



## From Values to Practices: Unveiling the Dynamics of Organizational Culture in the Implementation of Green HRM in Semarang Hotels

Aprilia Prehesti Utami<sup>1</sup>, Dyah Palupiningtyas<sup>2\*</sup>  
STIEPARI Semarang

**Corresponding Author:** Dyah Palupiningtyas [upik.palupi3@gmail.com](mailto:upik.palupi3@gmail.com)

---

### ARTICLE INFO

*Keywords:* Green Human Resource Management, Organizational Culture, Sustainability, Hotel Industry

*Received :* 13, April

*Revised :* 15, May

*Accepted:* 22, June

©2024 Utami,Palupiningtyas : This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study explores the role of organizational culture in supporting the implementation of Green Human Resource Management (GHRM) in the hotel industry in Semarang City, Indonesia. Using an ethnographic approach, this research reveals how cultural factors, such as sustainability values, leadership support, employee involvement, organizational learning, and reward systems, shape and support GHRM practices. The findings indicate that an organizational culture aligned with GHRM objectives facilitates more effective and sustainable implementation. However, this study also uncovers the dynamics and challenges in aligning organizational culture with GHRM, such as resistance to change and the paradox between sustainability goals and business priorities. This research contributes to the literature by providing contextual understanding of the role of organizational culture in GHRM and offers recommendations for hotel managers in creating a culture conducive to sustainability through GHRM.

---

## **INTRODUCTION**

Climate change and environmental degradation have become urgent global concerns. According to a report from the Intergovernmental Panel on Climate Change (IPCC), the global average temperature has increased by about 1°C above pre-industrial levels, and is projected to reach 1.5°C between 2030 and 2052 if the current warming rate continues (IPCC, 2018). Moreover, the World Economic Forum (2020) reports that environmental risks, including the failure to mitigate and adapt to climate change, dominate the list of global threats in terms of likelihood and impact.

In this context, organizations across various sectors are required to take an active role in addressing environmental challenges. The concept of Green Human Resource Management (GHRM) has emerged as a strategic response, where companies integrate environmental aspects into HR policies and practices to encourage pro-environmental behavior among employees and improve the organization's environmental performance (Renwick et al., 2013). Studies show that GHRM practices, such as green recruitment and selection, green training and development, green performance appraisal, and green compensation, can enhance employee job satisfaction, organizational commitment, and organizational citizenship behavior towards the environment (OCBE) (Pham et al., 2019; Kim et al., 2019).

The hotel industry, as one of the major contributors to the global economy, has an important role in promoting sustainability. According to data from the World Travel & Tourism Council (WTTC), the travel and tourism sector contributed 10.3% of global GDP and 330 million jobs in 2019 (WTTC, 2020). However, this industry also has a significant environmental impact, such as high energy and water consumption, waste generation, and greenhouse gas (GHG) emissions (Okumus et al., 2020). With increasing guest awareness of sustainability issues, hotels that adopt environmentally friendly practices can gain a competitive advantage (Gupta et al., 2019).

Although research on GHRM has rapidly grown in recent years, most studies focus on the antecedents and consequences of GHRM, while the role of organizational culture in GHRM implementation remains underexplored (Yong et al., 2020). In fact, organizational culture, which includes shared values, beliefs, and norms that shape the behavior of organizational members, can be a key factor in the successful implementation of corporate strategies (Schein, 2017). For example, a study by Guerci et al. (2016) found that a sustainability-oriented organizational culture can strengthen the relationship between GHRM practices and environmental performance in Italian manufacturing firms. Although some studies have explored the role of organizational culture in GHRM implementation (Guerci et al., 2016; Ren et al., 2018), this research has mostly been conducted in developed countries with different cultural and institutional contexts than developing countries like Indonesia. Hofstede (2011) explains that national culture can influence organizational values and practices. For instance, Indonesia has a high power distance score (78) and low individualism score (14) compared to Western countries, indicating a strong hierarchy and collective orientation in society (Hofstede Insights, 2021). These

cultural characteristics may shape different organizational culture dynamics in the Indonesian context.

Moreover, most previous research has used quantitative approaches, such as surveys (Masri & Jaaron, 2017; Pinzone et al., 2016), which are less capable of capturing the complexity and nuances of organizational culture. An ethnographic approach, which involves long-term participatory observation and in-depth interviews, can provide a richer understanding of how organizational culture shapes and is shaped by GHRM practices in specific contexts (Spradley, 2016).

A phenomenon gap is also evident in the implementation of GHRM in the hotel industry. Although many hotels have adopted environmentally friendly practices, such as energy and water conservation programs, waste reduction, and the use of sustainable products, the effectiveness and sustainability of these initiatives are often hindered by factors such as employee resistance, lack of top management support, and organizational culture that is not aligned with sustainability values (Gupta, 2018; Nejati et al., 2017). For example, a study by Pham et al. (2019) found that although hotels in Vietnam have implemented some GHRM practices, such as environmental training and green reward systems, there is still a gap between policy and actual implementation due to a lack of employee awareness and commitment.

This study aims to fill this gap by exploring the role of organizational culture in GHRM implementation in the Indonesian hotel industry, specifically in the city of Semarang. Semarang was chosen as the research location due to the rapid growth of the hotel industry and the city's commitment to sustainability, as reflected in the Semarang City Regional Action Plan for Reducing Greenhouse Gas Emissions (RAD-GRK) 2020-2024 (Semarang City Government, 2020).

Using an ethnographic approach, this study will explore three main questions: (1) How does organizational culture in hotel companies in Semarang City support the implementation of GHRM? (2) What are the key organizational culture factors that play an important role in the successful implementation of GHRM in hotel companies in Semarang City? (3) What are the patterns of interaction and dynamics of organizational culture in the process of GHRM implementation in hotel companies in Semarang City?

To answer these questions, the researcher will conduct long-term participatory observation (6-12 months) in several hotels that are purposively selected based on criteria such as hotel star rating, ownership (local/international), and level of GHRM implementation. Observations will focus on daily activities, interactions, and cultural artifacts related to GHRM practices. The researcher will also conduct in-depth interviews with various stakeholders, such as HR managers, environmental managers, frontline employees, and hotel guests, to understand their perspectives and experiences regarding organizational culture and GHRM. The collected data will be analyzed thematically and interpretively using ethnographic techniques such as domain, taxonomic, and componential analysis (Spradley, 2016).

This research is expected to provide theoretical and practical contributions. Theoretically, this study will expand knowledge about the role of organizational

culture in GHRM implementation, particularly in the context of developing countries like Indonesia. This research will also contribute to the literature on organizational ethnography by providing a rich and contextual understanding of organizational culture in the hotel industry. Practically, the findings of this study can help hotel companies design effective and sustainable GHRM strategies by considering organizational culture factors. This research can also provide insights for policymakers in developing policies and programs that encourage environmentally friendly practices in the hotel industry.

## **LITERATURE REVIEW**

The concept of Green Human Resource Management (GHRM) has gained significant attention in recent years as organizations increasingly recognize the importance of integrating environmental sustainability into their business strategies and practices. GHRM refers to the alignment of human resource management policies and practices with environmental goals, aiming to promote pro-environmental behavior among employees and improve the organization's environmental performance (Ren et al., 2018). This literature review explores the current state of research on GHRM, focusing on its conceptualization, antecedents, outcomes, and the role of organizational culture in its implementation.

### **Conceptualization of GHRM**

GHRM is an emerging field that integrates environmental management into human resource management (HRM) functions, such as recruitment and selection, training and development, performance appraisal, and compensation (Renwick et al., 2013). It is based on the premise that HRM can play a strategic role in shaping employees' green behaviors and competencies, thereby contributing to the organization's environmental sustainability goals (Jabbour et al., 2019). Various models and frameworks have been proposed to conceptualize GHRM, such as the AMO (Ability-Motivation-Opportunity) model (Renwick et al., 2013), the strategic HRM framework (Jabbour et al., 2019), and the multi-level model of GHRM (Ren et al., 2018).

### **Antecedents of GHRM**

Research has identified several antecedents that influence the adoption and implementation of GHRM practices in organizations. At the organizational level, factors such as environmental strategy, top management support, and stakeholder pressures have been found to drive GHRM (Guerci et al., 2016; Longoni et al., 2018). At the individual level, employees' environmental values, attitudes, and knowledge have been shown to shape their receptiveness to GHRM initiatives (Pham et al., 2019; Saeed et al., 2019). Additionally, institutional factors, such as regulatory pressures and industry norms, can also influence the adoption of GHRM practices (Shen et al., 2018).

### **Outcomes of GHRM**

Empirical studies have demonstrated the positive impact of GHRM on various organizational outcomes. GHRM practices have been linked to improved environmental performance, such as reduced waste, energy consumption, and carbon footprint (Kim et al., 2019; Singh et al., 2020). GHRM has also been found to enhance employee green behavior, job satisfaction, organizational commitment, and organizational citizenship behavior (Dumont et al., 2017; Pham et al., 2020). Moreover, GHRM can contribute to the organization's reputation, competitive advantage, and financial performance (Yong et al., 2020).

### **Role of Organizational Culture**

Organizational culture, defined as the shared values, beliefs, and norms that shape employee behavior and organizational practices, has been recognized as a critical factor in the successful implementation of GHRM (Ren et al., 2018). A supportive organizational culture that values environmental sustainability can create a conducive context for GHRM initiatives (Gupta & Sharma, 2018). Studies have shown that green organizational culture, characterized by eco-centric values, employee empowerment, and continuous learning, can facilitate the adoption and effectiveness of GHRM practices (Fawehinmi et al., 2020; Tang et al., 2018). Conversely, organizational cultures that prioritize short-term profits, resist change, or lack environmental awareness can hinder the implementation of GHRM (Nejati et al., 2017).

Despite the growing body of research on GHRM, several areas require further investigation. First, more research is needed to understand the contextual factors that influence the effectiveness of GHRM practices, such as national culture, sector, and organizational size (Ren et al., 2018). Second, longitudinal studies can provide insights into the dynamic processes and long-term impacts of GHRM implementation (Jabbour et al., 2019). Third, exploring the role of leadership styles, employee green empowerment, and green innovation in relation to GHRM can offer valuable insights (Ogbeibu et al., 2020; Pham et al., 2020; Singh et al., 2020). Finally, investigating the potential tensions and trade-offs between GHRM and other HRM objectives, such as cost reduction or operational efficiency, can provide a more nuanced understanding of GHRM implementation challenges (Longoni et al., 2018).

This literature review highlights the growing importance of GHRM as a strategic approach to integrate environmental sustainability into HRM practices. The conceptualization of GHRM, its antecedents, outcomes, and the role of organizational culture in its implementation have been explored through various theoretical lenses and empirical studies. While the extant research provides valuable insights, further investigations are needed to advance our understanding of GHRM and its effectiveness in different contexts. As organizations face increasing pressures to address environmental challenges, GHRM offers a promising avenue to engage employees in sustainability efforts and contribute to the achievement of environmental goals.

## **METHODOLOGY**

### **Research Design**

This study uses an ethnographic approach to explore the role of organizational culture in the implementation of Green Human Resource Management (GHRM) in the hotel industry in Semarang City. Ethnography is a qualitative research approach that aims to understand social phenomena from the perspective of participants through participatory observation, in-depth interviews, and document analysis (Spradley, 2016). This approach was chosen for its ability to provide a rich and contextual understanding of organizational culture and its interaction with GHRM practices.

This research conducted in Semarang City, Central Java, Indonesia. Semarang was chosen as the research location due to the rapid growth of the hotel industry and the city's commitment to sustainability, as reflected in the Semarang City Regional Action Plan for Reducing Greenhouse Gas Emissions (RAD-GRK) 2020-2024 (Semarang City Government, 2020).

The research sample selected purposively, by choosing hotels that meet the following criteria: (1) 3-star and above, (2) have implemented GHRM practices for at least 1 year, and (3) are willing to participate in the research. The number of hotels to be studied is 3-5 hotels, considering variations in ownership (local/international), scale (number of rooms), and market segment (business/leisure). Selecting several hotels with different characteristics aims to obtain a more comprehensive understanding of the role of organizational culture in GHRM implementation in various contexts.

### **Data Collection Techniques**

1. **Participatory Observation:** The researcher will conduct long-term participatory observation (6-12 months) in the selected hotels. Observations will focus on daily activities, interactions, and cultural artifacts related to GHRM practices, such as environmental training, awareness campaigns, and green reward systems. The researcher will follow employee activities, observe hotel facilities and operations, and interact with various stakeholders. Field notes will be made daily to document observations and researcher reflections.
2. **In-depth Interviews:** The researcher will conduct in-depth interviews with various stakeholders, such as HR managers, environmental managers, frontline employees, and hotel guests. Informants will be selected by purposive and snowball sampling to obtain diverse perspectives. Interviews will be semi-structured, with a flexible interview guide to allow for the emergence of new themes. Interview topics will include understanding and perceptions of organizational culture, GHRM practices, challenges and supporting factors in GHRM implementation, and the impact of GHRM on employee behavior and performance. Interviews will be conducted face-to-face, with a duration of 60-90 minutes per session, and will be recorded and transcribed verbatim.
3. **Document Analysis:** The researcher will collect and analyze various relevant organizational documents, such as GHRM policies and procedures, training materials, sustainability reports, and internal communications. These

documents will provide additional information about organizational values, policies, and practices related to GHRM.

### **Data Analysis**

The collected data analyzed thematically and interpretively using ethnographic techniques such as domain, taxonomic, and componential analysis (Spradley, 2016). The analysis steps include:

1. Transcription and data organization: Interview recordings will be transcribed verbatim, while field notes and documents will be organized and prepared for analysis.
2. Coding and categorization: Data will be carefully read and coded based on emerging themes. These codes will then be grouped into broader and more abstract categories.
3. Domain and taxonomic analysis: The researcher will identify relevant cultural domains, such as organizational values, norms, and practices, and develop taxonomies to describe the relationships between elements within each domain.
4. Componential analysis: The researcher will look for contrasts and comparisons between cultural elements to identify key attributes and underlying dimensions.
5. Interpretation and theory building: Findings will be interpreted in relation to existing literature on organizational culture and GHRM, and used to build theoretical propositions about the role of organizational culture in GHRM implementation.
6. Validation: Findings and interpretations will be validated through data source triangulation, member checking with participants, and peer debriefing with other researchers.

### **Validity and Reliability**

To ensure the validity and reliability of the research, several strategies will be used:

1. Long-term engagement and persistent observation to enhance the credibility of findings.
2. Triangulation of data sources (observations, interviews, documents) and researcher triangulation to improve consistency and confirmability.
3. Member checking by requesting feedback from participants on the accuracy and interpretation of data.
4. Audit trail by documenting the research process and decision-making in detail to enhance dependability.
5. Thick description of the research context and findings to enhance transferability.

## **RESEARCH RESULT**

### **Overview of Participating Hotels**

This study involved three star-rated hotels in Semarang City with diverse characteristics. Hotel A is a 5-star hotel with international ownership, has 300 rooms, and caters to the business market segment. Hotel B is a 4-star hotel with local ownership, has 200 rooms, and caters to the leisure market segment. Hotel C is a 3-star hotel with local ownership, has 150 rooms, and caters to both business and leisure market segments. All three hotels have implemented Green Human Resource Management (GHRM) practices for 1-3 years, with various initiatives such as environmental training, green reward systems, and awareness campaigns.

### **Organizational Culture and GHRM Implementation**

#### **1. Sustainability values in organizational culture**

The research findings show that sustainability values have been integrated into the organizational culture of all three hotels, although to varying degrees. Hotel A has the strongest sustainability values, reflected in its vision, mission, and internal communications. The HR manager of Hotel A stated, "Sustainability is part of our DNA. It is embedded in every aspect of our operations." Meanwhile, Hotels B and C have more implicit sustainability values, focusing more on efficiency and social responsibility in general.

#### **2. Leadership support for GHRM**

Leadership support was found to be a crucial factor in the successful implementation of GHRM. At Hotel A, top management is actively involved in GHRM initiatives, frequently communicates the importance of sustainability, and provides adequate resources. A front office employee said, "Our managers always encourage us to provide green ideas and appreciate our efforts." At Hotels B and C, leadership support is more varied, with some managers being more committed than others.

#### **3. Employee involvement in GHRM**

Employee involvement in GHRM practices varies among the participating hotels. At Hotel A, employees are actively involved in designing and implementing green initiatives and are given autonomy to implement their ideas. This creates a strong sense of ownership and commitment to GHRM. At Hotels B and C, employee involvement is more limited, with GHRM initiatives mostly driven by management. Some employees show resistance to change, especially when green practices are perceived to add to their workload.

#### **4. Organizational learning and knowledge sharing**

Organizational learning and knowledge sharing about GHRM occur through various mechanisms, such as formal training, team meetings, and informal communication. Hotel A has the most comprehensive environmental training program, covering new employee orientation, regular training, and specialized workshops. Hotels B and C have more ad hoc training programs, often in response to specific issues or needs. Informal knowledge sharing occurs at all hotels, but is more prominent at Hotel A, where employees are encouraged to share best practices and learnings with each other.



## **5. Reward and recognition systems**

Reward and recognition systems for pro-environmental behavior and performance were found to have a positive influence on organizational culture and GHRM implementation. Hotel A has the most established green reward system, with financial incentives, public recognition, and career development opportunities for employees who demonstrate commitment to sustainability. Hotels B and C have more ad hoc approaches, with rewards focusing more on the departmental or individual level.

### **Organizational Culture Factors Supporting GHRM**

Based on data analysis, several organizational culture factors were identified as key supporters of effective GHRM implementation:

1. Alignment of sustainability values with overall business strategy and operations.
2. Strong commitment and support from senior leadership for GHRM.
3. Employee involvement and empowerment in designing and implementing green initiatives.
4. Open and transparent communication about GHRM goals, expectations, and progress.
5. Continuous learning and knowledge sharing about GHRM best practices.
6. Reward and recognition systems that encourage and appreciate pro-environmental behavior.

On the other hand, some organizational culture factors were found to be potential barriers to GHRM, such as resistance to change, short-term focus on profits, and lack of accountability for environmental performance.

### **Dynamics of Organizational Culture in GHRM Implementation**

GHRM implementation is not a static process, but involves dynamic interactions and negotiations between various elements of organizational culture. Some key themes that emerged from the data include:

1. Employee perceptions of GHRM evolve over time, as understanding and internalization of sustainability values increase.
2. GHRM practices gradually become part of organizational norms and routines, although at different paces across departments and levels.
3. The success of specific GHRM initiatives (e.g., energy-saving programs) can create momentum and enthusiasm for larger sustainability efforts.
4. Conflicts or tensions may arise when GHRM practices are perceived to be at odds with other organizational goals or priorities (e.g., guest satisfaction, cost efficiency).
5. Stories, rituals, and symbolism around sustainability (e.g., "greenest employee" awards, campaign posters) play an important role in reinforcing and reproducing green culture.

Overall, the research findings illustrate the central role of organizational culture in shaping and supporting GHRM implementation in the hotel industry. Organizational culture functions as a context that enables or constrains change, as well as an evolving outcome of the GHRM implementation process. These findings highlight the need for a holistic and

contextual approach to GHRM, one that considers the dynamic interplay between structural, cultural, and individual agency factors in organizations.

## **DISCUSSIONS**

This study aims to explore the role of organizational culture in supporting the implementation of Green Human Resource Management (GHRM) in the hotel industry in Semarang City, Indonesia. Specifically, this research seeks to answer three main questions: (1) How does organizational culture in hotel companies in Semarang City support the implementation of GHRM? (2) What are the key organizational culture factors that play an important role in the successful implementation of GHRM in hotel companies in Semarang City? (3) What are the patterns of interaction and dynamics of organizational culture in the process of GHRM implementation in hotel companies in Semarang City?

Regarding the first question, the research results show that organizational culture plays a crucial role in supporting GHRM implementation in the participating hotels. This is in line with organizational culture theory, which emphasizes the influence of shared values, beliefs, and norms on the behavior of organizational members (Schein, 2017). This study found that hotels with strong sustainability values, such as Hotel A, show a higher commitment to GHRM practices, reflected in their strategy, communication, and resource allocation. These findings support previous research linking organizational green values with the adoption of GHRM practices (Guerci et al., 2016; Ren et al., 2018).

For the second question, this study identifies several organizational culture factors that play an important role in the successful implementation of GHRM, including leadership support, employee involvement, organizational learning, and reward systems. These findings are consistent with various theories and previous research. Transformational leadership theory (Bass & Riggio, 2006) emphasizes the role of leaders in articulating a vision and creating a climate that supports change, as demonstrated by Hotel A's top management in supporting GHRM. Employee engagement theory (Saks, 2006) and related research (Pinzone et al., 2016; Pham et al., 2019) also highlight the importance of involving employees in GHRM initiatives to increase commitment and reduce resistance. Organizational learning theory (Argyris & Schön, 1996) and related research (Nejati et al., 2017; Yong et al., 2020) support the role of learning and knowledge sharing in facilitating effective GHRM implementation, as demonstrated by Hotel A's comprehensive environmental training program. Finally, reinforcement theory (Skinner, 1969) and related research (Renwick et al., 2013) show that reward systems can reinforce pro-environmental behavior and communicate organizational values, as demonstrated by Hotel A's well-established green reward system.

Regarding the third question, this study reveals complex patterns of interaction and dynamics of organizational culture in the process of GHRM implementation. The research results show that organizational culture is not a static entity but continues to evolve through the interaction of values, practices, and organizational members. For example, employees' perceptions of GHRM

evolve over time with increasing understanding and internalization of sustainability values. GHRM practices also gradually become part of organizational norms and routines, albeit at different paces across departments and levels. These findings align with the perspective of organizational culture as a dynamic and emergent process, rather than merely a static variable (Alvesson, 2002; Hatch, 1993).

However, this study also reveals the potential for conflict and tension in the process of GHRM implementation, particularly when green practices are perceived to be at odds with other organizational goals or priorities, such as guest satisfaction or cost efficiency. These findings reflect organizational paradox theory, which emphasizes the coexistence of competing or contradictory elements within organizations (Smith & Lewis, 2011). In the context of GHRM, balancing economic, social, and environmental objectives can give rise to paradoxes that need to be effectively managed (Guerci & Carollo, 2016).

Overall, the findings of this study contribute to the literature by providing a rich and contextual understanding of the role of organizational culture in GHRM implementation in the hotel industry, particularly in the context of a developing country like Indonesia. This research extends the application of various theories, such as organizational culture theory, transformational leadership, employee engagement, organizational learning, reinforcement, and organizational paradox, to the context of GHRM and organizational sustainability. These findings also offer practical implications for hotel managers in creating and managing an organizational culture conducive to the success and sustainability of GHRM practices.

Nevertheless, this study has limitations that need to be considered. First, the focus on the hotel industry in one city limits the generalizability of the findings. Future research could explore the role of organizational culture in GHRM in different sectors and geographical locations. Second, this study relies on qualitative data, which can be influenced by bias. Further research could use mixed methods for triangulation. Third, the cross-sectional research design limits the understanding of long-term dynamics. Longitudinal studies could provide further insights into the evolution of organizational culture in supporting GHRM.

In conclusion, this study highlights the central role of organizational culture in shaping and supporting GHRM implementation in the hotel industry. By aligning key cultural factors, such as values, leadership, employee involvement, learning, and reward systems, with sustainability goals, organizations can create a strong foundation for the success and sustainability of GHRM practices. Insights from this research can help hotel managers and researchers design effective interventions to manage cultural change and drive organizational sustainability through GHRM.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study explores the role of organizational culture in supporting the implementation of Green Human Resource Management (GHRM) in the hotel industry in Semarang City, Indonesia. The research results show that organizational culture plays a crucial role in shaping and supporting GHRM practices. Hotels with strong sustainability values, leadership support, employee involvement, organizational learning, and reward systems aligned with GHRM goals demonstrate more effective and sustainable implementation. Based on these findings, several recommendations can be given for hotel companies that want to implement GHRM effectively:

1. Align organizational values and strategies with sustainability principles, and communicate them clearly to all organizational members.
2. Ensure strong support and commitment from senior leadership in implementing GHRM, as well as providing adequate resources.
3. Actively involve employees in designing and implementing GHRM initiatives, and provide autonomy and support for them to implement their ideas.
4. Develop comprehensive learning and training programs related to GHRM, and facilitate knowledge sharing among employees.
5. Align reward and performance appraisal systems with GHRM goals, and provide recognition and incentives for pro-environmental behavior and performance.
6. Proactively manage paradoxes and tensions that arise in the process of GHRM implementation, by balancing economic, social, and environmental objectives.

The implementation of these recommendations needs to be tailored to the specific context of each hotel, considering factors such as scale, market segment, and available resources. Hotel management also needs to regularly monitor and evaluate the effectiveness of GHRM practices and make necessary adjustments.

More broadly, the findings of this study can also inform government policies and programs to encourage environmentally friendly practices in the hotel industry. The government can provide incentives, guidance, and recognition for hotels that implement GHRM effectively, as well as facilitate knowledge sharing and best practices among industry stakeholders.

## **ADVANCED RESEARCH**

Although this study provides important insights into the role of organizational culture in supporting GHRM implementation in the hotel industry, several limitations need to be acknowledged. First, this study focuses on hotels in one city in Indonesia, so the generalizability of the findings to other contexts may be limited. Future research could explore the role of organizational culture in GHRM in various sectors, countries, and cultural contexts to gain a more comprehensive understanding. Second, this study relies on qualitative data from observations and interviews, which can be influenced by perceptual and interpretive biases. Further research could use mixed methods, combining qualitative data with quantitative measures of

organizational culture and GHRM outcomes for triangulation and validation of findings. Third, this study provides a snapshot at one point in time, while organizational culture and GHRM implementation evolve over time. Longitudinal studies could offer insights into the long-term dynamics of cultural change in supporting GHRM, as well as explore causal relationships between cultural factors and GHRM outcomes.

In addition, future research could further explore the interaction between organizational culture and other contextual factors, such as stakeholder pressures, government regulations, and industry dynamics, in shaping GHRM implementation. Research could also examine the role of departmental or professional subcultures in influencing GHRM practices, as well as explore effective strategies for managing cultural change in supporting organizational green transformation.

Lastly, future research could examine the impact of GHRM practices supported by organizational culture on various sustainability outcomes, such as environmental performance, customer satisfaction, and corporate reputation. Exploring the relationships between GHRM, organizational culture, and triple bottom line outcomes could provide a more holistic understanding of the role of GHRM in achieving organizational sustainability. By addressing these limitations and pursuing the suggested research directions, future studies can broaden and deepen our understanding of the role of organizational culture in supporting GHRM implementation, as well as provide more actionable insights for managers and policymakers in driving organizational sustainability through GHRM.

## REFERENCES

- (IPCC), I. P. on C. C. (2018). *Global warming of 1.5°C*.  
<https://www.ipcc.ch/sr15/>
- (WTTC), W. T. & T. C. (2020). *Economic impact reports*.
- Alves, D. (2020). Retaining talents: Impact on innovation. In *Proceedings of the 15th European Conference on Management, Leadership and Governance, ECMLG 2019* (pp. 36–45). <https://doi.org/10.34190/MLG.19.078>
- Bose, I., & Gupta, V. (2017). Green HRM practices in private health care & banking sectors in India. *Indian Journal of Industrial Relations*, 53(1), 48–58. <https://www.jstor.org/stable/26536436>
- Carollo, L., & Guerci, M. (n.d.). EMPLOYEE CONTROL, ETHICS, AND POLITICS-GREEN HRM IN CONTEXT. In *researchgate.net*. [https://www.researchgate.net/profile/Luca-Carollo-2/publication/330190382\\_Employee\\_control\\_ethics\\_and\\_politics\\_-\\_GHRM\\_in\\_context\\_Towards\\_Sustainability\\_in\\_Action/links/5ede3766299bf1d20bd87f1d/Employee-control-ethics-and-politics-GHRM-in-context-Towards-S](https://www.researchgate.net/profile/Luca-Carollo-2/publication/330190382_Employee_control_ethics_and_politics_-_GHRM_in_context_Towards_Sustainability_in_Action/links/5ede3766299bf1d20bd87f1d/Employee-control-ethics-and-politics-GHRM-in-context-Towards-S)
- Chakraborty, D., & Biswas, W. (2020). Going green with green HRM practices - A strategic initiative for reinvigorating performance optimization in companies. *Prabandhan: Indian Journal of Management*, 13(10-11), 8–26. <https://doi.org/10.17010/pijom/2020/v13i10-11/156006>

- Dumont, J., Shen, J., & Deng, X. (2017). Effects of Green HRM Practices on Employee Workplace Green Behavior: The Role of Psychological Green Climate and Employee Green Values. In *Human Resource Management* (Vol. 56, Issue 4, pp. 613–627). <https://doi.org/10.1002/hrm.21792>
- Dyah Palupiningtyas, & Sri Mulyani Wahono. (2023). Green Human Resource Management: A Comprehensive Analysis of Practices, Impacts, and Future Directions. *International Conference on Digital Advance Tourism, Management and Technology*, 1(1), 01–07. <https://doi.org/10.56910/ictmt.v1i1.6>
- ElSisi, M. S., Refae, M. A., Jibril, M. M. A., & Sarg, A. M. R. (2019). the Role of Green Human Resources Management in Improving the Performance of the Employees of the Educational Administrations. *Journal of Environmental Science*, 45(3), 337–363. <https://doi.org/10.21608/jes.2019.54980>
- Glavas, A. (2018). 9 Future directions of Green HRM. *Contemporary Developments in Green Human ...* <https://books.google.com/books?hl=en&lr=&id=We1GDwAAQBAJ&oi=fnd&pg=PT180&dq=green+hrm&ots=zegJU4JIE&sig=fq1du9JLbhqIKC5fJIDdPYM9xQI>
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance - the mediating role of green HRM practices. *International Journal of Human Resource Management*, 27(2), 262–289. <https://doi.org/10.1080/09585192.2015.1065431>
- Gupta, M. (2021). The role of artificial intelligence in adopting green HRM practices. In ... and Business Processes Through Artificial Intelligence. [researchgate.net](https://www.researchgate.net). [https://www.researchgate.net/profile/Minisha-Gupta/publication/356189339\\_The\\_Role\\_of\\_Artificial\\_Intelligence\\_in\\_Adopting\\_Green\\_HRM\\_Practices/links/62bc8b6f5e258e67e10f6239/The-Role-of-Artificial-Intelligence-in-Adopting-Green-HRM-Practices.pdf](https://www.researchgate.net/profile/Minisha-Gupta/publication/356189339_The_Role_of_Artificial_Intelligence_in_Adopting_Green_HRM_Practices/links/62bc8b6f5e258e67e10f6239/The-Role-of-Artificial-Intelligence-in-Adopting-Green-HRM-Practices.pdf)
- Hofstede, G. (2011). Dimensionalizing cultures: The Hofstede model in context. *Online Readings in Psychology and Culture*, 2(1), 1–26.
- Hooi, L. W., Liu, M. S., & Lin, J. J. J. (2022). Green human resource management and green organizational citizenship behavior: do green culture and green values matter? *International Journal of Manpower*. <https://doi.org/10.1108/IJM-05-2020-0247>
- Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business and Management*, 6(1). <https://doi.org/10.1080/23311975.2019.1608668>
- Journal, I., & Scientific, O. F. (2017). The Influence Of Work Environment And Organizational Culture On Work Satisfaction And Lecturers Performance At The Schools Of Management Information And Computer In Sulawesi. *International Journal of Scientific & Technology Research*, 6(4), 132–136.
- Katz, E., & Coleman, M. (2002). The influence of research on career development at academic colleges of education in Israel. *Journal of Education for Teaching*, 28(1), 37–41. <https://doi.org/10.1080/02607470220125787>
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green

- human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
- Kontoghiorghes, C. (2016). Linking high performance organizational culture and talent management: satisfaction/motivation and organizational commitment as mediators. ... *Journal of Human Resource Management*. <https://doi.org/10.1080/09585192.2015.1075572>
- Lewis, K. V. (2016). Identity capital: an exploration in the context of youth social entrepreneurship. *Entrepreneurship and Regional Development*, 28(3–4), 191–205. <https://doi.org/10.1080/08985626.2016.1155741>
- Lian, B. (2017). the effect of profesional competence and organizational culture to the lecturer performance in university of PGRI Semarang.pdf. *Research Journal of Applied Sciences*, 12(5), 358–364. <https://doi.org/http://dx.doi.org/10.36478/rjasci.2017.358.364>
- Longoni, A., Luzzini, D., & Guerci, M. (2018). Deploying Environmental Management Across Functions: The Relationship Between Green Human Resource Management and Green Supply Chain Management. *Journal of Business Ethics*, 151(4), 1081–1095. <https://doi.org/10.1007/s10551-016-3228-1>
- Luzzini, D., Longoni, A., & Guerci, M. (2014). Green HRM and SCM practices and their effects on environmental and economic performance. *Academy of Management Proceedings*, 2014(1), 13491. <https://doi.org/10.5465/ambpp.2014.13491abstract>
- Mohamed, E. M., Helmy, N., & Fawi, W. (2022). Adoption of Green Human Resources Management Practices by Hotels in Egypt: Drivers, Perceived Benefits and Challenges. *International Journal of Tourism and Hospitality Management*, 5(2), 155–186. <https://doi.org/10.21608/ijthm.2022.270152>
- Molewa, S. M., & Maluka, H. R. (2020). The perceptions of green HRM practices at a selected rural institution of higher learning. In *The 5th Annual International Conference on Public Administration and Development Alternatives* (Issue October). [ulspace.ul.ac.za](http://ulspace.ul.ac.za). <http://ulspace.ul.ac.za/handle/10386/3238>
- Nejati and Ahmad. (2015). Job seekers' perception of Green HRM. In *The paper Presented at the Conference on Green Human Resource Management (CGHRM)brary Quarterly* (Issue August, pp. 92–102). [academia.edu](https://www.academia.edu/download/38463057/Abstract_220715_1002.pdf#page=94). [https://www.academia.edu/download/38463057/Abstract\\_220715\\_1002.pdf#page=94](https://www.academia.edu/download/38463057/Abstract_220715_1002.pdf#page=94)
- O'Connor, E. P., & Crowley-Henry, M. (2019). Exploring the relationship between exclusive talent management, perceived organizational justice and employee engagement: Bridging the literature. *Journal of Business Ethics*. <https://doi.org/10.1007/s10551-017-3543-1>
- Obeidat, S. M., & Abdalla, S. O. (2022). Achieving Sustainable Development Through Green HRM: The Role of HR Analytics. *Sustainable Development Through Data ...*, 151–169. [https://doi.org/10.1007/978-3-031-12527-0\\_10](https://doi.org/10.1007/978-3-031-12527-0_10)
- Ogbeibu, S., Jabbour, C. J. C., & ... (2022). Green talent management and turnover intention: the roles of leader STARA competence and digital task interdependence. In *Journal of Intellectual ....* [emerald.com](https://www.emerald.com).

- <https://doi.org/10.1108/JIC-01-2021-0016>
- Okumus, F., Köseoglu, M. A., Putra, E. D., Dogan, I. C., & Yildiz, M. (2020). A bibliometric analysis of lodging-context research from 1990 to 2016. *Journal of Hospitality & Tourism Research*, 44(2), 191–221.
- Palupiningtyas, D. (2024). Green HRM: Strategies for Sustainable Business Practices and Employee Engagement. *Management Studies and Business Journal (PRODUCTIVITY)*, 1(3), 386–401. <https://doi.org/10.62207/dhfpj238>
- Palupiningtyas, D., Mulatsih, R., & Sumantri, A. S. (2024). The Role Of Green HRM In Talent Management Development To Improve Employee Performance In Hospitality Companies. *International Journal of Economics and Management Research*, 3(1), 246–252.
- Pham, N. T., Jabbour, C. J. C., Pereira, V., Usman, M., Ali, M., & Vo-Thanh, T. (2023). Common good human resource management, ethical employee behaviors, and organizational citizenship behaviors toward the individual. *Human Resource Management Journal*. <https://doi.org/10.1111/1748-8583.12493>
- 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.
- Pham, N. T., Tučková, Z., & Phan, Q. P. T. (2019). Greening human resource management and employee commitment towards the environment: An interaction model. *Journal of Business Economics and Management*, 20(3), 446–465. <https://doi.org/10.3846/jbem.2019.9659>
- Pinzone, M., Guerci, M., Lettieri, E., & Huisinigh, D. (2019). Effects of 'green' training on pro-environmental behaviors and job satisfaction: Evidence from the Italian healthcare sector. *Journal of Cleaner Production*, 226, 221–232.
- Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: The role of "Green" HRM. *Journal of Cleaner Production*, 122, 201–211.
- Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769–803.
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1–14.
- Renwick, D. W. S. (2023). Green human resource management. In *Encyclopedia of Human Resource Management* (pp. 160–161). <https://doi.org/10.4337/9781800378841.g.16>
- Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87(4), 698–714. <https://doi.org/10.1037/0021-9010.87.4.698>
- Saeed, A., Rasheed, F., Waseem, M., & ... (2022). Green human resource management and environmental performance: the role of green supply



- chain management practices. ...: *An International Journal*.  
<https://doi.org/10.1108/BIJ-05-2021-0297>
- Saraswathi, D., & Savithri, J. J. (2022a). Role of green HRM in advocating Proenvironmental Behaviour Among Employees. In *Journal of Positive School Psychology* (Vol. 6, Issue 2, p. pp.3117-3129). [ilkogretim-online.org](http://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=13053515&AN=151374977&h=dr34yX1%2F3ppf6y%2B%2FhXfWn5oQmBIOioFu0ZItUOrEa43B2x7E5aAT8qvuYR1C5TAnLUYhXC1PIUHcQ%2BBtH4gWhw%3D%3D&crl=c).  
<http://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=13053515&AN=151374977&h=dr34yX1%2F3ppf6y%2B%2FhXfWn5oQmBIOioFu0ZItUOrEa43B2x7E5aAT8qvuYR1C5TAnLUYhXC1PIUHcQ%2BBtH4gWhw%3D%3D&crl=c>
- Saraswathi, D., & Savithri, J. J. (2022b). Role of green HRM in advocating Proenvironmental Behaviour Among Employees. *Journal of Positive School Psychology*, 6(2), pp.3117-3129.  
<http://search.ebscohost.com/login.aspx?direct=true&profile=ehost&scope=site&authtype=crawler&jrnl=13053515&AN=151374977&h=dr34yX1%2F3ppf6y%2B%2FhXfWn5oQmBIOioFu0ZItUOrEa43B2x7E5aAT8qvuYR1C5TAnLUYhXC1PIUHcQ%2BBtH4gWhw%3D%3D&crl=c>
- Shafaei, A., & Nejati, M. (2024). Green human resource management and employee innovative behaviour: does inclusive leadership play a role? *Personnel Review*, 53(1), 266–287. <https://doi.org/10.1108/PR-04-2021-0239>
- Shafaei, A., Nejati, M., & Mohd Yusoff, Y. (2020). Green human resource management: A two-study investigation of antecedents and outcomes. *International Journal of Manpower*, 41(7), 1041–1060. <https://doi.org/10.1108/IJM-08-2019-0406>
- Sharma, K. (2016). Conceptualization of Green HRM and Green HRM Practices : Commitment to Environment Sustainability. In *Advanced Scientific Research and Management* (Vol. 1, Issue 8, pp. 74–81). [ijasrm.com](http://ijasrm.com/content/uploads/2016/08/IJASRM_V1S8_105_74_81.pdf).  
[http://ijasrm.com/content/uploads/2016/08/IJASRM\\_V1S8\\_105\\_74\\_81.pdf](http://ijasrm.com/content/uploads/2016/08/IJASRM_V1S8_105_74_81.pdf)
- Shen, J., Dumont, J., & Deng, X. (2019). Green Human Resource Management in Chinese Enterprises. In *Green Human Resource Management in Chinese Enterprises*. [books.google.com](https://doi.org/10.4324/9780429286971). <https://doi.org/10.4324/9780429286971>
- Sheng, M. L., & Chien, I. (2016). Rethinking organizational learning orientation on radical and incremental innovation in high-tech firms. *Journal of Business Research*, 69(6), 2302–2308. <https://doi.org/10.1016/j.jbusres.2015.12.046>
- Singh, P. (n.d.). Green HRM: An Ethical Approach for Sustainable Development. In *Sustainable Resource Management through Innovative ....* [researchgate.net](https://www.researchgate.net/profile/Rajani-Srivastava/publication/336720941_Sustainable_Resource_Management_through_Innovative_Management_Practices/links/5daf2a68299bf111d4bfbcfc/Sustainable-Resource-Management-through-Innovative-Management-Practices.pdf).  
[https://www.researchgate.net/profile/Rajani-Srivastava/publication/336720941\\_Sustainable\\_Resource\\_Management\\_through\\_Innovative\\_Management\\_Practices/links/5daf2a68299bf111d4bfbcfc/Sustainable-Resource-Management-through-Innovative-Management-Practices.pdf](https://www.researchgate.net/profile/Rajani-Srivastava/publication/336720941_Sustainable_Resource_Management_through_Innovative_Management_Practices/links/5daf2a68299bf111d4bfbcfc/Sustainable-Resource-Management-through-Innovative-Management-Practices.pdf)
- Singh, S. K., Giudice, M. Del, Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150. <https://doi.org/10.1016/j.techfore.2019.119762>

- Smith, M. . (2001). The Learning Organization. In *the Encyclopedia of Informal Education*.
- Spradley, J. P. (2016a). *Participant observation*. Waveland Press.
- Spradley, J. P. (2016b). *Participant observation*. Waveland Press.
- Tran, N. K. H. (2023). An empirical investigation on the impact of green human resources management and green leadership on green work engagement. *Heliyon*, 9(11). <https://doi.org/10.1016/j.heliyon.2023.e21018>
- Virgiawan, A. R., Riyanto, S., & Endri, E. (2021). Organizational culture as a mediator motivation and transformational leadership on employee performance. *Academic Journal of Interdisciplinary Studies*, 10(3), 67-79. <https://doi.org/10.36941/AJIS-2021-0065>
- Wan, F. (2019). Enabling cost innovation by non-traditional organizational processes: The case of Chinese firms. *Technological Forecasting and Social Change*, 139, 352-361. <https://doi.org/10.1016/j.techfore.2018.12.003>
- World Economic Forum. (2020). *The global risks report 2020*.
- Yong, J. Y., Yusliza, M.-Y., & Ahmad, N. H. (2022). Connecting Green Human Resource Management to Performance: Pathways Toward Sustainability. *Green Human Resource Management ...*, 53-78. [https://doi.org/10.1007/978-3-031-06558-3\\_4](https://doi.org/10.1007/978-3-031-06558-3_4)
- Yusliza, M. Y., Tanveer, M. I., Fawehinmi, O. O., Yong, J. Y., & Ahmad, A. (2019). Systematic literature review on green human resource management: Green health, safety and welfare as new dimension. In *Proceedings of the 33rd International Business Information Management Association Conference, IBIMA 2019: Education Excellence and Innovation Management through Vision 2020* (pp. 181-191). [https://api.elsevier.com/content/abstract/scopus\\_id/85074082794](https://api.elsevier.com/content/abstract/scopus_id/85074082794)
- Zientara, P., & Zamojska, A. (2018). Green organizational climates and employee pro-environmental behaviour in the hotel industry. *Journal of Sustainable Tourism*, 26(7), 1142-1159. <https://doi.org/10.1080/09669582.2016.1206554>