

SUSTAINABLE ORGANIZATIONAL PERFORMANCE THROUGH GREEN HUMAN RESOURCE MANAGEMENT, TOURISM, AND ENVIRONMENTAL RESPONSIBILITY

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Abstract

Growing environmental concerns and increasing stakeholder expectations have compelled tourism and hospitality organizations to accept sustainable management performance. Green Human Resource Management (GHRM) has developed as a deliberate approach for promoting environmental responsibility and improving sustainability outcomes. However, existing research remains fragmented regarding the relationships among GHRM, environmental responsibility, and SOP. This study examines the role of GHRM in enhancing performance of sustainable organization through environmental responsibility within the hospitality and tourism sector. This study synthesizes existing scholarly literature on GHRM, environmental responsibility, and sustainable organizational performance (SOP). The analysis is supported by the Resource-Based View, Natural Resource-Based View, Stakeholder Theory, and Triple Bottom Line Theory to provide a theoretical understanding of sustainability-oriented organizational practices. The findings indicate that GHRM practices, including green recruitment, training, performance management, compensation, and employee participation, significantly contribute to environmental responsibility and sustainability outcomes. Environmental responsibility serves as a key mechanism linking GHRM with social, environmental, and economic performance. The findings further highlight the importance of Green innovation, ethical leadership, corporate culture, and pro-environmental behaviour among employees in strengthening sustainability initiatives and improving organizational effectiveness. Organisations involved in travel and hospitality should integrate environmental objectives into human resource strategies to improve sustainability performance, strengthen competitiveness, and support long-term organizational resilience. This study provides an integrated perspective on the relationships among GHRM, environmental responsibility, and SOP and proposes a conceptual framework that can direct further investigation and managerial decision-making.

Keywords: Green Human Resource Management; Hospitality Industry; Sustainable Organizational Performance; Sustainable Tourism; Environmental Responsibility.

1. Introduction

Tourism is a substantial economic activity and commercial generator that drives regional development, employment and economic growth throughout the world. But as tourism has grown in the region so have the environmental impacts, with too much strain on local resources, waste, pollution and ecosystem degradation. These issues have further highlighted the importance of sustainable tourism that promotes both economic

growth and ecological health and social welfare. For this reason, sustainability has emerged as an important strategic priority for tourist organizations, which aim for sustained competitiveness and a reduction of negative environmental effects. In the sustainable tourism context, responsible resource management, environmental protection and the welfare of the stakeholders are considered as fundamental success factors of an organisation. Tourism

organizations are increasingly adopting sustainability concepts in their operations and management to create long-term organizational performance and resilience in response to the rising concerns for the environment and stakeholder expectations (Sitohang et al., 2024).

Green Human Resource Management also known as GHRM, has become more important as a deliberate enabler to address environmental issues in light of the growing attention on sustainability. GHRM entails integrating ecological goals in HRM activities like hiring, training, performance reviews, pay, and employee involvement. This allows HR practices to be aligned to environmental goals and create a workforce that will be actively engaged in sustainability activities and actions. From previous research, it was found that GHRM can lead to an improvement in the sustainable performance of the organizations because it fosters employees' commitment in environmental goals and improves organizational sustainability capabilities (Malik et al., 2021). Moreover, Green HR practices can play a major role in environmental performance as they foster pro-environmental behaviors among employees, especially in the tourism industry where employees' behaviors directly influence outcomes of the environment (Elshaer et al., 2021). This was found to be similar in the hospitality industry as GHRM ensures better ecological outcomes through the creation of green intellectual capital and environmentally responsible workplace behaviour (Nisar et al., 2021). Further, GHRP is known to foster organizational sustainability and open avenues for sustainable environmental and organizational success when embedded with CSR in general (Zhao et al., 2021).

Environmental responsibility has changed from being a voluntary corporate practice to it becoming a fundamental organizational responsibility. In today's business landscape, companies are expected to be responsible for their environmental footprint, no matter how they use natural resources, how they avoid pollution or how they reduce waste. For the tourism industry the importance of environmental responsibility is especially relevant, as tourism is connected with the environment and the conservation of natural resources. Companies with an environmental commitment can benefit from a more positive corporate image, higher customer trust and greater competitiveness. Environmental responsibility initiatives are closely related to the environmental awareness of employees, knowledge and commitment, which is impacted by managerial techniques and organisational culture. Studies

have shown that knowledge sharing and environmental management techniques are essential to enhancing SOP, particularly in promoting a culture of environmental consciousness and sustainability. Knowledge sharing and green management initiatives have been proven to have a substantial effect on organizational performance, which is crucial for fostering environmental awareness and sustainability culture within the organization (Huynh et al., 2025). Environmental responsibility has become a strategic resource that can contribute to the long-term competitiveness and development that is sustainable of an organizations, since sustainability has become a critical factor for their survival and growth.

While there is a significant amount of literature that has attention on the concepts of GHRM, ecological sustainability and organizational presentation, there are important research gaps. Previous research has primarily explored the direct impacts of GHRM on environmental or organizational results, and few studies have examined the understanding of the relationships between GHRM and sustainable organizational performance (SOP) by considering environmental responsibility as a mediating factor. Furthermore, studies in the tourist and hospitality industry have been limited and conducted at the micro level focusing on individual sustainability initiatives and falling short of a holistic strategy that guarantees the convergence of organisational sustainability, environmental responsibility, and GHRM. While recent studies have shed light on the influence of green reputation and sustainability-oriented management practices on the performance of tourist organizations, there is still no framework that explains how these variables are related to each other (Al-Romeedy & Alharethi, 2025). Likewise, previous studies have tried to examine the role of green HR practices in sustainable tourism development, but further theoretical and empirical explanation are needed on how the environmental responsibility leads to sustainable organizational outcomes (Alwan & Nori, 2021).

This study's primary goal is to examine how GHRM affects SOP in the travel and tourism industry. The study specifically seeks to investigate the relationship between GHRM practices and environmental responsibility as well as the overall impact of all these elements on the economic, environmental, and social facets of sustainability. In addition, the study seeks to synthesize current literature on sustainable tourism and green management, recognize the

most important mechanisms connecting HRM to sustainable results, and to gain a holistic perspective on how to achieve sustainable performance using environmentally responsible practices. The overall aim of the study is to give a broad basis for further studies and concrete actions in the field of sustainable progress in tourism organizations.

2. Theoretical Perspectives on SOP

2.1 Resource-Based View (RBV)

According to the Resource-Based View (RBV), valuable, uncommon, unique, and non-replaceable resources give businesses a long-term competitive edge. In the scope of sustainability, human resources are a strategic asset that has the potential to help the organisation to achieve greater long-term performance. GHRM is the process to increase employee's environmental knowledge, skills and commitments to generate unique organizational capabilities that helps in achieving sustainable outcomes. In the hospitality industry, green intellectual capital and management commitment have been found to be the most important assets that boost environmental performance when green HR practices are effectively implemented (Haldorai et al., 2022). Overall, RBV offers a theoretical framework that can help in comprehending the role of GHRM in achieving SOP.

2.2 Natural Resource-Based View (NRBV)

The Natural Resource-Based View (NRBV) is an extended RBV that focuses on environmental resources and ecological capabilities as potential sources of competitive advantage. This view implies that there is a potential of organisations to have enhanced performance by incorporating environmental sustainability in their strategic operations and resource management. NRBV emphasises Sustainable development, product stewardship, and pollution prevention as key skills for ensuring success long term. Hospitality sector studies show that GHRM improves the pro-environmental actions and performance of employees, which contributes to the building of environmentally sustainable organizational capabilities to support NRBV. The study in the hospitality sector reveals that GHRM enhances the pro-environmental actions and performance of employees, thereby facilitating the development of

environmentally sustainable organizational capabilities that are aligned with NRBV principles (Vu et al., 2025). NRBV is thus the explanation of how environmental initiatives can lead to organizational sustainability as well as competitive advantage.

2.3 Stakeholder Theory

The Stakeholder Theory claims that companies need to consider the demands and requirements of various stakeholders, including workers, clients, communities, governments and environmental organizations, to become successful sustainable organizations. Stakeholders in tourism and hospitality sector are increasingly requesting businesses to operate in an environmentally friendly manner and in a sustainable way. As a result, organizations are also advised to embrace GHRM programs that foster environmentally responsible and ethical behavior among the employees. Green HR practices can be integrated with corporate environmental responsibility to enable organizations to address the expectations of stakeholders effectively and enhance the environmental and organizational performance (Tulsi and Ji, 2020). Thus, Stakeholder Theory is a useful tool to analyse the connection among environmental responsibility and SOP.

2.4 Triple Bottom Line Theory

Triple Bottom Line (TBL) Theory focuses on the fact that there are three dimensions of economic, environmental, and social performance of an organisation which are interconnected and should be used to evaluate the success of the organization (Table 1). Instead of paying attention only to financial performance, TBL promotes organizations to develop value to society and environment and be profitable. GHRM facilitates such a holistic strategy by promoting environmental conscious employee practices, green innovation and enhances SOP. Experience of tourism and hospitality organizations has shown that green HR practices can lead to better and more sustainable environmental performance and overall organizational performance outcomes due to the innovation and employee engagement (Sobaih et al., 2020; Irani et al., 2022; Yusoff et al., 2020). TBL Theory is, therefore, a holistic theory of assessing the sustainability of organizational performance.

Table 1. Theoretical Perspectives Supporting SOP

Theory	Core Focus	Role in the Study	Sustainability Outcome	Key Reference
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Resource-Based View (RBV)	Strategic organizational resources	GHRM develops green skills and capabilities	Competitive advantage and organizational performance	Haldorai et al. (2022)
Natural Resource-Based View (NRBV)	Environmental resources and capabilities	GHRM promotes environmental stewardship	Environmental sustainability and resilience	Vu et al. (2025)
Stakeholder Theory	Stakeholder expectations and interests	GHRM strengthens environmental responsibility	Stakeholder trust and sustainable outcomes	Tulsi and Ji (2020)
Triple Bottom Line (TBL) Theory	Economic, environmental, and social performance	GHRM aligns employees with sustainability goals	Balanced SOP	Sobaih et al. (2020); Irani et al. (2022); Yusoff et al. (2020)

3. Sustainable Organizational Performance

SOP is the capability of an organization to ensure long term success as well as balance economic prosperity, environmental stewardship and social responsibility. The concept has been developed out of the traditional performance measures which are mainly based on the financial performance to a broader concept which has taken the sustainability-based principles and the expectation of the stakeholders. Modern organizations are being more and more demanded to create value to not only the shareholders but also communities, workers, customers, and the environment. Recent studies emphasize SOP as being strongly linked to implementing green management practices that improve organizational performance besides aiding environmental and social goals (AlKetbi and Rice, 2024).

3.1 Economic Sustainability

Economic sustainability is the capacity of an organization to be profitable, efficient in its actions, and financially viable in the long term as it engages in sustainable development goals. It focuses on a responsible allocation of resources, innovation, improvement of productivity and making strategic decisions that generate sustainable economic value. The concept of sustainable economic performance in contemporary organizations is increasingly associated with environmental and social programs that enhance organizational image and credibility of stakeholders. According to research, corporate social responsibility, GHRM, and responsible leadership positively impact employee performance and organizational performance, thus enhancing long-term economic sustainability (He et al., 2021).

3.2 Environmental Sustainability

Environmental sustainability aims at reducing the ecological effects of organizational operations by

using resources efficiently, avoiding pollution, minimizing wastes and protecting the environment. It obliges organizations to implement environmentally responsible policies that can uphold long-term ecological stability and still be operational. In the area of environmental sustainability, which has emerged as an important feature of organizational success because of the growing stakeholder consciousness and regulatory demands. According to a systematic review of the hotel industry, GHRM is a very important factor to enhance environmental sustainability through encouraging environment-friendly behaviors and green innovation and sustainability of organizational activities (Alreahi et al., 2022).

3.3 Social Sustainability

Social sustainability is defined as organizational activities that are directed towards improving employee welfare, social fairness, moral behavior, safety at the workplace, and community building. It acknowledges that sustainable organizations should establish beneficial social outcomes in addition to the benefits to the economy and environment. Engagement and organizational citizenship behavior, especially of the employees, and stakeholder collaboration are especially relevant to attain social sustainability goals. GHRM also leads into social sustainability as it actively involves employees in the activities that are environmentally friendly, and organizational citizenship behaviors that can aid in achieving the sustainability objectives. These practices enhance organizational culture and facilitate performance based on environmental sustainability at various levels of the organization (Danilwan et al., 2020).

3.4 Sustainable Performance in Tourism Organizations

Sustainable performance within tourism organizations entails incorporation of economic development, environmental responsibility and creation of social values in tourism and hospitality processes. With the industry being very much reliant on the accessibility of natural resources and the appeal of destination locations, sustainability has emerged as a very important factor of long term competitiveness and resilience. Green management has gradually become a new trend in tourism organizations to minimize environmental impacts and enhance service quality and satisfaction among stakeholders. Research shows that green talent management, entrepreneurial approaches, and climate-sensitive tactics play a key role in boosting sustainable tourism

performance through the establishment of value across both organizations and destinations (Al-Romeedy and Alharethi, 2024). Moreover, GHRM has become one of the most important factors of tourism sustainability, promoting sustainable development goals and ecologically friendly practices across the industry (Hadi et al., 2023). SOP is a multidimensional concept, which includes sustainability in terms of the environment, society, and economy. All these dimensions will lead to success in an organization in the long-run, satisfaction of the stakeholders and sustainable development in tourism organizations. Figure 1 gives the most essential dimensions of SOP and their outcomes.



Figure 1. Components of SOP

SOP can be attained by integrating economic viability, environmental stewardship, and social responsibility as seen in Figure 1. The harmonious relationship between these dimensions allows tourism organizations to become more resilient, build stronger bonds with the stakeholders, and subsidize to the long-term sustainable development. Therefore, companies need to implement sustainability-focused policies that will support both financial, environmental, and social goals.

4. GHRM in Tourism

4.1 Concept and Evolution of GHRM

GHRM is defined as the concept of including the principles of conservational sustainability into the conventional HRM practices, such as hiring, employee involvement, training, performance management, and pay. The idea was born out of the increased appreciation of the fact that employees are instrumental in attainment of organizational sustainability goals. GHRM, which was initially centered on environmental compliance, has changed to be a strategic approach that makes human resource practices aligned with sustainability objectives. Modern organizations are increasingly applying GHRM in creating environmental awareness, promoting green

innovation as well as enhancing sustainability performance. According to research, GHRM enhances the environmental performance by facilitating green innovation, and sustainability-based organizational practices (Zhou et al., 2024). Moreover, the involvement of corporate social responsibility and human resource management has strengthened the consideration of GHRM as a tool of establishing sustainable organizations that can balance between economic, environmental, and social goals (Herrera and de las Heras-Rosas, 2020).

4.2 Green Recruitment and Selection

Attracting, vetting, and hiring individuals who have an awareness of the environment, sustainability principles, and a readiness to participate in ecologically conscious activities are all part of green recruiting and selection. Environmental parameters are being included in job descriptions, recruitment and selection procedures more frequently to help organizations align the values of personnel with the organization's sustainability goals. Hiring employees that are environmentally conscious will allow organizations to grow a workforce that proactively contributes to Long-term viability initiatives and helps sustainability efforts in the long term. Green recruitment also boosts organizational appeal to socially responsible job applicants and improves employer branding. Empirically, the study has shown that GHRM practices have a great impact on organizational sustainability through employee and environmental performance improvement to support the importance of sustainability-oriented recruitment approaches (Amjad et al., 2021).

4.3 Green Training and Development

Green training and development emphasis on the provision of talents, abilities, and knowledge required by employees to facilitate the environmental sustainability programs. The programs inform workers on environmental policies, sustainable management of resources, energy conservation, reduction of wastes, and environmentally friendly practices in the workplace. Organizations can raise awareness about the environment and promote sustainable decision-making at every level of the organization through the constant learning opportunities. Green training also enhances the capacity of employees to come up with creative solutions to environmental issues and also play a part in sustainability goals. Green talent management and employee development programs in tourism and

hospitality organizations have been demonstrated to increase the environmental performance by raising the environmental capability and commitment of employees to environmentally friendly practices (Alkhozaim et al., 2024).

4.4 Green Performance Management

Green performance management is a concept that entails the incorporation of environmental goals and sustainability indicators in the evaluation systems of the employee performance. Companies are also starting to evaluate the input of employees into environmental programs, resource preservation, and sustainability as formal appraisal criteria. This will motivate the employees to make their daily actions consistent with the goals of the organization environmental aspects and foster responsibility towards sustainability results. Green performance management also promotes continuous improvement since it is possible to know what areas of the environmental performance should be improved. Past studies show that corporate social responsibility practices have a positive impact on the implementation and success of GHRM, which reinforces the environmental sustainability and organizational performance (Cheema & Javed, 2017).

4.5 Green Compensation and Rewards

Green compensation and rewards entail giving employees financial and non-financial rewards that prompt them to participate in environmental friendly activities and sustainability. These awards can be in form of bonuses, promotions, recognition schemes, awards among other benefits attached to environmental performance achievements. Organizations are able to enhance motivation, solidify green values, and promote long-term dedication to environmental responsibility by acknowledging employee efforts to achieve goals of sustainability. Green reward systems are also used to establish a conducive organizational culture in which sustainable behavior is encouraged and rewarded. Research has revealed that GHRM practices facilitate the organizational citizenship behavior on the environment by building a robust green organizational image and motivating employees to engage in activities on sustainability of their own initiative (Liu et al., 2021).

4.6 Employee Green Participation

Employee green participation is the active participation of employees in environmental activities, sustainability programs as well as

environmental decision making. This kind of involvement will increase environmental awareness, commitment and ownership of sustainability objectives at the organizational level. Involvement of employees is widely known as one of the main factors of successful implementation of sustainability initiatives since it promotes environmentally responsive behaviour outside of the official job duties. Research suggests that GHRM, organizational support, environmental knowledge and individual green values have a positive impact on employee engagement and environmental performance in hospitality

organizations (Karatepe et al., 2022; Raza and Khan, 2022). Moreover, employee engagement can be regarded as a valuable tool that GHRM can use to improve the sustainability performance and organizational performance (Pham et al., 2020; Aggarwal et al., 2023). All the dimensions of GHRM aid in the environmental responsibility as they influence the environmental knowledge, attitudes and behavior of employees. Figure 2 shows the fundamental GHRM practices that can enable environmental responsibility in tourism and hospitality organizations.



Figure 2. Core GHRM Practices

GHRM is a set of five practices that are interrelated as shown in Figure 2 and they include green recruitment and selection, green training and development, Green performance management, green compensation and rewards, and employee green participation. Combined, the practices create a sense of environmental commitment, pro-environmental behavior, resource stewardship, and environmental accountability which enhances environmental responsibility throughout the organization.

5. Environmental Responsibility as a Strategic Resource

5.1 Concept of Environmental Responsibility

Environmental responsibility is the practice of an organization that seeks to reduce environmental impacts and promote ecological sustainability by

conserving resources, reducing pollution and engaging in sustainable practices. It has taken the form of a compliance-driven requirement to a strategic asset that improves organizational legitimacy and longevity. More organizations are becoming environmentally responsible and incorporating this responsibility in their culture and management systems to enhance sustainability results. GHRM is essential in helping to create environmental responsibility and assist in sustaining organizations (Van It, 2023).

5.2 Corporate Environmental Responsibility

Corporate Environmental Responsibility (CER) is a voluntary effort of an organization to protect the environment beyond the legal guidelines. The main programs are conservation of resources, waste management, managing carbon issues, and

sustainable business practices. Companies are turning to CER in a bid to foster better relations with stakeholders, to build better reputation, and to generate sustainable value. There is evidence that green innovation greatly enhances both the environmental and organizational performance under the condition of positive HR practices and high managerial commitment (Ahmed et al., 2023).

5.3 Employee Pro-Environmental Behavior

Employee pro-environmental behavior is voluntary behavior at the workplace, which contributes to the sustainability of the environment, including energy conservation, recycling, and engagement in environmental activities. These practices are directly related to environmental performance and sustainability goals. Green HR practices help organizations to enhance their commitment to the environment and promote responsible practices among employees. Studies show that GHRM can improve environmental performance through green innovation and employee behaviors that are environmentally friendly (Rana and Arya, 2024).

5.4 Environmental Responsibility in Tourism and Hospitality

Tourism and hospitality, in particular, are especially concerned with environmental responsibility since the state of the environment and natural resources have a significant impact on organizational operations. Hotels and tourism businesses are becoming more and more

sustainable to minimize the ecological effects and to correspond to the expectations of the stakeholders. Environmental responsibility aids in sustainable operation, operation by green employees, and destination sustainability. A systematic review pinpoints its increasing significance as a fundamental element of GHRM and sustainable business practices in the hospitality industry (Susanto et al., 2022).

5.5 Environmental Responsibility and Competitive Advantage

Environmental responsibility is gaining new momentum as a source of sustainable competitive advantage in terms of reputation, trust of stakeholders, innovation and operational efficiency. Green organizations can be more apt at addressing the changing sustainability needs and market requirements. The research indicates that GHRM reinforces the connection between the sustainability and innovative behavior, and thus, it improves the competitiveness and sustainability results (Kara et al., 2023). Similarly, green HR practices facilitate environmental performance and organizational innovation, which facilitate long-term competitive advantage (Úbeda-García et al., 2022). Environmental responsibility, as illustrated in Table 2, helps in generating SOP in several ways, such as corporate environmental responsibility, employee pro-environmental behavior, sustainable tourism practices and in building competitive advantage.

Table 2. Strategic Components of Environmental Responsibility and Associated Organizational Benefits

Environmental Responsibility Component	Main Organizational Benefit	Associated Performance Outcome	Supporting Literature
Environmental Responsibility	Environmental stewardship and legitimacy	SOP	Van It (2023)
Corporate Environmental Responsibility	Stakeholder engagement and green innovation	Environmental and economic performance	Ahmed et al. (2023)
Employee Pro-Environmental Behavior	Employee commitment to sustainability	Enhanced environmental performance	Rana & Arya (2024)
Tourism & Hospitality Environmental Responsibility	Sustainable tourism practices	Destination sustainability and competitiveness	Susanto et al. (2022)
Environmental Responsibility for Competitive Advantage	Innovation capability and reputation building	Long-term competitive advantage	Kara et al. (2023); Úbeda-García et al. (2022)

6. Linking GHRM, Environmental Responsibility, and SOP

6.1 Impact of GHRM on Environmental Responsibility and SOP

GHRM enhances environmental responsibility by incorporating the concept of sustainability in recruitment, training, performance management and employee engagement practices. These programs improve environmental consciousness and promote responsible working practices. The effectiveness of GHRM in enhancing the environment responsibility and promoting sustainable organizational change is further reinforced by the organizational readiness, corporate social responsibility, and top management commitment (Zihan et al., 2024; Yusliza et al., 2019). GHRM is directly linked to SOP as it enhances environmental performance, operational performance, and employee commitment. Green HR practices in organizations usually lead to improved use of resources, improved stakeholder relations, and increased sustainability. It has been found that GHRM enhances green intellectual capital and organizational ability, which helps to sustain performance in the long term (Malik et al., 2020; Ullah, 2017).

6.2 Environmental Responsibility and Organizational Sustainability

Environmental responsibility is an important feature of organizational sustainability as it fosters environmental stewardship, conservation of resources and constant improvement. Companies that are environmentally responsible tend to enjoy better environmental performance, increased trust among stakeholders and resilience. Research indicates that GHRM promotes the sustainability of organizations by facilitating the adoption of environmental-friendly practices and circular economy efforts (Rawashdeh, 2018; Marrucci et al., 2021).

6.3 Mediating Role of Environmental Responsibility

The environmental responsibility is a key point of mediation between GHRM and SOP. Although GHRM sets the values and practices that are sustainability oriented, environmental responsibility converts the practices to practical organizational results. With the great environmental responsibility, employees will be more inclined to contribute to the sustainability initiatives and to enhance the organizational performance. It has been indicated that this mediating relationship is reinforced by organizational support, as well as innovative environmental behavior (Bhatti et al., 2022).

6.4 Evidence from Tourism and Hospitality Research

Studies in tourism and hospitality have continued to reveal the beneficial role of GHRM towards environmental responsibility and sustainable performance. Green management programs enhance the level of sustainability, especially when the employees demonstrate the high pro-environmental behavior (Elshaer et al., 2023). Research also shows that successful implementation of GHRM requires organizational commitment, involvement of employees and supportive management systems (Al-Romeedy, 2019). Moreover, green HR also contributes to the environmental responsibility and SOP through boosting creativity and innovation (Farooq et al., 2022). The integrated relationships between GHRM practices, environmental responsibility, supporting mechanisms and SOP discussed in this section are presented in Figure 3.



Figure 3. Linking GHRM, Environmental Responsibility, and Sustainable Performance

The relationship between GHRM practices, environmental responsibility and SOP is shown in

Figure 3. Environmental responsibility could serve as a mediating mechanism that facilitates the

relationship between green HR practices and the economic, environmental and social sustainability outcomes with green innovation and employee green behavior.

7. Emerging Trends and Research Synthesis

GHRM (GHRM) studies in the tourism and hospitality industry have had a big development in the last ten years. Initial research was mainly concerned with the application of green HR practices and their direct impacts on the environmental performance. Nonetheless, recent studies have been extended to encompass the behaviour of employees, culture within organisations, green innovation, responsible leadership, and expanded sustainability results. Therefore, there is a growing acceptance of GHRM as a strategic instrument of fostering environmental responsibility, sustainable development and competitive advantage in tourism organizations.

Recent studies have been focusing on the indirect processes by which GHRM has an impact on the sustainability impacts. The concept of green innovation, green leadership, green creativity, organization culture, and employee behavior attracts more and more attention of scholars as the main drivers of organizational sustainability. It has been indicated that green HR practices can contribute to sustainable business performance due to their ability to promote pro-environmental behavior, green innovation, and responsible leadership (Liu et al., 2023). In a similar fashion, green creativity and innovation have been

observed to be triggered by GHRM especially in hospitality organizations that seek environmental excellence and sustainable development (Abualigah et al., 2023). The literature invariably shows that GHRM has a positive impact on environmental performance, employee engagement, innovation, and organizational sustainability. Green HR practices promote environmental responsible behavior, enhance resource efficiency and promote sustainability goals. In addition, management support and green organizational culture boost the success of GHRM initiatives and environmental performance outcomes (Al-Alawneh et al., 2024). The results of the hotel sector also suggest that green self-efficacy and green behavior among the employees are significant drivers by which GHRM can boost sustainability performance (Nisar et al., 2024).

In spite of these developments, there are a number of gaps in research. The majority of studies are based on the cross-sectional design, which restricts the understanding of the long-term sustainability outcomes and causality. Moreover, empirical studies are mainly focused on particular industries and regions, and there is a necessity to conduct more extensive cross-cultural studies. Future studies are also advised to focus on the combined impact of GHRM on the economic, environmental, and social sustainability as well as the impact of digital transformation, green technologies, climate resilience, and the changing stakeholder expectations. Table 3 highlights the major emerging trends that influence contemporary GHRM research.

Table 3. Emerging Research Trends and Key Insights in GHRM (GHRM)

Research Trend	Focus Area	Key Insight	Representative References
Sustainability-Oriented GHRM	Integration of environmental goals into HR functions	GHRM has evolved into a strategic tool for sustainability and organizational performance	Liu et al. (2023)
Green Innovation	Innovation-driven environmental management	Green HR practices encourage innovation that improves sustainability outcomes	Liu et al. (2023); Abualigah et al. (2023)
Responsible Leadership	Leadership support for environmental initiatives	Leadership strengthens employee commitment to sustainability goals	Liu et al. (2023)
Green Creativity	Employee creativity for environmental solutions	GHRM promotes creative approaches to environmental challenges	Abualigah et al. (2023)
Organizational Culture	Green values and management commitment	Supportive organizational culture enhances the effectiveness of GHRM practices	Al-Alawneh et al. (2024)
Employee Green Behavior	Pro-environmental employee actions	Employee behavior serves as a key mechanism linking GHRM	Nisar et al. (2024)

		with environmental performance	
Environmental Performance	Resource efficiency and ecological outcomes	GHRM contributes to improved environmental performance and sustainability practices	Al-Alawneh et al. (2024); Nisar et al. (2024)
Organizational Sustainability	Long-term business sustainability	GHRM strengthens organizational resilience, competitiveness, and sustainability capabilities	Liu et al. (2023)

8. Proposed Conceptual Framework

The following conceptual model describes the interrelations between GHRM (GHRM), Environmental Responsibility and SOP within tourism and hospitality organizations. The framework is premised on the fact that sustainability-oriented HR practices build organizational capabilities that promote environmentally friendly practice and long term success. According to previous studies, there is an increasing trend towards the convergence of environmental management and human resource management, with the strategic role of GHRM in improving environmental sustainability and organizational effectiveness (Molina-Azorin et al., 2021). In the model, GHRM is the most important antecedent that affects Environmental Responsibility and SOP. By recruiting, training, managing performance, compensating and engaging employees in green practices, organizations can enhance environmental awareness, sustainability and responsible workplace practices. The framework is also justified by the Resource-Based View (RBV), Natural Resource-Based View (NRBV), Stakeholder Theory, and Triple Bottom Line (TBL) Theory which, in one way or another, imply that environmentally oriented HR practices are the resources that can be useful in the process of meeting the sustainability goals.

The model hypothesizes that Environmental Responsibility is a mediating variable between GHRM and SOP. Green HR practices promote environmental organizational citizenship behavior and reinforce the sustainability outcomes due to the environmental responsibility of the employees (Luu, 2019). In this regard, the picture indicates that GHRM has a positive impact on Environmental Responsibility, Environmental Responsibility has a positive impact on SOP, and Environmental Responsibility mediates the connection between the two constructs. This framework offers a platform on which the ability of tourism and hospitality organizations to attain sustainable performance based on the strategic alignment of human resource management and environmental responsibility is informed.

9. Practical and Policy Implications

The results underscore the strategic role of GHRM (GHRM) in the SOP in the tourism and hospitality industry. To enhance employee engagement, environmental responsibility, and effectiveness over the long-term, organizations ought to incorporate the environmental sustainability in the main HR activities by adopting green recruitment, training, performance appraisal, and rewards.

In the case of tourism and hospitality organizations, GHRM is an opportunity to enhance environmental performance, to increase competitiveness and to gain stakeholder trust. Operational and human resource strategies should be aligned to the sustainability goals to help organizations minimize environmental, enhance resource, and generate sustainable value. The policymakers can also facilitate this shift by use of sustainability standards, training, incentive schemes and joint ventures that will encourage sustainable tourism behaviors.

Green leadership, empowering employees, innovation, and engaging with stakeholders are other investments needed in sustainable tourism development. The synergies between tourism organizations, governments, learning institutions and local communities have the potential to enhance sustainability performance, as well as sustain destination resilience and environmental preservation.

The literature also indicates that GHRM can be regarded as strategic resource that can be used to create sustainable competitive advantage. Green HR practices contribute to environmental awareness, novelty, and responsible actions on the part of employees and allow the organizations to be responsive to environmental issues and changing stakeholder demands. Past research highlights that sustainable competitive advantage is more and more a question of defining green human resource practices as part of greater environmental management initiatives (Almada & Borges, 2018). Similarly, there is enhanced environmental commitment, employee behavior, and sustainability performance in organizations

that implement GHRM (Shafaei et al., 2020). Thus, strategic alignment between human resource management and environmental responsibility is still a key to SOP and sustainable development of tourism.

10. Future Research Directions

Future studies ought to elaborate in the intricate connections between GHRM, environmental responsibility and SOP by incorporating a series of sustainability theories and considering other organizational capabilities that determine long-term performance. To address the changing nature of sustainability initiatives, methodologically, more longitudinal and mixed-method research designs should be used to gain a more in-depth insight into causal relationships and long-term organizational outcomes. Qualitative research can also promote the knowledge of employee experience, leadership style, and organizational cultures with a sustainability focus.

The other significant line of direction is to diversify research in other cultural, institutional and geographical settings. Comparative research between developed and developing economies may enhance the current knowledge on the impact of contextual factors on the effectiveness of GHRM practices and sustainability outcomes since most of the available evidence is clustered in particular countries and industries. This type of research would help in coming up with more universally-applicable sustainability models.

The research aspects that need to be explored in the future include the increased role of digital transformation and green technologies to sustainability goals. Artificial intelligence, big data analytics, blockchain, smart tourism system, and digital HR platform technologies can provide new opportunities to improve environmental responsibility and SOP. Also, climate change has become a major issue to tourism and hospitality organizations, and thus there is the necessity to conduct research on climate resilience, environmental adaptation, and sustainable destination management. Lastly, the study must explore other mediating and moderating factors in the future such as green innovation, environmental leadership, organizational culture, employee well-being, digital preparedness, stakeholder engagement, and sustainability-oriented governance. Recent findings indicate that green transformational leadership, and green corporate social responsibility enhance the relationship between GHRM, green innovation, and environmental performance (Niazi et al.,

2023). A discussion of these aspects can lead to a better insight into the ways in which organizations can use GHRM to gain long-term sustainability and competitive edge.

11. Conclusion

This study highlights the increased significance of GHRM (GHRM) as a strategic tool of attaining SOP in tourism and hospitality industry. The results suggest that GHRM practices, such as green recruitment, training, performance management, compensation, and participation of employees have a great role in creating environmental responsibility and supporting the sustainability-oriented organizational cultures. With a combination of environmental goals in the human resource activities, the organizations will have an opportunity of improving the environmental awareness, commitment and pro-environmental behavior of the employees, contributing to better sustainability results. The review also demonstrates that sustainable organization performance is a multidimensional construct that involves economic, environmental, and social aspects. Environmental responsibility is identified as a critical strategic resource and it enhances organizational sustainability as it promotes environmentally responsible practices, increases stakeholder trust and increases competitiveness in the long term. The review of literature synthesis proves that environmental responsibility is a valuable tool that GHRM can use to transform into a real-life sustainability deliverable. In addition, the effectiveness of sustainability initiatives is greatly affected by green innovation, responsible leadership, organizational culture, and green behavior of employees. One of the main contributions of the review is that it has created a unified conceptual framework connecting GHRM, environmental responsibility and SOP in tourism setting. The results indicate that organizations aiming to be successful in the long term ought to strategically align human resource management practices to the goals of environmental sustainability. Finally, the review highlights that effective integration of GHRM and environmental responsibility can help in sustainable development of tourism, make organizations resilient, and generate sustainable value to businesses, stakeholders, and the society.

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