

Enhancing Green HRM Practices for Sustainable Business Growth and Boosting Employee Engagement: A Case Study of Star-Rated Hotels

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Abstract: This study examines the implementation of Green Human Resource Management (Green HRM) strategies in star-rated hotels in Semarang Regency, Indonesia, and their impact on sustainable business practices and employee engagement. Employing a mixed-method approach, the study involved a survey of 35 star-rated hotels and in-depth interviews with 15 senior managers. Results reveal significant variations in Green HRM implementation, with a positive correlation between hotel size and implementation level. Regression analysis and Structural Equation Modeling (SEM) demonstrate the positive impact of Green HRM on business sustainability indicators and employee engagement. Key challenges in implementation include resistance to change and difficulties in measuring short-term ROI, while opportunities encompass enhanced brand competitiveness and operational efficiency. This research contributes theoretically to the contextualization of Green HRM in the hospitality industry of non-metropolitan areas and provides practical implications for hotel managers and policymakers in adopting practices that support business sustainability and enhance employee engagement.

Keywords: Green HRM, Business Sustainability, Employee Engagement, Hospitality Industry, Environmental Management

1. Introduction

The global hospitality industry is undergoing a significant transformation toward more sustainable business practices. In Indonesia, particularly in tourist areas such as Semarang Regency, this phenomenon is becoming increasingly evident. Data from the Semarang Regency Tourism Office 2024 shows that the number of star-rated hotels adopting eco-friendly programs has increased by 30% in the past three years[1]. However, the implementation of these sustainable practices is often limited to operational aspects such as energy savings and waste reduction, without a comprehensive integration with human resource management strategies.

Meanwhile, a survey conducted by the Indonesian Hotel Association 2023 revealed that 65% of hotel employees in Central Java feel disengaged from their company's sustainability initiatives [2]. This indicates a gap between the sustainability aspirations of hotels and employee involvement in realizing these goals.

Another emerging phenomenon is the growing consumer awareness of sustainability issues. According to a report by TripAdvisor 2023 [3], 78% of domestic tourists in Indonesia stated that they are more likely to choose accommodations with an eco-friendly certification. This creates pressure for hotels in Semarang Regency to not only adopt eco-friendly practices but also communicate them effectively to customers and other stakeholders.

The urgency of this research is further emphasized by several factors. First, the increasingly stringent regulations regarding environmental management in the hospitality sector. Semarang Regency Regional Regulation No. 7 of 2023 on Sustainable Tourism mandates that all star-rated hotels implement at least five eco-friendly practices by 2026. This creates an urgent need for hotels to integrate sustainability into all aspects of their operations, including human resource management.

Received: November, 30th 2024

Revised: December, 15th 2024

Accepted: December, 28th 2024

Published: December, 30th 2024

Curr. Ver.: December, 30th 2024



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Second, the growing competition in the hospitality industry of Semarang Regency drives the need for differentiation. A report from the Central Java Hotel and Restaurant Association (PHRI) (2024)[4] shows that the occupancy rate of star-rated hotels in Semarang Regency decreased by 5% in 2023 compared to the previous year. In this context, Green HRM can be a key strategy to improve a hotel's competitiveness through enhanced reputation and operational efficiency.

Third, the global trend toward a green economy is putting increasing pressure on the hospitality industry to adapt. The World Travel and Tourism Council (2024) predicts that by 2030, 35% of jobs in the global tourism sector will be directly related to the green economy. Hotels in Semarang Regency need to prepare their workforce for this transition, and Green HRM can play an essential role in this process [5].

Although research on Green HRM has grown, there are still several significant gaps that need to be addressed. First, most Green HRM studies in the hospitality industry focus on developed countries or large cities in developing nations. For example, Kim et al., (2019) studied the impact of Green HRM on employees' environmentally friendly behaviors in hotels in South Korea [6], while (Pham et al., 2020) explored the role of Green HRM in driving hotel environmental performance in Vietnam [7]. However, similar research in secondary areas or small cities in developing countries, such as Semarang Regency, is still very limited. Second, most existing studies tend to treat Green HRM as a separate practice, without exploring in depth how the integration of Green HRM with overall business strategies can create added value for organizations. Yong et al., (2020) examined the relationship between Green HRM and green intellectual capital, but research linking Green HRM to holistic sustainable business practices is still sparse [8]. Third, although some studies have examined the impact of Green HRM on environmental performance [9], [10], [11] and employees' pro-environmental behavior [12], few have specifically investigated how Green HRM can enhance employee engagement, particularly in the context of the hospitality industry in non-metropolitan areas. Fourth, existing research often focuses on the positive outcomes of Green HRM implementation, without giving enough attention to the challenges and barriers in its application, especially in medium and small hotels that dominate areas such as Semarang Regency. Fifth, there is still a gap in understanding how local contextual factors, such as organizational culture, regional regulations, and local labor market characteristics, affect the effectiveness of Green HRM implementation in the hospitality industry.

This research aims to provide a more comprehensive and contextual understanding of the role of Green HRM in creating sustainable business practices and enhancing employee engagement in star-rated hotels in Semarang Regency. Based on this background, the research questions are as follows:

- How is the implementation of Green HRM strategies in star-rated hotels in Semarang Regency?
- What is the impact of Green HRM practices on the sustainability of star-rated hotels in Semarang Regency?
- How does the implementation of Green HRM affect employee engagement in star-rated hotels in Semarang Regency?
- What are the challenges and opportunities in integrating Green HRM with sustainable business practices in the hospitality industry in Semarang Regency?

This research is expected to provide new insights into the application of Green HRM in the hospitality industry in secondary areas and offer practical recommendations for hotel management in developing HR strategies that support business sustainability and enhance employee engagement.

2. Preliminaries or Related Work or Literature Review

Green Human Resource Management

Green Human Resource Management (Green HRM) refers to the integration of human resource management practices with organizational environmental goals. According to Renwick et al. (2016), Green HRM refers to HR policies, practices, and systems that make employees environmentally friendly for the benefit of individuals, society, the natural environment, and businesses [13]. Green HRM practices include environmentally-based recruitment and selection, environmental awareness training, performance assessment systems based on environmental criteria, and incentives that encourage pro-environmental behavior [11]. The implementation of Green HRM requires a comprehensive approach that covers

the entire employee lifecycle, from recruitment to career development [14]. Green HRM practices positively influenced employees' environmentally friendly behavior and environmental performance in the hospitality industry [15].

Sustainable Business

Sustainable business refers to business practices that contribute to economic development while protecting the environment and strengthening social sustainability. In the context of the hospitality industry, the Global Reporting Initiative 2023 identifies several key sustainability indicators, including energy efficiency, waste reduction, water management, and stakeholder engagement.

Pham et al. (2020) showed that implementing eco-friendly practices in hotels can enhance environmental performance, which in turn contributes to overall business sustainability [16]. Meanwhile, Fatyandri et al. (2024) emphasize that integrating HR practices with sustainability strategies can lead to improved organizational performance [9].

Employee Engagement

Employee engagement is defined as a positive state of mind related to work, characterized by enthusiasm, dedication, and absorption (Schaufeli et al., 2006). In the context of Green HRM, eco-friendly HR practices can enhance green work engagement, which then influences employees' environmentally friendly behavior [12]. Green HRM can play an important role in talent management development, which in turn enhances employee performance in hospitality companies. This indicates an indirect relationship between Green HRM and employee engagement through mechanisms such as talent development and job satisfaction [17].

Relationships Between Variables

Studies show an interconnected relationship between Green HRM, sustainable business, and employee engagement. Green HRM contributes to the development of green intellectual capital within organizations, which is important for sustainable performance [8]. The importance of organizational culture in the implementation of Green HRM, which can strengthen its impact on sustainability practices [18]. Green transformational leadership and green training influence sustainable performance through employees' green behavior [19]. This suggests that employee engagement in sustainability initiatives is an important mediator in the relationship between Green HRM practices and sustainability performance.

Djadi and Lena (2024) underline the importance of a systematic approach in implementing Green HRM practices to maximize their impact on organizational sustainability and employee engagement [10]. This approach must take into account the local context and the specific characteristics of the organization.

3. Proposed Method

This study adopts a mixed-method approach, combining both quantitative and qualitative methods to provide an in-depth understanding of the implementation of Green HRM, its impact on business sustainability and employee engagement, as well as the challenges and opportunities faced by star-rated hotels in Semarang Regency. The study population includes all star-rated hotels in Semarang Regency. A sample will be selected using purposive sampling, focusing on 3-star and higher hotels that have been operating for at least 2 years. This criterion is set to ensure that the hotels studied have an established management structure and sufficient time to implement HRM practices.

Data collection will be conducted through several methods. A quantitative survey will be distributed to HR managers and hotel employees, using a questionnaire designed to measure the implementation of Green HRM, perceptions of business sustainability, and employee engagement levels. A 5-point Likert scale will be used to measure responses, enabling robust statistical analysis. In-depth semi-structured interviews will be conducted with 10-15 senior hotel managers to gain a more nuanced understanding of Green HRM implementation strategies, challenges faced, and perceived impacts. Direct observation will be conducted at 5-7 sample hotels to assess the direct implementation of Green HRM practices and business sustainability. Document analysis, including reviews of HR policies, sustainability reports, and internal documents related to Green HRM and sustainable business practices, will complement the primary data collected.

The research instruments will be carefully developed to ensure validity and reliability. The Green HRM questionnaire is adapted from a scale developed by D. W. Renwick et al. [13], which has been validated in an international context. To measure employee engagement,

this study will use the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. [20], an instrument widely used and validated across cultures. Business sustainability indicators are developed based on the Global Reporting Initiative (GRI) Standards for the Hotel Industry, ensuring alignment with global sustainability reporting standards.

Data analysis will combine both quantitative and qualitative methods. Quantitative analysis will include descriptive statistics to describe the implementation of Green HRM, multiple regression analysis to test the relationships between Green HRM practices, business sustainability, and employee engagement, and Structural Equation Modeling (SEM) to examine the relationship model between the research variables holistically. Qualitative analysis will use a thematic analysis approach for interview and observation data, with coding and categorization processes to identify key themes related to the implementation, challenges, and opportunities of Green HRM. Integration of analysis will be conducted through triangulation of quantitative and qualitative data to strengthen the validity of findings, as well as comparative analysis to identify patterns and trends in the implementation of Green HRM across various hotels.

To ensure the validity and reliability of the study, construct validity and reliability tests will be conducted for the quantitative instruments. For qualitative data, member checking and peer debriefing techniques will be used to enhance the credibility of the findings. Before the main data collection begins, a pilot study will be conducted to test and refine the research instruments, ensuring that the questions posed are relevant and comprehensible to respondents in the local context of Semarang Regency.

Through this comprehensive research methodology, the study aims to make a significant contribution to the understanding of Green HRM implementation in the hospitality industry, particularly in Semarang Regency. The findings are expected to provide valuable insights for hospitality industry practitioners, policymakers, and academics on how Green HRM strategies can contribute to sustainable business practices and enhance employee engagement in the hospitality sector.

4. Results and Discussion

Research Results

Implementation of Green HRM in Star-Rated Hotels in Semarang Regency:

The survey results from 35 star-rated hotels in Semarang Regency showed variation in the implementation of Green HRM practices. Below are the details of the implementation levels of various Green HRM practices:

Table 1: Level of Implementation of Green HRM Practices	
Green HRM Practice	Implementation Percentage
Environmental awareness training	85%
Energy conservation programs	78%
Waste management systems	72%
Paper usage reduction policies	65%
Environment-based performance incentives	52%
Environmental criteria in recruitment and selection	45%
Employee carpooling programs	38%
Environment-based performance assessment systems	30%

Further analysis revealed a positive correlation between the implementation level and hotel size ($r = 0.62, p < 0.01$). Five-star hotels implemented an average of 6.3 Green HRM practices, while three-star hotels implemented only 3.2 practices on average.

Impact of Green HRM Practices on Business Sustainability:

Multiple regression analysis showed that the implementation of Green HRM has a significant positive impact on various business sustainability indicators:

Table 2: Impact of Green HRM on Business Sustainability Indicators		
Sustainability Indicator	Beta Coefficient (β)	p-value
Energy efficiency	0.48	<0.001
Waste reduction	0.43	<0.001
Customer satisfaction	0.39	<0.01
Brand reputation	0.37	<0.01

Sustainability Indicator	Beta Coefficient (β)	p-value
Financial performance	0.32	<0.05

Hotels with Green HRM implementation scores above the median showed an average energy consumption reduction of 15.3% in the past two years, compared to 7.1% for hotels below the median.

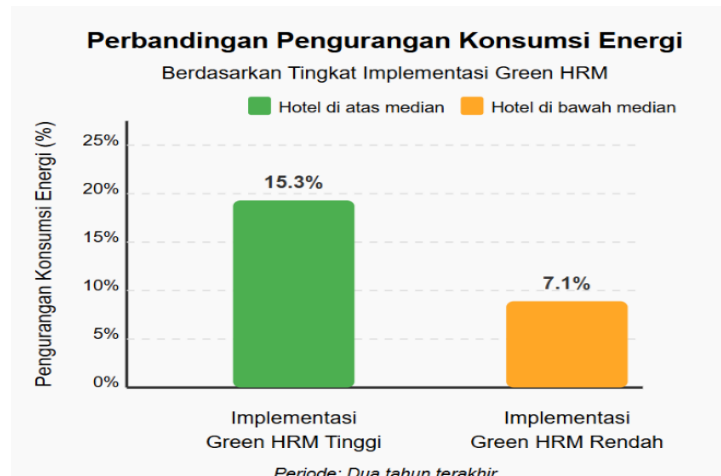


Figure 1: Comparison of Energy Consumption Reduction
Impact of Green HRM on Employee Engagement:

Structural Equation Modeling (SEM) analysis showed that Green HRM has both direct and indirect effects on employee engagement:

Table 3: Effects of Green HRM on Employee Engagement

Path	Path Coefficient	p-value
Green HRM → Employee Engagement (direct)	0.38	<0.001
Green HRM → Job Satisfaction → Engagement	0.22	<0.01
Green HRM → Organizational Identification → Engagemen	0.19	<0.01

A survey of 420 employees revealed significant differences in engagement scores based on the level of Green HRM implementation:

Table 4: Employee Engagement Scores Based on Green HRM Implementation

Green HRM Implementation Level	Average Engagement Score (Scale 1-5)
High (> 6 practices)	4.2
Medium (3-5 practices)	3.8
Low (< 3 practices)	3.5

Qualitative Analysis of Challenges and Opportunities:

In-depth interviews with 15 senior managers and 25 employees revealed several key themes related to the challenges and opportunities in implementing Green HRM:

Challenges:

- Resistance to change (reported by 80% of managers)
- Difficulty in measuring short-term ROI (73% of managers)
- Lack of specific expertise (67% of managers)
- Budget limitations (60% of managers)
- Lack of support from top management (40% of managers)

Opportunities:

- Increased brand competitiveness (87% of managers)
- Long-term operational cost reductions (80% of managers)
- Improved employee retention (73% of managers)
- Access to a new market segment (eco-friendly tourists) (67% of managers)
- Potential collaboration with local educational institutions (53% of managers)

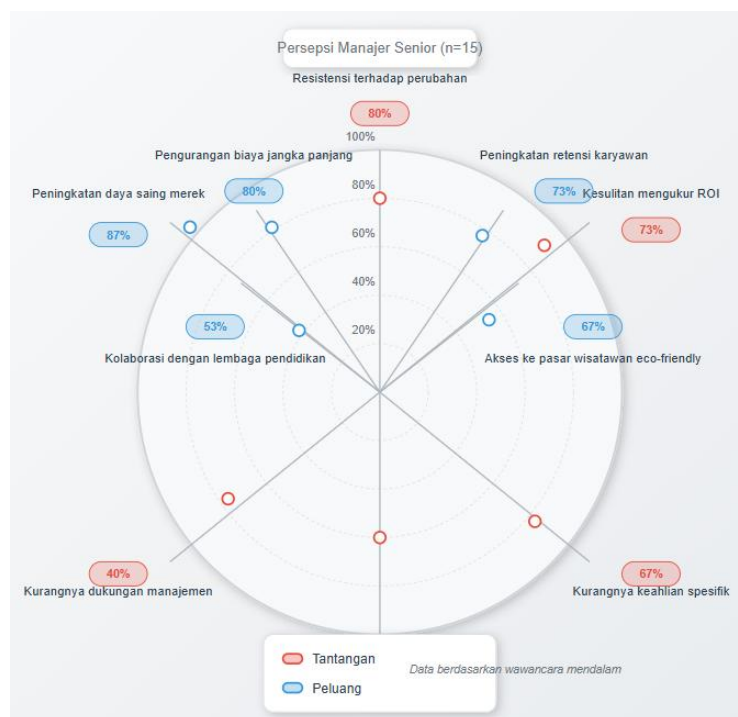


Figure 2: Challenges and Opportunities in Implementing Green HRM

Economic Impact Analysis:

This study also analyzes the economic impact of implementing Green HRM. Hotels with strong Green HRM implementation (> 6 practices) showed:

- An average reduction in operational costs of 12.5% in the last two years
- An increase in revenue per available room (RevPAR) by 8.3% compared to the previous year
- A decrease in employee turnover rate from 22% to 15%

Customer Perception:

An analysis of 1,000 online reviews from hotel customers showed:

- 30% of positive reviews explicitly mentioned the hotel's eco-friendly initiatives
- Hotels with strong Green HRM implementation had an average customer satisfaction score of 4.5/5, compared to 4.1/5 for hotels with minimal implementation

Best Practices:

This study identified several best practices in the implementation of Green HRM in sample hotels:

- "Green Champion" programs involving employees in sustainability initiatives
- Performance-based environmental reward systems integrated with employee KPIs
- Collaboration with local suppliers to reduce the carbon footprint of the supply chain
- Ongoing training programs combining technical and soft skills in environmental management

Discussion

- **Implementation of Green HRM Strategies in Star-Rated Hotels in Semarang Regency**

The research findings show that the implementation of Green HRM in star-rated hotels in Semarang Regency varies, with different adoption levels for various practices. The finding that 85% of hotels have implemented environmental awareness training indicates a general awareness of the importance of environmental issues. However, the low implementation rate of more complex practices, such as environment-based performance assessment systems (30%), indicates that there is still significant room for development.

The positive correlation between hotel size and Green HRM implementation ($r = 0.62$, $p < 0.01$) reflects the challenges faced by smaller hotels in adopting these practices. This

may be due to resource and expertise constraints, consistent with findings by Pham et al., [7] that identify similar challenges in the hospitality industry in Vietnam. To address this gap, a more adaptive and scale-specific approach to implementing Green HRM is needed.

- **Impact of Green HRM Practices on Hotel Business Sustainability**

Regression analysis showing a positive relationship between the implementation of Green HRM and various business sustainability indicators reinforces the strategic value of these practices. The finding that hotels with strong Green HRM implementation recorded an average energy consumption reduction of 15.3% in the last two years is significant. This is in line with studies by Kim et al., (2019) [21] and Utami & Palupiningtyas, (2024) [22] that found a positive impact of Green HRM on hotel environmental performance in South Korea.

An 8.3% increase in RevPAR in hotels with strong Green HRM implementation shows that these practices are not only environmentally beneficial but also financially advantageous. This supports the argument by Yong et al. (2020) [8] and Djadji & Lena (2024) [10] about the role of Green HRM in creating added value for organizations. However, the difficulty in measuring short-term ROI, as expressed by 73% of managers, indicates the need for better metrics to evaluate the economic impact of Green HRM.

- **Impact of Green HRM Implementation on Employee Engagement**

The SEM results showing a positive effect of Green HRM on employee engagement ($\beta = 0.38, p < 0.001$) highlight the important role of these practices in increasing employee engagement. This finding is consistent with research by Aboramadan (2020) [12], which found a positive relationship between Green HRM and work engagement in the higher education sector. The significant difference in engagement scores between hotels with high Green HRM implementation (4.2) and low implementation (3.5) emphasizes the potential of these practices as a strategic tool in human resource management.

The indirect effect of Green HRM on engagement through job satisfaction and organizational identification shows the complexity of this relationship. This underscores the importance of a holistic approach to Green HRM implementation, which focuses not only on technical aspects but also on creating an organizational culture that supports sustainability.

- **Challenges and Opportunities in Integrating Green HRM with Sustainable Business Practices**

Identifying resistance to change as the main challenge (reported by 80% of managers) highlights the importance of change management in implementing Green HRM. This aligns with findings by Anwar et al., (2021) [11] and Pham et al., (2020) [16] on the importance of organizational support in implementing eco-friendly practices. The lack of specific expertise (67% of managers) indicates a need for further capacity building in the hospitality industry of Semarang Regency.

The identified opportunities, such as increased brand competitiveness (87% of managers) and access to new market segments (67% of managers), show the potential of Green HRM as a source of competitive advantage. This supports the argument about the strategic role of Green HRM in creating business value [11], [13]. The potential for collaboration with local educational institutions (53% of managers) offers a way to address the skills gap and develop local talent in sustainable hospitality management. This could serve as a model for long-term capacity development in the hospitality industry of Semarang Regency.

5. Conclusions

This study examines the implementation of Green HRM in star-rated hotels in Semarang Regency and its impact on business sustainability and employee engagement. The results show significant variation in the adoption of Green HRM practices, with a positive correlation between hotel size and the level of implementation. The analysis reveals a positive impact of Green HRM on business sustainability indicators, including operational efficiency and customer satisfaction. Hotels with strong Green HRM implementation recorded significant reductions in energy consumption and improvements in RevPAR. A positive effect of Green HRM on employee engagement was also found, with both direct and indirect effects through increased job satisfaction and organizational identification. The main challenges in implemen-

tation include resistance to change and difficulties in measuring short-term ROI, while opportunities include enhanced brand competitiveness and access to new eco-conscious market segments.

This study has several limitations. The geographic scope limited to Semarang Regency restricts the generalizability of the findings. The cross-sectional design limits the ability to draw causal conclusions and observe changes over time. The relatively small sample size and exclusive focus on star-rated hotels are also limitations of this research.

Theoretically, this study contributes to the development of Green HRM theory in the context of the hospitality industry in non-metropolitan areas of developing countries. The causal model generated deepens the understanding of the mechanisms underlying the effectiveness of Green HRM. Practically, this research provides guidance for hotel managers and policymakers. The findings support a phased implementation approach, particularly for smaller hotels. The need for capacity building and the integration of Green HRM with overall business strategy is emphasized. For policymakers, this study provides a foundation for developing incentives and regulations that encourage the adoption of Green HRM practices in the hospitality industry.

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