

Green Human Resource Management and Organizational Competencies: Sustainability Through Employee Performance in Bali's Hospitality Industry

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ABSTRACT

The hospitality industry faces growing pressure to integrate environmental responsibility with organizational performance. This study examines how Green Human Resource Management (GHRM) and organizational competencies influence organizational sustainability, with management and organizational employee performance as a mediating mechanism. A quantitative survey was conducted among 300 employees of five-star hotels in Bali, Indonesia. The data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) in SmartPLS 3. The results show that GHRM positively affects organizational sustainability ($b = 0.301$, $p = 0.028$) and employee performance ($b = 0.467$, $p < 0.001$). Organizational competencies also positively influence organizational sustainability ($b = 0.218$, $p = 0.004$) and employee performance ($b = 0.504$, $p < 0.001$). Employee performance significantly affects organizational sustainability ($b = 0.468$, $p < 0.001$). Moreover, employee performance partially mediates the effects of GHRM ($b = 0.218$, $p < 0.001$) and organizational competencies ($b = 0.236$, $p = 0.003$) on organizational sustainability. These findings indicate that sustainability in luxury hotels depends on combining green human resource practices with competency development to strengthen employee performance and translate organizational resources into sustainable outcomes.

Keywords: Employee Performance; Green Human Resource Management; Hospitality Industry; Organizational Competencies; Organizational Sustainability

JEL Classification: M12, M14, M54, Z32

INTRODUCTION

The tourism and hospitality industry has become one of the important sectors supporting economic growth, employment creation, and regional development. In Bali, where tourism and hotel operations constitute major components of the regional economy, the sector's expansion has also intensified sustainability challenges, including high energy and water consumption, waste generation, environmental degradation, and pressure on natural resources. Therefore, the sustainability of the hospitality industry can no longer be measured only through financial performance but must also consider environmental responsibility, social contribution, organizational resilience, and organizational capability to maintain long-term competitiveness (Purwahita et al., 2021; Tardin et al., 2024).

The recovery of Bali's tourism sector after the COVID-19 pandemic has created a new challenge for hospitality organizations. The focus of the industry is no longer limited to restoring business performance but also involves developing a more resilient, responsible, and sustainable tourism model. Sustainable tourism requires organizations to integrate environmental values into operational activities, organizational culture, and human resource management practices. Jo et al. (2025) emphasize that tourism organizations must contribute to sustainable development by improving resource efficiency, reducing environmental impacts, and strengthening social responsibility (United Nations World Tourism Organization [UNWTO], 2021). In this context, five-star hotels in Bali have an important role because they represent high-standard hospitality organizations with significant resource consumption and a strong influence on sustainable tourism practices.

One strategic approach that has received increasing attention in achieving organizational sustainability is Green Human Resource Management (GHRM). GHRM represents the integration of environmental management objectives into human resource management systems, including green recruitment, environmental training, green performance appraisal, employee empowerment, and green reward systems (Okunhon & Ige-Olaobaju, 2024; Zihan & Makhbul, 2024). Through GHRM practices, organizations can develop employees' environmental awareness, encourage pro-environmental behavior, and strengthen employee involvement in sustainability initiatives. Previous studies indicate that GHRM contributes positively to organizational sustainability by developing green capabilities and promoting environmentally responsible workplace behavior (Amjad et al., 2021; Astuti et al., 2023).

In the hospitality sector, the implementation of GHRM becomes increasingly important because employees are directly involved in daily operational activities, including energy conservation, waste management, service delivery, and interaction with customers. Employees who possess environmental awareness and sustainability-oriented attitudes are more likely to support organizational sustainability goals. Research by Faraz et al. (2021) and Khan et al. (2022) demonstrates that green human resource practices encourage employee engagement, green behavior, and organizational commitment. Recent hospitality studies further show that GHRM strengthens environmental performance, employee green behavior, green self-efficacy, and organizational citizenship behavior (Alreahi et al., 2023; Ma et al., 2024; Nisar et al., 2024). Thus, GHRM can become an organizational mechanism that transforms sustainability strategies into employee-level actions.

However, organizational sustainability cannot be achieved solely through human resource practices. Organizations also require adequate organizational competencies to effectively implement sustainability strategies. Organizational competencies refer to the

collective knowledge, skills, capabilities, and managerial systems that enable organizations to respond to environmental changes and achieve strategic objectives. In dynamic business environments, organizational competencies are essential because they allow organizations to develop innovation, improve operational effectiveness, and adapt to changing stakeholder expectations. In relation to sustainability, these competencies enable organizations to integrate environmental and social considerations into decision-making, operational processes, innovation, and stakeholder management (Sierdovski et al., 2022; Tardin et al., 2024).

From the perspective of the Resource-Based View (RBV), organizational resources and capabilities are important sources of sustainable competitive advantage when they are valuable, rare, difficult to imitate, and cannot be easily substituted (Barney, 1991). Based on this perspective, GHRM practices and organizational competencies can be considered strategic resources that support sustainability outcomes. Nevertheless, these resources do not automatically generate organizational sustainability. Their effectiveness depends on how employees understand, implement, and translate organizational strategies into actual performance. Therefore, employee performance becomes an important mechanism that explains how organizational resources contribute to sustainable outcomes.

Employee performance plays a central role in achieving organizational sustainability because employees are the actors who implement organizational policies and operational practices. In sustainable hospitality management, employee performance is not limited to productivity and service quality but also includes employees' ability to support environmental initiatives, improve resource efficiency, adapt to organizational changes, and contribute to organizational improvement. Previous studies indicate that organizational resources and green management practices generate stronger sustainability outcomes when they improve employees' knowledge, motivation, capability, and workplace behavior (Amjad et al., 2021; Husen et al., 2024; Lin et al., 2024). Employee performance can therefore serve as a transmission mechanism through which organizational strategies are converted into sustainable operational outcomes.

Although previous studies have extensively examined the relationship between GHRM and sustainability, several research gaps remain. First, existing studies have predominantly focused on the direct effects of GHRM on environmental performance, employee green behavior, or organizational sustainability, while the employee-level mechanism through which GHRM produces broader sustainability outcomes remains insufficiently explained. Second, GHRM and organizational competencies have frequently been investigated separately, even though sustainability implementation requires the simultaneous integration of employee-oriented practices and organization-level capabilities. Third, empirical research that examines GHRM, organizational competencies, employee performance, and organizational sustainability within a single model remains limited. This gap is particularly relevant in five-star hotels in Bali, where organizations must reconcile high service standards and intensive resource consumption with increasing environmental and social expectations.

Accordingly, this study aims to examine the direct effects of GHRM and organizational competencies on organizational sustainability and their indirect effects through employee performance among employees of five-star hotels in Bali. The novelty of this study lies in integrating GHRM and organizational competencies as complementary strategic resources while positioning employee performance as the mechanism through which these resources are transformed into sustainability outcomes. Theoretically, the study

extends the application of the RBV by demonstrating that organizational resources contribute to sustainability when they are effectively mobilized through employee performance. Practically, the findings are expected to provide hotel managers with empirical guidance for integrating environmentally oriented human resource practices, organizational competency development, and employee performance management to strengthen sustainable hospitality management in Bali.

LITERATURE REVIEW

Resource-Based View (RBV)

From the perspective of the RBV, organizational resources and capabilities are important sources of sustainable competitive advantage when they are valuable, rare, difficult to imitate, and non-substitutable (Barney, 1991). These resources may include tangible assets, employee knowledge, managerial systems, organizational routines, capabilities, and organizational culture. Within sustainability-oriented organizations, internal resources become strategically relevant when they enable organizations to reduce environmental impacts, improve operational efficiency, respond to stakeholder expectations, and maintain long-term organizational resilience.

Based on this perspective, GHRM practices and organizational competencies can be considered strategic resources that support sustainability outcomes. Nevertheless, these resources do not automatically generate organizational sustainability. Their effectiveness depends on how employees understand, implement, and translate organizational strategies into actual performance. In this study, GHRM and organizational competencies are therefore conceptualized as complementary organizational resources. GHRM strengthens employees' environmental knowledge, motivation, and involvement, whereas organizational competencies provide the managerial systems, capabilities, and adaptive capacity required to implement sustainability strategies. Employee performance represents the mechanism through which these resources are deployed in operational activities and transformed into sustainability outcomes.

Green Human Resource Management (GHRM)

GHRM has emerged as an important organizational approach for integrating environmental objectives into human resource management practices. GHRM refers to the alignment of human resource policies with environmental sustainability goals through practices such as green recruitment and selection, environmental training, green performance appraisal, employee involvement, and green reward systems (Okunhon & Ige-Olaobaju, 2024; Zihan & Makhbul, 2024). Unlike conventional human resource management, GHRM emphasizes the development of employee awareness, knowledge, motivation, and behavior to support environmentally responsible organizational practices.

The implementation of GHRM contributes to organizational sustainability by developing internal capabilities that encourage efficient resource utilization, environmental responsibility, and sustainable organizational behavior. Through environmentally oriented recruitment, organizations can select employees whose values are consistent with sustainability objectives. Environmental training develops the knowledge and skills required to perform green tasks, while performance appraisal and reward systems reinforce employees' contributions to environmental programs (Islam et al., 2020).

GHRM is particularly relevant in hospitality organizations because employees directly influence activities associated with energy consumption, water use, waste generation,

service delivery, and customer interaction. Alreahi et al. (2023) found that GHRM implementation in the hotel industry contributes to environmental awareness, employee engagement, green behavior, and environmental performance. Other empirical studies demonstrate that GHRM can strengthen green self-efficacy, environmental knowledge, organizational citizenship behavior, and green innovation (Cao et al., 2023; Ma et al., 2024; Nisar et al., 2024; Raza & Khan, 2022; Shafaei et al., 2020; Zihan & Makhbul, 2024).

Organizational Competencies

Organizational competencies represent the collective knowledge, skills, capabilities, and organizational systems that enable firms to achieve strategic objectives and adapt to environmental changes. In sustainability-oriented organizations, competencies include the ability to integrate environmental considerations into decision-making, operational processes, innovation, and stakeholder management.

Unlike individual competencies, organizational competencies are embedded in managerial routines, coordination mechanisms, learning processes, decision-making systems, technical standards, and organizational infrastructure. These competencies determine whether an organization can mobilize its resources consistently across departments and operational levels.

From the dynamic capability perspective, organizations require continuous capability development to respond effectively to changing business environments. Organizational competencies and dynamic capabilities are important factors in maintaining organizational competitiveness under uncertain conditions. Sustainability competencies also enable organizations to manage environmental challenges, improve operational efficiency, and develop responsible business practices (Cegliński, 2020; Sierdovski et al., 2022).

In the hospitality industry, organizational competencies are particularly important because hotels must continuously adapt to sustainability standards, technological changes, and evolving customer expectations. Hotels with stronger competencies are better able to implement sustainable operational practices, optimize resources, and create long-term organizational value. Such competencies also enable hotels to translate sustainability commitments into operating procedures, employee development programs, resource-efficiency initiatives, service innovations, and measurable organizational outcomes.

Employee Performance

Employee performance reflects employees' ability to complete their tasks effectively and efficiently while contributing to organizational objectives. In sustainable organizations, employee performance includes not only productivity and service quality but also employees' willingness and ability to engage in environmentally responsible workplace behavior.

Employee performance is multidimensional and may encompass task performance, contextual performance, adaptive performance, and behaviors that support environmental and organizational objectives. Task performance concerns the effective completion of formal responsibilities, whereas contextual performance involves voluntary contributions that support the organizational environment. Adaptive performance reflects employees' ability to respond to operational, technological, and environmental changes.

Employee performance is influenced by employees' knowledge, skills, motivation, organizational commitment, and access to organizational support. Evidence from Indonesian organizations indicates that competency, organizational conditions, job satisfaction, and work-related pressures can affect employee performance outcomes (Husen et al., 2024; Puspitawati & Atmaja, 2021). In a sustainability context, high-performing employees are more likely to conserve resources, reduce operational errors and waste, improve service quality, and consistently implement pro-environmental practices.

Organizational Sustainability

Organizational sustainability refers to an organization's ability to maintain economic viability while fulfilling environmental and social responsibilities and developing resilience to future changes. It encompasses economic sustainability, environmental sustainability, social sustainability, and organizational resilience.

Economic sustainability concerns the organization's ability to maintain operational continuity and create long-term economic value. Environmental sustainability relates to the efficient use of resources, waste reduction, pollution prevention, and the protection of natural resources. Social sustainability includes employee welfare, ethical responsibility, community contribution, and stakeholder engagement. Organizational resilience reflects the organization's capacity to anticipate, respond to, and recover from environmental and business disruptions.

Organizational sustainability is therefore not limited to compliance with environmental regulations. It also includes the capacity to embed sustainability principles in organizational strategy, culture, decision-making, and operational systems. Tardin et al. (2024) conceptualized sustainability as an organization-wide orientation, while studies in Indonesia indicate that governance, intellectual capital, environmental accounting, and locally embedded organizational values can contribute to sustainability performance (Gita & Prasetio, 2024; Sitiari et al., 2026; Suryanawa et al., 2025).

Hypotheses Development

Green Human Resource Management and Organizational Sustainability

GHRM contributes to organizational sustainability by incorporating environmental values into employee recruitment, development, performance evaluation, involvement, and reward systems. When employees understand environmental objectives and receive organizational support to implement them, sustainability becomes embedded in daily operations rather than remaining a formal organizational commitment (Jerónimo et al., 2020).

The implementation of GHRM can improve resource efficiency, environmental responsibility, employee involvement, and sustainable organizational behavior. Zihan & Makhbul (2024) found that GHRM practices contribute to sustainability outcomes through the development of green intellectual capital and environmentally responsible organizational practices. Amjad et al. (2021) further demonstrated that GHRM contributes to organizational sustainability through improvements in environmental and employee performance.

Astuti et al. (2023) similarly found that GHRM strengthens sustainable organizational performance by developing employee and organizational capabilities. Research in the hospitality sector also shows that green human resource practices improve environmental performance through employee knowledge, green values, self-efficacy, and environmentally responsible behavior (Nisar et al., 2024; Raza & Khan, 2022).

Based on this theoretical reasoning and empirical evidence, the following hypothesis is proposed:

H1: Green Human Resource Management has a positive and significant effect on organizational sustainability.

Organizational Competencies and Organizational Sustainability

Organizations with stronger competencies are better able to implement sustainable operational practices, optimize resources, and create long-term organizational value. Organizational competencies enable sustainability objectives to be translated into managerial policies, operating procedures, technologies, service innovations, and measurable organizational improvements.

Sierdovski et al. (2022) showed that organizational competencies support the development of environmental, social, and governance practices. Tardin et al. (2024) further emphasized that sustainability orientation must be incorporated into organizational capabilities and strategic processes. Evidence from Indonesian studies also indicates that intellectual resources, governance practices, and locally grounded organizational orientations can strengthen sustainability outcomes (Gita & Prasetyo, 2024; Sitiari et al., 2026; Suryanawa et al., 2025). Therefore, the following hypothesis is proposed:

H2: Organizational competencies have a positive and significant effect on organizational sustainability.

Green Human Resource Management and Employee Performance

GHRM practices can improve employee performance by increasing environmental awareness, motivation, organizational commitment, and participation in sustainability initiatives. Environmental training enables employees to develop sustainability-related knowledge and skills, while green performance evaluation and reward systems encourage employees to align their behavior with organizational sustainability objectives. Therefore, GHRM provides employees with both psychological motivation and organizational support to improve their performance.

Faraz et al. (2021) found that green management practices encourage employees' pro-environmental behavior through increased motivation and self-efficacy. Khan et al. (2022) also demonstrated that GHRM contributes to green knowledge sharing, green commitment, and green behavior. Furthermore, green human resource practices have been associated with organizational citizenship behavior and reduced counterproductive work behavior among hospitality employees (Cao et al., 2023; Ma et al., 2024). Widianari et al. (2024) also found that GHRM and environmental knowledge contribute to employee green behavior. Based on these findings, the following hypothesis is formulated:

H3: Green Human Resource Management has a positive and significant effect on employee performance.

Organizational Competencies and Employee Performance

Organizational competencies play an important role in improving employee performance by providing employees with the knowledge, skills, resources, technical standards, and organizational support required to perform their responsibilities effectively. Organizations with strong competency systems are better positioned to develop employee capabilities, improve adaptability, and enhance operational performance by establishing competency

frameworks that provide clear procedures, managerial guidance, learning opportunities, and access to the resources needed for employees to address operational challenges, adopt innovations, and contribute to organizational goals.

Previous studies indicate that competency development improves employee performance by strengthening employee capability and adaptability. [Husen et al. \(2024\)](#) found that organizational and individual factors are important determinants of employee performance, while [Adhika \(2024\)](#) linked sustainable human resource practices with organizational resilience in the hospitality sector. Employees are therefore expected to perform more effectively when organizational competencies provide appropriate systems, resources, and developmental opportunities. Accordingly, the following hypothesis is proposed:

H4: Organizational competencies have a positive and significant effect on employee performance.

Employee Performance and Organizational Sustainability

Employee performance represents an important mechanism in achieving organizational sustainability because employees are responsible for translating organizational strategies into operational practices. In the hospitality sector, sustainability objectives require employees to consistently demonstrate environmentally responsible behavior, maintain service quality, improve operational efficiency, and utilize organizational resources effectively. Employees with adequate knowledge, motivation, and commitment are therefore more likely to support sustainability initiatives, enhance customer satisfaction, encourage innovation, and contribute to continuous organizational improvement.

Evidence from hospitality organizations indicates that employee performance is closely related to organizational systems, employee satisfaction, and workplace conditions ([Puspitawati & Atmaja, 2021](#)). Sustainability objectives are also more likely to be achieved when employees possess the competence and motivation required to implement responsible operating practices consistently ([Amjad et al., 2021](#); [Lin et al., 2024](#)). Therefore, the following hypothesis is formulated:

H5: Employee performance has a positive and significant effect on organizational sustainability.

The Mediating Role of Employee Performance

Although GHRM and organizational competencies can directly influence organizational sustainability, their effectiveness depends on employees' ability to translate organizational strategies into operational practices. From the RBV, organizational resources create sustained value when they are effectively utilized through employee capabilities and actions. GHRM develops environmental awareness and motivation, while organizational competencies provide the knowledge, systems, and adaptive capabilities that enable employees to improve performance and transform organizational resources into sustainable outcomes.

[Amjad et al. \(2021\)](#) demonstrated that employee performance represents an important mechanism linking GHRM with organizational sustainability. [Lin et al. \(2024\)](#) similarly showed that employee- and organization-level mechanisms transmit the effects of green human resource practices to corporate sustainability. These findings indicate that GHRM and organizational competencies create stronger sustainability outcomes when they are

effectively mobilized through employee actions. Accordingly, the following mediation hypotheses are proposed:

H6: Employee performance mediates the relationship between Green Human Resource Management and organizational sustainability.

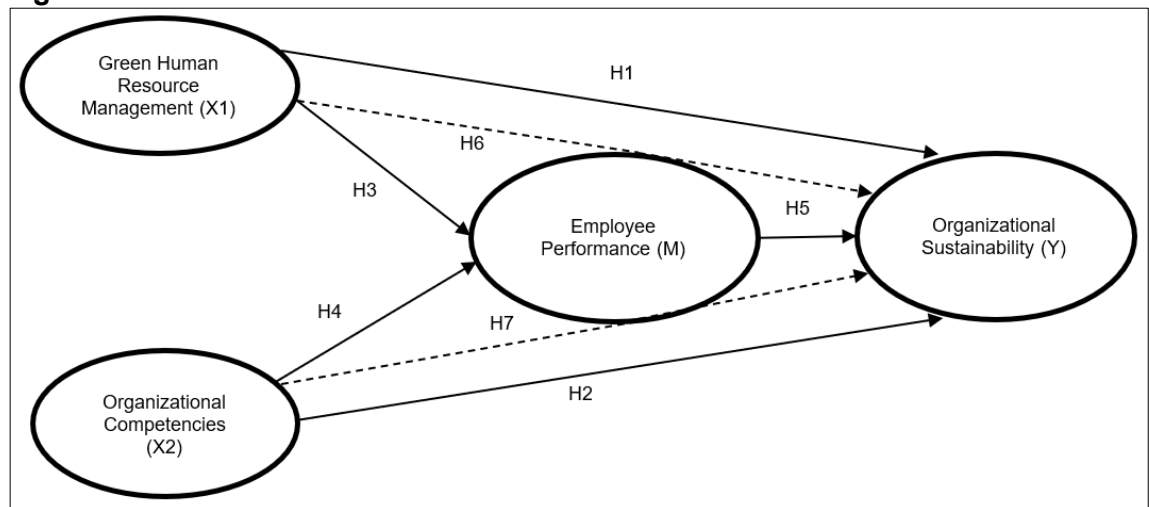
H7: Employee performance mediates the relationship between organizational competencies and organizational sustainability.

Conceptual Framework

The conceptual framework of this study is developed based on the RBV, which emphasizes that organizations can achieve sustainable competitive advantage through valuable internal resources and capabilities. In this study, GHRM and organizational competencies are positioned as strategic organizational resources that contribute to organizational sustainability. Employee performance is proposed as a mediating mechanism that explains how organizational resources are transformed into sustainable organizational outcomes.

GHRM enhances employees' environmental awareness, motivation, knowledge, and involvement, whereas organizational competencies provide the systems, managerial capabilities, innovation capacity, and adaptability required to implement sustainability strategies. Both factors are expected to influence organizational sustainability directly and indirectly through employee performance. Accordingly, Figure 1 presents the direct and mediated relationships proposed in the research model.

Figure 1. Research Framework



RESEARCH METHOD

Research Approach and Design

This study employed a quantitative research approach with an associative research design. The quantitative approach was selected because this study aims to empirically examine the relationships among GHRM, Organizational Competencies, Employee Performance, and Organizational Sustainability through statistical hypothesis testing. The associative design was applied to analyze the causal relationships between independent variables, mediating variables, and dependent variables within the proposed research model.

This research was developed based on the RBV, which explains that organizations can achieve sustainable competitive advantage through valuable internal resources and capabilities. In this study, GHRM and Organizational Competencies are positioned as organizational resources, while Employee Performance is examined as a mediating mechanism that explains the relationship between organizational resources and Organizational Sustainability.

Population, Sample, and Sampling Method

The research population consisted of employees working in five-star hotels located in Bali Province, Indonesia. Five-star hotels were selected as the research context because they represent organizations with high operational standards and significant involvement in sustainability practices within the tourism industry. These hotels are also considered important examples in implementing sustainable business practices due to their substantial resource utilization and environmental impact.

The final sample consisted of 300 employees working in five-star hotels in Bali Province, Indonesia. A non-probability sampling approach was used to select employees involved in hotel operations who were considered able to assess GHRM practices, organizational competencies, employee performance, and organizational sustainability within their hotels. Five-star hotels were selected because their high operational standards, resource intensity, and involvement in sustainability initiatives make them an appropriate context for examining sustainable hospitality management.

Data Collection Method

Primary data were collected through a structured questionnaire distributed to employees of five-star hotels in Bali. The questionnaire was designed based on indicators developed from previous studies related to GHRM, Organizational Competencies, Employee Performance, and Organizational Sustainability.

All measurement items were assessed using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of statements representing respondents' perceptions regarding the implementation of green human resource practices, organizational capability, employee performance, and sustainability practices within their organizations.

Measurement of Variables

GHRM was measured through indicators related to environmentally oriented human resource practices, including green recruitment and selection, green training and development, green performance evaluation, employee involvement, and green rewards (Yong et al., 2020; Zihan & Makhbul, 2024).

Organizational Competencies were measured through indicators reflecting organizational knowledge, skills, managerial capabilities, organizational systems, innovation capability, and adaptability. These indicators represent the organization's ability to develop and utilize internal capabilities to achieve strategic objectives.

Employee Performance was measured through indicators related to task performance, contextual performance, adaptive performance, and environmentally responsible work behavior. Meanwhile, Organizational Sustainability was measured through dimensions reflecting economic sustainability, environmental sustainability, social sustainability, and organizational resilience.

Data Analysis Method

The collected data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS 3 software. PLS-SEM was selected because it is appropriate for examining complex relationships among latent variables and testing mediation effects within structural models (Dash & Paul, 2021).

The data analysis was conducted through two stages. First, the measurement model (outer model) was evaluated by examining convergent validity, discriminant validity, and reliability. Convergent validity was assessed through factor loading and Average Variance Extracted (AVE), while reliability was evaluated using Cronbach's Alpha and Composite Reliability values. Second, the structural model (inner model) was analyzed by examining the coefficient of determination (R^2), predictive relevance (Q^2), path coefficients, and hypothesis testing (Hair et al., 2020).

Hypothesis testing was conducted using bootstrapping procedures in SmartPLS. A hypothesis was considered supported when the path coefficient showed a positive relationship and the p-value was below 0.05. The mediating effect of Employee Performance was examined to determine whether Employee Performance significantly explains the relationship between GHRM and Organizational Sustainability, as well as between Organizational Competencies and Organizational Sustainability.

RESULTS

Evaluation of Measurement Model

The measurement model was evaluated to assess the validity and reliability of the research constructs. The evaluation included convergent validity, discriminant validity, and internal consistency reliability. In this study, convergent validity was assessed based on factor loading values and AVE. The results indicate that all indicators achieved factor loading values above the recommended threshold of 0.60, demonstrating adequate convergent validity.

For the GHRM construct, all indicators demonstrated acceptable loading values, with Green Empowerment (X1.3) showing the strongest contribution with an outer loading value of 0.967. The Organizational Competencies construct also showed satisfactory indicator reliability, with Providing Technical Standards of Work (X2.3) representing the strongest indicator with an outer loading value of 0.959. Furthermore, Employee Performance and Organizational Sustainability constructs also achieved adequate validity, with Work Quantity (M2) and Using Renewable Resources (Y6) demonstrating the highest loading values of 0.970 and 0.959, respectively.

The reliability assessment was conducted using Cronbach's Alpha and Composite Reliability (CR), while convergent validity was confirmed through AVE values. As presented in Table 1, all constructs achieved Cronbach's Alpha values above 0.70, Composite Reliability values above 0.70, and AVE values above 0.50, indicating that all measurement constructs were reliable and valid.

Table 1. Reliability and Convergent Validity Results

Variables	Cronbach's Alpha	Composite Reliability	AVE
Organizational Sustainability (Y)	0.986	0.988	0.869
Green Human Resource Management (X1)	0.983	0.986	0.895
Organizational Competencies (X2)	0.987	0.988	0.877
Employee Performance (Z)	0.976	0.981	0.914

Discriminant Validity Assessment

Discriminant validity was assessed using the Fornell–Larcker criterion, which compares the square root of the AVE for each construct with its correlations with the other constructs. Table 2 presents the results of the Fornell–Larcker assessment. The diagonal values represent the square roots of the AVE, while the off-diagonal values represent the correlations among the constructs.

Table 2. Discriminant Validity Using the Fornell–Larcker Criterion

Construct	GHRM (X1)	Organizational Competencies (X2)	Employee Performance (Z)	Organizational Sustainability (Y)
Green Human Resource Management (X1)	0.946			
Organizational Competencies (X2)	0.909	0.936		
Employee Performance (Z)	0.925	0.928	0.956	
Organizational Sustainability (Y)	0.932	0.926	0.948	0.932

Table 2 indicates that the Fornell–Larcker criterion was satisfied for several construct comparisons, but it was not fully satisfied for Organizational Sustainability. The square root of the AVE for Organizational Sustainability was 0.932, which was lower than its correlation with Employee Performance of 0.948. In addition, the correlation between Organizational Sustainability and GHRM was equal to the square root of the AVE for Organizational Sustainability at 0.932, rather than being lower. These results indicate substantial empirical overlap, particularly between Employee Performance and Organizational Sustainability. Therefore, discriminant validity cannot yet be conclusively established for all constructs.

Evaluation of Structural Model

The structural model was evaluated through the coefficient of determination (R^2) and predictive relevance (Q^2). The R^2 value indicates the explanatory power of the independent variables toward endogenous constructs. The results presented in Table 3 show that GHRM and Organizational Competencies explain 90% of the variance in Employee Performance ($R^2 = 0.900$). Meanwhile, GHRM, Organizational Competencies, and Employee Performance explain 92.6% of the variance in Organizational Sustainability ($R^2 = 0.926$).

Table 3. Coefficient of Determination (R^2)

Variables	R Square	Adjusted R Square
Employee Performance (Z)	0.900	0.899
Organizational Sustainability (Y)	0.926	0.925

Table 3 presents the coefficient of determination results. GHRM and Organizational Competencies explained 90% of the variance in Employee Performance, whereas GHRM, Organizational Competencies, and Employee Performance jointly explained 92.6% of the variance in Organizational Sustainability.

The predictive relevance assessment produced a Q^2 value of 0.9926, indicating that the proposed model has strong predictive capability. This result confirms that the structural model provides a strong explanation of Organizational Sustainability based on GHRM, Organizational Competencies, and Employee Performance.

Hypothesis Testing: Direct Effects

Hypothesis testing was conducted using bootstrapping procedures in SmartPLS. The results are presented in Table 4.

Table 4. Direct Effect Hypothesis Testing

	Hypothesis & Relationship	Path Coefficient	t-value	p-value	Result
H1	GHRM → Organizational Sustainability	0.301	2.209	0.028	Supported
H2	Organizational Competencies → Organizational Sustainability	0.218	2.855	0.004	Supported
H3	GHRM → Employee Performance	0.467	4.250	<0.001	Supported
H4	Organizational Competencies → Employee Performance	0.504	4.446	<0.001	Supported
H5	Employee Performance → Organizational Sustainability	0.468	4.772	<0.001	Supported

As shown in Table 4, the hypothesis testing results demonstrate that all direct relationships in the proposed model are statistically significant. GHRM has a positive effect on Organizational Sustainability ($\beta = 0.301$; $p = 0.028$), supporting H1. Organizational Competencies also positively influence Organizational Sustainability ($\beta = 0.218$; $p = 0.004$), supporting H2. Furthermore, GHRM significantly improves Employee Performance ($\beta = 0.467$; $p < 0.001$), while Organizational Competencies have the strongest effect on Employee Performance ($\beta = 0.504$; $p < 0.001$). Employee Performance also significantly contributes to Organizational Sustainability ($\beta = 0.468$; $p < 0.001$).

Mediation Analysis

The mediating role of Employee Performance was examined using the indirect effect analysis. The results indicate that Employee Performance acts as a complementary partial mediator in the relationship between GHRM and Organizational Sustainability, as well as between Organizational Competencies and Organizational Sustainability.

Table 5. Mediation Effect of Employee Performance

	Hypothesis & Relationship	Path Coefficient	t-value	p-value	Mediation Type
H6	GHRM → Employee Performance → Organizational Sustainability	0.218	3.819	<0.001	Partial Mediation
H7	Organizational Competencies → Employee Performance → Organizational Sustainability	0.236	3.035	0.003	Partial Mediation

As presented in Table 5, the mediation results confirm that GHRM and Organizational Competencies influence Organizational Sustainability not only through direct pathways but also through improvements in Employee Performance. These findings indicate that employee capability and performance represent important mechanisms through which organizational resources are transformed into sustainable outcomes.

DISCUSSION

The Influence of Green Human Resource Management on Organizational Sustainability

The findings demonstrate that GHRM has a positive and significant effect on organizational sustainability, supporting H1. As reported in the direct-effect analysis, GHRM influenced organizational sustainability with a path coefficient of 0.301 and a p-value of 0.028. This result indicates that environmentally oriented human resource practices contribute directly to the economic, environmental, social, and resilience dimensions of hotel sustainability.

In the context of five-star hotels in Bali, GHRM practices such as green recruitment, environmental training, employee involvement, green performance appraisal, and reward systems encourage employees to participate actively in sustainability initiatives. The relationship can be explained through the alignment between human resource systems and organizational environmental objectives. When environmental expectations are incorporated into recruitment, training, evaluation, and rewards, sustainability becomes embedded in routine employee management rather than remaining an isolated organizational program.

This finding therefore emphasizes institutional and behavioral alignment rather than relying solely on the Resource-Based View. GHRM provides a formal mechanism through which environmental values are communicated, reinforced, and implemented across hotel operations. Employees receive clearer sustainability expectations and stronger organizational support for conserving energy, reducing waste, and improving resource efficiency.

The finding is consistent with [Zihan and Makhbul \(2024\)](#), who demonstrated that GHRM contributes to sustainability through the development of green intellectual capital and environmentally responsible organizational practices. Similarly, [Amjad et al. \(2021\)](#) found that GHRM improves organizational sustainability through environmental and employee performance mechanisms. The result is also consistent with [Astuti et al. \(2023\)](#), who showed that green human resource practices strengthen sustainable organizational performance by developing employee and organizational capabilities. In the hotel context, this relationship is particularly important because employees directly influence resource consumption, service delivery, and the implementation of environmental procedures.

The Influence of Organizational Competencies on Organizational Sustainability

The results confirm that organizational competencies have a positive and significant influence on organizational sustainability, supporting H2. The path coefficient of 0.218 and p-value of 0.004 show that knowledge, managerial capability, organizational systems, innovation capacity, and adaptability make an independent contribution to sustainability outcomes.

Organizational competencies enable hotels to design appropriate systems, develop employee skills, implement operational improvements, and respond to changing stakeholder expectations. Unlike GHRM, which primarily operates through human resource policies and employee-oriented practices, organizational competencies provide the wider managerial and operational infrastructure required to implement sustainability consistently.

From the perspective of dynamic capabilities, organizational competencies allow firms to adapt to environmental changes and transform available resources into strategic outcomes. This perspective is especially relevant to the hospitality sector, where sustainability standards, customer expectations, technologies, and environmental pressures continue to change. Hotels with stronger competencies are better able to identify emerging sustainability challenges, reorganize operational processes, introduce service innovations, and coordinate responses across departments.

This result is consistent with [Sierdovski et al. \(2022\)](#), who emphasized that organizational competencies contribute to the development of environmental, social, and governance practices. It also supports [Tardin et al. \(2024\)](#), who conceptualized sustainability orientation as an organization-wide capability embedded in strategy and decision-making. The present study extends these findings by demonstrating that organizational competencies have a direct effect on sustainability in five-star hotels, where operational complexity requires coordinated managerial and technical capabilities.

The Influence of Green Human Resource Management on Employee Performance

The findings reveal that GHRM significantly influences employee performance, supporting H3. The path coefficient of 0.467 and p-value below 0.001 indicate that green human resource practices provide a substantial contribution to employee effectiveness.

GHRM influences employee performance by providing employees with environmental knowledge, organizational support, and incentives to participate in sustainability practices. Environmental training improves employee competence, while green performance evaluation and reward systems encourage employees to align their behaviors with organizational objectives.

The analytical emphasis of this relationship lies in employee motivation, role clarity, and behavioral reinforcement. Employees are more likely to perform effectively when they understand environmental expectations, possess the required knowledge, and perceive that their sustainability contributions are recognized by the organization. GHRM therefore improves performance not only by developing technical competence but also by strengthening psychological involvement and commitment.

This finding supports previous research by [Faraz et al. \(2021\)](#), who found that green management practices encourage employee pro-environmental behavior through increased motivation and self-efficacy. It is also consistent with [Khan et al. \(2022\)](#), who demonstrated that GHRM promotes green knowledge sharing, green commitment, and employee behavior.

The result also corresponds with [Cao et al. \(2023\)](#), who found that GHRM can reduce counterproductive work behavior, and [Ma et al. \(2024\)](#), who associated green human resource practices with organizational citizenship behavior among hospitality employees. These findings suggest that GHRM influences both formal task performance and voluntary behaviors that support organizational and environmental objectives.

The Influence of Organizational Competencies on Employee Performance

The findings indicate that organizational competencies have a positive and significant effect on employee performance, supporting H4. Among the direct relationships examined, organizational competencies demonstrated the strongest influence on employee performance. The coefficient of 0.504 and p-value below 0.001 indicate that employee effectiveness is strongly influenced by the organizational systems and capabilities surrounding employees.

This finding highlights that employee performance depends not only on individual capability but also on organizational systems that provide knowledge, resources, and developmental opportunities. Employees may possess motivation and personal competence, but their performance can remain limited when operating procedures, managerial guidance, technical standards, and learning systems are inadequate. Organizational competencies therefore create an enabling environment in which employee knowledge and effort can be translated into effective work outcomes.

This relationship is more appropriately explained through organizational support and capability development than through repeated reliance on the RBV. Hotels with strong competency systems can clarify work standards, facilitate knowledge exchange, support problem-solving, and prepare employees to respond to changing service and sustainability demands. These conditions strengthen task performance, adaptive performance, and employees' ability to implement environmentally responsible practices.

The finding aligns with research emphasizing the importance of organizational capability and support in improving employee performance. It is consistent with [Husen et al. \(2024\)](#), who found that organizational and individual conditions influence employee performance, and with Adhika (2024), who connected sustainable human resource practices with organizational resilience in hospitality organizations. The result suggests that competency development should be integrated with organizational procedures and performance management rather than treated only as occasional employee training.

The Influence of Employee Performance on Organizational Sustainability

The results confirm that employee performance positively affects organizational sustainability, supporting H5. The path coefficient of 0.468 and p-value below 0.001 demonstrate that employee performance shows the largest direct coefficient among the predictors of organizational sustainability in the proposed model.

This finding indicates that employees represent an important mechanism through which sustainability strategies are implemented and transformed into organizational outcomes. In sustainable hospitality management, employee performance extends beyond traditional productivity measures.

The relationship is best interpreted from an operational implementation perspective. Organizational policies and sustainability commitments produce tangible outcomes only when employees apply them consistently in daily activities. Employees influence energy and water conservation, waste separation, service quality, customer communication, operational accuracy, and continuous improvement.

Employees contribute to sustainability through responsible resource utilization, environmental practices, service improvement, and organizational learning. High-performing employees can reduce operational inefficiencies, prevent unnecessary resource use, improve guest satisfaction, and support organizational adaptation. Employee performance therefore links strategic sustainability objectives with observable economic, environmental, and social outcomes.

This finding reinforces previous studies suggesting that employee-related factors play a central role in sustainability implementation. [Amjad et al. \(2021\)](#) similarly identified employee performance as an important contributor to organizational sustainability. [Puspitawati and Atmaja \(2021\)](#) also demonstrated that employee performance in the

hotel sector is influenced by organizational and psychological working conditions. The present finding extends this evidence by showing that employee performance directly strengthens sustainability outcomes in five-star hotels in Bali.

The Mediating Role of Employee Performance

The mediation analysis confirms that employee performance partially mediates the relationship between GHRM and organizational sustainability, supporting H6. The indirect effect was positive and significant, with a coefficient of 0.218 and a p-value below 0.001. Because the direct effect of GHRM on organizational sustainability remained significant, employee performance functioned as a complementary partial mediator.

This finding indicates that GHRM influences sustainability outcomes not only directly but also indirectly by improving employee performance. GHRM can directly institutionalize environmental values through human resource policies, while simultaneously improving the knowledge, motivation, involvement, and work behavior of employees. These employee-level improvements subsequently strengthen organizational sustainability.

The mediation role of employee performance also confirms H7, showing that employee performance partially mediates the relationship between organizational competencies and organizational sustainability. The indirect effect of organizational competencies through employee performance was 0.236 with a p-value of 0.003. The persistence of a significant direct effect indicates complementary partial mediation.

This result shows that organizational competencies do not create sustainability value automatically. Knowledge, managerial systems, innovation capability, and adaptability must first be translated into effective employee actions. Employee performance therefore acts as an implementation channel that converts organizational-level competencies into operational and sustainability outcomes.

The mediation findings can be explained through a resource-transformation process. GHRM supplies environmental direction and motivation, while organizational competencies supply systems, knowledge, and adaptive capability. Employee performance integrates these two organizational inputs and transforms them into responsible operational practices.

The results expand previous research by integrating GHRM, organizational competencies, employee performance, and organizational sustainability into a single empirical model. [Amjad et al. \(2021\)](#) identified employee performance as an important mechanism linking GHRM with sustainability, while [Lin et al. \(2024\)](#) demonstrated that employee- and organization-level mechanisms transmit the effects of green human resource practices to corporate sustainability. The present study extends these findings by showing that employee performance mediates two different organizational antecedents: environmentally oriented human resource practices and broader organizational competencies.

Managerial Implications

The findings provide several managerial implications for five-star hotels in Bali. Hotel managers should strengthen GHRM implementation by incorporating sustainability criteria into recruitment, training, performance evaluation, and reward systems.

Environmental objectives should be translated into specific employee responsibilities and measurable performance indicators. Training programs should not only increase

environmental awareness but also develop practical skills related to energy efficiency, waste management, responsible resource use, and sustainable guest service.

Hotel management should also invest in organizational competency development through continuous learning programs, innovation initiatives, and adaptive organizational systems. Because organizational competencies showed the strongest effect on employee performance, hotels should strengthen technical work standards, managerial support, cross-departmental coordination, knowledge sharing, and employee problem-solving capabilities.

Finally, managers should recognize employees as strategic actors in achieving sustainability objectives. Sustainability programs should be evaluated not only by the existence of policies or training activities but also by changes in employee behavior and operational performance. Integrating GHRM, organizational competencies, and employee performance management will enable hotels to convert sustainability commitments into consistent daily practices and long-term organizational outcomes.

CONCLUSION

This study provides evidence that GHRM and organizational competencies are positively associated with organizational sustainability in five-star hotels in Bali. GHRM positively influences both employee performance and organizational sustainability, while organizational competencies also have significant positive effects on these two outcomes. Employee performance further contributes positively to organizational sustainability, confirming that employees play a central role in translating organizational policies and capabilities into sustainable operational practices.

The findings also confirm that employee performance partially mediates the effects of GHRM and organizational competencies on organizational sustainability. This indicates that environmentally oriented human resource practices and organizational capabilities generate sustainability outcomes through both direct organizational mechanisms and improvements in employee performance. The study therefore extends the Resource-Based View by demonstrating that strategic resources create greater sustainability value when they are effectively mobilized through employee knowledge, motivation, adaptability, and work behavior.

From a managerial perspective, five-star hotels should integrate sustainability objectives into recruitment, training, performance appraisal, employee involvement, reward systems, competency development, and operational standards. Managers should also evaluate whether these practices produce measurable improvements in employee behavior, resource efficiency, service quality, and organizational resilience. Future research should employ longitudinal or mixed-method designs, incorporate objective sustainability indicators and data from multiple organizational sources, and examine different hotel classifications and tourism destinations. Additional variables such as green leadership, organizational culture, environmental commitment, and green innovation may also be investigated to provide a more comprehensive explanation of organizational sustainability in the hospitality sector.

LIMITATION

This study has several limitations that should be considered when interpreting its findings. First, the study employed a cross-sectional research design, in which data were collected at a single point in time. Therefore, the causal relationships among GHRM, organizational competencies, employee performance, and organizational sustainability

should be interpreted with caution. Second, the study focused specifically on employees of five-star hotels in Bali, which may limit the generalizability of the findings to other hotel categories, tourism destinations, or industrial sectors with different organizational characteristics. Third, the data were primarily obtained through self-reported questionnaires, which may be subject to respondents' perceptions and common method bias.

Although PLS-SEM was employed to examine the proposed relationships among the constructs, future studies are encouraged to use longitudinal or mixed-method approaches and involve a broader range of hospitality organizations and geographical areas. These limitations do not invalidate the findings but indicate the contextual boundaries within which the results should be interpreted. Future studies may incorporate respondent demographic characteristics, such as age, gender, educational background, job position, and work tenure, and apply multi-group analysis to examine whether perceptions of GHRM, organizational competencies, employee performance, and organizational sustainability differ across demographic categories.

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DECLARATION OF CONFLICTING INTERESTS

The authors declare that there are no potential conflicts of interest concerning the research, authorship, and/or publication of this article.

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