

From Green HRM to sustainability: A study of ground handling in java with employee performance as a key link

Ratih Puspitaningtyas Faeni¹, Dewi Puspaningtyas Feani², Heni Pujiati³, Yohannes Ferry Cahaya⁴

Trilogy University, Jakarta, Indonesia¹

Air Marshal Suryadarma University, Jakarta, Indonesia^{2,3,4}

ratihfaeni@trilogi.ac.id¹, dewi.faeni@unsurya.ac.id², herni@unsurya.ac.id³, ferry@unsurya.ac.id⁴



Article History

Received on 20 August 2025

1st Revision on 05 September 2025

Accepted on 17 September 2025

Abstract

Purpose: This study aims to examine the direct and indirect relationship between Green HRM variables, as well as provide theoretical and practical contributions in the development of environmentally friendly HR management strategies in the ground handling company.

Methodology/approach: Using a descriptive method with a purposive sampling technique. A total of 160 respondents from ground handling company were used as samples. Primary data is collected through questionnaires (g-form), and secondary data comes from various publication sources. The analysis used includes regression, correlation, percentage, and SEM.

Results/findings: Green Recruitment, Green Training, and Green Performance Appraisal have a significant effect on Employee Performance through the mediation of Organizational Sustainability. Environmentally-oriented HR policies have been proven to improve organizational sustainability and employee performance.

Conclusions: Green HRM practices have a direct and indirect effect on employee performance and organizational sustainability. The integration of eco-friendly principles in HR strategies is essential for long-term productivity and sustainability.

Limitations: The study was limited to companies java province, the potential for questionnaire bias, the approach was only quantitative, and did not consider external factors such as organizational culture and leadership.

Contribution: This research reinforces the importance of implementing GHRM in improving employee performance and organizational sustainability, as well as encouraging follow-up research with qualitative approaches and external factors.

Keywords: *Green HRM, Green Recruitment, Green Training, Green Performance, Sustainability, Travel Bureaus*

How to Cite: Faeni, R. P., Feani, D. P., Pujiati, H., & Cahaya, Y. F. (2025). From Green HRM to sustainability: A study of ground handling in java with employee performance as a key link. *Annals of Human Resource Management Research*, 5(3), 305-320.

1. Introduction

The global tourism industry and passenger numbers are showing a significant recovery post-COVID-19 pandemic. According to data from the World Tourism Organization (UNWTO), the number of international tourists will reach 1.4 billion in 2024, an increase of 11% compared to the previous year, and close to pre-pandemic levels. In Indonesia, the tourism sector has also experienced positive growth, with an increase in domestic tourists as passengers of 15% in 2023 compared to 2022 (WTO, 2024). However, this growth poses new challenges related to environmental impacts, such as increased carbon

emissions and the degradation of natural resources (Faeni, Puspitaningtyas Faeni, Alden Riyadh, & Yuliansyah, 2023). The tourism sector accounts for approximately 21% of total global CO₂ emissions, with accommodation being a major contributor. To overcome these challenges, the concept of Green Human Resource Management (GHRM) has become increasingly relevant. GHRM includes practices such as Green Recruitment, Green Training, and Green Performance Appraisal that aim to increase awareness and environmentally friendly behavior among employees (Susanto, Prajitiasari, & Awwaliyah, 2024). The tourism sector in the Java Province has great potential for sustainable development. However, the implementation of GHRM practices is still limited, so further research is needed to understand their impact on organizational sustainability (Faeni et al., 2023; Wenny Desty Febrian, 2022).

Although various studies have examined the impact of GHRM on organizational performance and employee behavior, there are limitations in the context of development. Most previous research has focused on company sectors in developed nations. Additionally, the role of employee performance as an intervening variable between GHRM practices and organizational sustainability has not been explored in depth. AlhozaimAlkhozaim, Alshiha, Alnasser, and Alshiha (2024) emphasized the importance of Green Performance Appraisal in increasing environmental awareness in the workplace but did not consider the role of employee performance as a mediator in their study. Similarly, research by Alhemimah, Baquero, Al-Romeedy, and Khairy (2024) shows that Green Training significantly improves employees' pro-environmental behaviors, but has not yet examined its impact on the overall sustainability of the organization. Thus, there is a need for research that integrates the three elements of GHRM, Green Recruitment, Green Training, and Green Performance Appraisal in a research model that focuses on ground handling company, with employee performance as an intervening variable.

Green Recruitment plays a role in attracting individuals with high environmental awareness, which can improve the sustainability of the organization. A study by Jamil, Zaman, Kayikci, and Khan (2023) shows that a recruitment process that considers environmental aspects can improve an organization's sustainability performance (Afnan, Wijaya, Kartono, & Wibowo, 2024; Wijesundara, Khatibi, Azam, & Tham, 2025). Training that focuses on environmental issues can improve employees' competence in implementing environmentally friendly practices. Gomes, Ribeiro, Gomes, Ortega, and Semedo (2024) found that Green Training significantly improves employees' pro-environmental behavior, which contributes to the sustainability of the organization. Mahdy, Alqahtani, and Binzafrah (2023) found that green recruitment positively impacts employees' pro-environmental behavior, enhancing organizational sustainability performance in the Saudi Arabian industrial sector. Performance evaluations that include environmental indicators can encourage employees to behave more environmentally.

Kim et al. (2022) emphasize the importance of Green Performance Appraisal in increasing environmental awareness in the workplace. Employee performance plays an important role as a mediator between GHRM practices and sustainable organizations. Gomes et al. (2024) showed that improving employee performance through GHRM practices contributes directly to the achievement of organizational sustainability goals. Green training plays an important role in shaping employees' environmental knowledge and skills to match an organization's sustainability targets. Wang et al. (2023) stated that training designed with an environmental approach is able to increase the effectiveness of employees' work in achieving sustainable organizational goals. In line with this, Yadav and Mathew (2023) found that green training can encourage Organizational Citizenship Behavior for the Environment (OCBE), which directly contributes to long-term sustainability (Sulaiman, Fitralisma, Fata, & Nawawi, 2024; Supheni, Ivada, Novianti, & Wiwin, 2023).

Green performance appraisal involves assessing employee performance based on environmentally friendly indicators, such as energy efficiency, waste reduction, and contribution to the company's green initiatives. Sadek and Karkoulou (2025) emphasize that an environment-based appraisal system can motivate employees to behave more proactively in supporting the company's sustainability programs. Ardiza, Nawangsari, and Sutawidjaya (2021) also show that green appraisal is an important means of creating a performance management system that is consistent with long-term sustainability principles. Employee performance plays a key role in linking green HR practices to organizational sustainability.

Vadithe, Rajput, and Kesari (2025) showed that green recruitment and training do not necessarily affect sustainability directly but by improving employee performance. In addition, it underlines that green training improves an organization's environmental performance through OCBE, demonstrating the important role of employees as a link between green initiatives and organizational sustainability outcomes.

This research is novel in several important aspects that have not been studied in an integrated manner in the previous literature, especially in the context of travel agencies in developing areas such as Lampung. In general, the study of Green Human Resource Management (Green HRM) has developed widely, but there is still a gap in terms of integrating the three main pillars, namely Green Recruitment, Green Training, and Green Performance Appraisal, in a complete research model and testing its impact on Organizational Sustainability through Employee Performance as a mediating variable. First, the novelty lies in the context of the chosen industrial sector, namely, travel agencies in Lampung Province. Most previous research has focused on the manufacturing sector, large hospitality, or higher education institutions in developed countries and metropolitan centers. This study makes an original contribution to the Green HRM literature by examining small-to medium-scale organizations operating in the regional tourism service sector, which have different challenges in terms of resources, technology, and environmental awareness.

Second, the uniqueness lies in the integration of three main variables in Green HRM. While some previous studies have only examined the effects of Green Recruitment separately (Jamil et al., 2023). Green Training Wang et al. (2023) or Green Performance Appraisal Sadek & Karkoulouian, (2024) on organizational performance or sustainability, this study brings the three together in one comprehensive conceptual model, thus providing a holistic picture of how the overall practice of Green HRM can affect the overall practice of Green HRM organizational sustainability. Third, this study offers a strong mediation approach by placing Employee Performance as an intervening variable. This approach addresses the gaps in several previous studies that have not specifically examined how individual employee performance mediates the relationship between green HR practices and organizational sustainability (Alhemimah et al., 2024; Vadithe et al., 2025). By examining these variables, research can shed light on how changes in employee behavior, skills, and evaluations contribute to the sustainable achievement of organizational goals.

Novelty also appears in the use of the latest empirical data (2023–2024), which reflects the latest dynamics in the field, including the development of ecotourism trends and the increase in the number of ground-handling companies in Java that show awareness of environmentally sound human resource management. This provides strong contextual relevance to the theoretical and practical novelty of this research, which not only enriches the theory of Green HRM and organizational sustainability but also offers practical implications for tourism industry players in formulating more sustainable human resource management strategies that are in line with environmental principles. This study aims to analyze the influence of Green Recruitment, Green Training, and Green Performance Appraisal on Organizational Sustainability in ground handling companies in Java Province, with Employee Performance as a mediating variable. In particular, this study aimed to determine the extent to which Green HRM practices can improve employee performance and how this performance contributes to the sustainability of the organization. This study also aims to examine the direct and indirect relationships between variables and make theoretical and practical contributions to the development of environmentally friendly and sustainability-oriented human resource management strategies in the regional tourism sector.

2. Literature review and hypothesis

2.1. *Green Recruitment on Employee Performance*

This study uses the Partial Least Squares (PLS) method to analyze the influence of green recruitment and selection on employee performance in Indonesia. The results show that green recruitment and selection practices positively and significantly impact employee performance. However, green training did not have a significant influence in the same context (Martins et al., 2021; D. Sharma & Dhamija, 2025). Other studies have shown that environment-based hiring positively and significantly influences

environmental, economic, and social performance. Pathway analysis also shows that green performance management and compensation systems play a significant role as mediators in the relationship between green hiring and the sustainability of healthcare organizations' performance in the public and private sectors (Saputra, Apriyan, & Subarjo, 2025).

Another related study by Jamil et al. (2023) explores the role of green recruitment in organizational sustainability performance. It was found that green recruitment contributes significantly to the sustainability performance of organizations, particularly in improving environmental awareness and operational efficiency. This study examines the impact of Green Human Resource Management (GHRM) practices on employee performance in the public sector. The results show that GHRM, including green recruitment, has a positive influence on employee performance, with organizational culture as a mediator in the relationship (Permadi, Fadah, & Rizki, 2024; Ramachandaran, 2024). Another study states that the influence of green recruitment and selection on environmental performance in medical education institutions shows that the practice of green recruitment and selection contributes positively to improving organizational environmental performance (Ullah, 2022).

This study examines the influence of green employee resourcing on the performance of devolved healthcare services in Kenya. It was found that green employee resourcing has a positive and significant influence on healthcare performance, with a contribution of 53.8% to performance variability (Bogonko, Simiyu, & Omondi, 2024). A study examining the impact of GHRM practices, including green recruitment, on employee performance in the education sector in India. The results show that GHRM positively contributes to environmental performance, employee engagement, and productivity (Makumbe, 2024). From the explanations above, the conclusion that can be drawn is that the application of green recruitment contributes significantly to improving organizational performance sustainably, especially in environmental, economic, and social aspects. In addition, its effectiveness is strengthened through the role of green performance management and compensation systems, which serve as important mediators in amplifying these impacts. Therefore, the following hypothesis is proposed:

H1: Green Recruitment on Employee Performance

2.2. Green Training on Employee Performance

The results of the study N. T. Pham, Vo-Thanh, Shahbaz, Duc Huynh, and Usman (2020) say that environmental training plays a crucial role as a crucial instrument in increasing employee involvement in direct environmental practices (EIGP). The relationship between environmental training and EIGP is significantly influenced by employees' level of environmental commitment. Interestingly, this study shows that the mediating effect of employee environmental commitment on environmental training on EIGP is stronger in hotels managed by Western hospitality companies. However, unexpectedly, cultural factors did not been shown to strengthen or weaken the relationship between environmental training and EIGP. Wu et al. (2021) found that green training increases employees' green creativity through the mediation of green values and intrinsic green motivation. This study emphasizes the importance of environmental training in the public sector to encourage sustainable innovation.

A study highlights that green training is important to achieve organizational efficiency through green competency development based on the ability–motivation–opportunity (AMO) theoretical approach. Gull and Idrees (2022) and Anyona and Bula (2023) conducted a study on the Nairobi County Government, Kenya, and found that green training had a positive and significant effect on employee performance. Abdulameer and Ibrahim (2025) and Setiawan et al. (2021) found a positive and significant relationship between green training and individual environmental performance in Iraq's oil and gas industry based on Structural Equation Modeling analysis. Ahmed, Fiaz, and Taous (2023) show that green training, green performance management, and green employee engagement significantly improve the performance of the hotel environment in Dera Ismail Khan. A study in the mining sector Sun, Bahizire, Pea-Assounga, and Chen (2024) shows that green training improves the green performance of employees directly and through the mediation of green organizational culture and work ethic.

Evina, Saputra, and Nuvriasari (2024) researched self-service retail stores in Yogyakarta and found that green training has a significant positive influence on employee performance, based on an analysis of SEM

with SmartPLS. It can be concluded from the description above that green training has a positive influence on employee performance, both through increasing environmental awareness, motivation, creativity, and work efficiency (Faeni, Oktaviani, Riyadh, Faeni, & Beshr, 2025). Therefore, the hypothesis of this study is as follows:

H2: Green Training on Employee Performance

2.3. Green Performance Appraisal on Employee Performance

The results of a related study from Ardiza et al. (2021) state that this study shows that Green Performance Appraisal and Green Compensation have a significant effect on Organizational Citizenship Behavior for the Environment (OCBE) and employee performance. However, the effect of OCBE mediation was significant only for employees with a working period of more than five years. The results showed that Green Performance Appraisal and Green Compensation and Rewards, mediated by OCBE, had a positive and significant effect on employee performance, with the influence of Green Compensation and Rewards being more dominant (Ardiza et al., 2021). Other results from Abdelhamied, Elbaz, Al-Romeedy, and Amer (2023) reveal that job satisfaction and green motivation mediate the relationship between GHRM practices, including Green Performance Appraisal, and employee sustainability performance in the hospitality industry.

Gomes et al. (2024) found that Green Human Resource Management (GHRM) practices, including Green Performance Appraisal, improve employees' green behavior and performance, with affective commitment as a mediator. Another study revealed that GPA plays a significant role in improving employee green behavior (EGB) and organizational sustainability. EGB mediates the relationship between GPA and organizational sustainability, and the use of green knowledge strengthens the relationship between EGB and organizational sustainability (Sadek & Karkouloulian, 2025). This literature review analyzed 78 articles and concluded that GPA, as part of GHRM practices, contributes to improved employee green behavior and individual performance. However, more research is needed to understand its impact on non-environmental aspects, such as job satisfaction and creativity (Chowdhury, 2024).

From all the statements described by the results of previous research, it can be concluded that Green Performance Appraisal functions as a strategic tool in improving employee green performance and behavior, especially when combined with other elements such as green compensation, motivation, and affective commitment. GPA is not only relevant for environmental sustainability but also improves overall organizational productivity, although its impact can vary depending on the work context, organizational culture, and employee profile. Therefore, the hypotheses of this study are as follows:

H3: Green Performance Appraisal on Employee Performance

2.4. Employee Performance on Organizational Sustainability

The results of this study highlight that the practice of Sustainable HR Management (Sustainable HRM) influences employee performance through the perception of the organization's reasons for implementing sustainability and employee identification with the organization. HRM practices aligned with an organization's sustainability orientation can improve employee engagement and performance (Jeronimo, de Lacerda, and Henriques (2020). Alam (2021) showed that Green HRM practices improve the performance of an organization's environment through employee empowerment in green aspects. This empowerment mediates the relationship between green HRM practices and the performance of an organization's environment. Studies have shown that the strong impact of the implementation of Green Human Resource Management (GHRM), which includes training and development programs, performance evaluations, and reward and compensation systems, contributes to the achievement of organizational sustainability (Amjad et al., 2021).

Jeronimo et al. (2020) state that the process to achieve sustainable HR by improving employee performance does not take place directly, but through two mediation channels: employees' perception of the organization's sustainability goals and their sense of identification with the organization. This suggests that organizations must ensure alignment between sustainable HR practices and employees' internal values or tendencies. These practices must align with the organization's sustainability, and employees must understand and believe in the reasons behind them to form stronger attachments, increase participation, and

ultimately drive more optimal performance. The study found that the implementation of Green Human Resource Management (GHRM) practices, such as training and development, performance evaluation, and reward and compensation systems, significantly impacts the sustainability of the organization. In addition, this study empirically explores the different mediating roles of environmental and employee performance in bridging the relationship between GHRM practices and organizational sustainability. The findings of this study corroborate the mediation model formulated in the hypothesis (Amjad et al., 2021).

The results of other related research indicate that Organizational Support Practices (OSP) have a positive and significant relationship with task performance and adaptive performance, which occurs through work engagement. In addition, the indirect relationship between OSP and task and adaptive performance through work attachment is moderated by psychological capital, where the relationship becomes stronger in workers with lower levels of psychological capital (Silva & Costa, 2024). Another study by Qaiser (2024) stated that there is a meaningful positive relationship between human resource management and HRM sustainability, as well as between social factors, psychological factors, employer branding, and HRM sustainability. HRM sustainability is also significantly related to employee performance. Additionally, organizational culture plays a role as a moderator in these relationships.

From the above description, a summary of Sustainable Human Resource Management Practices (Sustainable HRM), including Green HRM practices, has a significant influence on improving employee performance and organizational sustainability. These influences do not occur directly but through mediation mechanisms such as the perception of organizational sustainability goals, organizational identification, and work involvement. Psychological dimensions, such as psychological capital and organizational culture, moderate the relationship between HRM practices and performance. These findings underscore the importance of aligning organizational sustainability values with employees' internal dispositions to create optimal engagement and performance. Therefore, the hypotheses of this study are as follows:

H4: Employee Performance on Organizational Sustainability

2.5. Green Recruitmen on Organizational Sustainability

In recent years, sustainability has become a major focus for various organizations worldwide. Not only large companies but also public sector and educational organizations are now required to run operations that are not only economically profitable but also socially and environmentally responsible. One approach that is receiving more attention in supporting organizational sustainability is the practice of green recruitment. Green recruitment refers to a hiring process that integrates eco-friendly values into an organization's recruitment strategy. This practice includes the use of digital media to disseminate job vacancies, reducing the use of paper in administrative processes, and considering sustainability values when selecting prospective employees. The main goal is to recruit individuals who are not only professionally competent but also aware of and concerned about environmental issues (Qian, Chan, Zhang, Yin, & Zhang, 2020). Furthermore, green recruitment plays a strategic role in supporting organizational sustainability. Employees with green values from the beginning have the potential to become internal change agents who support the implementation of environmentally oriented organizational policies and culture. A study conducted by S. Kumar, Lim, Sureka, Jabbour, and Bamel (2024) shows that green recruitment practices, when combined with environmentally conscious transformational leadership, are able to significantly improve the environmental performance of organizations.

In addition, organizations that implement green recruitment build a positive image in the eyes of the public and prospective workers, who are increasingly aware of the importance of sustainability values. This increases the competitiveness of the organization and helps to retain and attract the best talent who have a value alignment with the organization (Tang, Chen, Jiang, Paillé, & Jia, 2018). Another study by AlKetbi and Rice (2024) confirmed that green HRM practices, including green recruitment, positively influence job satisfaction and employee engagement, which directly contributes to the sustainability of the organization. This shows that sustainability is not only supported by technology and policies but also by human resources that are sustainability-oriented from the early stages of hiring. Furthermore, Yao, Duan, and Baruch (2020) highlight the importance of integrating green HRM in the company's strategy holistically. They state that green recruitment is not only about efficiency but also a symbol of the organization's commitment to

Environmental, Social, and Governance (ESG) principles, which are now an important measure in assessing a company's reputation and long-term performance. Therefore, the hypotheses of this study are as follows:

H5: Green Recruitment on Organizational Sustainability

2.6. Green Training on Organizational Sustainability

According to Nhat Tan Pham, Tučková, and Jabbour (2019), Green Training significantly improves employees' pro-environmental behavior, which in turn strengthens the sustainability performance of the organization. The study emphasizes that structured training in sustainability creates a greener work culture and promotes energy efficiency and waste reduction in the workplace. Another study by Chaudhary (2020) found that Green Training has a direct effect on employee environmental motivation and strengthens Green Organizational Citizenship Behavior (GOCB), and organizations can build a work system that is more aligned with the principles of sustainable development in terms of environmental, social, and economic aspects. Furthermore, a study from Behnood (2020) shows that the integration of Green Training in Green Human Resource Management (GHRM) strategies plays an important role in increasing green innovation and operational efficiency. The study notes that organizations that invest in green training tend to have better environmental performance and an improved corporate reputation in the eyes of stakeholders.

From the perspective of the industrial sector, Kabongo (2019) confirmed that in the manufacturing sector, Green Training directly affects Environmental Performance and contributes to the long-term sustainability of the organization through the improvement of the green competence of workers. Ågotnes et al. (2018) emphasized that the success of Green Training in improving sustainability also depends on managerial support and the involvement of all levels of the organization. Consistent and continuous implementation of green training enables organizations to adapt to the demands of the ever-changing global environment. So the hypothesis that is built is

H6: Green Training on Organizational Sustainability

2.7. Green Performance Appraisal on Organizational Sustainability

The application of green HR practices in various cultural settings reveals variations in the conceptualization, measurement, and valuation of environmental performance. Studies have shown that although the basic principles of GPA remain consistent, implementation approaches may need to be adapted to accommodate cultural differences in environmental attitudes, communication styles, and organizational hierarchies (Bhardwaj, Sharma, & Chand, 2025; Samola, 2022). IPK's innovation potential is growing as it recognizes its role in evaluating current performance and driving green innovation among employees. Research shows that a well-designed performance appraisal system that incorporates environmental criteria can stimulate creative problem-solving and develop new approaches to environmental challenges. Studies have found a positive relationship between the implementation of the GPA and green innovation indicators, including the development of processes, products, and models of environmentally friendly businesses. This dimension of innovation represents an emerging area for research and practice, with organizations increasingly exploring how performance appraisal systems can be leveraged to foster environmental entrepreneurship and breakthrough thinking (P. Sharma, 2023).

Green Performance Assessment can be defined as a systematic process designed to evaluate an employee's environmental performance, environmental responsibility, knowledge of environmental policies, and contribution to an organization's environmental goals. GPA serves as an important component of the broader framework of Green Human Resource Management (GHRM), which includes practices such as green recruitment, green training, and green compensation systems (Hadi et al., 2023). Therefore, the following hypothesis is proposed:

H7: Green Performance Appraisal on Organizational Sustainability

2.8. Green Recruitment on Organizational Sustainability Through Employee Performance

Martins et al. (2021) found that the implementation of green recruitment positively and significantly influences environmental, economic, and social performance. The path coefficient analysis results also show that environmental sustainability-oriented performance management and compensation play a significant role in bridging the relationship between green recruitment and sustainable performance in

healthcare organizations in both the public and private sectors. The study further stated that elements in the practice of Green Human Resource Management, such as environmentally based HR planning, environmentally friendly job design and analysis, green-oriented recruitment and selection processes, working relationships that support sustainability, and environmentally sound training, have been proven to have a significant impact on organizational sustainability in the automotive industry sector (G. Kumar, Anbu, & Saranya, 2022).

Indirectly, the results of this study also indicate that the implementation of GHRM practices, such as training and development, performance evaluation, and reward and compensation systems, significantly impacts organizational sustainability. This study also empirically explored the unique mediating roles of environmental and employee performance in bridging the relationship between GHRM practices and organizational sustainability (Amjad et al., 2021). Therefore, the hypothesis is as follows:

H8: Green Recruitment on Organizational Through Employee Performance

2.9. Green Training on Organizational Sustainability Through Employee Performance

The results of the study stated that Green Human Resource Management (GHRM) practices, such as training and development programs, performance evaluations, and the awarding of rewards and compensation, have been shown to have a significant effect on organizational sustainability. It also empirically examined the mediating role of environmental and employee performance in explaining the relationship between GHRM practices and organizational (Amjad et al., 2021). Another study by Haque and Ali (2024) emphasizes the importance of combining GHRM practices with strategic objectives, including economic, social, and environmental aspects, to achieve sustainability in organizational outcomes. In addition, the study highlights the need to build a culture of sustainability through the implementation of effective HR management strategies, which have a positive impact on employees and society and ensure the sustainability of their effects in the long term. Therefore, the hypothesis is as follows:

H9: Green Training on Organizational Through Employee Performance

2.10. Green Performance Appraisal on Organizational Sustainability Through Employee Performance

Studies have shown that fairness in employee performance appraisals has a positive impact on their work engagement, identification with the organization, and job performance. In addition, both work engagement and employee organizational identification serve as mediators in the relationship between the fairness of performance appraisals and job performance (Lyu, Su, Qi, & Xiao, 2023). Therefore, the hypothesis is as follows:

H10: Green Performance Appraisal on Organizational Sustainability Through Employee Performance

The framework of this study is as follows.

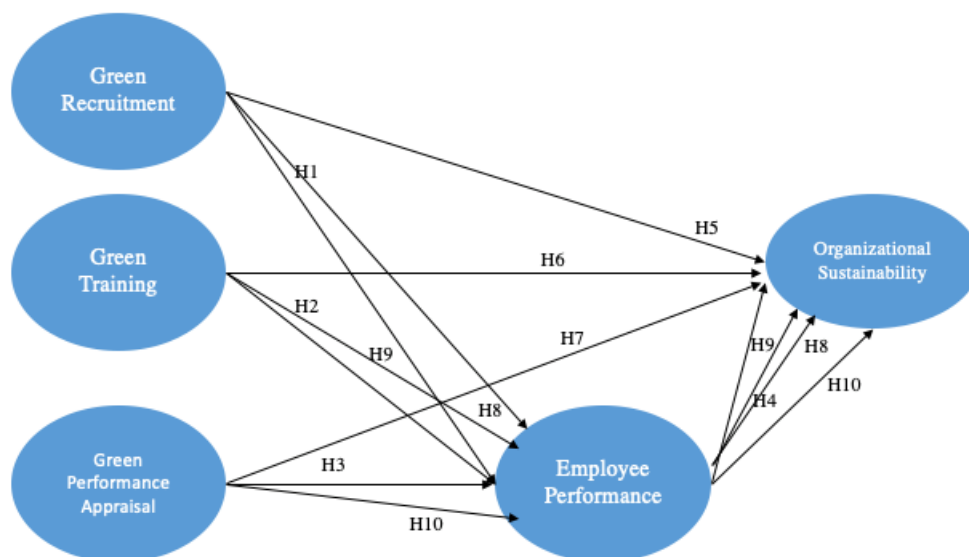


Figure 1. Research Framework

3. Methodology

This study used a descriptive research methodology. The purposive sampling technique was used for sampling. The number of samples taken was as many as 160 respondents from several Ground Handling companies in Java. Primary data were collected through questionnaires using G-forms, while secondary data were obtained from journal articles, business magazines, web content, industry reports, and government reports. The statistical techniques used in this study include regression analysis, correlation analysis, percentage analysis, and Structural Equation Modeling (SEM) *analysis*.

4. Result and discussion

4.1. Results

4.1.1. Construct Reliability and Validity

The external stacking esteem of each estimation pointer is compared to the significant variable it speaks to in arrange to survey focalized legitimacy. Markers that have an external stacking esteem less than 0.6 point to a destitute definition of the factors within the created show. The external stacking levels accomplished by each marker in this experiment are shown in the table below.

Table 1. Extracting data from research variables

Variable	Indicators	Outer Loadings
Green Recruitment (GR)	GR.1	0,760
	GR.2	0,715
	GR.3	0,854
	GR.4	0,725
Green Training (GT)	GT.1	0,862
	GT.2	0,717
	GT.3	0,978
Green Performance Appraisal (GPA)	GPA.1	0,876
	GPA.2	0,923
	GPA.3	0,756
	GPA.4	0,768
	GPA.5	0,862
Organizational Sustainability (OS)	OS.1	0,945
	OS.2	0,804
	OS.3	0,724
Employee Performance (EP)	EP.1	0,891
	EP.2	0,867
	EP.3	0,819
	EP.4	0,776

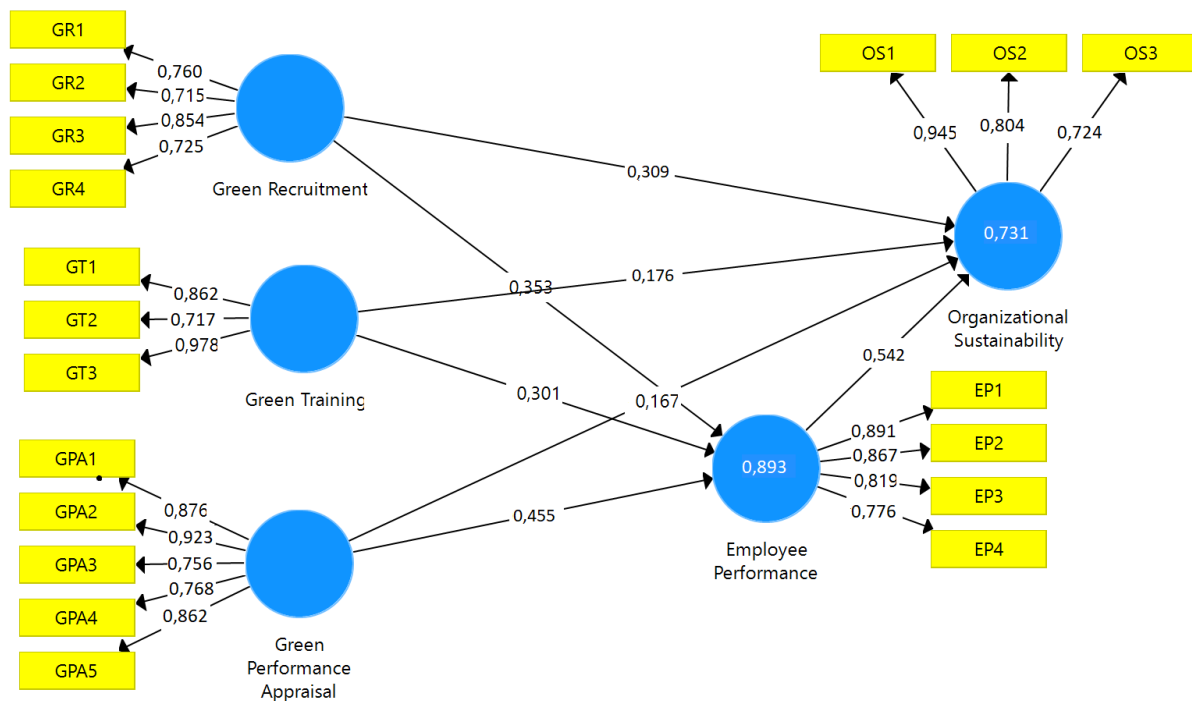


Figure 2. Outer Loadings

Based on the external stacking values extracted from each measuring gadget for each variable in Table 1, it is possible to determine whether each measuring gadget precisely characterizes the variable it represents. All of the rebellious had external stacking values higher than 0.7, which demonstrates that they all precisely captured the inactive variable they were implied to speak to. The PLS Algorithm's computations on the pointers recorded within the table yielded the AVE esteem and AVE squared esteem that are appeared in Table 2.

Table 2. AVE, Composite Reliability, and Cronbach's Alpha

Variable	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Green Recruitment (GR)	0.821	0.864	0.744
Green Training (GT)	0.825	0.959	0.931
Green Performance Appraisal (GPA)	0.857	0.755	0.820
Organizational Sustainability (OS)	0.745	0.813	0.757
Employee Performance (EP)	0.854	0.839	0.838

Table 2 illustrates that each variable's AVE esteem is more prominent than the desired least esteem of 0.5. With a normal esteem (AVE) of 0.745, The Organizational Sustainability variable has the most reduced esteem. The stacking figure values in Table 1 and the AVE values in Table 2 may be utilized to perform the concurrent legitimacy test to determine whether the study's results meet the requirements. After the build legitimacy test is completed, the build unwavering quality test is conducted. Based on the pointer that assesses the CR construct, which is utilized to imply a great construct, it is based on two criteria.

4.1.2. Structural Equation Model

Hypothesis testing is the final step in inferential statistical analysis. This test compares the t-statistic and t-table values derived from the associations between the variables in the model, for which a pre-formulated hypothesis has been made. With a 95% degree of confidence in the processed data, the study findings had an alpha value (also known as the critical r) limit of 5%.

Table 3. PLS-SEM Path Coefficients

Path	Std. Coeff	t-value	P-value	Test-results
H-1 GR → EP	0.353	3.203	0.000	Supported
H-2 GT → EP	0.301	9.696	0.000	Supported
H-3 GPA → EP	0.455	2.525	0.000	Supported
H-4 EP → OS	0.542	2.403	0.000	Supported
H-5 GR → OS	0.309	3.228	0.000	Supported
H-6 GT → OS	0.176	2.706	0.000	Supported
H-7 GPA → OS	0.167	6.228	0.000	Supported
H-8 GR → EP → OS	0.191	2.853	0.000	Supported
H-9 GT → EP → OS	0.162	2.347	0.000	Supported
H-10 GPA → EP → OS	0.247	5.347	0.000	Supported

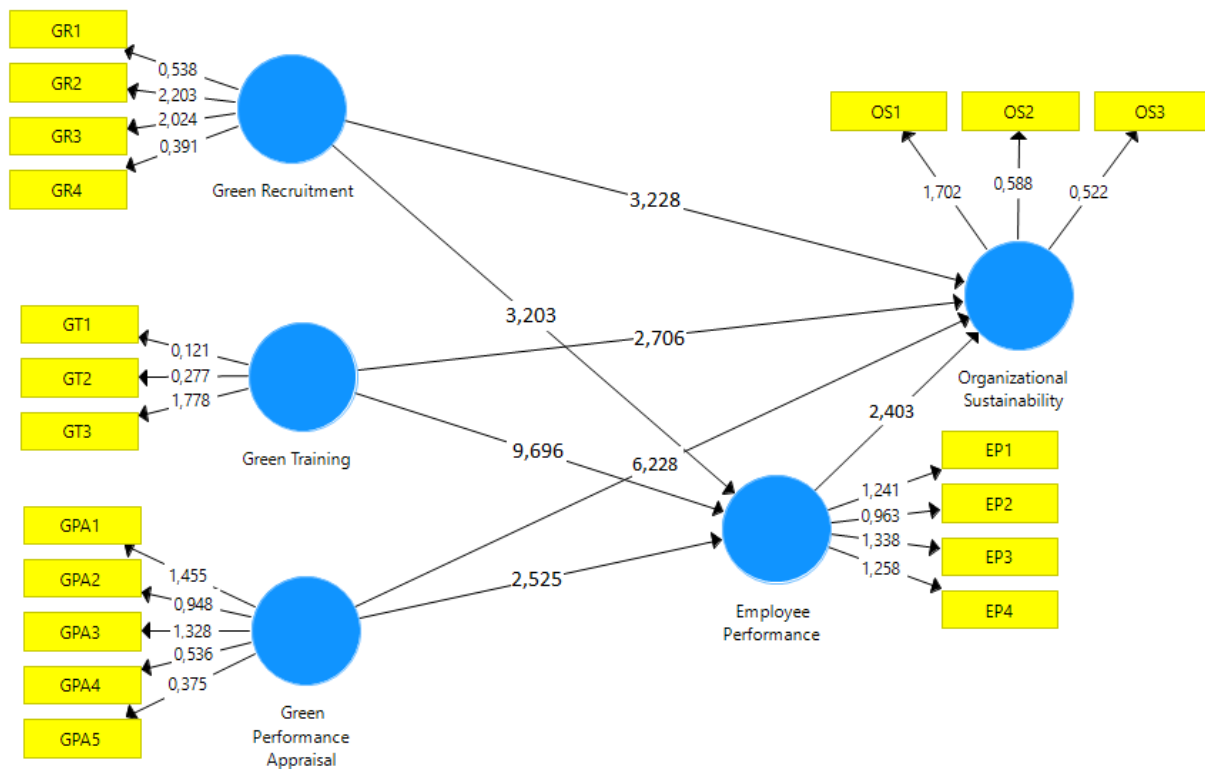


Figure 3. PLS-SEM Path Coefficients

This study tested ten hypotheses, all of which were supported based on a t-value >1.96 and a p-value <0.05. The results indicate that Green Recruitment (GR), Green Training (GT), and Green Performance Appraisal (GPA) each have a significant influence on Employee Performance (EP), with t-values >1.96 and p-values <0.05. Furthermore, Employee Performance (EP) also has a significant influence on Organizational Sustainability (OS). GR, GT, and GPA also directly influenced OS. In addition, the indirect influence of Employee Performance is also significant. GR, GT, and GPA influenced OS through EP, with indirect effect values of 0.191, 0.162, and 0.247, respectively. This demonstrates that Employee Performance is an important mediator in enhancing Organizational Sustainability. Thus, all the H1 to H10 hypotheses were proven to be significant, showing that improving green HR practices (recruitment, training, and environment-based performance assessment) can improve organizational sustainability both directly and indirectly through improved employee performance.

4.2. Discussion

Based on the results of the study, Green Recruitment, Green Training, and Green Performance Appraisal have proven to have a significant effect on Organizational Sustainability, which shows that environmentally friendly practices in the recruitment, training, and performance appraisal processes can

improve organizational sustainability. In addition, these four variables, including Employee Performance, also have a direct effect on Organizational Sustainability, indicating that employee performance plays an important role in supporting organizational sustainability. Furthermore, Green Recruitment, Green Training, and Green Performance Appraisal also have a direct influence on Employee Performance, which indicates that the implementation of green policies is able to increase employee productivity and performance. Finally, the three green variables also have an indirect effect on Employee Performance through Organizational Sustainability, showing that organizational sustainability can strengthen the positive impact of environmentally friendly policies on employee performance.

Based on the results of research conducted on ground handling companies in Java, it was found that Green Recruitment, Green Training, and Green Performance Appraisal have a significant effect on Employee Performance through Organizational Sustainability. This shows that the company's efforts to implement environmentally friendly practices, such as recruitment processes that consider sustainability aspects, training that focuses on environmental awareness, and performance assessments that include green indicators, can improve organizational sustainability. The sustainability of a well-built organization has a positive impact on improving employee performance. In other words, Organizational Sustainability is a mediating variable that strengthens the influence of green HR policies on employee performance in ground handling companies.

Based on the findings that Green Recruitment, Green Training, and Green Performance Appraisal have a direct or indirect effect on Employee Performance through Organizational Sustainability, the advice that can be given to companies should develop a recruitment strategy that is more focused on sustainability aspects, such as recruiting prospective employees who have concern for the environment, and including green culture values in the selection process. Regular training should emphasize the importance of environmentally friendly work behaviors, such as energy efficiency, waste management, and the use of green technology in daily operational activities.

5. Conclusions

5.1. Conclusion

Based on the results of research conducted on ground handling companies in Java, it can be concluded that Green Recruitment, Green Training, and Green Performance Appraisal significantly affect Employee Performance and Organizational Sustainability. In addition to direct influence, these three variables also have an indirect influence on organizational sustainability by improving employee performance as mediators. These findings show that implementing environmentally oriented human resource management practices not only increases employee productivity but also strengthens the company's commitment to long-term sustainability. Therefore, integrating eco-friendly principles into HR strategies is essential for achieving sustainable organizational performance.

5.2. Limitations and Future Study

This study has several limitations. First, the scope of the research only includes ground handling companies in the Java area; therefore, the results cannot necessarily be generalized to other sectors or regions. Second, data were collected using a survey method with questionnaires, which allowed for perceived bias from respondents, such as the desire to give answers that were considered socially desirable. Third, this study only uses a quantitative approach through PLS-SEM, without any qualitative deepening to further explore the reasons behind the relationship between the variables. Fourth, other external factors that can also affect employee performance and organizational sustainability, such as organizational culture, leadership, or market factors, have not been analyzed in this study. These limitations can serve as the basis for more comprehensive follow-up research.

5.3. Suggestions

Based on the results of the discussion that has been explained earlier, it is recommended that ground handling companies in Java further improve the implementation of green human resource management (GHRM) practices, especially in the aspects of Green Training and Green Performance Appraisal, because both have been proven to have a significant effect on employee performance and organizational

sustainability. Companies should develop structured and ongoing training programs to increase employee awareness and their ability to support environmentally friendly policies. In addition, the performance appraisal system needs to be directed at achieving measurable environmental targets to make a real contribution to the performance of individuals and organizations as a whole. Attention also needs to be paid to optimizing Green Recruitment so that the recruitment process is more selective for prospective employees who have concerns about sustainability. With the synergy of these three factors, the company is expected to improve employee performance, which will ultimately encourage the achievement of organizational sustainability.

Acknowledgment

The researcher would like to express his deepest gratitude to all parties who provided support in the implementation and completion of this research. Special thanks are extended to the tour and travel companies in Lampung that were willing to take the time to participate in filling out the questionnaire and providing the required data. Without the contribution, support, and cooperation of various parties, research on the influence of Green Human Resource Management on employee performance and organizational sustainability would not have been carried out properly.

References

- Abdelhamied, H. H., Elbaz, A. M., Al-Romeedy, B. S., & Amer, T. M. (2023). Linking Green Human Resource Practices and Sustainable Performance: The Mediating Role of Job Satisfaction and Green Motivation. *Sustainability*, 15(6), 1-18. doi:<https://doi.org/10.3390/su15064835>
- Abdulameer, S. S., & Ibrahim, Y. M. (2025). Effect of Green Training on Individual Environmental Performance: Evidence from Oil and Gas Industry in Iraq. *International Journal of Energy Economics and Policy*, 15(1), 338-343. doi:<https://doi.org/10.32479/ijeeep.17487>
- Afnan, D., Wijaya, M., Kartono, D. T., & Wibowo, A. (2024). Sustainability Strategy: Strengthening SDGs Desa Through CSR Communication Program. *Journal of Sustainable Tourism and Entrepreneurship*, 5(3), 179-190. doi:<https://doi.org/10.35912/joste.v5i3.1726>
- Ahmed, U. Z., Fiaz, M., & Taous, M. (2023). Improving hotel environmental performance via green training, green performance management, and green employee involvement: a systematic study. *Open Access Organization and Management Review*, 2(1), 14-25. doi:[https://doi.org/10.59644/oagmr.2\(1\).44](https://doi.org/10.59644/oagmr.2(1).44)
- Alam, M. A. A. (2021). Impact of GHRM on organization's environmental performance: mediating role of green employee empowerment. *Journal of Business*, 6(2), 15-30. doi:<https://doi.org/10.18533/job.v6i2.202>
- Alhemimah, A., Baquero, A., Al-Romeedy, B., & Khairy, H. (2024). Green Organizational Learning And Sustainable Work Behavior In Tourism And Hotel Enterprises: Leveraging Green Intrinsic Motivation And Green Training. *GeoJournal of Tourism and Geosites*, 55, 1134-1147. doi:<http://dx.doi.org/10.30892/gtg.55314-1286>
- AlKetbi, A., & Rice, J. (2024). The Impact of Green Human Resource Management Practices on Employees, Clients, and Organizational Performance: A Literature Review. *Administrative Sciences*, 14(4), 1-19. doi:<https://doi.org/10.3390/admsci14040078>
- Alkhozaim, S. M., Alshiha, F. A., Alnasser, E. M., & Alshiha, A. A. (2024). How Green Performance Is Affected by Green Talent Management in Tourism and Hospitality Businesses: A Mediation Model. *Sustainability*, 16(16), 1-18. doi:<https://doi.org/10.3390/su16167093>
- Amjad, F., Abbas, W., Zia-UR-Rehman, M., Baig, S. A., Hashim, M., Khan, A., & Rehman, H.-u.-. (2021). Effect of Green Human Resource Management Practices on Organizational Sustainability: The Mediating Role of Environmental and Employee Performance. *Environmental Science and Pollution Research*, 28(22), 28191-28206. doi:<https://doi.org/10.1007/s11356-020-11307-9>
- Anyona, B. O., & Bula, H. (2023). Exploring the Impact of Green Employee Training on Employee Performance: A Case Study of Nairobi City County Government, Kenya. *Journal of Human Resource & Leadership*, 7(1), 114 - 129. doi:<https://doi.org/10.53819/81018102t4133>
- Ardiza, F., Nawangsari, L. C., & Sutawidjaya, A. H. (2021). The Influence of Green Performance Appraisal and Green Compensation to Improve Employee Performance through OCBE.

- International Review of Management and Marketing*, 11(4), 13-22. doi:<http://dx.doi.org/10.32479/irmm.11632>
- Bhardwaj, B., Sharma, D., & Chand, M. (2025). Ensuring sustainability through green HRM practices: a review, synthesis and research avenues. *Journal of Organizational Effectiveness: People and Performance*, 12(1), 57-90. doi:<https://doi.org/10.1108/JOEPP-10-2023-0493>
- Bogonko, N. M., Simiyu, A., & Omondi, M. M. (2024). Green Occupational Health, Safety and Performance of Devolved Healthcare Services in Kenya. *African Journal of Empirical Research*, 5(3), 758–772. doi:<https://doi.org/10.51867/ajernet.5.3.65>
- Chaudhary, R. (2020). Green human resource management and employee green behavior: an empirical analysis. *Corporate Social Responsibility and Environmental Management*, 27(2), 630-641. doi:<https://doi.org/10.1002/csr.1827>
- Chowdhury, S. (2024). Enhancing Employee Performance Through Green Human Resource Management: A Comprehensive Literature Review and Suggestions for Potential Researchers. *American Journal of Theoretical and Applied Business*, 10(2), 21-32. doi:<https://doi.org/10.11648/j.ajtab.20241002.11>
- Evina, E., Saputra, A. R. P., & Nuvriasari, A. (2024). Green Training, Green Recruitment, and Green Transformational Leadership on Employee Performance in Retail Store. *International Journal of Management, Knowledge and Learning*, 13(1), 13-27. doi:<https://doi.org/10.53615/2232-5697.13.13-27>
- Faeni, D. P., Oktaviani, R. F., Riyadh, H. A., Faeni, R. P., & Beshr, B. A. H. (2025). Green Human Resource Management and Sustainable Practices on Corporate Reputation and Employee Well-being: A model for Indonesia's F&B Industry. *Environmental Challenges*, 18, 1-11. doi:<https://doi.org/10.1016/j.envc.2025.101082>
- Faeni, D. P., Puspitaningtyas Faeni, R., Alden Riyadh, H., & Yuliansyah, Y. (2023). The COVID-19 pandemic impact on the global tourism industry SMEs: a human capital development perspective. *Review of International Business and Strategy*, 33(2), 317-327. doi:<https://doi.org/10.1108/RIBS-08-2021-0116>
- Gomes, D. R., Ribeiro, N., Gomes, G., Ortega, E., & Semedo, A. (2024). Green HRM's Effect on Employees' Eco-Friendly Behavior and Green Performance: A Study in the Portuguese Tourism Sector. *Sustainability*, 16(22), 1-17. doi:<https://doi.org/10.3390/su162210005>
- Gull, S., & Idrees, H. (2022). Green training and organizational efficiency: mediating role of green competencies. *European Journal of Training and Development*, 46(1/2), 105-119. doi:<https://dx.doi.org/10.1108/ejtd-10-2020-0147>
- Hadi, S., Rajjani, I., Mutiani, M., Syifa, N. L. A., Ansari, A. H., & Ilhami, M. R. (2023). Green Human Resource Management in Supporting Environmentally Friendly Behavior. *The Innovation of Social Studies Journal*, 5(1), 84-89. doi:<https://doi.org/10.20527/issj.v5i1.9728>
- Haque, I. U., & Ali, A. I. (2024). Green HRM and organizational sustainability: A quantitative corporate study. *International Journal of Experiential Learning & Case Studies*, 9(2), 374-407. doi:<https://doi.org/10.22555/ijeles>
- Jamil, S., Zaman, S. I., Kayikci, Y., & Khan, S. A. (2023). The Role of Green Recruitment on Organizational Sustainability Performance: A Study within the Context of Green Human Resource Management. *Sustainability*, 15(21), 1-31. doi:<https://doi.org/10.3390/su152115567>
- Jeronimo, H. M., de Lacerda, T. C., & Henriques, P. L. (2020). From sustainable HRM to employee performance: A complex and intertwined road. *European Management Review*, 17(4), 871-884. doi:<https://doi.org/10.1111/emre.12402Impact>
- Kabongo, J. D. (2019). Sustainable development and research and development intensity in US manufacturing firms. *Business Strategy and the Environment*, 28(4), 556-566. doi:<https://doi.org/10.1002/bse.2264>
- Kim, J., Yoon, S., Choi, M., Min, K. J., Park, K. Y., Chon, K., & Bae, S. (2022). Metal Ion Recovery from Electrodialysis-Concentrated Plating Wastewater Via Pilot-Scale Sequential Electrowinning/Chemical Precipitation. *Journal of Cleaner Production*, 330. doi:<https://doi.org/10.1016/j.jclepro.2021.129879>
- Kumar, G., Anbu, A., & Saranya, J. (2022). The Study on Impact of Green HRM Practices on Organization Sustainability from Employee Perspective with Special Reference to Automotive

- Industries in Chennai. *Webology*, 19(1), 4979-4989. doi:<https://doi.org/10.14704/web/v19i1/web19334>
- Kumar, S., Lim, W. M., Sureka, R., Jabbour, C. J. C., & Bamel, U. (2024). Balanced scorecard: trends, developments, and future directions. *Review of managerial science*, 18(8), 2397-2439. doi:<https://doi.org/10.1007/s11846-023-00700-6>
- Lyu, B., Su, W., Qi, Q., & Xiao, F. (2023). The Influence of Performance Appraisal Justice on Employee Job Performance: A Dual Path Model. *Sage Open*, 13(3). doi:<https://doi.org/10.1177/21582440231194513>
- Mahdy, F., Alqahtani, M., & Binzafrah, F. (2023). Imperatives, Benefits, and Initiatives of Green Human Resource Management (GHRM): A Systematic Literature Review. *Sustainability*, 15(6), 1-31. doi:<https://doi.org/10.3390/su15064866>
- Makumbe, W. (2024). Green Human Resources Management and Green Performance: A Mediation–Moderation Mechanism for Green Innovation and Green Knowledge Sharing. *Sustainability*, 16(24), 1-13. doi:<https://doi.org/10.3390/su162410849>
- Martins, J. M., Aftab, H., Mata, M. N., Majeed, M. U., Aslam, S., Correia, A. B., & Mata, P. N. (2021). Assessing the Impact of Green Hiring on Sustainable Performance: Mediating Role of Green Performance Management and Compensation. *International Journal of Environmental Research and Public Health*, 18(11), 1-18. doi:<https://doi.org/10.3390/ijerph18115654>
- Permadi, I., Fadah, I., & Rizki, V. (2024). Green HRM and Employee Performance: How Organizational Culture Plays A Mediating Role. *Journal of Economics, Finance and Management Studies*, 7(10), 6502-6509. doi:<https://doi.org/10.47191/jefms/v7-i10-44>
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399. doi:<https://doi.org/10.1016/j.tourman.2018.12.008>
- Pham, N. T., Vo-Thanh, T., Shahbaz, M., Duc Huynh, T. L., & Usman, M. (2020). Managing environmental challenges: Training as a solution to improve employee green performance. *J Environ Manage*, 269, 110781. doi:<https://doi.org/10.1016/j.jenvman.2020.110781>
- Qaiser, A. (2024). Exploring the Influence of Organizational Sustainability on Employee Performance : The Mediating Role of HRM Sustainability. *Journal of Workplace Behavior*, 5(1), 01-16. doi:<https://doi.org/10.70580/jwb.05.01.0214>
- Qian, X., Chan, F. T. S., Zhang, J., Yin, M., & Zhang, Q. (2020). Channel coordination of a two-echelon sustainable supply chain with a fair-minded retailer under cap-and-trade regulation. *Journal of Cleaner Production*, 244, 118715. doi:<https://doi.org/10.1016/j.jclepro.2019.118715>
- Ramachandaran, S. D. (2024). The impact of green human resource management practices on employee's job performance. *International Journal of Management*, 13(3), 506-522. doi:<https://doi.org/10.18488/11.v13i3.3828>
- Sadek, K., & Karkoulou, S. (2025). Green performance appraisal impact on organizational sustainability: exploring the role of green knowledge and behavior in Lebanese firms. *Social Responsibility Journal*, 21(1), 198-215. doi:<https://doi.org/10.1108/SRJ-04-2024-0251>
- Samola, W. N. E. (2022). The impact of green human resource management on employee performance. *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 10(2), 429-439. doi:<https://doi.org/10.35794/emba.v10i2.40207>
- Saputra, A. R. P., Apriyan, M., & Subarjo. (2025). The Effect of Green Recruitment and Selection, Green Training, and Green Intellectual Capital on Employee Performance in Indonesia. *Management Science Letters*, 15(1), 1-10. doi:<https://doi.org/10.5267/j.msl.2024.4.003>
- Setiawan, E. B., Agusinta, L., Suryawan, R. F., Ricardianto, P., Saria, M., Mulyono, S., & Sakti, R. F. J. (2021). Changes in demand and supply of the crude oil market during the COVID-19 pandemic and its effects on the natural gas market. *International Journal of Energy Economics and Policy*, 11(3), 1-6. doi:<https://doi.org/10.32479/ijeep.10671>
- Sharma, D., & Dhamija, A. (2025). A study on the impact of green HRM and green training on environmental performance and green employee motivation and efficiency in education sector. *AiBi Revista de Investigación, Administración e Ingeniería*, 13(1), 75-81. doi:<https://doi.org/10.15649/2346030X.4010>

- Sharma, P. (2023). Green HRM practices enhancing environmental performance through the mediating effect of commitment. *International Journal of Financial Management and Economics*, 6, 76-81. doi:<http://dx.doi.org/10.33545/26179210.2023.v6.i1.173>
- Silva, A. J., & Costa, S. (2024). Thriving in Change: Examining the Influence of Organizational Sustainability on Employee Performance in the post-COVID Landscape. *International Journal of Organizational Analysis*, 1-5. doi:<https://doi.org/10.1108/IJOA-01-2024-4222>
- Sulaiman, E., Fitalisma, G., Fata, M. A., & Nawawi, R. (2024). Empowering local communities engagement: Rural tourism and business innovation for SDGs desa. *Journal of Sustainable Tourism and Entrepreneurship*, 5(1), 31-44. doi:<https://doi.org/10.35912/joste.v5i1.1968>
- Sun, H., Bahizire, G. M., Pea-Assounga, J. B. B., & Chen, T. (2024). Enhancing Employee Green Performance through Green Training: The Mediating Influence of Organizational Green Culture and Work Ethic in the Mining Sector. *Journal of Cleaner Production*, 449. doi:<https://doi.org/10.1016/j.jclepro.2024.141105>
- Supheni, I., Ivada, E., Novianti, G. E., & Wiwin, W. (2023). Sustainable tourism from the perspective of tourists in Nganjuk Indonesia. *Journal of Sustainable Tourism and Entrepreneurship*, 5(1), 1-18. doi:<https://doi.org/10.35912/joste.v4i2.1642>
- Susanto, A. B., Prajitiasari, E., & Awwaliyah, I. (2024). The Role of Green Human Resource Management in Promoting Environmentally Responsibility Behavior in Sustainable Tourism Model. *Journal of Infrastructure, Policy and Development*, 8(8). doi:<https://doi.org/10.24294/jipd.v8i8.5739>
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia pacific journal of human resources*, 56(1), 31-55. doi:<https://doi.org/10.1111/1744-7941.12147>
- Ullah, A. (2022). Impact of green recruitment and selection on organizational environmental performance: a study of medical institutions in Khyber Pakhtunkhwa. *Review of Applied Management and Social Sciences*, 5(3), 345-354. doi:<https://doi.org/10.47067/ramss.v5i3.243>
- Vadithe, R. N., Rajput, R. C., & Kesari, B. (2025). Impact of green HRM implementation on organizational sustainability in IT sector: a mediation analysis. *Sustainable Futures*, 9, 100507. doi:<https://doi.org/10.1016/j.sftr.2025.100507>
- Wang, L., Zhang, F., Shi, X., Zeng, C., Ahmad, I., Wang, G., . . . Xu, X. (2023). Water resources system vulnerability in high mountain areas under climate change. *Journal of Cleaner Production*, 403, 136789. doi:<https://doi.org/10.1016/j.jclepro.2023.136789>
- Wenny Desty Febrian, R. A., M. Surno Kutoyo. (2022). *Manajemen Sumber Daya Manusia*.
- Wijesundara, N., Khatibi, A., Azam, S. M. F., & Tham, J. (2025). Effect of motives on sustainability performance of tourist hotels: Mediating role of sustainability adoption. *Journal of Sustainable Tourism and Entrepreneurship*, 6(2), 125-140. doi:<https://doi.org/10.35912/joste.v6i2.2412>
- WTO. (2024). *International Tourism Highlights*. World Tourism Organization: Madrid.
- Wu, J., Chen, D., Bian, Z., Shen, T., Zhang, W., & Cai, W. (2021). How Does Green Training Boost Employee Green Creativity? A Sequential Mediation Process Model. *Frontiers in Psychology*, 12. doi:<http://dx.doi.org/10.3389/fpsyg.2021.759548>
- Yadav, P., & Mathew, J. (2023). Improving organizational sustainable performance of organizations through green training. *International Journal of Social Ecology and Sustainable Development (IJSESD)*, 14(1), 1-11. doi:<https://doi.org/10.4018/IJSESD.321166>
- Yao, C., Duan, Z., & Baruch, Y. (2020). Time, space, confucianism and careers: a contextualized review of careers research in China—Current knowledge and future research agenda. *International Journal of Management Reviews*, 22(3), 222-248. doi:<https://doi.org/10.1111/ijmr.12223>