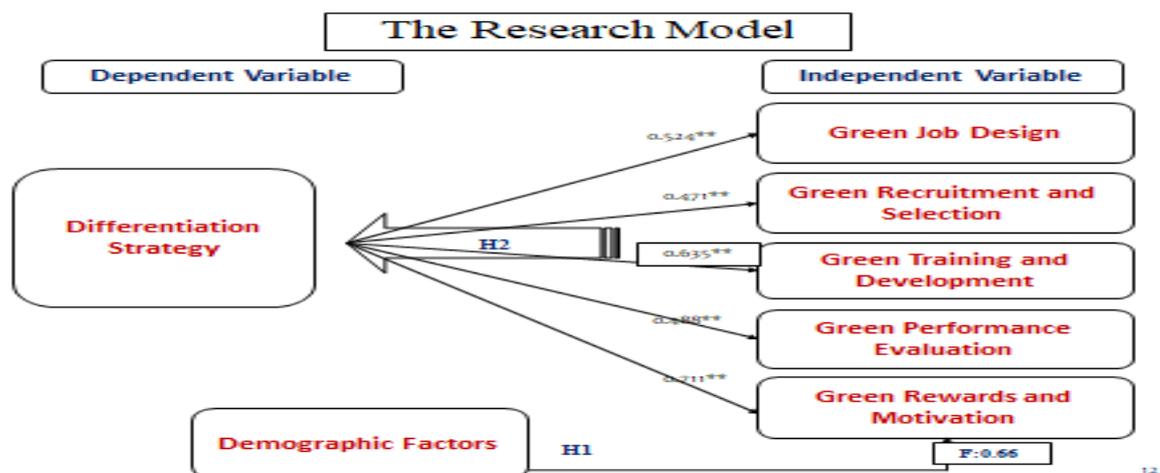
- **The Dependent variable;**

The dependent variable in the study is the differentiation strategy and it consists of 12 statements designed by the researcher.

The study variables can be explained through the following form :

Study Conceptual Frame Work

Figure 1 : Study Conceptual Frame Work



3.5. Study Objectives

The goal of this study is to ascertain how the differentiation strategy is impacted by the use of GHRM practices. The five practices that were previously discussed were highlighted with the help of the following goals:

- Determining and analyzing the extent of application of green human resources management practices in Alexandria hotels and the relative importance of each element of these practices.
- Recognizing the ability of the HRD to achieve the hotel's competitive advantage through the application of green environmental practices.
- Detecting the extent of the difference between the attitudes of employees, according to their different demographic characteristics.
- Studying the reality of the application of GHRM in applying the differentiation strategy in achieving the competitive advantage of the hotel, and highlighting the negative aspects to be studied and avoided.

3.6. Study Hypotheses

H1: There are a significant differences between the employees attitudes in applying GHRM practices according to their demographic characteristics within the five-star hotels in Alexandria.

H2: There is a significant relationship between applying GHRM practices and achieving the differentiation strategy.

3.7. Measure of Validity and Reality

The method of (Cronbach Alpha) is one of the most used methods in evaluating the validity and reality of the measurement , show that in table 1:

Table 1: Measure of Validity and Reality

Research Variables	No. Questions	Cronbach Alpha
• Green Job Design	5	0.742
• Green Recruitment & Selection	5	0.664
• Green Training & Development	5	0.786
• Green Performance Evaluation	5	0.812
• Green Rewards & Motivation	5	0.749
• Differentiation Strategy	12	0.842
• Total Questions of GHRM practices	25	0.710
Mean		0.760

Through the previous table, the extent of the convergence of the stability ratios between the different dimensions, as it was found that they range between (0.664 - 0.842), which indicates that the research data contains an appropriate degree of stability and credibility, as the acceptable level is at 0.60 .

4. Results and Discussion

4.1. Demographic Data Analysis

The data in next table (Table 2) shows that (64%) of the respondents are males and (36%) are female. On the other hand, it was found that the majority of employees work in different departments at a rate of (54%), followed by (25%) from supervisors, then followed by department managers at a rate of (13%) and finally top management at a rate of (8%). When asked about the educational level, it was found that the majority of the sample is from university education with a rate of (69%), followed by those with Under University education with a rate of (20%), then comes those with postgraduate degrees with a rate of (7%) and finally those with other certificates with a rate of (5%). Finally, when asked about experiences, it was found those Experiences of less than 3 years are the highest percentage, amounting to (40%) and lowest percentage was the years of experience of more than 12 years, which amounted to a percentage (8%).

Table 2: Demographic Data Analysis

Demographic data		Frequency	Percentage %
Gender	Male	198	64
	Female	114	36
Department	Top Management	27	8
	Department Managers	41	13
	Super visor	77	25
	employees	167	54
Education	Intermediate Education	62	20
	High Education	214	69
	Postgraduate	21	7
	Other	15	5
Experience	Less Than 3 Years	118	40
	3 – 7 Years	96	30
	7 – 12 Years	73	22
	More than 12 Years	25	8

4.2. Practices of GHRM

The following table 3 shows the HRM practices in the hotels study sample, where the highest arithmetic mean was ($M= 3.84$, $SD=1.07$) These findings show that green performance evaluation techniques are being used, this was followed by green job design total average scale with a mean score of ($M= 3.75$, $SD= 1.05$), and it was relatively good, followed by green training and development with total average scale with a mean score of ($M= 3.74$, $SD =1.07$), followed by green recruitment and selection with a ratio of ($M= 3.47$, $SD =1.07$), and finally the least practice in terms of application was the green rewards and motivation ($M= 3.35$, $SD =1.16$).

Table 3: Practices of GHRM

No	practices	SD	Mean
1	The hotel implements environmentally friendly plan and jobs are filled based on it	0.94	3.88
2	The environmental plan drawn up is updated accordance with the hotel declared objectives	1.05	3.74
3	Human Resources Department implements this plan to develop	0.98	3.71

	employees skills accordance specific environmental goals		
4	To achieve its differentiating objective, the hotel uses green human resource management techniques.	1.09	3.90
5	tasks and responsibilities related to the environment are integrated in each job in the employees job description	1.21	3.54
	Green Job Design	1.05	3.75
6	Employment in hotel has specific environmental goals, which are included in employees job descriptions	1.08	3.77
7	The hotel selects employees according to their environmental awareness	1.11	3.70
8	Recruitment is carried out in accordance environmental practices defined by Human Resources Department	0.95	3.36
9	Announcing vacancies and conducting personal interviews is implemented based on modern technology	1.23	3.01
10	Attention is given to the environmental dimension when hiring employees jobs vacant	0.98	3.55
	Green Recruitment and Selection	1.07	3.47
11	The hotel adopts the environmental dimension in all hotel training steps	0.96	3.80
12	hotel develops training programs according to specific environmental requirements	1.01	3.63
13	Training programs provided in hotel contribute to increasing environmental awareness among employees	1.12	3.65
14	The human resources department provides training programs based on information technology to reduce of paper used	1.08	3.91
15	The hotel has a department specialized in monitoring environmental education and providing preventive solutions	1.18	3.75
	Green Training and Development	1.07	3.74
16	human resources department approves the environmental management objectives in performance evaluation form	1.11	3.65
17	Top management follows up employees performance accordance environmental practices specified	1.07	4.02
18	Human Resources management adopts on performance appraisal process, based on modern technology	1.14	3.95
19	The hotel provides employee feedback on the extent to which they achieving environmental goals	0.98	3.74
20	list of penalties imposed on employees in case of non-compliance with green environmental practices	1.21	3.88
	Green Performance Evaluation Practices	1.10	3.84
21	Employees are motivated financially and morally based on their green environmental practices performance	1.22	3.41
22	Incentives and rewards are distributed fairly based on green environmental practices	1.18	3.14
23	Human Resources Department focuses on green practices during employee motivation and promotion	1.09	3.24
24	The incentive and reward system always encourages the adoption of modern initiatives and green practices	1.15	3.26
25	the green wages and incentives system implemented in the hotel is very satisfactory	1.19	3.74
	Green Rewards and Motivation	1.16	3.35

On the other hand, Through the results presented in the previous table8, where it shows that there is almost agreement on the application of environmental practices through the practices of green human resources management, despite the existence of a discrepancy in the results of the application of these practices, and this is explained by the fact that the study sample is from first-class hotels in Alexandria, and most of them are international hotel

chains Which confirms its keenness to implement modern practices applied globally, This is in line with the studies of

(Lia Jianfeng et al., 2018 ; Lamiaa Abdalla., 2021 ; Sara Elmogy., 2022 ; Mohamed Flayyih., 2021 ; Nermin Morsy & Hesham Dar., 2022; ...).

4.3.Differentiation strategy

Table 4 below illustrates how well the differentiation strategy was implemented at the hotels in the study group:

Table 4: Differentiation strategy

Through the application of differentiation strategy on the study sample, it is found that it achieves this strategy, from the viewpoint of hotel managers and staff, as the average of the respondents' answers was (M= 3.57 , SD =1.01).on the five-point Likert scale. With a percentage of about (71.4%) implementing the strategy, that is, it is incompletely achieved, as the results reflect the inability to achieve a percentage of (28.6%) , and this explains the inability of the hotels under study to achieve a competitive advantage in all its dimensions in a distinct way, It is clear from the data that the highest achievement rate reached (M= 4.16 , SD =0.82), which is “The hotel has human cadres distinguished in the performance of environmental practices compared to our competitors”, The lowest achievement percentage of the strategy was ((M= 3.20 , SD =1.12),, which is for” Fully aware that applying environmental practices has a positive impact on customer loyalty towards the hotel”.

No	practices	SD	Mean
1	The hotel has human cadres distinguished in the performance of environmental practices compared to our competitors	0.82	4.16
2	The hotel has distinct financial capabilities and capabilities that help to perform environmental work in an outstanding manner	0.99	3.86
3	The hotel is flexible enough to be able to adjust its priorities according to the wishes and aspirations of customers	0.94	3.61
4	I have tools and equipment in my department that help me perform environmental work in an outstanding manner	1.01	3.6
5	I am satisfied with performance of human resources department and I always feel with me professionalism and excellence performance	1.09	3.31
6	There is benefit from customer comments and complaints on environmental practices, and work is being done to resolve them	1.02	3.9
7	I always feel proud and honored to be part of the work within the hotel	0.98	3.73
8	The hotel always offers a unique environmental performance to customers that distinguishes it from other competitors	1.06	3.23
9	The hotel quickly responds to customer complaints and comments	1.01	3.74
10	I am convinced to importance of applying environmental practices within the hotel increase its competitiveness	1.05	3.28
11	The hotel is interested in innovation and development to provide distinguished and environmentally friendly service to customers	1.10	3.3
12	Fully aware that applying environmental practices has a positive impact on customer loyalty towards the hotel	1.12	3.20

4.4.One-way Anova Test between Demographic Factors and Application of GHRM.

The results of the one-way Anova test of variance test to indicate the discrepancies between respondents' mean scores on the human resources management practices scale when compared to demographic characteristics (Gender, Department, Education, Experience), show that in table 5.

Table 5: one-way Anova test between Demographic Factors and Application of GHRM

Demographic Factors	Source of Contrast	Sum of Squares	DF	Mean Square	F	Sig
Gender	Between Groups	25.485	2	12.7425	0.564	0.744
	Within Group	1552.635	310	5.0085		
	Total	1578.093	312			
Department	Between Groups	86.245	4	21.5612	1.216	0.229
	Within Group	1491.848	310	4.8124		
	Total	1578.093	312			
Education	Between Groups	98.125	4	24.531	0.631	0.765
	Within Group	1479.968	310	4.7740		
	Total	1578.093	312			
Experience	Between Groups	58.525	4	24.531	0.258	0.855
	Within Group	1519.568	310	4.9018		
	Total	1578.093	312			

According to the information in the previous table, there are no statistically significant differences between the respondents' mean scores on the use of GHRM practices in relation to demographic characteristics, where the average **F value** was **0.66**, and this value is greater than the level of significance of 0.05%, so the null hypothesis is accepted.

The researchers believe that there are no fundamental differences, Rather, it means that there is a semi-agreement towards the application of GHRM practices within these hotels. This may be due to the organizational culture and policy of these hotels that have been approved by their employees since the start of applying these practices.

4.5. Relationship between Application of GHRM Practices and Achieving Differentiation Strategy.

the correlation analysis method between applying GHRM practices as an independent variable and achieving differentiation strategy as a dependent variable, the type and strength of the relationship can be clarified through the following table 6:

Table 6: Relationship Between Application of GHRM Practices and Achieving Differentiation Strategy

Variables	Differentiation Strategy	G- Job Design	GRecruitment and Selection	G- Training & Development	GPerformance Evaluation	G-Rewards & Motivation
Differentiation Strategy	1	0.524**	0.471**	0.635**	0.488**	0.711**
Green Job Design	0.524**	1				
Green Recruitment and Selection	0.471**		1			
Green Training and Development	0.635**			1		

Green Performance Evaluation	0.488**				1	
Green Rewards and Motivation	0.711**					1

it was found through the relative importance of green human resource management practices and the achievement of differentiation strategy, that it reached the highest correlation rate, which is (Green Rewards and Motivation) a rate of 0.711** and the lowest correlation rate (Green Recruitment and Selection) a rate of 0.471**, which is a relationship at the level of significance (1).

It was decided to reject the null hypothesis and adopt the alternative hypothesis that there is a direct significant association between GHRM practices and the accomplishment of the differentiation strategy in light of the findings in Table 6 previously.

5. Conclusion and Recommendation

conversation produced indicators that, from both an academic and practical standpoint, can be explained as follows:

First: Academically: improving comprehension of the role that GHRM practices play in accomplishing the differentiation strategy, as well as contemporary ideas pertaining to environmentally friendly green practices. The study focused on the discrepancy in the strength of the relationship between the application of GHRM practices on the differentiation strategy, where it originally came from (green performance evaluation, green job design, green recruitment and selection, and green training and development). This study's findings concurred with those of some other research carried out in and outside of Egypt, demonstrating the suitability of various places for the adoption of green practices despite disparate ecosystems and cultures.

Second: A strong indication that interest in the process of training and development and the adoption of green environmental policies and practices has a positive impact on raising the intensity of market competition and achieving differentiation is provided by the study's results, which show a relationship between statistical indications on the application of GHRM practices.

- 1) Creating online training courses that save expenses, use less paper, and raise employee awareness of the value of GHRM procedures and environmental sustainability.
- 2) Increasing the use of information technology in the procedures for posting job openings and holding in-person interviews online to lessen human movement and protect the environment.
- 3) The use of technology in performance evaluation procedures, with a connection between evaluation and the provision of incentives and prizes to persuade staff to adopt eco-friendly practices on a bigger scale.
- 4) Focusing on differentiation tactics since they reveal dimensions Outstanding for employees in enhancing competitive advantage through product quality, service, and performance.

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**أثر تطبيق ممارسات إدارة الموارد البشرية الخضراء على تحقيق استراتيجية التمايز بفنادق الأربع
والخمس نجوم بمدينة الاسكندرية**
حسن على منصور هند محمد زكريا الشافعي
المعهد العالي للسياحة والفنادق وترميم الآثار بالأسكندرية

المعلومات المقالة	الملخص
الكلمات المفتاحية ممارسات إدارة الموارد البشرية الخضراء ؛ الاستدامة البيئية ؛ استراتيجية التمايز	استراتيجية التمايز في إدارة الضيافة تهدف إلى إنشاء صورة فريدة ومميزة لإدارة الفنادق لتحقيق ميزه تنافسية من خلال تطبيقها، لذلك تم استخدام هذه الإستراتيجية في أقسام إدارة الموارد البشرية بالفنادق لتطبيقها على الممارسات البيئية الخضراء لإدارة الموارد البشرية، وأنه يجب دمج هذه الاستراتيجية في سياسات الإدارة العامة للفنادق لضمان نجاح المبادرة ولتكون قادرة على المنافسة لتحقيق اهداف الفندق. لذلك تهدف هذه الدراسة إلى التحقق من أثر تطبيق ممارسات إدارة الموارد البشرية الخضراء لتحقيق استراتيجية التمايز من خلال الممارسات البيئية الخضراء للمديرين والموظفين، ولتحقيق هدف الدراسة تم تصميم استبيان وتوزيعها على عينة عشوائية من العاملين في فنادق الخمس نجوم بمدينة الإسكندرية وعددهم 9 فنادق بإجمالي 312 استمارة صالحة للتحليل من أصل 340 استمارة، وبمعدل استجابة بلغ حوالي 91.7% من إجمالي العينة. كما وجدت الدراسة علاقة إيجابية بين تطبيق ممارسات إدارة الموارد البشرية الخضراء وتحقيق استراتيجية التمايز للتطوير والتحسين المستمر في أداء العاملين، مما يؤكد الحاجة إلى تطبيق الممارسات البيئية الخضراء لزيادة القدرة التنافسية للفنادق، وتوصى الدراسة بتطبيق التكنولوجيا على عمليات التوظيف والاختيار وتقييم أداء الموظفين وكذلك إنشاء دورات تدريبية وأجراء المقابلات الشخصية عبر الأنترنت للتقليل من استخدام الورق وتقليل الحركة البشرية لحماية البيئة، والتركيز على أساليب التمايز لأنها تكشف عن أبعاد بارزة للموظفين في تعزيز الميزة التنافسية من خلال جودة المنتج والخدمة والأداء.