MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

Impacts of Green Human Resource Management (GHRM) on Sustainable Practices in the Tourism Sector

Andhi Supriyadi, Samtono, Erik Maulana Muhammad A.A.S, Derina Fatikha, Radityo Wahyu Hernawan, Wawan Bagus Santoso
Sekolah Tinggi Ilmu Ekonomi Pariwisata Indonesia (Stiepari) Semarang, Indonesia,
email: andhi.supriyadi@stiepari.ac.id, samtono@stiepari.ac.id, erik.21610320@student.stiepari.ac.id, derina.23610436@student.stiepari.ac.id, radityo.23610450@student.stiepari.ac.id, wawan.23610454@student.stiepari.ac.id

ABSTRACT
Current research in environmental management indicates that enhancing environmental outcomes relies heavily on employee conduct. Nonetheless, only a limited amount of research has explored correlation between Human Resource Management (HRM) to organizational innovation. The study's objectives include examining how GHRM and innovation in the tourism sector are interconnected through the perspective of human capital. The research was conducted on 240 individuals from different job positions, such as workers on the front lines, beginning level of management, management at the middle level, and senior management team in different kinds of tourism companies in Indonesia. Information was gathered via a stratified random sampling method then examined using the partial least squares structural equation modelling (PLS-SEM) methodology. As a consequence, GHRM made a good contribution to organizational innovation. Human capital played a significant statistical moderating impact. This research expands our understanding by analysing environmental conservation through the human capital theory and offering empirical support for proposed connections. Additionally, the research expands the scope of GHRM to include factors like human capital for maximizing achievement in tourism industry.
Keywords: Green human resource management, innovation, human capital

1. INTRODUCTION

Fast economic progress and growth have led to numerous environmental issues being raised (Y. J. Kim, Kim, Choi, & Phetvaroon, 2019; Munawar, Yousaf, Ahmed, & Rehman, 2022; Watson & Tidd, 2018). The acts of the tourist sector may result in environmental limitations, for example the exhaustion of resources found from nature, climate change, and the release of different types of pollutants environmental contaminants causing air, light, water, and noise pollution, along with the disappearance of wildlife. The subject highlights the necessity for the general population to focus on environmental or eco-friendly matters, like recycling, transitioning, and utilizing sustainable energy sources (Ecer, Pamucar, Mardani, & Alrasheedi, 2021). GHRM is a technique for increasing its recognition and achieving environmental goals. GHRM is a method to enhance its appeal and meet goals related to the environment (Guerci, Longoni, & Luzzini, 2016; G Tang, Chen, Jiang, Paille, & Jia, 2018). In the travel industry, the use of GHRM practices is important for promoting innovation, achieving a competitive edge, and achieving optimal environmental achievement. This in turn impacts satisfaction of customers, rely on, trustworthiness, and choice or selection. (Hollebeek & Rather, 2019; E. Kim, Tang, & Bosselman, 2019; Yen, Teng, & Tzeng, 2020).

Many companies, especially in the tourism sector, have implemented important environmentally-friendly actions like switching to renewable resources, cutting down on waste, food waste management, and educating staff and clients of sustainability challenges. (Darvishmotevali & Altinay, 2022b; Pham, Hoang, & Phan, 2020). Additionally (Yong, Yusliza, Ramayah, & Fawehinmi, 2019), academics began emphasizing workplace sustainability beginning in 2007. Concerns about climate change and environmental sustainability programs are driving worldwide action. (Zaidi & Azmi, 2024) has highlighted the crucial necessity for the 'greening' of companies and institutions (Khalid, Shahzad, Shafi, & Paille, 2022). Because of this, the degree to which essential tourism-related organizational entities, like hotels, adopt green practices has drawn attention and is being tracked globally. (Chaudhary, 2021; Pham, Hoang, et al., 2020) Mainly for two purposes. Initially, the media frequently indicates that hotels have been hesitant to implement environmentally friendly practices and promote efforts to combat climate change, despite their usage of high levels of energy (Hillsdon, 2022). The Glasgow Declaration on Climate Action in Tourism and other recent efforts have spurred legal backing for hotels to adopt environmentally friendly practices and reach zero emissions by 2050 (Tandon, Dhir, Madan, Srivastava, & Nicolau, 2023). It seems that business environment is prepared to facilitate broad implementation of green tourism and hospitality practices. The involvement and support of the workforce, however, will ultimately determine if such an implementation is successful. Academics like Renwick et al. (2013) and Pham et al. (2019) emphasize how important HRM is to a company's success in this field (Pham, Hoang, et al., 2020; Tanova & Bayighomog, 2022; Khalid et al., 2022). Because of this, scholarly research on the phenomena known as "green HRM" (GHRM), or the integration of green practices into HRM, has rapidly increased over the past ten years.

GHRM been recognized as a system related to “recognizing relationships between actions that influence the environment and the plan, development, application, and effect of HRM systems in organizations” (Ren, Tang, & Jackson, 2018). It has three main components: enhancing workers' capacity for going green, motivating workers to follow green guidelines, and offering work opportunities, (Renwick et al., 2013; Pham, Vo Thanh, Tučková, & Thuy, 2020). In addition, GHRM covers a wide range of functional issues, including as incentive programs, compensation, and accomplishment management (Shah & Soomro, 2023; Aboramadan & Karatepe, 2021).

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

There is a lack of agreement on how much and in what way GHRM encourages employee participation in eco-friendly actions, (Pham, Hoang, et al., 2020). Take, for instance Tanova & Bayighomog (2022) the effects of green behavior at the employee level have been the subject of several prior studies, however experts such Chaudhary (2021) and Rubel et al. (2021b, 2021a) pointed out the absence of empirical research on how GHRM affects green behavioural outcomes among employees. Even current research, such Li et al. (2023) and Rashid et al. (2023) have asserted that further study is required to comprehend the ways in which GHRM affects employee outcomes.

Recent systematic literature reviews (SLRs) have also highlighted this contradiction, stating that scientists have mostly focused on certain behavioral components such as green pledge and inventiveness. (Benevene & Buonomo, 2020). Scholars (Guiyao Tang, Ren, Wang, Li, & Zhang, 2023; Zacher, Rudolph, & Katz, 2023) think that there is considerable reason to broaden our understanding of GHRM's individual determinants and conduct a more in-depth investigation of its effect on the conduct of employees. Such studies are particularly crucial when it comes to travel and lodging.. (Alreahi et al., 2023; Yong, Yusliza, & Fawehinmi, 2020) It continues to experience obstacles in adopting GHRM as a result of the incumbents' ignorance, inexperience, and lack of knowledge of these procedures, (Darvishmotevali & Altinay, 2022a; Tanveer, Yusliza, & Fawehinmi, 2024). Additionally, academics (Avram, Nicolescu, Avram, & Dan, 2019; Koval et al., 2023; Mele, Gomez, & Garay, 2019)mention environmentally conscious conduct as the cornerstone of developing circular and eco-friendly bioeconomic. Because GHRM methods can help hotels perform better environmentally, it is crucial to look at how they affect hotel staff, (Nisar, Haider, Ali, Gill, & Waqas, 2024).

They are (a) green consequences, Such as incentive to exhibit green or environmentally friendly conduct in work environments, (Benevene & Buonomo, 2020; Zaidi & Azmi, 2024), (b) established examples within the organization, like backing from leadership (Mo, Liu, Wong, & Wu, 2022) and impact of a role model (Shao, Jiang, Yang, & Zhang, 2023). Moreover, recent information indicates that GHRM affects employee actions not just in relation of mandatory or work related results, as well as in terms of the voluntary embrace of eco-friendly procedures within the company's operations, (Khan & Muktar, 2021; Pham et al., 2019; Zhu, Tang, Wang, & Chen, 2021). Unlike the positive impacts on green outcomes, GHRM's impact on non-environmentally friendly results like job or task achievement (Zacher et al., 2023) and there has been limited scholarly research on satisfaction and happiness (Chaudhary, 2021; Pham, Hoang, et al., 2020; Ragas, Tantay, Chua, & Sunio, 2017; Guiyao Tang et al., 2023).

In addition, both types of eco-friendly conduct (connected to tasks and voluntary) are seldom consistently investigated in the framework of implementing GHRM, (Dumont, Shen, & Deng, 2017; Garavan et al., 2023; Khan & Muktar, 2021; Y. Zhang, Luo, Zhang, & Zhao, 2019). For instance, they examined both conduct in their research, but emphasized the effects of supervision standards instead of GHRM procedures and protocols. A recent systematic literature review highlighted the importance of studying both mandated and voluntary activities to fully grasp workers' green behaviour. We acknowledge the lack of agreement on the influence of GHRM on staff achievements as a major gap in knowledge and agree with the need for more experiment-based research, (Paulet, Holland, & Morgan, 2021; Guiyao Tang et al., 2023). Discussing the influence of GHRM on staff' conduct, including green (work-related and unpaid) and non-green (job performance and job satisfaction) actions, (Alreahi et al., 2023; Darvishmotevali & Altinay, 2022a; Khalid et al., 2022; Pham, Hoang, et al., 2020).

In addition, GHRM's effectiveness could depend on the environment in which it operates, (Pham, Hoang, et al., 2020; Guiyao Tang et al., 2023; Tanova & Bayighomog, 2022). Furthermore, its impact on workers might arise from the intermediary impact to several psychological procedures, (Dumont et al., 2017), like as regulatory attention. (Mo et al., 2022; Z. Zhang, Gong, & Jia, 2022). Nevertheless, before research has not paid much consideration to moderators or peripheral conditions that may subtly affect the correlations between GHRM, (Chaudhary, 2021; Pham et al., 2019). Study concentrated on how the personality traits of staff impact their performance (Akgunduz, Adan Gök, & Alkan, 2020; Raza & Malik, 2020; Zacher et al., 2023), GHRM application is especially and noticeably poor.

It is well established that personality has different influence on personal-level actions. In a recent meta-analysis found that being open had a notable effect, being agreeable had a small influence, and being neurotic had no effect on pro-environmental behaviour. An equivalent study that analyses multiple sources of data (Doan, Kanjanakan, Zhu, & Kim, 2021) Every component of the Big Five paradigm were shown to be linked to personal-level results such as satisfaction with work and citizenship among hospitality and tourism workers. Interestingly, recent research in this area, (Akgunduz et al., 2020; H Zhao & Guo, 2019; Hongdan Zhao & Guo, 2019) tendency to focus mostly on the Big Five framework, while darker personality qualities are disregarded. This is a severe gap, considering that past research has showed that GHRM may have a significant effect on company practices, For example, Yang et al. (2021) It was established that organizational leaders (such as CEOs) had a beneficial impact on the link between Innovation in green technology combined with organizational corporate responsibility for society, likewise, Lang et al. (2022) GHRM was found to have an indirect but beneficial impact on employees' OCB through their attitude of duty, especially in context of significant inconsistencies regarding the environment. However, whereas the implications of CEOs' and leaders' GHRM had been studied rather thoroughly. (Al-Shammari, Rasheed, & Al-Shammari, 2019), A few investigations have expanded similar research to different employee cohorts. (Greenbaum et al., 2024; Raza & Malik, 2020), not many tourists have completed that.

Earlier studies (Tanova & Bayighomog, 2022) has urged for additional study that is based on solid theoretical foundations and considers factors that may possibly alter the connection between GHRM and employee outcomes. Moreover,

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

we argue that conducting research within certain boundaries could provide valuable insights into the current knowledge. Study is a complicated concept that has been demonstrated to impact employee behaviour positively and negatively in various settings (Galli, 2018; Spurk & Hirschi, 2018).

We anticipate that this investigation will contribute thrice to existing knowledge. Our results will contribute to our current understanding of how GHRM affects workers' green behaviors, as researchers such Darvishmotevali & Altinay (2022a) We have emphasized how little we know about how GHRM affects environmentally friendly practices that are voluntary as well as task-required in the sectors of tourism and hospitality, specifically hotels. Hence, analysing outcomes of non-green and green practices (both voluntary and required) will enhance our comprehension of the impact of GHRM on staff conduct. We hope that our discoveries will be beneficial for professionals as they develop strategic GHRM initiatives. Additionally, the government has demonstrated its dedication to reaching a target of zero net pollutants being released and eradicating all causes of climate change by 2050, (Tandon et al., 2023). Recent publications (Alreahi et al., 2023; Tanova & Bayighomog, 2022) it has been noticed that the UK lacks research on how GHRM affects staff' green and non-green conduct, which is the primary focus of our study.

2. LITERATURE REVIEW

2.1 Green Human Resource Management and Human Capital

Concept of human capital defines human capital as employee characteristics such as skills, intelligence, information, commitment, talent, attitudes, backgrounds, and creativity, all of which can be used to improve ethics and achieve a competitive advantage, (Sun, Li, & Ghosal, 2020). Every company's distinct pool of talent is important to gaining advantage in competition in the tourism sector, posing challenges for another sectors to replicate (Zahra, Neubaum, & Hayton, 2020). When faced with nature restrictions, businesses can find ways to benefit from a healthier environment through taking proactive steps and addressing environmental issues (Chen & Chang, 2013). Consequently, multiple researchers have analysed the variables influencing human capital, including corporate perspectives on environmental and social issues (Chen & Chang, 2013; Munawar et al., 2022). Nevertheless no study has looked at the connection between human capital and GHRM. Hence, the proposed idea is presented:

H1: Green human resource management positively impacts human capital

2.2 Human Capital and Innovation

The idea was applied to environmental preservation by including human capital (workers' knowledge of the environment, mindset, innovation, expertise, ability, capacity, inventiveness, and dedication). A few academics claimed that there could be no relationship between human capital and long-term growth (Yusoff, Omar, Zaman, & Samad, 2019). Moreover (Yusliza et al., 2019), indicated how human resources can have a beneficial effect on the sustainability of the tourism industry, including its aspects related to society, economy, and the environment. Likewise (Mansoor, Jahan, & Riaz, 2021), demonstrated that the industry's environmental sustainability is significantly influenced by its human capital. Still, no studies have examined the connection to human capital. As a result, subsequent studies stressed the need of investigating the relationship between these elements (Munawar et al., 2022).

Innovation may minimize pollution and generate economic advantages via the implementation of technology and knowledge in the tourist sector (Aldieri, Kotsemir, & Vinci, 2020; Fan, Lian, Liu, & Wang, 2021; J. Zhang et al., 2020). Creation of green goods and process innovation are two key factors that assist the tourism sector in mitigating the consequences of climate change (Awan, Arnold, & Gölgeci, 2021). Moreover, innovation encompasses the outcomes of a sector's innovative efforts, like novel products or services, (H. Kim, Im, & Qu, 2018). Furthermore, One important strategy for resolving the tourism sector's concerns about excessive pollution production and inefficient operations is innovation, (Munawar et al., 2022). As a result, one crucial factor is to promote excellent development in the Indonesian tourist sector through innovation. Hence, the following theory is presented:

H2: Human capital positively impacts innovation

2.3 Green Human Resource Management and Innovation

Tourist business sector needs to take on proactive strategies to address problems related to the environment due to the influence of environmental regulations and laws, (Yong et al., 2019).GHRM is increasingly recognized as an essential tool for implementing environmentally friendly measures that improve eco-friendly practices and support long-term growth, (Dragomir, 2020; Ren et al., 2018). Several studies have examined the impacts of GHRM on ecological efficiency, potentially leading to competitive benefits for companies (Ali, Wang, Jiang, & Ali, 2019). For instance (Guerci et al., 2016), emphasized the connection between stakeholder demands and environmental results is impacted by green human resource management (GHRM), although few research have focused on the relationship between GHRM and innovation. Lately (Harb & Ahmed, 2019; O'Donohue & Torugsa, 2016), examined the influence of GHRM on the hotel industry's perception of its financial sustainability. Therefore, the subsequent theory is presented:

H3: Green human resource management positively impacts innovation

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

2.4 Green Human Resource Management, Human Capital, and Innovation

No research has yet explored the relationship linking GHRM and human capital. Recent research indicates that GHRM may positively impacts human capital. Businesses use human resources strategies as a key method to develop workforce skills and address environmental issues in the face of challenges from outside sources, (Yong et al., 2019). Additionally (Yusliza et al., 2019), discovered that human capital positively impacts the social, economic, and environmental aspects of the tourism sector. Similarly, along the same lines, (Mansoor et al., 2021) demonstrated the effect of human capital regarding the industry's environmental performance. However, there has been no research carried out on the correlation between human capital. Utilizing information and technology in the tourism industry can decrease pollution levels and provide financial advantages, (Aldieri et al., 2020; Fan et al., 2021; J. Zhang et al., 2020). The development of green products and innovation are essential for the tourism industry to help combat global warming, (Awan et al., 2021). Therefore, a theory is proposed:
H4: Human capital mediates the effect of GHR and innovation

3. METHODOLOGY

3.1 Research Approach

The research employed descriptive methods, which are predicated on the idea that the main goal of the most fundamental kind of research is to witness (gather information on) a particular event, frequently one particular moment in the survey conducted at a certain moment, (Esitti & Kasap, 2019). This assumption allows the use of descriptive research techniques to function under the guise of observing (gathering data on) certain occurrences as the main goal of the most fundamental kind of inquiry. This research employs descriptive methods and survey tools to collect data on the goals and societal aspects of tourism companies to address the research questions. The first step in applying this strategy is to perform a pertinent review of literature in order to pinpoint the subjects mentioned. An investigative structure is developed with consideration prior research in the field. After that, the survey was combined with structural equation modeling to create and validate the predicted linkages (SEM).

3.2 Questionnaires Item

Table 1: Questionnaires Item

No	Variables	Indicators
1	Green Human Resource Management (GHRM)	1. In my company, commitment to the environment (incentive and pay) can boost employee attractiveness. 2. Employee engagement in environmental concerns is significant or deserving in a business 3. Employee performance may be improved via environmental training 4. Variable remuneration and rewards other than money depending on environmental performance (Guerci et al., 2016; Munawar et al., 2022)
2	Human Capital (HC)	1. The management of the business are able to provide their staff with the complete assistance they need to accomplish environmental protection goals. 2. The company's personnel are more knowledgeable about environmental protection than its main rivals. 3. The corporation exhibits a higher level of cooperative effort about environmental preservation than any of its key rivals. 4. The firm outperforms its key rivals in terms of output and staff contributions to environmental preservation (Chang, 2016; Munawar et al., 2022)
3	Innovation (I)	1. When developing or designing a product, the firm minimizes the use of resources to create the item. 2. The company will thoroughly assess the ease of recycling, reusing, and decomposing the product during product development or design. 3. Traveling efficiently lowers the release of trash or dangerous materials 4. The tourist industry uses less raw resources (Chang, 2011; Munawar et al., 2022)

Source: Literature Reviews.

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

3.3 Sample

There were 240 participants in the sample, representing a range of Indonesian tourist enterprises. We used personnel of various Indonesian tourist firms, including front-line staff, entry-level managers, middle management, and top management, as respondents, taking into account their positions at different occupational levels. The duration of the data collection was January through August of 2024. A total of one thousand questionnaires were delivered. However, only replies from respondents were included in the study that followed, indicating that they filled out the questionnaire statements and used a minimum of one variant of the form. There were 240 legitimate surveys that were turned in.

3.4 Measures

Cross-sectional data is utilized to confirm the viability of the theoretical model that was suggested. The methods employed to collect the data were using information gathered from the specific group of people in the study. A five-point Likert scale was utilized to rate the signals within each category. The scale goes from 1 for Strongly Disagree (SD) to 5 for Strongly Agree (SA), where 1 signifies Strongly Disagree and 5 signifies Strongly Agree. This study employed a 5-point Likert scale for its effectiveness and convenience, while also enabling participants to stay unbiased with the option of selecting "neither agree nor disagree." Moreover, this research used a five-point Likert scale that was influenced by prior studies demonstrating the advantages of this method. (Chatterjee, Chaudhuri, González, Kumar, & Singh, 2022; Dubey et al., 2019; Gupta, Justy, Kamboj, Kumar, & Kristoffersen, 2021).

3.5 Data Analysis

Recent studies utilized PLS-SEM with the Smart PLS software to analyse data (Ringle, Wende, & Becker, 2015) because of its sophisticated calculations and widespread use within the GHRM industry (Rasoolimanesh, Ali, & Jaafar, 2018). PLS is preferred for analysis as the The research aimed to forecast and define the constructs, as shown by (Joe F Hair, Howard, & Nitzl, 2020). Utilizing the PLS-SEM is beneficial for analysing and interpreting structural models to assess and elucidate structures. The study employed a two-step method recommended by the PLS-SEM literature to examine the data, (Siyal, Donghong, Umrani, Siyal, & Bhand, 2019). During the initial stage of the PLS-SEM methodology, there was a focus on assessing measurement qualities such as internal consistency reliability, convergent validity, and inter-item reliability, followed by the examination of the structural model to confirm the proposed hypotheses (Henseler, Ringle, & Sinkovics, 2009).

4. RESULTS AND DISCUSSION

Table 2. shown the participant's demographic data, which includes the employee's age, gender, education, kind of job, and duration of service. The sample's responders are primarily male (62.5%), 25–34 years old (479.9%), bachelors (458.8%), and 6–10 years old (33.3%).

Table 2: Sample Characteristics

	Sample Characteristics	N	Percentage
	Age		
1	18-24	30	12.5
2	25-34	115	47.9
3	35-44	60	25.0
4	45-55	35	14.6
5	More than 55	0	0.0
	Gender		
1	Male	150	62.5
2	Female	90	37.5
	Education	240	
1	Senior high school	47	19.6
2	Third diploma	50	20.8
3	Fourth diploma	33	13.8
4	Bachelor	110	45.8
	Length of Work		
1	< 1 years	55	22.9
2	1-5 years	75	31.3
3	6-10 years	80	33.3
4	> 10 years	30	12.5

Source: The Processed Secondary Data (2024)

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

4.1 The Validity Test

Table 3 displays the accuracy of convergence, construct validity, reliability, and indicator reliability. The test outcomes regarding reliability, calculated using Table 3 displays Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The figures ranged > 0.7, the highest reported value, the study discovered. After analyzing the data, Cronbach's Alpha produced the following result in accordance with certain academics' recommendations, (Bjekić, Strugar Jelača, Berber, & Aleksić, 2021; Taber, 2018). Composite dependability can serve as an alternative to Cronbach Alpha since its value is slightly higher, even though the difference is not statistically significant. (Malkewitz, Schwall, Meesters, & Hardt, 2023).

The mean variance achieved (AVE) is tested in order to assess validity convergence. Table 3 displays the AVE values. The findings show > 0.5, the greatest value ever noted. 0.5 is the lowest possible AVE value that may be deemed adequate, (Rouf & Akhtaruddin, 2018). When assessing discriminant validity assumptions, two methods may be employed: the heterotrait-monotonic correlation ratio and the convergent validity, (Ab Hamid, Sami, & Mohmad Sidek, 2017). Table 4 displays the analysis that proves the discriminant validity of the heterotrait-monotrait comparison (HTMT).

Table 3: Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Green Human Resource Management (GHRM)	GHRM 1	0.892	0.920	0.943	0.807
	GHRM 2	0.909			
	GHRM 3	0.912			
	GHRM 4	0.879			
Human Capital (HC)	HC1	0.912	0.916	0.941	0.799
	HC2	0.912			
	HC3	0.864			
	HC4	0.887			
Innovation (GI)	I1	0.963	0.941	0.958	0.851
	I2	0.906			
	I3	0.857			
	I4	0.960			

Note: CR: Composite Reliability, AVE: Average Variance Extracted
Source: The Processed Secondary Data (2024)

Table 4: Discriminant Validity: Heterotrait-Monotrait (HTMT)

	GHRM	HC	I
Human Capital			
Green Human Resource Management	0.939		
Innovation	0.926	0.903	

Source: The Processed Secondary Data (2024)

Every HTMT score more than 0.9 indicates that there is enough difference between the components, indicating that each one reflects a distinct collection of events, (Joseph F Hair, Risher, Sarstedt, & Ringle, 2019). The fact that the numbers are more than 0.9 suggests this. The researcher concluded that the HTMT requirements for discriminant validity were met based on the information collected and presented in the Table above. This outcome was reached after taking into account all of the data that was provided. Every derived value has greater significance than 0.9, (Kock, 2015;Wong, 2013; Iqbal et al., 2021;Hair et al., 2019).

4.2 Structural Model

The last step is to investigate how the independent variable GHRM affects the dependent variables HC and I, and the role of HC as a mediator between GHRM and I. R2 showed that 35.6% of the variation in the dependent variable was accounted for by the influence of the independent variables. Conversely, "HC" had a value of 30.5%, and the independent variable "I" in the model successfully forecasted both figures. R2 is a statistical tool that shows the percentage of variability in the dependent variable that can be clarified by a certain independent factor. Table 5 contains details about the factors of the model. This table presents the means, standard deviations, T-statistics, and p-values for the variables.

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

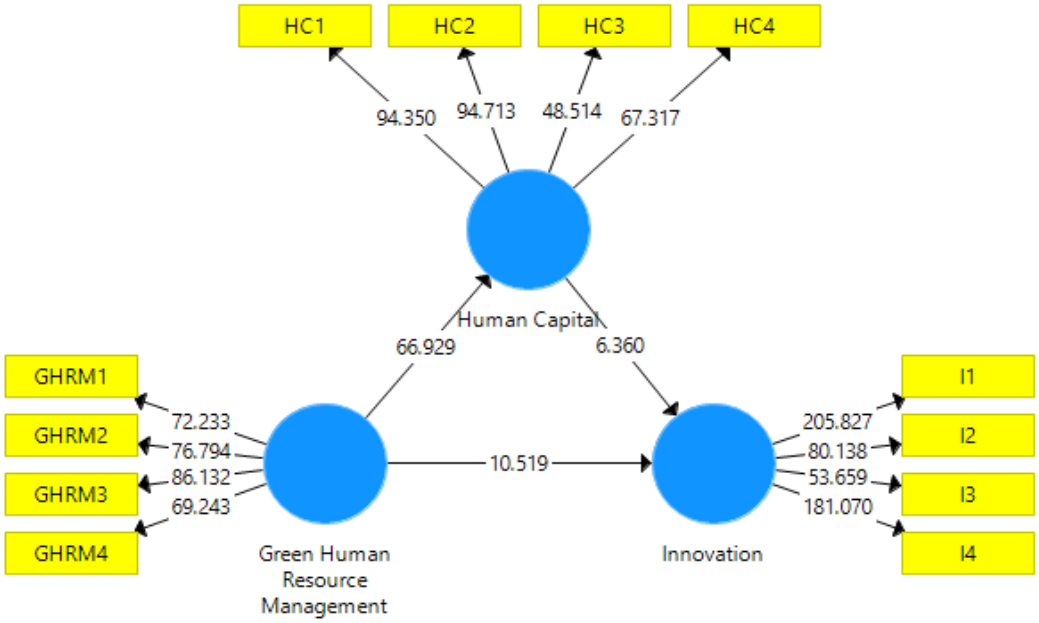
Table 5: Mean, Standard deviation, T-statistic, and p-value

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	*p* Values	Results
GHRM -> HC	0.868	0.868	0.013	66.929	0.000	Accepted
HC -> I	0.356	0.358	0.056	6.360	0.000	Accepted
GHRM -> I	0.558	0.557	0.053	10.519	0.000	Accepted
GHRM -> HC -> I	0.309	0.310	0.048	6.447	0.000	Accepted

Source: The Processed Secondary Data (2024)

From Table 5 according to the information available, it is possible be inferred that GHRM and HC have positively impact (β = 0.868; T = 66.929; p = 0.000); HC and I also show a favourable influence (β = 0.356; T = 6.360; p = 0.000); and GHRM and I demonstrate positively impacts (β = 0.558; T = 10.519; p = 0.000). A significant indirect effect of GHRM on was discovered, shown to a positive mediating effect (β = 0.309; T = 6.447; p = 0.000). The impact of innovation from human resource management is influenced by human capital. This is because of the notable impact Green Human Resource Management has on innovation via human capital. Figure 1 visually depicts the connection between these factors.

Figure 1: Estimated Path Coefficients



Source: The Processed Secondary Data (2023)

4.3 Discussion

The outcome demonstrated that human capital is favorably and considerably impacted by green HRM. Previous studies have shown the value of HRM methods in developing and converting the industry's resources into human capital, which helps them fulfill their objectives, (Haldorai, Kim, & Garcia, 2022). Recent study shown that GHRM may positively impacts human capital. In the presence of external environmental challenges, businesses utilize HR strategies are crucial for enhancing human capital to address environmental challenges, (Yong et al., 2019). Furthermore, human capital can be elevated by participating in training programs and actively engaging in organizational events. Consequently, companies might assign staff who are knowledgeable concerning environmental concerns to assist in meeting environmental regulations, which could influence their success in reaching environmental objectives (C. Li, Naz, Khan, Kusi, & Murad, 2019). In addition, salary and performance review are important HR procedures that support the growth of the sector's human resources, (Amrutha & Geetha, 2020; Arshad, Abid, Contreras, Elahi, & Ahmed, 2022; Jawaad, Amir, Bashir, & Hasan, 2019; Munawar et al., 2022).

The outcome demonstrated that creativity is favorably and strongly impacted by human capital. Employees with sufficient human capital may use their aptitudes and competencies to the advancement of the organization. Generally speaking, businesses may designate employees to apply their expertise in environmental preservation for tourism,(Gunarathne, Lee, & Kaluarachchilage, 2021). By providing training across various projects, industries have the opportunity to develop their

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

employees' skills and individual knowledge, leading to the growth of distinctive talents and the enhancement of human capital in the workplace, (Munawar et al., 2022). Knowledge may also increase employee motivation, which helps the travel and tourism sector define its creative mission and goals, (Forés & Camisón, 2016).

Studies in the tourism sector have revealed that novel approaches have a substantial impact on customer contentment, trustworthiness, confidence, and choice, (Jin, Line, & Merkebu, 2016). Meanwhile (Xie, Zou, & Qi, 2018), found that the growth of employees' inventive performance was positively impacted by external knowledge resources. Senior management must thus impart information to staff members. This is a generally beneficial and successful practice when knowledge sharing happens with dependable staff members, allowing them to effectively identify and seize innovation chances, (Ojo, Raman, & Vijayakumar, 2020). Because of sufficient environmental information, innovation promoted inside a sector becomes a distinctive trait that creates outcomes that improve environmental performance. (Jui-Hsi, Jiun-Kai, Jian-feng, & Ping, 2019), stated that a person exhibiting high levels of invention at work is one who have a deep grasp of industrial culture.

The findings indicated that green HRM positively impacts creativity in a significant way. Innovation is a form that decreases environmental effects, achieves industrial environmental goals, and offers environmental advantages, (Liu, Gao, Ma, & Chen, 2020; Wang, Cui, & Zhao, 2021). An industry is deemed innovative if it is able to embrace new ideas, methods, and technological advances, while also offering special service offers, (Bibi et al., 2022; Xiong, Khan, Bibi, Hayat, & Jiang, 2023). Prior study has demonstrated that HRM enhances employees' skills, understanding, and capacities, leading to increased innovation in business procedures and products. (Seeck & Diehl, 2017). Consequently, study showcased three elements to illustrate how GHRM benefits environmentally friendly innovation. Initially, the tourism sector needs to employ people who are actively engaged in environmental initiatives to encourage and sustain innovation, (Renwick et al., 2013). Furthermore, through participation in organizational engagement initiatives and training through training sessions, staff can acquire the skills and knowledge required to boost their originality and inventiveness, (Singh & El-Kassar, 2019). Green assessment and rewards can assist employees in understanding how their actions align with the environmental objectives of the company, (Sepahvand, Nazarpoori, Sepahvand, & Arefnezhad, 2022).

Similarly, human capital acts as a bridge connecting innovation and green HRM. Under pressure from environmental rules and legislation, the tourist sector must proactively create strategies to handle environmental challenges, (Yong et al., 2019). An increasing number of individuals are understanding the significance of integrating GHRM in promoting green initiatives, leading to enhanced environmental outcomes and supporting development that can be maintained over the long term, (Dragomir, 2020; Ren et al., 2018). Therefore, extensive study has been conducted on GHRM to understand its influence on environmental performance and its potential benefits in gaining a competitive advantage for companies, (Ali et al., 2019). For instance (Guerci et al., 2016), Although studies have shown that green HRM impacts the connection between stakeholder pressures and environmental performance, there has been little focus on investigating how GHRM is related to innovation. Lately (Harb & Ahmed, 2019; O'Donohue & Torugsa, 2016), investigated how GHRM affected how the hotel industry regarded its financial viability.

5. CONCLUSION

The continuous research enhances the current knowledge on enhancing environmental sustainability, particularly in the tourism industry in Indonesia. The GHRM strategies were connected to the workforce's human capital in the tourism industry. In conclusion, companies in the tourism sector can enhance their employees by hiring trustworthy individuals, offering training and advancement opportunities, and demonstrating a dedication to eco-friendly practices. According to the findings, employees feel capable of participating in sustainable practices due to having the required abilities, expertise, and structures. In the end, the scenario improves understanding of the environment, resulting in more innovative environmental accomplishments.

The results are a valuable addition to the study of innovation and HRM in environmental management in different sectors. The research findings show a connection between GHRM and innovation, grounded in the human capital concept. Hence, this study suggests that implementing innovative tactics and eco-friendly HRM methods can help tourism companies enhance their environmental outcomes. The study adds to the existing body of knowledge by examining environmental performance in tourism sector, which faces many challenges.

REFERENCES

Ab Hamid, M., Sami, W., & Mohmad Sidek, M. (2017). Discriminant Validity Assessment: Use of Fornell & Larcker criterion versus HTMT Criterion. *Journal of Physics: Conference Series*, *890*(1), 012163. https://doi.org/10.1088/1742-6596/890/1/012163

Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioral outcomes. *International Journal of Contemporary Hospitality Management*, *33*(10), 3199–3222. https://doi.org/10.1108/IJCHM-12-2020-1440

Ahmad, M. F., Salamuddin, N., & Surat, S. (2022). Comparing Public and Private Sectors in Malaysia: A Study of Human Resource Management Practices among Sports Graduates. *International Journal of Academic Research in Business and*

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

Social Sciences, *12*(1), 1033–1046. https://doi.org/10.6007/ijarbss/v12-i1/11993

Akgunduz, Y., Adan Gök, Ö., & Alkan, C. (2020). The effects of rewards and proactive personality on turnover intentions and meaning of work in hotel businesses. *Tourism and Hospitality Research*, *20*(2), 170–183. https://doi.org/https://doi.org/10.1177/1467358419841097

Al-Shammari, M., Rasheed, A., & Al-Shammari, H. A. (2019). CEO narcissism and corporate social responsibility: Does CEO narcissism affect CSR focus? *Journal of Business Research*, *104*, 106–117. https://doi.org/10.1016/j.jbusres.2019.07.005

Aldieri, L., Kotsemir, M., & Vinci, C. P. (2020). The role of environmental innovation through the technological proximity in the implementation of the sustainable development. *Business Strategy and the Environment*, *29*(2), 493–502. https://doi.org/10.1002/bse.2382

Ali, A., Wang, G., Jiang, X., & Ali, A. (2019). How do firms adopt green strategies in emerging economies? An information processing perspective. *Academy of Management Proceedings*, *2019*(1), 16577. https://doi.org/10.5465/ambpp.2019.16577abstract

Alreahi, M., Bujdosó, Z., Kabil, M., Akaak, A., Benkó, K. F., Setioningtyas, W. P., & Dávid, L. D. (2023). Green Human Resources Management in the Hotel Industry: A Systematic Review. *Sustainability (Switzerland)*, *15*(1), 99. https://doi.org/10.3390/su15010099

Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, *247*, 119131. https://doi.org/10.1016/j.jclepro.2019.119131

Arshad, M., Abid, G., Contreras, F., Elahi, N. S., & Ahmed, S. (2022). Greening the hospitality sector: Employees' environmental and job attitudes predict ecological behavior and satisfaction. *International Journal of Hospitality Management*, *102*, 103173. https://doi.org/10.1016/j.ijhm.2022.103173

Avram, A., Nicolescu, A. C., Avram, C. D., & Dan, R. L. (2019). Bioeconomy and social responsibility in the sustainable hotel industry. *Amfiteatru Economic*, *21*(52), 469–484.

Awan, U., Arnold, M. G., & Gölgeci, I. (2021). Enhancing green product and process innovation: Towards an integrative framework of knowledge acquisition and environmental investment. *Business Strategy and the Environment*, *30*(2), 1283–1295. https://doi.org/10.1002/bse.2684

Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. *Sustainability (Switzerland)*, *12*(15), 5974. https://doi.org/10.3390/su12155974

Bibi, S., Khan, A., Hayat, H., Panniello, U., Alam, M., & Farid, T. (2022). Do hotel employees really care for corporate social responsibility (CSR): a happiness approach to employee innovativeness. *Current Issues in Tourism*, *25*(4), 541–558. https://doi.org/10.1080/13683500.2021.1889482

Bjekić, R., Strugar Jelača, M., Berber, N., & Aleksić, M. (2021). Factors Affecting Entrepreneurial Intentions of Faculty Students. *Management: Journal of Sustainable Business and Management Solutions in Emerging Economies*, *26*(2), 1–13. https://doi.org/10.7595/management.fon.2020.0024

Brookes, M., & Altinay, L. (2017). Knowledge transfer and isomorphism in franchise networks. *International Journal of Hospitality Management*, *62*, 33–42. https://doi.org/10.1016/j.ijhm.2016.11.012

Chang, C. H. (2011). The Influence of Corporate Environmental Ethics on Competitive Advantage: The Mediation Role of Green Innovation. *Journal of Business Ethics*, *104*(3), 361–370. https://doi.org/10.1007/s10551-011-0914-x

Chang, C. H. (2016). The Determinants of Green Product Innovation Performance. *Corporate Social Responsibility and Environmental Management*, Vol. 23, pp. 65–76. https://doi.org/10.1002/csr.1361

Chatterjee, S., Chaudhuri, R., González, V. I., Kumar, A., & Singh, S. K. (2022). Resource integration and dynamic capability of frontline employee during COVID-19 pandemic: From value creation and engineering management perspectives. *Technological Forecasting & Social Change*, *176*, 1–13.

Chaudhary, R. (2021). Effects of green human resource management: testing a moderated mediation model. *International Journal of Productivity and Performance Management*, *70*(1), 201–216. https://doi.org/10.1108/IJPPM-11-2018-0384

Chen, Y. S., & Chang, K. C. (2013). The nonlinear effect of green innovation on the corporate competitive advantage. *Quality and Quantity*, *47*(1), 271–286. https://doi.org/10.1007/s11135-011-9518-x

Darvishmotevali, M., & Altinay, L. (2022a). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*, *88*, 104401. https://doi.org/10.1016/j.tourman.2021.104401

Darvishmotevali, M., & Altinay, L. (2022b). Toward pro-environmental performance in the hospitality industry: empirical evidence on the mediating and interaction analysis. *Journal of Hospitality Marketing and Management*, *31*(4), 431–457. https://doi.org/10.1080/19368623.2022.2019650

Doan, T., Kanjanakan, P., Zhu, D., & Kim, P. B. (2021). Consequences of employee personality in the hospitality context: a systematic review and meta-analysis. *International Journal of Contemporary Hospitality Management*, *33*(10), 3814–3832. https://doi.org/10.1108/IJCHM-03-2021-0349

Dragomir, V. D. (2020). Theoretical Aspects of Environmental Strategy. In *SpringerBriefs in Applied Sciences and Technology* (pp. 1–31). Springer. https://doi.org/10.1007/978-3-030-29548-6_1

Dubey, R., Gunasekaran, A., Childe, S. J., Roubaud, D., Fosso Wamba, S., Giannakis, M., & Foropon, C. (2019). Big data analytics and organizational culture as complements to swift trust and collaborative performance in the humanitarian

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

supply chain. *International Journal of Production Economics*, *210*, 120–136. https://doi.org/10.1016/j.ijpe.2019.01.023

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. https://doi.org/10.1002/hrm.21792

Ecer, F., Pamucar, D., Mardani, A., & Alrasheedi, M. (2021). Assessment of renewable energy resources using new interval rough number extension of the level based weight assessment and combinative distance-based assessment. *Renewable Energy*, *170*, 1156–1177. https://doi.org/10.1016/j.renene.2021.02.004

Eşitti, B., & Kasap, M. (2019). The impact of leader–member exchange on lodging employees' dynamic capacities: The mediating role of job satisfaction. *Tourism and Hospitality Research*, *20*(2), 1–8. https://doi.org/10.1177/1467358419826397

Fan, F., Lian, H., Liu, X., & Wang, X. (2021). Can environmental regulation promote urban green innovation Efficiency? An empirical study based on Chinese cities. *Journal of Cleaner Production*, *287*, 125060. https://doi.org/10.1016/j.jclepro.2020.125060

Fawehinmi, O., Yusliza, M. Y., Mohamad, Z., Noor Faezah, J., & Muhammad, Z. (2020). Assessing the green behaviour of academics: The role of green human resource management and environmental knowledge. *International Journal of Manpower*, *41*(7), 879–900. https://doi.org/10.1108/IJM-07-2019-0347

Forés, B., & Camisón, C. (2016). Does incremental and radical innovation performance depend on different types of knowledge accumulation capabilities and organizational size? *Journal of Business Research*, *69*(2), 831–848. https://doi.org/10.1016/j.jbusres.2015.07.006

Galli, B. J. (2018). Importance and impact of culture and people in continuous improvement. *International Journal of Sociotechnology and Knowledge Development*, *10*(4), 13–44. https://doi.org/10.4018/IJSKD.2018100102

Garavan, T., Ullah, I., O'Brien, F., Darcy, C., Wisetsri, W., Afshan, G., & Mughal, Y. H. (2023). Employee perceptions of individual green HRM practices and voluntary green work behaviour: a signalling theory perspective. *Asia Pacific Journal of Human Resources*, *61*(1), 32–56. https://doi.org/10.1111/1744-7941.12342

Greenbaum, R. L., Gray, T. W., Hill, A. D., Lima, M., Royce, S. S., & Smales, A. A. (2024). Coworker Narcissism: Employee Emotional and Behavioral Reactions as Moderated by Bottom-Line Mentality and Trait Competitiveness. *Journal of Management*, *50*(4), 1295–1330. https://doi.org/10.1177/01492063221132791

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

Gunarathne, A. D. N., Lee, K. H., & Kaluarachchilage, P. K. H. (2021). Institutional pressures, environmental management strategy, and organizational performance: The role of environmental management accounting. *Business Strategy and the Environment*, *30*(2), 825–839. https://doi.org/10.1002/bse.2656

Gupta, S., Justy, T., Kamboj, S., Kumar, A., & Kristoffersen, E. (2021). Big data and firm marketing performance: Findings from knowledge-based view. *Technological Forecasting and Social Change*, *171*(1), 1–36. https://doi.org/10.1016/j.techfore.2021.120986

Hair, Joe F, Howard, M. C., & Nitzl, C. (2020). Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, *109*, 101–110. https://doi.org/10.1016/j.jbusres.2019.11.069

Hair, Joseph F, Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, *31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Haldorai, K., Kim, W. G., & Garcia, R. L. F. (2022). Top management green commitment and green intellectual capital as enablers of hotel environmental performance: The mediating role of green human resource management. *Tourism Management*, *88*, 104431. https://doi.org/10.1016/j.tourman.2021.104431

Harb, T., & Ahmed, S. (2019). Perceived financial sustainability of tourism enterprises: Do green human resource management practices really matter? *Journal of Tourism and Hospitality Management*, *7*(2), 173–185.

Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *Advances in International Marketing* (Vol. 20, pp. 277–319). Emerald Group Publishing Limited. https://doi.org/10.1108/S1474-7979(2009)0000020014

Hillsdon, M. (2022). Slow to wake up to climate change, hotels sector vows to tread more lightly. *Reuters*, p. 5. Reuters. Retrieved from https://www.reuters.com/business/sustainable-business/slow-wake-up-climate-change-hotels-sector-vows-tread-more-lightly-2022-08-08/

Hollebeek, L., & Rather, R. A. (2019). Service innovativeness and tourism customer outcomes. *International Journal of Contemporary Hospitality Management*, *31*(11), 4227–4246. https://doi.org/10.1108/IJCHM-03-2018-0256

Iqbal, S., Martins, J. M., Mata, M. N., Naz, S., Akhtar, S., & Abreu, A. (2021). Linking entrepreneurial orientation with innovation performance in smes; the role of organizational commitment and transformational leadership using smart pls-sem. *Sustainability (Switzerland)*, *13*(8), 4361. https://doi.org/10.3390/su13084361

Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business and Management*, *6*(1).

https://doi.org/10.1080/23311975.2019.1608668

Jin, N. (Paul), Line, N. D., & Merkebu, J. (2016). Examining the Impact of Restaurant Innovativeness on Relationship Quality in Luxury Restaurants. *International Journal of Hospitality and Tourism Administration*, *17*(4), 449–471. https://doi.org/10.1080/15256480.2016.1226154

Jui-Hsi, C., Jiun-Kai, H., Jian-feng, Z., & Ping, W. (2019). Open Innovation: The role of organizational learning capability, collaboration and knowledge sharing. *International Journal of Organizational Innovation*, *1*(3), 260–272. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=ent&AN=133901713&site=ehost-live

Khalid, B., Shahzad, K., Shafi, M. Q., & Paille, P. (2022). Predicting required and voluntary employee green behavior using the theory of planned behavior. *Corporate Social Responsibility and Environmental Management*, *29*(5), 1300–1314. https://doi.org/10.1002/csr.2270

Khan, M. H., & Muktar, S. N. (2021). What's next for green human resource management: Insights and trends for sustainable development. *International Journal of Sustainable Development and Planning*, *16*(1), 181–194. https://doi.org/10.18280/ijsdp.160119

Kim, E., Tang, L. (Rebecca), & Bosselman, R. (2019). Customer Perceptions of Innovativeness: An Accelerator for Value Co-Creation. *Journal of Hospitality and Tourism Research*, *43*(6), 807–838. https://doi.org/10.1177/1096348019836273

Kim, H., Im, J., & Qu, H. (2018). Exploring antecedents and consequences of job crafting. *International Journal of Hospitality Management*, *75*, 18–26. https://doi.org/10.1016/j.ijhm.2018.02.014

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. https://doi.org/10.1016/j.ijhm.2018.04.007

Kock, N. (2015). Common Method Bias in PLS-SEM. *International Journal of E-Collaboration*, *11*(4), 1–10. https://doi.org/10.4018/ijec.2015100101

Koval, V., Arsawan, I. W. E., Suryantini, N. P. S., Kovbasenko, S., Fisunenko, N., & Aloshyna, T. (2023). Circular Economy and Sustainability-Oriented Innovation: Conceptual Framework and Energy Future Avenue. *Energies*, *16*(1), 243. https://doi.org/10.3390/en16010243

Lang, Y., Zhang, H., Liu, J., & Zhang, X. (2022). Narcissistic Enough to Challenge: The Effect of Narcissism on Change-Oriented Organizational Citizenship Behavior. *Frontiers in Psychology*, *12*(February). https://doi.org/10.3389/fpsyg.2021.792818

Li, C., Naz, S., Khan, M. A. S., Kusi, B., & Murad, M. (2019). An empirical investigation on the relationship between a high-performance work system and employee performance: measuring a mediation model through partial least squares–structural equation modeling. *Psychology Research and Behavior Management*, *12*, 397–416. https://doi.org/10.2147/PRBM.S195533

Li, W., Abdalla, A. A., Mohammad, T., Khassawneh, O., & Parveen, M. (2023). Towards Examining the Link Between Green HRM Practices and Employee Green in-Role Behavior: Spiritual Leadership as a Moderator. In *Psychology Research and Behavior Management* (Vol. 16). Psychology Research and Behavior Management. https://doi.org/10.2147/PRBM.S396114

Liu, C., Gao, X., Ma, W., & Chen, X. (2020). Research on regional differences and influencing factors of green technology innovation efficiency of China's high-tech industry. *Journal of Computational and Applied Mathematics*, *369*, 112597. https://doi.org/10.1016/j.cam.2019.112597

Malkewitz, C. P., Schwall, P., Meesters, C., & Hardt, J. (2023). Estimating reliability: A comparison of Cronbach's α, McDonald's ωt and the greatest lower bound. *Social Sciences and Humanities Open*, *7*(1), 100368. https://doi.org/10.1016/j.ssaho.2022.100368

Mansoor, A., Jahan, S., & Riaz, M. (2021). Does green intellectual capital spur corporate environmental performance through green workforce? *Journal of Intellectual Capital*, *22*(5), 823–839. https://doi.org/10.1108/JIC-06-2020-0181

Mele, P. M., Gomez, J. M., & Garay, L. (2019). To green or not to green: The influence of green marketing on consumer behaviour in the hotel industry. *Sustainability (Switzerland)*, *11*(17), 4623. https://doi.org/10.3390/su11174623

Mo, Z., Liu, M., Wong, I., & Wu, P. (2022). The role of (in) congruence modes between supervisor prescriptive and descriptive norms on employee green behavior. *Tourism Management*, *93*, 104627. https://doi.org/https://doi.org/10.1016/j.tourman.2022.104627

Munawar, S., Yousaf, H. Q., Ahmed, M., & Rehman, S. (2022). Effects of green human resource management on green innovation through green human capital, environmental knowledge, and managerial environmental concern. *Journal of Hospitality and Tourism Management*, *52*(2022), 141–150. https://doi.org/10.1016/j.jhtm.2022.06.009

Nisar, Q. A., Haider, S., Ali, F., Gill, S. S., & Waqas, A. (2024). The Role of Green HRM on Environmental Performance of Hotels: Mediating Effect of Green Self-Efficacy & Employee Green Behaviors. *Journal of Quality Assurance in Hospitality and Tourism*, *25*(1), 85–118. https://doi.org/10.1080/1528008X.2022.2109235

O'Donohue, W., & Torugsa, N. A. (2016). The moderating effect of 'Green' HRM on the association between proactive environmental management and financial performance in small firms. *International Journal of Human Resource Management*, *27*(2), 239–261. https://doi.org/10.1080/09585192.2015.1063078

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

Ojo, A. O., Raman, M., & Vijayakumar, R. (2020). Modeling the Determinants of Employee Belief and Attitude for the Adoption of Green IT. In *Eurasian Studies in Business and Economics* (Vol. 13, pp. 173–182). Cham: Springer. https://doi.org/10.1007/978-3-030-40160-3_12

Paulet, R., Holland, P., & Morgan, D. (2021). A meta-review of 10 years of green human resource management: is Green HRM headed towards a roadblock or a revitalisation? *Asia Pacific Journal of Human Resources*, *59*(2), 159–183. https://doi.org/10.1111/1744-7941.12285

Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, *41*(7), 845–878. https://doi.org/10.1108/IJM-07-2019-0350

Pham, N. T., Tučková, Z., & Chiappetta Jabbour, C. J. (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

Pham, N. T., Vo Thanh, T., 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. https://doi.org/10.1016/j.ijhm.2019.102392

Ragas, S. F. P., Tantay, F. M. A., Chua, L. J. C., & Sunio, C. M. C. (2017). Green lifestyle moderates GHRM's impact on job performance. *International Journal of Productivity and Performance Management*, *66*(7), 857–872. https://doi.org/10.1108/IJPPM-04-2016-0076

Rashid, W., Ghani, U., Khan, K., & Usman, M. (2023). If you care I care: role of Green Human Resource Management in employees green behaviors. *Cogent Business and Management*, *10*(1), 2189768. https://doi.org/10.1080/23311975.2023.2189768

Rasoolimanesh, S. M., Ali, F., & Jaafar, M. (2018). Modeling residents' perceptions of tourism development: Linear versus non-linear models. *Journal of Destination Marketing and Management*, *10*, 1–9. https://doi.org/10.1016/j.jdmm.2018.05.007

Raza, M., & Malik, N. A. (2020). Impact of Green Human Resource Practices on Employees' Extra Role Behavior: The Moderating Role of Narcissism. *Journal of Workplace Behavior (JOWB)*, *1*(1), 17–38. Retrieved from https://www.charisma-jwb.com/

Ren, S., Tang, G., & Jackson, S. (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. S., Redman, T., & Maguire, S. (2013). Green Human Resource Management: A Review and Research Agenda*. *International Journal of Management Reviews*, *15*(1), 1–14. https://doi.org/10.1111/j.1468-2370.2011.00328.x

Ringle, C. M., Wende, S., & Becker, J.-M. (2015). *SmartPLS 3*. Boenningstedt: SmartPLS GmbH. Retrieved from https://narti.org.uk/wp-content/uploads/sites/52/2020/06/NARTI-SMART-PLS.docx

Roscoe, S., Subramanian, N., Jabbour, C. J. C., & Chong, T. (2019). Green human resource management and the enablers of green organisational culture: Enhancing a firm's environmental performance for sustainable development. *Business Strategy and the Environment*, *28*(5), 737–749. https://doi.org/10.1002/bse.2277

Rouf, M. A., & Akhtaruddin, M. (2018). Factors affecting the voluntary disclosure: a study by using smart PLS-SEM approach. *International Journal of Law and Management*, *60*(6), 1498–1508. https://doi.org/10.1108/IJLMA-01-2018-0011

Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021a). Green human resource management and supervisor pro-environmental behavior: The role of green work climate perceptions. *Journal of Cleaner Production*, *313*. https://doi.org/10.1016/j.jclepro.2021.127669

Rubel, M. R. B., Kee, D. M. H., & Rimi, N. N. (2021b). The influence of green HRM practices on green service behaviors: the mediating effect of green knowledge sharing. *Employee Relations*, *43*(5), 996–1015. https://doi.org/10.1108/ER-04-2020-0163

Seeck, H., & Diehl, M. (2017). A literature review on HRM and innovation–taking stock and future directions. *The International Journal of Human Resource Management*, *28*(6), 913–944.

Sepahvand, R., Nazarpoori, A., Sepahvand, M., & Arefnezhad, M. (2022). The Effect of Green Human Resource Management Measures on Green Innovation Through the Mediating Role of Green Organizational Culture: A Case Study of Managers and Experts of Small Waste Processing Companies. *Organizational Culture Management*, *20*(1), 71–100. Retrieved from https://jomc.ut.ac.ir/article_77936.html%0Ahttps://jomc.ut.ac.ir/article_77936_04ea16ae9c99506e50269d96b7ab9641.pdf

Shah, N., & Soomro, B. A. (2023). Effects of green human resource management practices on green innovation and behavior. *Management Decision*, *61*(1), 290–312. https://doi.org/10.1108/MD-07-2021-0869

Shao, X., Jiang, Y., Yang, L., & Zhang, L. (2023). Does gender matter? The trickle-down effect of voluntary green behavior in organizations. *Asia Pacific Journal of Human Resources*, *61*(1), 57–78. https://doi.org/10.1111/1744-7941.12348

Singh, S. K., & El-Kassar, A. N. (2019). Role of big data analytics in developing sustainable capabilities. *Journal of Cleaner Production*, *213*, 1264–1273. https://doi.org/10.1016/j.jclepro.2018.12.199

Siyal, A. W., Donghong, D., Umrani, W. A., Siyal, S., & Bhand, S. (2019). Predicting Mobile Banking Acceptance and Loyalty in Chinese Bank Customers. *SAGE Open*, *9*(2), 2158244019844084. https://doi.org/10.1177/2158244019844084

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

Soutter, A. R. B., Bates, T. C., & Mõttus, R. (2020). Big Five and HEXACO Personality Traits, Proenvironmental Attitudes, and Behaviors: A Meta-Analysis. *Perspectives on Psychological Science*, *15*(4), 913–941. https://doi.org/10.1177/1745691620903019

Spurk, D., & Hirschi, A. (2018). The Dark Triad and competitive psychological climate at work: A model of reciprocal relationships in dependence of age and organization change. *European Journal of Work and Organizational Psychology*, *27*(6), 736–751. https://doi.org/10.1080/1359432X.2018.1515200

Sun, X., Li, H., & Ghosal, V. (2020). Firm-level human capital and innovation: Evidence from China. *China Economic Review*, *59*, 101388. https://doi.org/10.1016/j.chieco.2019.101388

Taber, K. S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Research in Science Education*, *48*, 1273–1296. Retrieved from https://link.springer.com/article/10.1007/S11165-016-9602-2

Tandon, A., Dhir, A., Madan, P., Srivastava, S., & Nicolau, J. L. (2023). Green and non-green outcomes of green human resource management (GHRM) in the tourism context. *Tourism Management*, *98*(2023), 104765. https://doi.org/10.1016/j.tourman.2023.104765

Tang, G, Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, *56*(1), 31–55.

Tang, Guiyao, Ren, S., Wang, M., Li, Y., & Zhang, S. (2023). Employee green behaviour: A review and recommendations for future research. *International Journal of Management Reviews*, *25*(2), 297–317. https://doi.org/10.1111/ijmr.12328

Tanova, C., & Bayighomog, S. W. (2022). Green human resource management in service industries: the construct, antecedents, consequences, and outlook. *Service Industries Journal*, *42*(5–6), 412–452. https://doi.org/10.1080/02642069.2022.2045279

Tanveer, M. I., Yusliza, M. Y., & Fawehinmi, O. (2024). Green HRM and hospitality industry: challenges and barriers in adopting environmentally friendly practices. *Journal of Hospitality and Tourism Insights*, *7*(1), 121–141. https://doi.org/10.1108/JHTI-08-2022-0389

Wang, H., Cui, H., & Zhao, Q. (2021). Effect of green technology innovation on green total factor productivity in China: Evidence from spatial durbin model analysis. *Journal of Cleaner Production*, *288*, 125624. https://doi.org/10.1016/j.jclepro.2020.125624

Watson, R. A., & Tidd, A. (2018). Mapping nearly a century and a half of global marine fishing: 1869–2015. *Marine Policy*, *93*, 171–177. https://doi.org/10.1016/j.marpol.2018.04.023

Wong, K. K.-K. (2013). Partial Least Squares Structural Equation Modeling (PLS-SEM) Techniques Using SmartPLS. *Marketing Bulletin*, *24*(1), 1–32. Retrieved from https://d1wqtxts1xzle7.cloudfront.net/39627062/2013_journal_10_PLS_MB-libre.pdf?1446527592=&response-content-disposition=inline%3B+filename%3DPartial_Least_Squares_Structural_Equatio.pdf&Expires=1723015863&Signature=UCnMg4S0NjCG-Sm2-j--r4cWMHjO3-kxyU1umJK

Xie, X., Zou, H., & Qi, G. (2018). Knowledge absorptive capacity and innovation performance in high-tech companies: A multi-mediating analysis. *Journal of Business Research*, *88*, 289–297. https://doi.org/10.1016/j.jbusres.2018.01.019

Xiong, C., Khan, A., Bibi, S., Hayat, H., & Jiang, S. (2023). Tourism subindustry level environmental impacts in the US. In *Current Issues in Tourism* (Vol. 26, pp. 903–921). https://doi.org/10.1080/13683500.2022.2043835

Yang, G., Wang, F., Huang, X., & Chen, H. (2022). Human capital inflow, firm innovation and patent mix. *Journal of Asian Economics*, *79*. https://doi.org/10.1016/j.asieco.2021.101439

Yang, H., Shi, X., & Wang, S. (2021). Moderating Effect of Chief Executive Officer Narcissism in the Relationship Between Corporate Social Responsibility and Green Technology Innovation. *Frontiers in Psychology*, *12*, 717491. https://doi.org/10.3389/fpsyg.2021.717491

Yen, C. H., Teng, H. Y., & Tzeng, J. C. (2020). Innovativeness and customer value co-creation behaviors: Mediating role of customer engagement. *International Journal of Hospitality Management*, *88*, 102514. https://doi.org/10.1016/j.ijhm.2020.102514

Yong, J. Y., Yusliza, M. Y., & Fawehinmi, O. O. (2020). Green human resource management: A systematic literature review from 2007 to 2019. In *Benchmarking* (Vol. 27). Benchmarking: An International Journal. https://doi.org/10.1108/BIJ-12-2018-0438

Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (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.2018.12.306

Yusliza, M. Y., Norazmi, N. A., Jabbour, C. J. C., Fernando, Y., Fawehinmi, O., & Seles, B. M. R. P. (2019). Top management commitment, corporate social responsibility and green human resource management: A Malaysian study. In *Benchmarking* (Vol. 26). Benchmarking: An International Journal. https://doi.org/10.1108/BIJ-09-2018-0283

Yusoff, Y. M., Omar, M. K., Zaman, M. D. K., & Samad, S. (2019). Do all elements of green intellectual capital contribute toward business sustainability? Evidence from the Malaysian context using the Partial Least Squares method. *Journal of Cleaner Production*, *234*, 626–637. https://doi.org/10.1016/j.jclepro.2019.06.153

MSW MANAGEMENT -Multidisciplinary, Scientific Work and Management Journal
ISSN: 1053-7899
Vol. 36 Issue 1, Jan-June 2026, Pages: 782-795

Zacher, H., Rudolph, C. W., & Katz, I. M. (2023). Employee Green Behavior as the Core of Environmentally Sustainable Organizations. *Annual Review of Organizational Psychology and Organizational Behavior*, *10*, 465–494. https://doi.org/10.1146/annurev-orgpsych-120920-050421

Zahra, S. A., Neubaum, D. O., & Hayton, J. (2020). What do we know about knowledge integration: Fusing micro-and macro-organizational perspectives. *Academy of Management Annals*, *14*(1), 160–194. https://doi.org/10.5465/annals.2017.0093

Zaidi, H., & Azmi, F. T. (2024). Workplace pro-environmental behaviour: a review and bibliometric analysis. *International Journal of Productivity and Performance Management*, *73*(1), 158–185. https://doi.org/10.1108/IJPPM-09-2021-0507

Zhang, J., Kang, L., Li, H., Ballesteros-Pérez, P., Skitmore, M., & Zuo, J. (2020). The impact of environmental regulations on urban Green innovation efficiency: The case of Xi'an. *Sustainable Cities and Society*, *57*, 102123. https://doi.org/10.1016/j.scs.2020.102123

Zhang, Y., Luo, Y., Zhang, X., & Zhao, J. (2019). How green human resource management can promote green employee behavior in China: A technology acceptance model perspective. *Sustainability (Switzerland)*, *11*(19), 5408. https://doi.org/10.3390/su11195408

Zhang, Z., Gong, M., & Jia, M. (2022). How and when does top management team regulatory focus influence firm environmental misconduct? *Human Relations*, *75*(7), 1298–1326. https://doi.org/10.1177/0018726721997531

Zhao, H, & Guo, L. (2019). The trickle-down effects of creative work involvement: The joint moderating effects of proactive personality and leader creativity expectations. *Personality and Individual Differences*, *142*(1), 218–225. https://doi.org/https://doi.org/10.1016/j.paid.2018.05.042

Zhao, Hongdan, & Guo, L. (2019). Abusive supervision and hospitality employees' helping behaviors: The joint moderating effects of proactive personality and ability to manage resources. *International Journal of Contemporary Hospitality Management*, *31*(4), 1977–1994. https://doi.org/10.1108/IJCHM-01-2018-0100

Zhu, J., Tang, W., Wang, H., & Chen, Y. (2021). The influence of green human resource management on employee green behavior—a study on the mediating effect of environmental belief and green organizational identity. *Sustainability (Switzerland)*, *13*(8), 4544. https://doi.org/10.3390/su13084544