



Green Human Resource Management and Pro-Environmental Behaviour: Enhancing Environmental Performance in the Hotel Industry

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Abstract

The hotel industry faces mounting pressure to embrace sustainable practices due to its substantial environmental footprint. This paper provides a comprehensive review of the literature on Green Human Resource Management (GHRM), Pro-Environmental Behaviour (PEB), and Environmental Performance (EP) within the hospitality sector, with a particular focus on how these elements interconnect.

The review highlights that GHRM practices — such as green recruitment, environmental training, green performance appraisal, and eco-friendly reward systems — play a pivotal role in shaping employees' environmental mindsets and daily behaviours. Employees' pro-environmental behaviours, in turn, serve as a vital bridge, translating human resource initiatives into tangible environmental outcomes, including reduced energy and water consumption, lower waste generation, and successful attainment of green certifications.

Grounded in Ability–Motivation–Opportunity (AMO) Theory, Social Exchange Theory (SET), and Social Cognitive Theory (SCT), this study proposes an integrative framework that explains how PEB mediates the relationship between GHRM and environmental performance. The framework also underscores the important moderating roles of supervisor support behaviour (SSB) and green organisational culture (OC) in amplifying the effectiveness of GHRM practices.

By synthesising existing research, this paper advances the understanding of sustainability in hospitality management and offers valuable directions for future studies across diverse hotel contexts.

Keywords: Green Human Resource Management, Pro-Environmental Behaviour, Environmental Performance, Hotel Industry, Organisational Sustainability, Green HRM.

1. Introduction

The hospitality industry is widely recognised as one of the major contributors to environmental degradation. Its operations typically involve high levels of energy consumption, substantial water usage, and significant waste generation (Chan, 2011). In recent years, sustainability has moved to the forefront of the global hospitality agenda. Hotels are increasingly expected to reduce their environmental footprint while maintaining excellent service standards. This shift is driven by several factors: growing consumer demand for eco-friendly accommodation, stricter government regulations, and international initiatives promoting sustainable business practices (Kang et al., 2012).

In response to these challenges, Green Human Resource Management (GHRM) has gained prominence as a strategic approach to embedding environmental sustainability into core HR functions. GHRM integrates environmental considerations into recruitment, training, performance evaluation, and reward systems, with the aim of fostering pro-environmental behaviour (PEB) among employees. PEB encompasses the voluntary actions staff take to support environmental goals — such as conserving energy, reducing waste, and using resources more efficiently.

A growing body of research demonstrates the positive influence of GHRM in the hotel sector. Studies by Hosain et al. (2025), Al-sabi et al. (2024), Ali et al. (2023), and Darvishmotevali and Altinay (2022) suggest that well-designed green HR practices not only encourage environmentally responsible behaviours but also lead to improved overall environmental performance. For instance, Kim et al. (2019) showed that green HRM plays a significant role in promoting eco-friendly actions among hotel employees. Similarly, Pham et al. (2019) found that green training and reward systems are strong predictors of organisational citizenship behaviour toward the environment. More recent work by Vu et al. (2025) emphasised how green HRM enhances employees' environmental awareness and knowledge, which in turn supports better hotel environmental outcomes. Laia and Palupiningtyas (2025) further revealed that GHRM positively influences both employees' pro-environmental behaviour and hotels' environmental performance, with PEB partially mediating this relationship.

Beyond direct HR practices, contextual factors such as supervisory support behaviour and green organisational culture also play crucial roles. Supportive supervisors often serve as role models, inspiring employees to actively contribute to sustainability goals. Meanwhile, a strong green organisational culture helps embed environmental values into daily operations, reinforcing the impact of GHRM initiatives.

Research Gap

Taken together, these factors offer valuable insights into how hotels can strengthen their environmental performance. However, while earlier studies have examined these concepts separately, there is still a notable gap in the literature: few have developed integrated frameworks that explore the combined relationships between Green Human Resource Management (GHRM), Pro-Environmental Behaviour (PEB), supervisory support behaviour (SSB), organisational culture (OC), and environmental performance (EP) specifically in the hospitality context.

2. Objective of the Study

The main purpose of this review paper is to bring together and synthesise the existing body of research on Green Human Resource Management (GHRM), Pro-Environmental Behaviour (PEB), and Environmental Performance (EP). It aims to propose a cohesive conceptual framework that illustrates the links between these constructs and to highlight promising avenues for future research in the field.

3.1 Green Human Resource Management Practices

Green Human Resource Management (GHRM) is a modern approach to managing employees in a way that supports environmental sustainability. It involves integrating environmental concerns into various human resource functions, including recruitment, training, performance evaluation, compensation, and employee engagement. Through these practices, organizations encourage employees to adopt environmentally responsible behaviors and contribute to achieving sustainability goals.

In the hospitality industry, where business operations often consume significant amounts of energy, water, and other resources, GHRM has emerged as an important strategy for promoting environmental responsibility. By embedding environmental values into HR policies and practices, hotels and other hospitality organizations can develop a workforce that actively supports sustainable business operations.

Researchers have highlighted that GHRM not only improves employees' environmental knowledge and awareness but also strengthens their commitment to organizational sustainability initiatives. When employees perceive that their organization values environmental responsibility, they are more likely to participate in eco-friendly activities, reduce waste, conserve resources, and support green innovations. Consequently, GHRM serves as a strategic tool for improving both employee performance and organizational environmental outcomes.

The major dimensions of GHRM commonly adopted in the hospitality sector are discussed below:

Green Recruitment and Selection

Green recruitment and selection involve attracting, identifying, and hiring individuals who possess positive attitudes toward environmental sustainability. Organizations communicate their commitment to environmental protection during the recruitment process and seek candidates whose values align with green organizational objectives. This practice helps build a workforce that is naturally inclined toward environmentally responsible behavior and supports the organization's sustainability mission from the beginning of employment.

Green Training and Development

Green training and development focus on enhancing employees' environmental knowledge, skills, and competencies. Organizations conduct training programs, workshops, seminars, and awareness campaigns to educate employees about sustainable practices such as energy conservation, waste reduction, recycling, and efficient resource utilization. Such initiatives help employees understand their role in environmental management and encourage them to apply green practices in their daily work activities.

Green Performance Management

Green performance management refers to incorporating environmental objectives and sustainability-related criteria into employee performance evaluation systems. Employees are assessed not only on their job performance but also on their contribution to environmental goals. This practice creates accountability and motivates employees to actively participate in sustainability initiatives while ensuring that environmental responsibilities become an integral part of organizational performance standards.

Green Rewards and Compensation

Green rewards and compensation involve recognizing and rewarding employees who demonstrate environmentally responsible behavior or contribute significantly to sustainability objectives. Rewards may be financial, such as bonuses and incentives, or non-financial, such as certificates, appreciation awards, recognition programs, and career advancement opportunities. By rewarding green behavior, organizations encourage employees to continuously engage in environmentally friendly practices and strengthen their commitment to sustainability.

Green Employee Involvement

Green employee involvement emphasizes employee participation in environmental management and decision-making processes. Organizations encourage employees to share ideas, suggest improvements, participate in green teams, and contribute to sustainability projects. Such involvement increases employees' sense of ownership and responsibility toward environmental initiatives, leading to greater engagement and stronger support for organizational sustainability efforts.

3.2 Pro-Environmental Behavior in Hotels

Pro-Environmental Behavior (PEB) refers to the actions and practices adopted by individuals to protect the environment and reduce the negative effects of human activities on natural resources. In the workplace, PEB includes both job-related responsibilities and voluntary activities that contribute to environmental sustainability. These behaviors reflect an employee's willingness to support environmental protection beyond routine job requirements and play an important role in achieving organizational sustainability goals.

In the hotel industry, employees interact directly with resources such as electricity, water, paper, food, and cleaning materials on a daily basis. Therefore, their behavior has a significant impact on the environmental performance of the organization. When hotel employees actively engage in environmentally responsible actions, they help reduce resource consumption, minimize waste generation, and support sustainable business operations.

Pro-environmental behavior acts as a crucial link between an organization's green policies and actual environmental outcomes. While organizations may implement sustainability programs and green human resource practices, their success largely depends on employees' willingness to translate these initiatives into everyday actions. Employees who consistently practice environmentally responsible behavior contribute to creating a greener workplace and improving the organization's overall environmental performance.

Research has shown that employees' pro-environmental behavior can provide several benefits to hotels. These include improved operational efficiency, reduced environmental impact, enhanced guest satisfaction, a stronger organizational reputation, and long-term sustainability. Additionally, factors such as supportive leadership, environmental awareness, organizational culture, and employee motivation can significantly influence the development of pro-environmental behavior in the workplace.

The following are some common examples of pro-environmental behavior observed in hotels:

Energy Conservation

Employees can contribute to environmental sustainability by switching off lights, air conditioners, computers, and other electrical equipment when they are not in use. Such practices help reduce energy consumption and lower operating costs while minimizing the hotel's carbon footprint.

Waste Reduction and Recycling

Hotel employees can reduce environmental waste by properly segregating recyclable materials, reusing resources whenever possible, and minimizing the use of disposable items. Effective recycling practices contribute to cleaner operations and support environmental conservation efforts.

Green Service Behavior

Employees often encourage guests to participate in environmentally friendly initiatives, such as reusing towels and bed linens, reducing water consumption, and supporting hotel sustainability programs. These actions help create awareness among guests and strengthen the hotel's environmental image.

Suggesting Green Innovations

Employees can actively contribute to sustainability by proposing new ideas and innovative solutions for reducing resource consumption and improving environmental performance. Their practical experience often helps identify opportunities for implementing effective green practices within the hotel.

Water Conservation Practices

Water conservation is an essential aspect of environmental sustainability in the hospitality sector. Employees can support water-saving efforts by monitoring water usage, reporting leakages, using water-efficient equipment, and promoting responsible water consumption among guests and staff.

Participation in Environmental Activities

Many hotels organize environmental programs such as tree plantation drives, cleanliness campaigns, and community awareness initiatives. Employee participation in such activities demonstrates commitment to environmental protection and strengthens the organization's sustainability culture.

Reducing Paper Usage Through Digital Technologies

The use of digital communication systems, online documentation, electronic records, and computerized processes helps reduce paper consumption. Employees who adopt digital alternatives contribute to resource conservation and support environmentally responsible business practices.

3.3 Environmental Performance of Hotels

Environmental Performance (EP) refers to the extent to which an organization successfully manages its environmental responsibilities and achieves sustainability objectives. It reflects how effectively a hotel utilizes natural resources, reduces environmental impacts, and implements eco-friendly practices while maintaining operational efficiency and service quality. Environmental performance is often considered an important indicator of an organization's commitment to sustainable development and environmental stewardship.

In the hospitality industry, environmental performance has gained significant importance due to growing concerns about climate change, resource depletion, and environmental degradation. Hotels consume substantial amounts of energy, water, and other resources in their daily operations. Therefore, improving environmental performance has become essential for reducing environmental impacts, lowering operational costs, and meeting the expectations of environmentally conscious guests.

Environmental performance is influenced by various organizational factors, including environmental policies, sustainability strategies, technological innovations, and employee participation in green practices. When employees actively engage in environmentally responsible behaviors, hotels are better able to achieve their sustainability goals. Effective implementation of Green Human Resource Management (GHRM) practices further strengthens environmental performance by encouraging employees to adopt eco-friendly behaviors and support environmental initiatives.

Organizations with strong environmental performance often experience several benefits, including improved resource efficiency, reduced operating expenses, enhanced corporate reputation, increased customer satisfaction, and long-term competitive advantage. As a result, many hotels are investing in sustainability programs and environmental management systems to improve their overall environmental outcomes.

The major indicators used to assess environmental performance in hotels are discussed below:

Reduced Energy Consumption

One of the key indicators of environmental performance is the efficient use of energy. Hotels that successfully reduce electricity and fuel consumption through energy-saving technologies, efficient equipment, and employee awareness programs demonstrate better environmental performance. Lower energy usage also contributes to reduced greenhouse gas emissions and operational costs.

Efficient Water Management

Water conservation is a critical measure of environmental performance in the hospitality sector. Hotels can improve their environmental performance by implementing water-saving devices, monitoring consumption, repairing leakages promptly, and encouraging responsible water use among employees and guests. Efficient water management helps preserve natural resources and reduces utility expenses.

Waste Reduction and Recycling

The ability to minimize waste generation and maximize recycling efforts reflects a hotel's commitment to environmental sustainability. Hotels that implement effective waste management systems, recycle reusable materials, and reduce the use of disposable products contribute positively to environmental protection and resource conservation.

Adoption of Renewable Energy Sources

The use of renewable energy technologies, such as solar panels and other clean energy systems, is another important indicator of environmental performance. By reducing dependence on conventional energy sources, hotels can lower their carbon emissions and support sustainable energy development.

Environmental Certifications and Standards

Many hotels seek environmental certifications to demonstrate their commitment to sustainability. Certifications such as ISO 14001, LEED, and Green Key indicate that an organization follows recognized environmental management standards and continuously works toward improving its environmental performance. These certifications also enhance credibility and public trust.

Guest Satisfaction with Green Initiatives

Guests increasingly prefer hotels that demonstrate environmental responsibility. Positive guest feedback regarding eco-friendly practices, sustainability programs, and green services can be considered an indicator of strong environmental performance. Such satisfaction helps improve customer loyalty and strengthens the hotel's market position.

3.4 Mediating Role of Pro-Environmental Behavior (PEB)

Pro-Environmental Behavior (PEB) serves as an important mechanism through which Green Human Resource Management (GHRM) practices influence an organization's environmental performance. While GHRM provides the policies, systems, and resources needed to promote sustainability, it is the environmentally responsible actions of employees that ultimately determine the effectiveness of these initiatives. Therefore, PEB acts as a bridge that connects organizational green strategies with actual environmental outcomes.

In the hospitality industry, employees' day-to-day actions, such as conserving energy, reducing waste, and using resources efficiently, directly contribute to achieving sustainability objectives. When organizations implement green recruitment, training, performance evaluation, and reward systems, employees become more aware of environmental issues and are encouraged to adopt eco-friendly behaviors. These behaviors, in turn, improve the environmental performance of hotels.

Several studies have highlighted the mediating role of PEB in the relationship between GHRM and environmental performance. Research indicates that green HR practices are more likely to produce positive environmental outcomes when employees actively engage in environmentally responsible activities. Thus, PEB transforms organizational sustainability policies into practical actions that generate measurable environmental benefits.

Overall, the mediating role of PEB demonstrates that the success of GHRM initiatives depends not only on the existence of green policies but also on employees' willingness to translate those policies into meaningful environmental actions.

3.5 Moderating Role of Supervisory Support Behavior

Supervisory Support Behavior (SSB) refers to the extent to which supervisors encourage, guide, and assist employees in achieving organizational goals, including environmental sustainability objectives. In the context of green management, supervisors play a crucial role in influencing employees' attitudes and behaviors toward environmental responsibility.

Supportive supervisors act as role models by demonstrating environmentally conscious behavior and encouraging employees to participate in sustainability initiatives. They provide guidance, recognition, and necessary resources that help employees perform their duties in an environmentally responsible manner. When employees perceive strong support from their supervisors, they are more likely to adopt green practices and remain committed to organizational sustainability efforts.

Supervisory support also strengthens the effectiveness of GHRM practices. For example, green training programs and environmental policies are more likely to succeed when supervisors actively reinforce their importance and motivate employees to apply what they have learned. In contrast, a lack of supervisory support may reduce employees' enthusiasm for participating in green initiatives.

Furthermore, supportive leadership helps create a positive work environment where employees feel valued and empowered to contribute innovative ideas for environmental improvement. As a result, Supervisory Support Behavior enhances the relationship between GHRM practices, employee green behavior, and environmental performance by creating conditions that encourage sustainable workplace actions.

3.6 Moderating Role of Green Organizational Culture

Green Organizational Culture (GOC) refers to a system of shared environmental values, beliefs, norms, and practices that guide employees' behavior toward sustainability within an organization. It reflects the extent to which environmental responsibility is embedded in the organization's mission, policies, and everyday operations.

A strong green organizational culture creates an environment where sustainability becomes a collective responsibility rather than an individual obligation. Employees working in such an environment are more likely to understand the importance of environmental protection and actively participate in eco-friendly activities. Green values become part of the organizational identity, influencing employees' decisions and behaviors at all levels.

Green organizational culture also strengthens the impact of GHRM practices on employee behavior and environmental outcomes. When environmental values are consistently promoted throughout the organization, employees are more receptive to green initiatives such as environmental training, green rewards, and sustainability programs. This supportive cultural environment encourages employees to practice environmentally responsible behaviors both within and beyond their job responsibilities.

In addition, a strong green culture fosters teamwork, environmental awareness, and continuous improvement in sustainability practices. Employees become more motivated to contribute innovative

ideas, participate in environmental programs, and support organizational efforts aimed at reducing environmental impacts.

Therefore, Green Organizational Culture acts as an important moderating factor that enhances the effectiveness of GHRM initiatives and strengthens employees' commitment to environmental sustainability. By creating a workplace where environmental values are deeply embedded, organizations can achieve better environmental performance and long-term sustainability goals.

Table 1: Summary of Recent Studies on Green Human Resource Management, Pro-Environmental Behavior, Supervisory Support Behavior, Green Organizational Culture, and Environmental Performance

Author(s) & Year	Context/Industry	Variables Studied	Major Findings
Kaur, Atwal & Nayak (2025)	General/Cross-sectional Study	Determinants and outcomes of Green HRM	The review highlighted various organizational and employee-related factors that influence the adoption and effectiveness of Green HRM practices.
Kaur & Atwal (2025)	Education Sector	Green HRM Practices	The study explored the application of Green HRM practices in Indian educational institutions and emphasized their role in promoting environmental sustainability.
Hosain et al. (2025)	Manufacturing Firms	GHRM, Employee Green Behavior, Environmental Performance	The findings showed that GHRM enhances environmental performance directly and also indirectly by encouraging employees to engage in environmentally responsible behaviors.
Al-Sabi et al. (2024)	Hotel Industry	GHRM, PEB, Job Satisfaction, Environmental Performance	The study revealed that Green HRM positively influences employees' pro-environmental behavior and job satisfaction, which subsequently contribute to improved environmental performance in hotels.
Ali et al. (2023)	Malaysian Hospitality Industry	GHRM, Pro-Environmental Attitudes, Green Behaviors, Green Work Climate Perceptions, Environmental Performance	Employees' environmentally responsible behaviors were found to play a crucial role in improving sustainable performance within hospitality organizations.
Wang et al. (2022)	Manufacturing and Service Firms	Green Knowledge Management, Green Innovation, Green Organizational Culture	The study demonstrated that a strong green organizational culture enhances the positive impact of green knowledge management on green innovation initiatives.
Akhtar et al. (2021)	Education Sector	GHRM, PEB, Environmental Knowledge, Leader Support	Leadership support strengthened the influence of green HR practices and environmental knowledge on individuals' pro-environmental behavior.
Ojo et al. (2020)	Information Technology Sector	GHRM Practices, PEB, Environmental IT Performance	The results indicated that Green HRM practices significantly contribute to environmental IT performance through the promotion of employees' green behaviors.

Author(s) & Year	Context/Industry	Variables Studied	Major Findings
Pham et al. (2019)	Hospitality Industry	GHRM Practices, Organizational Citizenship Behavior for the Environment (OCBE)	Green training emerged as one of the most influential factors in encouraging employees to voluntarily engage in environmentally responsible behaviors.
Yusoff et al. (2018)	Hotel Industry	GHRM Practices, Environmental Performance	The study found that most Green HRM practices positively affect environmental performance, although green performance appraisal showed limited influence.
Atwal Singh & (2016)	Manufacturing Sector	Employee Engagement, Eco-Initiatives, Supervisory Support Behavior	The authors proposed a conceptual framework illustrating how managerial and supervisory support can encourage employees' participation in environmental initiatives.
Raineri & Paillé (2016)	Service Sector	Corporate Policy, Supervisory Support, Environmental Citizenship Behaviors	Employees were more committed to environmental responsibilities when supervisors actively encouraged and supported environmental protection efforts.
Paillé et al. (2014)	Service Sector	GHRM, PEB, Organizational Support	Organizational support was found to strengthen the relationship between Green HRM practices and employees' pro-environmental behavior.

Source: The Authors.

4. Theoretical Underpinnings

4.1 Ability–Motivation–Opportunity (AMO) Theory

The Ability–Motivation–Opportunity (AMO) Theory, proposed by Appelbaum et al. (2000), emphasizes the selection of HRM strategies that can improve organizational performance. According to this theory, employees perform effectively when they possess the required abilities, are sufficiently motivated, and are provided with opportunities to participate in organizational activities. Using the AMO framework, Akhtar et al. (2021) examined the relationship between Green HRM practices—specifically ability-enhancing, motivation-enhancing, and opportunity-enhancing practices—and students' pro-environmental behavior (PEB).

4.2 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory highlights that human resources are among the most valuable, rare, and unique assets of an organization (Barney, 1991). From this perspective, organizations can achieve competitive advantage through effective utilization of their human resources and capabilities. Ojo et al. (2020) identified GHRM practices as important organizational resources that encourage employees' pro-environmental behavior, thereby contributing to enhanced environmental performance and supporting the RBV perspective of HRM.

4.3 Social Exchange Theory (SET)

Social Exchange Theory explains social behavior through interactions between individuals and organizations based on a cost–benefit analysis of rewards and risks. According to Blau (1964), employees tend to reciprocate organizational and supervisory support by engaging in positive behaviors, including pro-environmental behavior (PEB). Zhu et al. (2021) applied Social Exchange Theory to examine the

influence of Green HRM on employees' green behavior through the development of environmental knowledge and green values within organizations.

4.4 Social Cognitive Theory (SCT)

Social Cognitive Theory, proposed by Bandura (1986), emphasizes the role of social learning, observation, and environmental influences in shaping human behavior. In the organizational context, supervisors act as role models who encourage environmentally responsible behavior, while organizational culture reinforces employees' eco-friendly attitudes and actions. Thus, employees are more likely to adopt sustainable practices when they observe supportive leadership and a strong green organizational culture.

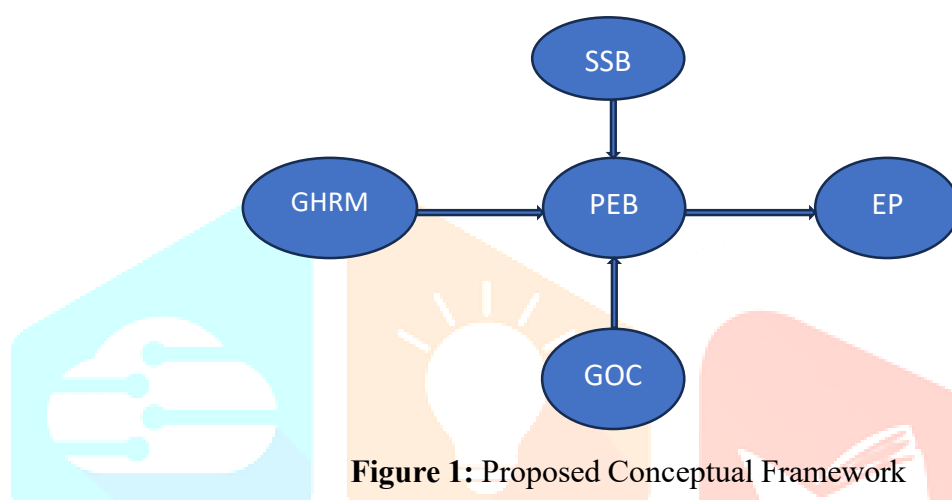


Figure 1: Proposed Conceptual Framework

Source: Author Own

4. Proposed Propositions/Hypotheses

Based on the existing literature on Green Human Resource Management (GHRM), Pro-Environmental Behavior (PEB), Supervisory Support Behavior (SSB), Green Organizational Culture (GOC), and Environmental Performance (EP), the following propositions are developed:

- P1:** Green Human Resource Management practices have a positive influence on employees' Pro-Environmental Behavior in hotels.
- P2:** Employees' Pro-Environmental Behavior positively contributes to the Environmental Performance of hotels.
- P3:** Pro-Environmental Behavior mediates the relationship between Green Human Resource Management and Environmental Performance.
- P4:** Supervisory Support Behavior positively moderates the relationship between Green Human Resource Management and Pro-Environmental Behavior, such that the relationship becomes stronger when supervisory support is high.
- P5:** Green Organizational Culture positively moderates the relationship between Green Human Resource Management and Pro-Environmental Behavior, such that the relationship becomes stronger in organizations with a strong environmental culture.

5. Limitations and Future Research Agenda

Although the existing body of literature provides valuable insights into the relationship between Green Human Resource Management and environmental sustainability, several research gaps remain.

First, limited studies have simultaneously examined the moderating roles of Supervisory Support Behavior and Green Organizational Culture within the GHRM–PEB–Environmental Performance framework. A more comprehensive understanding of these contextual factors is required to explain how and when GHRM practices produce favorable environmental outcomes.

Second, research on GHRM and Pro-Environmental Behavior in the hospitality industry remains fragmented. Many studies investigate individual relationships among variables rather than developing integrated models that capture the complex interactions among organizational practices, employee behavior, and environmental outcomes.

Third, the majority of existing studies employ cross-sectional research designs, making it difficult to establish causal relationships over time. Future researchers should conduct longitudinal studies to examine the long-term effects of GHRM initiatives on employee behavior and organizational sustainability performance.

Fourth, there is a need for more cross-cultural investigations to understand how cultural, social, and institutional differences influence the effectiveness of green management practices across countries and regions.

Fifth, relatively few studies focus specifically on hotels operating in developing economies such as India and Southeast Asian countries. Considering the growing importance of sustainability in these regions, future research should explore context-specific factors that influence environmental performance in emerging hospitality markets.

Sixth, although Green Organizational Culture has been recognized as an important driver of sustainability, empirical evidence regarding its long-term role in enhancing environmental performance remains limited. Further studies are needed to examine how organizational culture supports sustainable transformation over time.

Finally, future research may explore the role of guests in promoting sustainability within hotels. Investigating how guest participation and environmentally responsible customer behavior reinforce employees' Pro-Environmental Behavior can provide valuable insights for achieving comprehensive sustainability outcomes.

6. Conclusion

The present review highlights the growing importance of Green Human Resource Management as a strategic approach for promoting environmental sustainability within the hospitality industry. The literature suggests that GHRM practices contribute to environmental performance primarily by encouraging employees to engage in Pro-Environmental Behavior. In this regard, employees serve as a crucial link between organizational sustainability initiatives and actual environmental outcomes.

The review further emphasizes that the effectiveness of GHRM practices is influenced by organizational and managerial factors. Specifically, Supervisory Support Behavior and Green Organizational Culture create an environment that encourages employees to actively participate in sustainability initiatives and adopt environmentally responsible workplace behaviors. These factors strengthen the impact of GHRM practices and help translate environmental policies into everyday operational activities.

By integrating GHRM, Pro-Environmental Behavior, Supervisory Support Behavior, Green Organizational Culture, and Environmental Performance into a single conceptual framework, this study provides a comprehensive perspective on sustainability management in hotels. The proposed framework contributes to the existing literature by identifying key mechanisms and contextual factors that influence environmental outcomes.

From a practical standpoint, the findings suggest that hotel managers should not only implement green HR policies but also foster supportive leadership and cultivate a strong environmental culture. Such efforts can enhance employee engagement in sustainability initiatives and improve overall environmental performance.

Future empirical research should validate the proposed framework across different hospitality settings, geographical regions, and organizational contexts. Such investigations will deepen our understanding of sustainable management practices and contribute to the advancement of environmental sustainability in the hospitality industry.

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