Assessment Of Green HRM Practices and Their Effect On Employee Performance and Career Growth Of Young Talent In Hotels

Dyah Palupiningtyas[1*], Krisnawati Setyaningrum Nugraheni[2], Aletta Dewi Maria[3], C Susmono Widagdo[4]
[1-4]Management, STIEPARI Semarang, Semarang, Indonesia,
dyahpalupi@stiepari.ac.id[1],krisnawati.setyaningrum@stiepari.ac.id[2], alettadewi@stiepari.ac.id[3], susmonowidagdo@stiepari.ac.id[4]*

Korespondensi Penulis: dyahpalupi@stiepari.ac.id[*]

Abstract. *This study aims to evaluate the implementation of Green Human Resource Management (GHRM) policies and their impact on the performance and career development of young talent in star-rated hotels in Semarang City that have adopted the Green Hotel concept. Using a qualitative approach and case study design, data were collected through semi-structured interviews with young employees, HR managers, and hotel management, as well as direct observation and document analysis. The results show that GHRM practices, such as recruitment and selection, training and development, performance appraisal, and employee involvement, have been implemented with varying levels of depth across these hotels. GHRM practices have been shown to positively impact the performance of young employees and open up career development opportunities. However, the effectiveness of GHRM implementation is influenced by various factors, such as management commitment, policy clarity, training quality, resource availability, organizational culture, and communication and feedback systems. The findings of this study contribute theoretically to the GHRM and strategic HRM literature and provide practical implications for HR management in the hospitality industry in supporting sustainable tourism development. These results highlight the importance of synergy between GHRM policies and managerial commitment in creating a work environment that supports sustainability and employee career development, particularly for young talent who have the potential to become future leaders.*

Keywords : *Career Development, Employee Performance, Green Human Resource Management, Hospitality Industry,Young Talent*

1. INTRODUCTION

The hospitality industry is one of the sectors that significantly contributes to economic growth, including in Semarang City. However, the development of the hospitality industry also has negative impacts on the environment, such as increased carbon emissions, environmental degradation, and unsustainable resource use (Lenzen et al., 2018). To mitigate these negative impacts, several hotels in Semarang City have implemented the Green Hotel concept, which integrates sustainability principles into their business operations. The implementation of Green Hotels aligns with the Sustainable Development Goals (SDGs) set by the United Nations (UN), particularly Goal 12 on responsible consumption and production, and Goal 13 on climate action (United Nations, 2015).

The success of Green Hotel implementation heavily depends on the active participation of hotel employees (Roxas et al., 2020). Employees are key actors in implementing environmentally friendly practices in the hospitality industry, as they directly interact with guests and handle daily operations (Kim et al., 2019). Green Human Resource Management

(GHRM) has emerged as an approach to develop a workforce that is aware, competent, and motivated to contribute to achieving the organization's sustainability goals (Yong et al., 2019). Several empirical studies have shown the effectiveness of GHRM in raising employee awareness and participation in eco-friendly practices (Palupiningtyas & Wahono, 2023; Palupiningtyas et al., 2024).

However, research specifically examining the role of GHRM in the context of hotels that have implemented Green Hotels, particularly in enhancing the performance and career development of young employees, is still limited. Young employees are a crucial group for the sustainability of the hospitality industry, as they tend to have higher environmental awareness and the potential to be change agents in implementing eco-friendly practices (Putra et al., 2024). However, young employees often face challenges in career development, such as a lack of training and managerial support (Davidson et al., 2010).

This study aims to fill this gap by examining the implementation of GHRM in several hotels in Semarang City that have adopted the Green Hotel concept, and its impact on the performance and career development of young employees. The choice of Semarang City as the research location is based on the consideration that Semarang is one of the main tourist destinations in Central Java, with many star-rated hotels committed to environmental sustainability. Therefore, this study is expected to contribute theoretically to the development of GHRM and sustainable tourism literature, as well as provide practical contributions to human resource management in the hospitality industry in supporting the achievement of sustainable development goals.

Most previous GHRM research has focused on the manufacturing and service sectors in general, while studies specifically examining the role of GHRM in the hospitality industry are still limited (Nisar, Prabhakar, et al., 2021; Ren et al., 2018). Previous research on GHRM has mainly been conducted in developed countries, whereas empirical studies in developing countries such as Indonesia are still rare (Rawashdeh, 2018; Ren et al., 2018). There is also limited research on the impact of GHRM on the performance and career development of young employees in the hospitality industry (Nisar, Haider, et al., 2021).

The hospitality industry has characteristics that differentiate it from other sectors, such as a high dependence on natural resources and culture, as well as direct interaction between employees and guests (Baum, 2019). These characteristics require a more specific and contextual GHRM approach to be effectively implemented in the hospitality industry.

Developing countries like Indonesia often face different challenges in implementing GHRM practices, such as limited resources, a lack of awareness and managerial commitment,

and complex socio-cultural issues (Ren et al., 2018). Therefore, research examining the implementation of GHRM in the context of developing countries can provide new insights and contribute to the development of more inclusive GHRM theory and practice.

Young employees are an important asset for the sustainability of the hospitality industry. They have great potential to become change agents in applying environmentally friendly practices. However, young employees often face challenges in career development, such as a lack of training and support from management. This research can provide a deeper understanding of how GHRM can facilitate the career development of young employees with a sustainability-oriented approach.

Based on the background and research urgency, the research questions are as follows:

1. How is GHRM practice implemented in the Indonesian hospitality industry, specifically in star-rated hotels?

2. What is the impact of GHRM on the performance and career development of young employees in the hospitality industry?

3. What factors influence the effectiveness of GHRM implementation in enhancing the performance and career development of young employees in the hospitality industry?

2. LITERATURE REVIEW

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) is an approach that integrates environmental issues into human resource management functions, such as recruitment and selection, training and development, performance appraisal, compensation, and employee relations (Renwick et al., 2016). The primary goal of GHRM is to create a workforce that is aware, competent, and motivated to contribute to the achievement of organizational sustainability goals (Yong et al., 2019).

Some common GHRM practices include sustainability training, reward systems for environmentally friendly behavior, and recruitment of environmentally conscious employees (Kim et al., 2019; Masri & Jaaron, 2017). Sustainability training aims to enhance employees' knowledge, skills, and attitudes related to environmental issues and eco-friendly work practices. The reward system is designed to encourage employees to adopt pro-environmental behaviors, such as energy conservation, waste reduction, and the use of eco-friendly products. Recruitment of environmentally aware employees ensures that the organization has a workforce that inherently values sustainability.

The Relationship between GHRM and Talent Management

GHRM supports talent management, defined as the process of recruiting, developing, and retaining high-potential employees to achieve organizational objectives (Thunnissen, 2016). Talent management is crucial in the hospitality industry, where customer satisfaction relies on skilled employees who provide high-quality services (Baum, 2015; Dhar, 2015).

Organizations that implement GHRM are better at attracting, motivating, and retaining talented staff (Kim et al., 2019; Masri & Jaaron, 2017; Renwick et al., 2013). Job seekers are increasingly attracted to organizations that focus on sustainability (Gully et al., 2014). Environmentally friendly companies also have higher employee engagement, satisfaction, and commitment (Pham et al., 2019; Siyambalapitiya et al., 2018). Engaged employees provide exceptional service, fostering guest loyalty and financial outcomes (Karatepe, 2013).

The Impact of GHRM on Employee Performance

Previous studies have shown that GHRM practices can enhance employees' environmental performance. For instance, a study by Guerci et al. (2016) in Italian companies found that the implementation of GHRM practices, such as environmental training and performance-based reward systems, significantly improved employees' pro-environmental behavior. Similar findings were observed in a study by Paillé et al. (2014) in Canadian companies, where GHRM practices were found to increase employees' commitment to sustainability issues and encouraged them to participate in eco-friendly initiatives at work.

In the hospitality industry, Dhar (2015) conducted a survey of frontline hotel employees in India and demonstrated that high-performing GHRM practices encouraged service innovation behavior. Siyambalapitiya et al. (2018) concluded from a multi-method study in Sri Lanka that environmentally friendly HR practices enhanced organizational commitment and citizenship behavior.

The Impact of GHRM on Employee Performance

Young employees are a critical group for the sustainability of the hospitality industry. They tend to have higher environmental awareness and the potential to be change agents in implementing eco-friendly practices (Putra et al., 2024). However, young employees often face challenges in career development, such as a lack of training and managerial support (Davidson et al., 2010).

GHRM can play a crucial role in facilitating the career development of young employees with a sustainability-oriented approach. Through training and development focused on sustainability competencies, GHRM helps young employees acquire the knowledge, skills, and attitudes needed to implement eco-friendly practices in their work (Yong et al., 2019). GHRM can also create clear career paths for young employees who demonstrate performance and commitment to sustainability, such as through green leadership programs or positions specifically related to sustainability (Putra et al., 2024).

Moreover, involving young employees in designing and implementing GHRM initiatives can increase their sense of ownership and commitment to sustainability goals (Kim et al., 2019). Active participation in sustainability projects also provides opportunities for young employees to develop leadership, teamwork, and problem-solving skills, which are essential for their career advancement (Putra et al., 2024).

Thus, GHRM can serve as an enabler for the career development of young employees oriented toward sustainability in the hospitality industry. Through training, clear career pathways, and active involvement in sustainability initiatives, GHRM helps young employees develop the competencies and experience required to become future sustainability leaders.

3. METHODS

This study uses a qualitative approach to gain an in-depth understanding of the role of Green Human Resource Management (GHRM) in enhancing the performance and career development of young employees in the hospitality industry, specifically in hotels in Semarang City that have adopted the Green Hotel concept. A qualitative approach was chosen because it allows for a rich exploration of individuals' experiences, perceptions, and opinions regarding the phenomenon under study (Creswell & Creswell, 2018).

The research design used is a case study, where several star-rated hotels in Semarang City that have implemented the Green Hotel concept are selected as cases to be studied in depth. The selection of hotels is based on criteria such as: (1) having received certification or awards related to eco-friendly practices, (2) having documented sustainability policies and programs, and (3) having implemented GHRM practices. The number of hotels involved in this study will be determined based on data saturation considerations and the availability of research resources.

The participants in this study include young employees (under 35 years of age), HR managers, and hotel management involved in GHRM implementation and employee career development. Participants are selected using purposive sampling, where individuals deemed

most relevant and informative for answering the research questions are intentionally chosen (Patton, 2014).

Data collection is conducted through semi-structured interviews, where the researcher uses an interview guide containing key topics and questions, while remaining flexible to explore emerging themes during the interviews. Interviews are conducted either face-to-face or virtually (if necessary) and last approximately 45-60 minutes per participant. Additionally, direct observation and document analysis (such as GHRM policies, sustainability reports, and training materials) are also conducted to complement and enrich the data obtained from interviews.

The collected data are then analyzed using thematic analysis (Braun & Clarke, 2006), which includes steps such as: (1) familiarizing oneself with the data through transcription and repeated reading, (2) generating initial codes reflecting notable features of the data, (3) searching for themes by grouping relevant codes, (4) reviewing and refining themes, and (5) defining and naming the final themes resulting from the analysis. The analysis process involves both deductive and inductive approaches, where emerging themes are guided by theory and previous research, while remaining open to discovering new themes that arise from the data (Azungah, 2018).

This study also addresses aspects of validity and reliability in qualitative research, such as data source triangulation, methods of data collection, member checking (seeking feedback from participants on data interpretation), and audit trails (detailed documentation of the research process). Ethical principles of research, such as informed consent, anonymity, and data confidentiality, are strictly adhered to.

By employing a rigorous qualitative approach and considering the specific context of eco-friendly hotels in Semarang City, this study is expected to provide a rich and in-depth understanding of the role of GHRM in enhancing the performance and career development of young employees in the hospitality industry, as well as contribute both theoretically and practically to the development of GHRM in the context of sustainable tourism in Indonesia.

4. RESULTS

Implementation of GHRM Practices in Eco-friendly Hotels in Semarang City

Based on interviews with HR managers and hotel management, as well as document analysis, it was found that the hotels involved in this study have implemented various GHRM practices, such as:

a. Recruitment and selection processes that consider sustainability-related values and competencies.

b. Training and development programs focused on increasing employees' awareness, knowledge, and skills related to eco-friendly practices.

c. Performance appraisal and compensation systems that integrate sustainability aspects.

d. Employee involvement in sustainability initiatives and projects.

However, the level of implementation and the depth of GHRM practices vary between hotels, depending on the commitment of top management, resource availability, and organizational characteristics.

Impact of GHRM on the Performance and Career Development of Young Employees

Interview results with young employees indicate that GHRM practices have a positive impact on their performance, both in terms of operational efficiency and guest satisfaction. Employees who have undergone training related to eco-friendly practices feel more confident and capable of providing services that align with the expectations of guests increasingly concerned about sustainability issues.

Additionally, young employees also perceive that their involvement in sustainability initiatives and projects provides opportunities to develop competencies and expand their professional networks. Some employees even stated that these experiences opened up new career opportunities, both within and outside the organization.

However, some employees also expressed challenges in implementing eco-friendly practices, especially when dealing with guests who are less concerned or uncooperative. Moreover, some employees feel that career development opportunities related to sustainability are still limited and have not been well institutionalized.

Factors Affecting the Effectiveness of GHRM Implementation

Based on the analysis of interview data and observations, several factors influencing the effectiveness of GHRM implementation in enhancing the performance and career development of young employees were identified, including:

a. Commitment and support from top management in integrating sustainability into business strategy and operations.

b. Clarity of policies, procedures, and guidelines related to eco-friendly practices.

c. The quality and relevance of training and development programs provided to employees.

d. Availability of resources (financial, technological, and human) to support sustainability initiatives.

e. Organizational culture that encourages innovation, learning, and teamwork.

f. Effective communication and feedback systems between management and employees regarding sustainability issues.

These factors interact and influence one another in shaping the effectiveness of GHRM implementation. Hotel management needs to consider these factors holistically when designing and implementing contextual and sustainable GHRM strategies.

Overall, the findings of this study provide a deeper understanding of GHRM practices in eco-friendly hotels in Semarang City, their impact on the performance and career development of young employees, as well as the factors that influence the effectiveness of their implementation. These findings are expected to contribute to the development of GHRM theory and practice in the hospitality industry, as well as encourage the broader adoption of sustainability practices in the tourism sector.

5. DISCUSSION

Implementation of GHRM Practices in Eco-friendly Hotels in Semarang City

The research findings indicate that eco-friendly hotels in Semarang City have implemented various GHRM practices, such as recruitment and selection processes that consider sustainability aspects, training and development focused on enhancing environmental competencies, performance appraisal and compensation systems that integrate sustainability aspects, and employee involvement in sustainability initiatives. These findings align with the GHRM concept proposed by Renwick et al. (2016) and Yong et al. (2019), where GHRM integrates environmental issues into various HR functions to create a workforce that is aware, competent, and motivated to contribute to organizational sustainability goals.

However, the level of implementation and the depth of GHRM practices vary across hotels, depending on factors such as top management commitment, resource availability, and organizational characteristics. This is consistent with previous research that suggests GHRM adoption is influenced by contextual factors such as stakeholder pressures, organizational culture, and organizational capabilities (Guerci et al., 2016; Longoni et al., 2018).

Impact of GHRM on the Performance and Career Development of Young Employees

The results of this study show that GHRM practices have a positive impact on the performance of young employees, both in terms of operational efficiency and guest

satisfaction. These findings support previous research that links GHRM practices to improved environmental performance (Paillé et al., 2014; Pinzone et al., 2019) and service innovation behavior (Dhar, 2015).

Additionally, young employees' involvement in sustainability initiatives and projects is also seen as an opportunity to develop competencies and expand their professional networks, which could potentially open up new career opportunities. This aligns with research conducted by Pham et al. (2019) and Siyambalapitiya et al. (2018), which found that GHRM practices can enhance employee commitment, job satisfaction, and organizational citizenship behavior.

However, the study also revealed challenges in implementing eco-friendly practices, especially when dealing with guests who are less concerned or uncooperative. Moreover, some employees feel that career development opportunities related to sustainability are still limited. These findings highlight the need for greater organizational support and more structured career pathways to maximize the positive impact of GHRM on young employees' career development.

Factors Affecting the Effectiveness of GHRM Implementation

This study identified several factors that influence the effectiveness of GHRM implementation in enhancing the performance and career development of young employees, such as top management commitment, clarity of policies and procedures, quality of training programs, availability of resources, supportive organizational culture, and effective communication and feedback systems. These factors are consistent with findings from previous research emphasizing the importance of management support (Guerci et al., 2016; Longoni et al., 2018), integration of sustainability into business strategies (Ren et al., 2018), and organizational cultures that foster learning and innovation (Jabbour et al., 2020) in the successful implementation of GHRM.

These findings also emphasize the multidimensional and interrelated nature of the factors influencing GHRM effectiveness, suggesting that a holistic and contextual approach is required when designing and implementing sustainable GHRM strategies. This is consistent with the systemic perspective in strategic human resource management (Jackson et al., 2014) and contingency theory in environmental management (Delmas & Toffel, 2008).

Theoretical and Practical Implications

Theoretically, this study contributes to the development of GHRM and strategic HRM literature by providing empirical evidence on the practices, impacts, and factors influencing the effectiveness of GHRM in the context of eco-friendly hotels in developing countries. The

findings of this study expand the understanding of the role of GHRM in achieving organizational sustainability goals and bridge the research gap, which has largely focused on the manufacturing sector in developed countries.

Practically, this study provides insights for hotel managers and HR practitioners in designing and implementing effective GHRM practices to enhance the performance and career development of young employees. The findings emphasize the importance of top management commitment, alignment of GHRM strategies with business strategies, development of relevant environmental competencies, and the creation of an organizational culture that supports sustainability. Furthermore, this study also underscores the need to consider contextual factors and involve employees in the design and implementation of GHRM initiatives.

CONCLUSION

This study shows that eco-friendly hotels in Semarang City have implemented various GHRM practices, although with varying levels of depth. GHRM practices have been found to have a positive impact on the performance of young employees, both in terms of operational efficiency and guest satisfaction. The involvement of young employees in sustainability initiatives is also seen as an opportunity to develop competencies and open up new career opportunities. However, the effectiveness of GHRM implementation is influenced by various factors, such as top management commitment, policy clarity, training quality, resource availability, a supportive organizational culture, and effective communication and feedback systems.

Theoretically, this study contributes to the development of GHRM and strategic HRM literature, bridging gaps in previous research. Practically, the findings provide insights for hotel managers and HR practitioners in designing and implementing effective GHRM practices to enhance the performance and career development of young employees. This study also emphasizes the importance of a holistic and contextual approach in implementing sustainable GHRM strategies in the hospitality industry.

LIMITATION

This study has several limitations that could be addressed in future research. First, the study was conducted within the context of eco-friendly hotels in Semarang City, so generalizing the findings should be done cautiously. Future research could expand the geographical scope and industry sectors to gain a broader understanding of GHRM practices. Second, this study used a qualitative approach, which allows for in-depth exploration but is

limited in generalizability. Future research could employ a mixed-methods design to gain a more comprehensive understanding. Third, this study focused on the perspectives of employees and hotel management; therefore, future research could integrate the perspectives of other stakeholders, such as guests and local communities, to provide a more holistic view of the impact of GHRM.

REFERENCES

Azungah, T. (2018). Qualitative research: Deductive and inductive approaches to data analysis. Qualitative Research Journal, 18(4), 383-400. https://doi.org/10.1108/QRJ-D-18-00035

Baum, T. (2015). Human resources in tourism: Still waiting for change? – A 2015 reprise. Tourism Management, 50, 204-212. https://doi.org/10.1016/j.tourman.2015.02.001

Baum, T. (2019). Sustainable human resource management as a driver in tourism policy and planning: A serious sin of omission? Journal of Sustainable Tourism, 27(7), 873-889. https://doi.org/10.1080/09669582.2017.1423318

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative Research in Psychology, 3(2), 77-101. https://doi.org/10.1191/1478088706qp063oa

Creswell, J. W., & Creswell, J. D. (2018). Research design: Qualitative, quantitative, and mixed methods approaches (5th ed.). SAGE Publications.

Davidson, M. C., Timo, N., & Wang, Y. (2010). How much does labour turnover cost?: A case study of Australian four- and five-star hotels. International Journal of Contemporary Hospitality Management, 22(4), 451-466. https://doi.org/10.1108/09596111011042686

Delmas, M. A., & Toffel, M. W. (2008). Organizational responses to environmental demands: Opening the black box. Strategic Management Journal, 29(10), 1027-1055. https://doi.org/10.1002/smj.701

Dhar, R. L. (2015). The effects of high-performance human resource practices on service innovative behaviour. International Journal of Hospitality Management, 51, 67-75. https://doi.org/10.1016/j.ijhm.2015.09.005

Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance–the mediating role of green HRM practices. International Journal of Human Resource Management, 27(2), 262-289. https://doi.org/10.1080/09585192.2015.1065431

Gully, S. M., Phillips, J. M., Castellano, W. G., Han, K., & Kim, A. (2014). A mediated moderation model of recruiting socially and environmentally responsible job applicants. Personnel Psychology, 66(4), 935-973. https://doi.org/10.1111/peps.12062

Jabbour, C. J. C., Sarkis, J., de Sousa Jabbour, A. B. L., Renwick, D. W. S., Singh, S. K., Grebinevych, O., & Godinho Filho, M. (2020). Who is in charge? A review and a research agenda on the "human side" of the circular economy. Journal of Cleaner Production, 254, 120138. https://doi.org/10.1016/j.jclepro.2020.120138

Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. Academy of Management Annals, 8(1), 1-56. https://doi.org/10.5465/19416520.2014.872335

Karatepe, O. M. (2013). High-performance work practices, work social support, and their effects on job embeddedness and turnover intentions. International Journal of Contemporary Hospitality Management, 25(6), 903-921. https://doi.org/10.1108/IJCHM-06-2012-0097

Kim, S. H., Kim, M., Han, H. S., & Holland, S. (2019). The determinants of hospitality employees' pro-environmental behaviors: The moderating role of generational differences. International Journal of Hospitality Management, 74(1), 102-111. https://doi.org/10.1016/j.ijhm.2018.12.012

Lenzen, M., Sun, Y. Y., Faturay, F., Ting, Y. P., Geschke, A., & Malik, A. (2018). The carbon footprint of global tourism. Nature Climate Change, 8(6), 522-528. https://doi.org/10.1038/s41558-018-0141-x

Longoni, A., Luzzini, D., & Guerci, M. (2018). Deploying environmental management across functions: The relationship between green human resource management and green supply chain management. Journal of Business Ethics, 151(4), 1081-1095. https://doi.org/10.1007/s10551-016-3228-1

Masri, H. A., & Jaaron, A. A. (2017). Assessing green human resources management practices in Palestinian manufacturing context: An empirical study. Journal of Cleaner Production, 143, 474-489. https://doi.org/10.1016/j.jclepro.2016.12.087

Nisar, Q. A., Haider, S., Ali, F., Jamshed, S., Ryu, K., & Gill, S. S. (2021). Green human resource management practices and environmental performance in Malaysian green hotels: The role of green intellectual capital and pro-environmental behavior. Journal of Cleaner Production, 311, 127504. https://doi.org/10.1016/j.jclepro.2021.127504

Nisar, Q. A., Prabhakar, G., & Khattak, A. (2021). Green human resource management and environmental sustainability: A study of Malaysian hotel industry. Sustainability, 13(15). https://doi.org/10.3390/su13158308

Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. Journal of Business Ethics, 121(3), 451-466. https://doi.org/10.1007/s10551-013-1732-0

Palupiningtyas, D., & Wahono, S. M. (2023). Green human resource management: A comprehensive analysis of practices, impacts, and future directions. Proceeding of International Conference on Digital Advance Tourism, Management and Technology, 1(1), 01-07. https://doi.org/10.56910/ictmt.v1i1.6

Palupiningtyas, D., Mulatsih, R., & Sumantri, A. S. (2024). The role of green HRM in talent management development to improve employee performance in hospitality companies. International Journal of Economics and Management Research, 3(1), 246-252. https://doi.org/10.55606/ijemr.v3i1.185

Patton, M. Q. (2014). Qualitative research & evaluation methods: Integrating theory and practice (4th ed.). SAGE Publications.

Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. Tourism Management, 72, 386-399. https://doi.org/10.1016/j.tourman.2018.12.008

Pinzone, M., Guerci, M., Lettieri, E., & Huisingh, D. (2019). Effects of 'green' training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. Journal of Cleaner Production, 226, 221-232. https://doi.org/10.1016/j.jclepro.2019.04.048

Putra, D. T., Palupiningtyas, D., Nugraheni, K. S., Putri, J. A., & Kristanto, F. H. (2024). Empowering employees through green HRM: Fostering eco-friendly tourism in Semarang Regency. Momentum Matrix: International Journal of Communication, Tourism, and Social Economic Trends, 1(2), 01-14. https://doi.org/10.62951/momat.v1i3.30

Rawashdeh, A. (2018). The impact of green human resource management on organizational environmental performance in Jordanian health service organizations. Management Science Letters, 8(10), 1049-1058. https://doi.org/10.5267/j.msl.2018.7.006

Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. Asia Pacific Journal of Management, 35(3), 769-803. https://doi.org/10.1007/s10490-017-9532-1

Renwick, D. W., Jabbour, C. J., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). Contemporary developments in green (environmental) HRM scholarship. The International Journal of Human Resource Management, 27(2), 114-128. https://doi.org/10.1080/09585192.2015.1105844

Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Framework for creating sustainable tourism using systems thinking. Current Issues in Tourism, 23(3), 280-296. https://doi.org/10.1080/13683500.2018.1534805

Ryan, T. P. (2013). Sample size determination and power. John Wiley & Sons.

Siyambalapitiya, J., Zhang, X., & Liu, X. (2018). Green human resource management: A proposed model in the context of Sri Lanka's tourism industry. Journal of Cleaner Production, 201, 542-555. https://doi.org/10.1016/j.jclepro.2018.07.305

Thunnissen, M. (2016). Talent management: For what, how and how well? An empirical exploration of talent management in practice. Employee Relations, 38(1), 57-72. https://doi.org/10.1108/ER-08-2015-0159

United Nations. (2015). Transforming our world: The 2030 agenda for sustainable development.

Wearing, S., & Neil, J. (2014). Ecotourism: Impacts, potentials, and possibilities? Oxford: Butterworth-Heinemann.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Jabbour, C. J. C. (2019). Nexus between green intellectual capital and green human resource management. Journal of Cleaner Production, 215, 364-374. https://doi.org/10.1016/j.jclepro.2019.01.006