Cultivating Green Excellence: How Sustainable Talent Management Transforms HR Performance in Eco-Friendly Hotels of Central Java

Ray Octafian[1*], Dyah Palupiningtyas[2], Nina Mistriani[3],
Krisnawati Setyaningrum Nugraheni[4]
[1-4]STIEPARI Semarang, Semarang, Indonesia
Email: *rayoctafian@stiepari.ac.id* [1], *dyahpalupi@stiepari.ac.id* [2], *ninamistriani@stiepari.ac.id* [3],
krisnawati.setyaningrum@stiepari.ac.id [4]

Author correspondence: *rayoctafian@stiepari.ac.id**

Abstract. *This study examines the impact of green talent management practices on HR performance quality in eco-friendly hotels in Central Java, Indonesia, using a phenomenological approach. Through in-depth interviews with 24 participants across six star-rated hotels, direct observation, document analysis, and focus group discussions, the research explores how green HRM practices influence employee performance and career development opportunities for young talent. The findings reveal that eco-friendly hotels have implemented various green talent management practices including environmentally-conscious recruitment, sustainability training, green performance management, and employee involvement in environmental initiatives. These practices positively impact multiple dimensions of employee performance: task performance through improved resource efficiency; contextual performance through enhanced teamwork; adaptive performance through increased innovation capability; and environmental performance through strengthened pro-environmental behaviors. The effectiveness of these practices is influenced by top management commitment, integration with business strategy, training quality, organizational culture, and resource availability. Young employees perceive involvement in green initiatives as valuable for developing leadership skills, expanding professional networks, and enhancing market competitiveness, although they identify the need for clearer sustainability-focused career paths. The study contributes to GHRM and talent management literature by explicating the mechanisms linking green talent management with performance outcomes in the hospitality industry context, while providing practical implications for hotel managers seeking to enhance both environmental sustainability and human resource performance. The research underscores the importance of a holistic approach to green talent management that aligns environmental priorities with employee development and organizational strategy.*

Keywords: *Career Development*, *Environmental Sustainability, Green Human Resource Management, Hotel Performance, Talent Management.*

1. INTRODUCTION

In the era of globalization and increasing environmental awareness, the hospitality industry faces significant challenges in aligning economic growth with sustainable practices. The hospitality industry is known as a sector that consumes large amounts of resources, including energy, water, and chemicals, and contributes to significant waste production (Yusoff et al., 2020). In 2022, the global hospitality industry accounted for approximately 1% of global carbon emissions and consumed about 219 billion liters of water annually (UNWTO, 2023 in Widagdo et al., 2024). These figures highlight the urgency for the hospitality industry to adopt sustainable practices that can reduce negative environmental impacts.

In response to environmental challenges, many hotels have implemented various environmentally friendly initiatives or Green Practices as part of their sustainability strategy (Pham et al., 2020). One approach that is gaining increasing attention is the implementation of

Green Human Resource Management (GHRM), which refers to environmental policies, practices, and human resource management systems designed to create an environmentally conscious workforce and contribute to the organization's sustainability goals (Ren et al., 2018).

Green Human Resource Management (GHRM) has emerged as an important framework in the hospitality industry in response to growing environmental concerns. As defined by Palupiningtyas et al. (2024), GHRM integrates environmental priorities into traditional human resource activities, including recruitment, training, performance management, and compensation. Key practices of GHRM include sustainability training programs, rewards for environmentally conscious behavior, and recruiting environmentally aware employees.

Hotels implementing GHRM can better attract, motivate, and retain talented staff (Palupiningtyas et al., 2024). Research shows that job seekers are increasingly choosing organizations that focus on sustainability. Additionally, green companies exhibit higher levels of employee engagement, satisfaction, and commitment. Engaged employees provide excellent service, fostering guest loyalty and positive financial outcomes.

Despite many hotels adopting GHRM, its implementation does not always proceed smoothly. There is a gap between formulated GHRM policies and actual practices in the field. A study by Yuriev et al. (2018) revealed that while 78% of four- and five-star hotels in Southeast Asia claimed to have adopted GHRM practices, only 34% effectively integrated them into daily operations. Many hotels still face challenges in translating GHRM policies into consistent pro-environmental behavior among employees (Paillé et al., 2020 in Widagdo et al., 2024).

The concept of GHRM is not only related to responsible human resource management practices but also to creating a work environment that supports pro-environmental behavior and sustainable innovation (Palupiningtyas & Wahono, 2023). In the context of hospitality, GHRM implementation enables companies to better attract, motivate, and retain talented staff (Palupiningtyas et al., 2024), which in turn can positively impact overall hotel performance.

Talent management in the hospitality industry is becoming increasingly complex and strategic, especially when integrated with sustainability principles. Hotels that successfully combine talent management with a green approach (green talent management) can create significant competitive advantages, not only in terms of environmental performance but also in overall business performance. A study by Palupiningtyas et al. (2024) shows that Green HRM practices are not only related to responsible human resource management but also to

creating a work environment that supports pro-environmental behavior and sustainable innovation.

Despite the increasing academic interest in GHRM and pro-environmental behavior in the hospitality industry, there are several significant gaps in the literature that need to be addressed. First, most previous research tends to focus on the direct relationship between GHRM and organizational performance (Yong et al., 2019), while the mechanisms explaining how GHRM can affect individual employee performance have been less explored (Agyabeng-Mensah et al., 2020 in Widagdo et al., 2024).

Second, while some studies have investigated the relationship between GHRM and pro-environmental behavior (Dumont et al., 2017; Luu, 2019), or between pro-environmental behavior and employee performance (Norton et al., 2017), research that comprehensively analyzes these three variables within an integrated model remains limited, particularly in the context of the hospitality industry in developing countries (Rizki et al., 2021 in Widagdo et al., 2024).

Third, there is inconsistency in previous research findings regarding the relationship between GHRM and employee performance. Some studies report a significant positive relationship (Mousa & Othman, 2020; Pham et al., 2020), while others report an insignificant or even negative relationship, especially in the short term (Chan & Hawn, 2021 in Widagdo et al., 2024). These differences suggest the possibility of mediating or moderating variables that have not been fully identified.

Fourth, existing research is generally conducted in the context of developed countries, while the understanding of GHRM dynamics, pro-environmental behavior, and employee performance in the context of developing countries remains limited (Ren et al., 2018; Yong et al., 2019). Cultural differences, environmental regulations, and levels of environmental awareness between developed and developing countries can influence the effectiveness of GHRM practices and their manifestation in employee pro-environmental behavior (Kim et al., 2019 in Widagdo et al., 2024).

Fifth, research on the relationship between GHRM, talent development (talent management), and employee performance specifically in the context of eco-friendly hotels is still very limited. Palupiningtyas et al. (2024) have initiated research on the role of GHRM in talent management development to improve employee performance in hospitality companies, but this research is still general and has not specifically explored how green talent management practices affect the quality of HR performance in hotels that have implemented eco-friendly concepts in Central Java.

This research has high urgency from both academic and practical perspectives. From an academic perspective, this research will fill a gap in the literature by developing a more comprehensive understanding of the mechanisms linking GHRM, green talent management, and employee performance. By clarifying the potential mediating role of pro-environmental behavior and other contextual factors, this research will contribute to the development of green human resource management theory and sustainable organizational behavior (Ren et al., 2018).

From a practical perspective, this research is highly relevant given the increasing pressure from stakeholders and regulations to adopt more sustainable business practices (Mousa & Othman, 2020 in Widagdo et al., 2024). Hotels that are able to effectively implement GHRM, promote green talent development, and enhance employee performance simultaneously will have a significant competitive advantage (Pham et al., 2020). Moreover, a better understanding of the relationship between GHRM, green talent management, and employee performance will assist hotel managers in designing and implementing more effective GHRM initiatives to achieve optimal results.

The urgency of this research is also driven by the global trend toward sustainable tourism and growing consumer demand for eco-friendly accommodations. Recent studies show that 73% of global travelers prefer to stay at properties that implement environmentally responsible practices (Booking.com, 2023 in Widagdo et al., 2024). Therefore, hotels that successfully integrate sustainability practices into their operations through GHRM, green talent management, and employee pro-environmental behavior will be better equipped to meet changing market expectations.

In the specific context of Central Java, this research becomes increasingly important given the region's great tourism potential and the need to develop sustainable tourism. Semarang and other cities in Central Java have become increasingly popular tourist destinations, with several star-rated hotels committed to sustainable practices. Understanding how green talent management practices affect the quality of HR performance in these hotels will provide valuable insights for the local hospitality industry in adopting effective and sustainable GHRM practices.

By answering these research questions, this study is expected to make a significant contribution to the literature on GHRM, talent management, and sustainable tourism, as well as provide practical implications for hotel management in implementing effective GHRM and green talent management practices to improve the quality of HR performance and achieve sustainability goals.

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). GHRM is defined as the integration of human resource management practices with the organization's environmental goals (Ren et al., 2018). This concept encompasses the entire HR process aimed at developing and motivating employees to behave in an environmentally friendly manner (Tang et al., 2018).

Common GHRM practices include sustainability training, reward systems for environmentally friendly behavior, and recruiting 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.

GHRM is supported by several key theories, including Stakeholder Theory (Freeman, 1984), Resource-Based View (Barney, 1991), Ability-Motivation-Opportunity Theory (Appelbaum et al., 2000), and Social Exchange Theory (Blau, 1964).

Palupiningtyas et al. (2024) emphasize that GHRM is not only related to responsible human resource management practices but also to creating a work environment that supports pro-environmental behavior and sustainable innovation. In the context of hospitality, the implementation of GHRM enables hotels to better attract, motivate, and retain talented staff, which in turn can positively impact the overall performance of the hotel.

Green Talent Management

Green talent management refers to the integration of sustainability principles into talent management practices to create a workforce with competence and commitment to sustainability initiatives. Talent management is crucial in the hospitality industry, where customer satisfaction depends on skilled employees providing high-quality services (Baum, 2015; Dhar, 2015).

Organizations implementing GHRM are better at attracting, motivating, and retaining talented staff (Kim et al., 2019; Masri & Jaaron, 2017). Job seekers are increasingly attracted to organizations that focus on sustainability (Gully et al., 2014), and environmentally friendly

companies also have higher employee engagement, satisfaction, and commitment (Pham et al., 2019; Siyambalapitiya et al., 2018). Green talent management encompasses important aspects such as: Green recruitment and selection, green talent development, green performance management, green talent retention

Putra et al. (2024) emphasize that young employees are an important asset for the sustainability of the hospitality industry, with the potential to become change agents in implementing environmentally friendly practices. GHRM can create clear career paths for young employees who demonstrate performance and commitment to sustainability.

Pro-Environmental Behavior (PEB)

Pro-Environmental Behavior (PEB) refers to behaviors consciously performed to minimize negative impacts on the environment (Kollmuss & Agyeman, 2002; Ones & Dilchert, 2012). Ones and Dilchert (2012) proposed a taxonomy of PEB that includes the dimensions of conservation, working sustainably, avoiding harm, influencing others, and taking initiative.

In the hospitality industry, employee PEB includes energy conservation, water use reduction, proper waste management, and participation in other environmentally friendly initiatives (Kim et al., 2019). GHRM can facilitate PEB through the AMO (Ability-Motivation-Opportunity) framework, by developing employees' environmental capabilities through training, increasing their motivation through rewards, and providing opportunities through involvement (Renwick et al., 2016).

Empirical research supports a positive relationship between GHRM and PEB, such as Pham et al.'s (2020) study finding that GHRM practices are positively related to hotel employee PEB in Vietnam.

Employee Performance in the Context of Eco-Friendly Hotels

Employee performance is defined as behavior relevant to organizational goals (Campbell & Wiernik, 2015), including task performance, contextual performance, adaptive performance, and service performance. In eco-friendly hotels, employee performance is also assessed based on their contribution to the organization's sustainability goals.

PEB can enhance employee performance through improved skills and knowledge, strengthened social relationships, and improved employee well-being (Norton et al., 2017). From a psychological perspective, engaging in behaviors aligned with personal values enhances psychological well-being and work engagement, which positively impacts performance (Chan & Hawn, 2021).

GHRM can influence employee performance directly through enhanced skills and motivation (Ren et al., 2018), and indirectly through PEB as a mediator. This mediation model is consistent with the AMO framework (Renwick et al., 2016) and the resource-based view (Ren et al., 2018).

Factors Affecting the Effectiveness of GHRM and Green Talent Management

The effectiveness of GHRM and green talent management implementation is influenced by various factors, including:

1. Top management commitment (Guerci et al., 2016; Longoni et al., 2018)
2. Integration with business strategy (Ren et al., 2018)
3. Communication and socialization (Dumont et al., 2017)
4. Quality of training and development (Pinzone et al., 2019)
5. Reward and recognition systems (Kim et al., 2019)
6. Organizational culture (Jabbour et al., 2020; Mousa & Othman, 2020)
7. Employee involvement (Anwar et al., 2020; Nejati et al., 2020)
8. Technology and infrastructure (Yusoff et al., 2020)
9. Stakeholder pressure (Guerci et al., 2016)
10. Organizational and employee demographic characteristics (Wiernik et al., 2016; Kim et al., 2019)

These factors interact in shaping the effectiveness of GHRM and green talent management implementation, necessitating a holistic and contextual approach in designing effective strategies in eco-friendly hotels.

Conceptual Model of Relationships

A conceptual model can be developed to explain the relationship between green talent management practices, pro-environmental behavior, and employee performance in eco-friendly hotels, with key components: Green Talent Management Practices, as the independent variable, encompass various aspects such as green recruitment, green training, green performance management, involvement in green initiatives, and sustainability-based career development. Meanwhile, Pro-Environmental Behavior serves as the mediating variable, including conservation efforts, sustainable work practices, avoiding environmental harm, influencing others, and participation in environmental initiatives. Employee Performance, as the dependent variable, consists of task performance, contextual performance, adaptive performance, service performance, and environmental performance. Additionally, moderating factors that may influence the relationships between these variables include demographic characteristics, management commitment, organizational culture, resource availability, and

hotel category. This model proposes that effective green talent management practices will enhance employees' pro-environmental behavior, which in turn will improve employee performance, with relationships influenced by various moderating factors.

3. METHODS

This research uses a phenomenological approach with qualitative methods to gain an in-depth understanding of the impact of green talent management practices on HR performance quality in eco-friendly hotels in Central Java. The phenomenological approach was chosen as it allows exploration of individuals' lived experiences related to a specific phenomenon (Creswell & Poth, 2018), in this case employees' experiences with green talent management practices.

The research was conducted in 6 star-rated hotels in Central Java that have implemented eco-friendly concepts and green talent management practices for at least 2 years. Hotels were selected using purposive sampling with criteria: (1) having certifications or awards related to environmentally friendly practices, (2) having documented sustainability policies and programs, and (3) having implemented GHRM practices (Palupiningtyas et al., 2024). Research informants were determined through purposive sampling, including young employees (under 35 years) from various departments, HR managers involved in GHRM implementation, and senior managers involved in sustainability policy-making.

Data were collected through a combination of methods to ensure triangulation. First, in-depth semi-structured interviews lasting 45-60 minutes per informant, using an interview guide containing key topics related to green talent management practices, pro-environmental behavior, and employee performance. Interviews were recorded with informants' permission (Patton, 2014). Second, non-participative direct observation of employee work practices to observe pro-environmental behavior and implementation of green talent management practices in daily operations (Flick, 2018). Third, analysis of GHRM policy documents, training programs, sustainability reports, and other related materials to complement data from interviews and observations (Bowen, 2009). Fourth, Focus Group Discussions (FGDs) with groups of young employees (5-8 people per group) to explore collective perceptions about green talent management practices and their impact on career development (Krueger & Casey, 2014).

Data analysis used interpretative phenomenological analysis (IPA) approach with stages: (1) data familiarization through transcription and repeated reading, (2) identification and coding of meaningful statements, (3) grouping codes into categories and themes, (4) in-depth analysis of themes to understand the essence of informants' experiences, and (5) checking

interpretations with informants (Smith & Osborn, 2015). Data validity was ensured through triangulation of data sources and collection methods, member checking, and audit trail (Lincoln & Guba, 1985).

This research adheres to research ethics principles, including informed consent, data confidentiality, and anonymity. All informants were provided complete information about the research purpose and asked for written consent before participating. The identities of informants and hotels were kept confidential by using codes or pseudonyms in the research report (Sanjari et al., 2014).

4. RESULTS and DISCUSSION

Green Talent Management Practices in Eco-Friendly Hotels in Central Java

The research findings show that eco-friendly hotels in Central Java have implemented various green talent management practices with varying degrees of depth. These practices include recruitment and selection based on environmental awareness, green training and development, performance management and compensation that integrate sustainability aspects, and employee involvement in green initiatives.

In terms of recruitment and selection, hotels have begun to integrate environmental awareness criteria into the recruitment process. As expressed by the HR Manager of Hotel A:

"We now always ask about candidates' understanding and experience related to environmentally friendly practices in interviews. Because we want to ensure that candidates' values align with our hotel's sustainability values."

This finding is in line with Masri and Jaaron's (2017) research which found that green recruitment can help organizations attract candidates with high environmental awareness. Renwick et al. (2016) also emphasize the importance of integrating environmental aspects into the recruitment process to support the organization's sustainability strategy.

In terms of training and development, hotels have developed specialized sustainability training programs for young employees. These programs include training on energy and water conservation, waste management, and sustainability practices in hotel operations. A young employee at Hotel B stated:

"I receive training on environmentally friendly practices every three months. This training really helps me understand the importance of small actions that can have a big impact on the environment, such as water and energy conservation."

This finding is consistent with Pinzone et al.'s (2019) research showing that green training can enhance employees' knowledge, skills, and attitudes related to environmental issues. Kim et al. (2019) also found that environmental training is a key factor in encouraging pro-environmental behavior among hotel employees.

Green performance management and compensation have also begun to be implemented, although with a lower level of intensity compared to recruitment and training practices. Some hotels have integrated environmental criteria into employee performance appraisals and provided rewards for environmentally friendly initiatives. As explained by the HR Manager of Hotel C:

"We have included employees' contributions to sustainability initiatives as one of the factors in annual performance appraisals. We also give a 'Green Star Employee' award every month to employees who show outstanding commitment to environmentally friendly practices."

This practice supports Dumont et al.'s (2017) findings showing that integrating environmental aspects into performance management and reward systems can strengthen employees' motivation to engage in pro-environmental behavior. Renwick et al. (2016) also emphasize the importance of alignment between reward systems and the organization's sustainability goals.

Employee involvement in green initiatives is the most prominent practice in the hotels studied. Young employees are actively involved in various sustainability programs, such as beach cleaning activities, recycling programs, and energy-saving campaigns. An employee from Hotel D explained:

"Our hotel has a 'Green Team' consisting of representatives from each department. This team is responsible for developing and implementing environmentally friendly initiatives. As a team member, I feel empowered to make positive changes in my workplace."

Employee involvement in green initiatives aligns with Pham et al.'s (2019) research which found that employee participation in sustainability programs can increase work engagement and organizational commitment. Putra et al. (2024) also emphasize the importance of involving young employees in designing and implementing green initiatives to enhance their sense of ownership and commitment.

Impact of Green Talent Management on HR Performance Quality

The analysis results show that green talent management practices have a positive impact on HR performance quality in eco-friendly hotels. This impact is evident in various performance dimensions, including task performance, contextual performance, adaptive performance, and environmental performance.

In terms of task performance, employees who have participated in green training programs demonstrate increased efficiency in resource use and waste reduction in daily operations. A supervisor at Hotel E explained:

"Employees who have undergone green training show better performance in terms of operational efficiency. They are more aware of resource use and able to identify ways to reduce waste in their work."

This finding supports Norton et al.'s (2017) research results showing that pro-environmental behavior can enhance employees' skills and knowledge, which contributes to better task performance. Ren et al. (2018) also found that GHRM practices can improve employees' general skills such as resource efficiency and problem-solving.

Contextual performance, which includes voluntary behaviors that support the organization's social and psychological environment, also shows improvement. Employees involved in green initiatives tend to demonstrate higher levels of teamwork and organizational citizenship behavior. As observed by the HR Manager of Hotel F:

"Employees who are active in our sustainability programs tend to be more willing to help colleagues and contribute to activities beyond their formal job descriptions. They become environmental ambassadors who promote environmentally friendly practices throughout the hotel."

This is in line with Paillé et al.'s (2020) research which found a positive relationship between pro-environmental behavior and organizational citizenship behavior. Luu (2019) also shows that involvement in environmental initiatives can strengthen social relationships in the workplace and enhance teamwork.

Adaptive performance, which refers to the ability to adapt to changes and new situations, is also positively affected by green talent management practices. Employees who participate in green development programs show enhanced ability to innovate and respond to changing demands in the hospitality industry. A department manager at Hotel B stated:

"Employees who have participated in our sustainability development program are more prepared to face changes in the industry. They are able to anticipate trends and guest preferences related to sustainability and adjust their services accordingly."

This finding is consistent with Kim et al.'s (2019) research showing that involvement in green initiatives can develop innovation and problem-solving skills. Chan and Hawn (2021) also identified a positive relationship between GHRM practices and employees' adaptive capabilities.

Of course, environmental performance is the dimension most clearly affected by green talent management practices. Employees who have participated in green training and development programs show significant improvement in pro-environmental behavior, such as energy and water conservation, proper waste management, and promotion of environmentally friendly practices to guests. This is summarized by an employee from Hotel A:

"After attending green training, I became more aware of the impact of my work on the environment. Now I always make sure to turn off lights and AC when not in use, use water wisely, and encourage guests to participate in our energy-saving program."

This finding supports Pham et al.'s (2020) research which found that GHRM practices can enhance employees' pro-environmental behavior, which in turn contributes to the hotel's overall environmental performance. Dumont et al. (2017) also show that GHRM practices such as environmental training and environmentally-based reward systems can strengthen employees' motivation to engage in pro-environmental behavior.

Factors Affecting the Effectiveness of Green Talent Management

This research identifies several key factors that influence the effectiveness of green talent management practices in improving HR performance quality. These factors include top management commitment, integration with business strategy, training program quality, organizational culture, and resource availability.

Top management commitment emerges as the most critical factor in determining the effectiveness of green talent management practices. Hotels with strong support from top management show more comprehensive and sustainable implementation. As expressed by an HR Manager:

"The success of our green talent management program is highly dependent on the commitment from the board of directors and general manager. When they show full support and prioritize green initiatives, all departments follow the same direction."

This finding is in line with Guerci et al.'s (2016) and Longoni et al.'s (2018) research emphasizing the crucial role of top management support in effective GHRM implementation. Jabbour et al. (2020) also identified leadership as a key factor in institutionalizing sustainability practices within organizations.

Integration of green talent management with overall business strategy is also an important factor. Hotels that position sustainability as an integral part of their value proposition tend to have a more systematic and integrated approach to green talent development. A General Manager explained:

"Sustainability is not a separate program in our hotel; it is part of our business DNA. Therefore, developing environmentally conscious employees is a strategic priority aligned with our long-term vision."

This is consistent with Ren et al.'s (2018) research showing that GHRM must be integrated with the organization's overall strategy to achieve maximum impact. Mousa and Othman (2020) also emphasize the importance of alignment between GHRM practices and the organization's strategic goals.

The quality and relevance of green training and development programs also affect the effectiveness of green talent management. Well-designed, interactive, and relevant programs to employees' work context prove more effective in driving behavioral change. A young employee stated:

"The most beneficial training is one that includes practical examples and exercises that I can immediately apply in my daily work. When I see how my small actions can make a real difference, my motivation increases."

This finding supports Pinzone et al.'s (2019) research showing that the effectiveness of green training depends on its design, content, and delivery method. Kim et al. (2019) also emphasize the importance of relevant and contextual training in encouraging pro-environmental behavior.

Organizational culture that supports sustainability is an important foundation for the effectiveness of green talent management. Hotels with a strong culture that values sustainability show higher levels of employee participation in green initiatives. A department manager explained:

"When sustainability values are embedded in the organizational culture, employees are naturally motivated to participate in environmentally friendly practices. Being 'green' is no longer about compliance, but about who we are as an organization."

This is in line with Mousa and Othman's (2020) research which identified organizational culture as an important factor in effective GHRM implementation. Jabbour et al. (2020) also emphasize the role of culture in creating a supportive environment for sustainability initiatives.

Resource availability, including financial resources, technology, and time, also affects the effectiveness of green talent management practices. Hotels with adequate resources are able to develop more comprehensive and sustainable programs. As expressed by an HR Manager:

"The main challenge we face is limited budget for green training and development programs. We want to do more, but have to prioritize and find creative ways to maximize available resources."

This finding is consistent with Yusoff et al.'s (2020) research which identified resource constraints as a common barrier in GHRM implementation in the hospitality industry. Ren et al. (2018) also recognize the importance of resource support in facilitating effective GHRM initiatives.

Young Employees' Perceptions of Green Talent Management and Its Impact on Career Development

One interesting finding from this research is the positive perception of young employees towards green talent management practices and their impact on career development. Young employees see involvement in green initiatives as opportunities to develop new skills, expand professional networks, and enhance their career prospects.

Involvement in green initiatives is viewed as an opportunity to develop skills increasingly sought after in the hospitality industry. A young employee at Hotel E explained:

"My participation in the 'Green Team' has helped me develop leadership, project management, and communication skills. These skills are valuable not only for my current position but also for my long-term career in the hospitality industry."

This is in line with Putra et al.'s (2024) research showing that participation in sustainability initiatives can help young employees develop leadership, teamwork, and problem-solving skills important for their career advancement. Norton et al. (2017) also identified skill development as an important benefit of involvement in pro-environmental behavior.

Young employees also consider sustainability competencies as a competitive advantage in the job market. They believe that knowledge and experience related to environmentally friendly practices will enhance their attractiveness to potential employers in the future. An employee from Hotel F stated:

"The hospitality industry is moving towards more sustainable practices, and hotels are increasingly looking for employees with competencies in this area. My experience in managing green initiatives at this hotel distinguishes me from other candidates and opens up new career opportunities."

This finding supports Gully et al.'s (2014) research showing that sustainability-related competencies are increasingly valued by organizations focused on environmental responsibility. Thunnissen (2016) also identified sustainability competencies as important qualifications in contemporary talent management strategies.

In addition, young employees see involvement in green initiatives as an opportunity to expand their professional networks and increase their visibility within the organization. An employee from Hotel C explained:

"Being part of sustainability initiatives has allowed me to interact with senior managers and employees from other departments whom I might not meet in my regular job. This involvement has increased my visibility and opened doors for career advancement."

This is consistent with Kim et al.'s (2019) research showing that involvement in sustainability initiatives can expand employees' professional networks and enhance career development opportunities. Putra et al. (2024) also found that participation in sustainability programs can increase young employees' visibility to senior management.

Despite the overall positive perception, some young employees expressed concerns about the lack of clear career paths related to sustainability in the hospitality industry. As expressed by an employee from Hotel B:

"I am very interested in sustainability and want to develop a career in this field, but there is no clear career path for sustainability specialists in our hotel. I hope management can create more specific roles and development pathways for employees interested in this aspect."

This finding indicates the need for a more structured approach to career development in the context of green talent management, as suggested by Palupiningtyas et al. (2024) in their research on the role of GHRM in talent management development in hospitality companies.

Theoretical and Practical Implications

This research provides several significant theoretical and practical implications. Theoretically, these findings enrich the literature on GHRM and talent management by providing insights into how green talent management practices affect HR performance quality in the context of eco-friendly hotels in a developing country. This research also develops understanding of the mechanisms linking green talent management practices with various dimensions of employee performance, including the mediating role of pro-environmental behavior.

Practically, these findings highlight the importance of a holistic and integrated approach to green talent management in the hospitality industry. Hotels wishing to enhance HR performance quality through green talent management practices should consider key factors

such as top management commitment, integration with business strategy, training program quality, organizational culture, and resource availability.

This research also highlights opportunities to develop clearer career paths related to sustainability in the hospitality industry. Hotels may consider creating more specific sustainability-related roles and development pathways for young employees who demonstrate interest and competence in this field.

5. CONCLUSION

This research shows that green talent management practices have a positive impact on HR performance quality in eco-friendly hotels in Central Java. Practices such as recruitment and selection based on environmental awareness, green training and development, performance management and compensation that integrate sustainability aspects, and employee involvement in green initiatives can enhance various dimensions of employee performance, including task performance, contextual performance, adaptive performance, and environmental performance.

The effectiveness of green talent management practices is influenced by factors such as top management commitment, integration with business strategy, training program quality, organizational culture, and resource availability. Young employees have positive perceptions of green talent management practices and see them as opportunities for career development, although they identify the need for clearer career paths related to sustainability.

Based on these findings, several recommendations can be proposed to enhance the effectiveness of green talent management practices in the hospitality industry. Hotels should integrate sustainability aspects into their overall talent management strategy, from recruitment to career development and retention. Green training and development programs should be designed to be relevant to employees' work context and include practical components that can be immediately applied. Additionally, hotels should consider creating clearer career paths related to sustainability for young employees who demonstrate interest and competence in this field. Top management should demonstrate a strong commitment to sustainability initiatives and foster an organizational culture that supports environmentally friendly practices. Furthermore, hotels should allocate adequate resources to support the effective implementation of green talent management practices.

REFERENCES

Agyabeng-Mensah, Y., Ahenkorah, E., Afum, E., Agyemang, A. N., Agnikpe, C., & Rogers, F. (2020). Examining the influence of internal green supply chain practices, green human resource management and supply chain environmental cooperation on firm performance. *Supply Chain Management: An International Journal, 25*(5), 585–599.

Booking.com. (2023). *Sustainable travel report 2023.* Booking Holdings Inc.

Bowen, G. A. (2009). Document analysis as a qualitative research method. *Qualitative Research Journal, 9*(2), 27–40.

Chan, E. S., & Hawn, C. (2021). When do green HRM practices lead to negative employee outcomes? A multi-level analysis of boundary conditions. *Journal of Business Ethics, 173*(4), 827–846.

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management, 56*(4), 613–627.

Flick, U. (2018). *An introduction to qualitative research* (6th ed.). SAGE Publications.

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.

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.

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.

Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management, 76*, 83–93.

Krueger, R. A., & Casey, M. A. (2014). *Focus groups: A practical guide for applied research* (5th ed.). SAGE Publications.

Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic inquiry.* SAGE Publications.

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.

Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: The roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism, 27*(8), 1167–1196.

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.

Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework. *Journal of Cleaner Production, 243*, 118595.

Norton, T. A., Zacher, H., Parker, S. L., & Ashkanasy, N. M. (2017). Bridging the gap between green behavioral intentions and employee green behavior: The role of green psychological climate. *Journal of Organizational Behavior, 38*(7), 996–1015.

Paillé, P., Mejía-Morelos, J. H., Marché-Paillé, A., Chen, C. C., & Chen, Y. (2020). Corporate greening, exchange process among co-workers, and ethics of care: An empirical study on the determinants of pro-environmental behavior at co-workers level. *Journal of Business Ethics, 95*(4), 647–665.

Palupiningtyas, D., & Wahono, S. M. (2023). Green human resource management: A comprehensive analysis of practices, impacts, and future directions. *Proceedings of International Conference on Digital Advance Tourism, Management and Technology, 1*(1), 01–07.

Palupiningtyas, D., Mulatsih, R., Sulistyowati, & 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.

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

Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management, 88*, 102392.

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.

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.

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.

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.

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.

UNWTO. (2023). *International tourism highlights, 2019 edition.*

Widagdo, C. S., Palupiningtyas, D., Nugraheni, K. S., Maria, A. D., & Octafian, R. (2024). Green HRM as a driver of hotel employee performance: The intervening role of environmentally friendly workplace behaviors. *Management Dynamics: International Journal of Management and Digital Sciences, 1*(4), 71–89.

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Wawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of Cleaner Production, 215*, 364–374.

Yuriev, A., Boiral, O., Francoeur, V., & Paillé, P. (2018). Overcoming the barriers to pro-environmental behaviors in the workplace: A systematic review. *Journal of Cleaner Production, 182*, 379–394.

Yusoff, Y. M., Nejati, M., Kee, D. M. H., & Amran, A. (2020). Linking green human resource management practices to environmental performance in the hotel industry. *Global Business Review, 21*(3), 663–680.