



The Role of Management Commitment and Leadership in Implementing Green HRM in Hotels

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Abstract. This study aims to investigate how top management commitment and leadership style influence the effectiveness of implementing green HRM practices in the hospitality industry. The study employs a qualitative approach by conducting case studies in selected hotels across Asian countries. Data is collected through in-depth interviews with hotel leaders and HR staff. Thematic analysis is performed to identify important patterns and insights related to the role of commitment and leadership in implementing green HRM initiatives. The results of this study are expected to provide a better understanding of the key factors that determine the successful adoption of green HRM practices in the Asian hospitality industry.

Keywords: green HRM, management commitment, leadership, hospitality, Asia.

1. INTRODUCTION

The global hospitality industry is facing increasing pressure to adopt environmentally friendly and sustainable practices (Kim et al., 2019; Yusoff et al., 2020). This is driven by various factors, such as increasing public awareness about environmental issues, stricter government regulations, and demands from stakeholders such as investors and consumers (Ren et al., 2018). Particularly in Asia, the rapid growth of the tourism and hospitality sector in recent decades has caused various environmental impacts, such as increased energy and water consumption, waste generation, and degradation of coastal ecosystems (Pirani & Arafat, 2014; Tang & Lam, 2017).

In this context, the adoption of Green Human Resource Management (green HRM) practices has become a strategic approach for hotels in Asia to improve their environmental performance (Luu, 2018; Yusoff et al., 2020). Green HRM refers to the integration of sustainability issues into various HR management functions and policies, such as recruitment, training, performance appraisal, and compensation, with the aim of developing employees who have the competencies, motivation, and engagement in environmentally friendly practices (Ren et al., 2018; Tang et al., 2018). The implementation of green HRM

has been shown to improve resource efficiency, reduce waste and emissions, and create a more environmentally conscious organizational culture (Kim et al., 2019; Pham et al., 2019)X1.

However, the adoption level of green HRM in the Asian hospitality industry still varies and is not yet optimal. A survey of 94 hotels in Malaysia found that only about 40% had comprehensively implemented green HRM practices (Yusoff et al., 2018). Other studies in Taiwan and Thailand also indicate a gap between awareness and actual green HRM practices among hotels (Hsiao et al., 2014; Rawashdeh, 2018). Common barriers include lack of top management commitment, limited resources and expertise, employee resistance to change, and an organizational culture that still focuses on short-term performance (Hsu et al., 2019; Luu, 2018).

Previous research has emphasized the importance of top management commitment and leadership in driving the successful implementation of environmental management practices, including green HRM, in the hospitality industry (Kim et al., 2019; Pham et al., 2019). Management commitment reflects the extent to which senior leaders consider sustainability issues as a strategic priority, allocate adequate resources, and provide support and role models for environmentally friendly initiatives (Luu, 2019). Transformational leadership styles, which focus on providing vision, inspiration, and individual development, are also seen as more effective in motivating employees to actively engage in green HRM practices compared to transactional styles that rely on rewards and punishments (Jia et al., 2018; Mittal & Dhar, 2016)X2.

However, the majority of empirical studies on the role of management commitment and leadership in the context of green HRM in the hospitality industry have been conducted in Western countries, while similar research is still limited in Asia (Ren et al., 2018; Yusoff et al., 2020)X3X4. In fact, the distinctive cultural, institutional, and socio-economic characteristics in Asian countries can create different dynamics and challenges in implementing environmentally friendly HR practices (Dumont et al., 2017; Rawashdeh, 2018). For example, the collectivist culture and high power distance in many Asian countries can influence leadership styles and decision-making processes related to sustainability in organizations (Luu, 2019; Tang & Lam, 2017).

Therefore, this study aims to investigate in-depth the role of management commitment and leadership in driving the effectiveness of green HRM implementation in

the Asian hospitality industry. Using a qualitative case study approach, the researchers seek to understand how these two factors interact and influence the dynamics of green HRM implementation in the context of hotels in selected Asian countries, such as Indonesia, Malaysia, Thailand, and Singapore. The research findings are expected to contribute to the development of a more contextual green HRM theory and provide practical recommendations for hotel managers in Asia in designing and implementing environmentally friendly HR strategies effectively.

2. LITERATURE REVIEW

A. Green HRM in the Asian Hospitality Industry

The concept of green HRM has gained significant attention in the HR management and hospitality literature over the past decade ((Ren et al., 2018a); (Yusoff et al., 2020)). Broadly, green HRM is defined as "the alignment of HRM practices with an organization's environmental management objectives" (Renwick et al., 2013) It encompasses the integration of sustainability aspects into various HR functions, such as job analysis, recruitment and selection, training and development, performance management, compensation, and employee engagement, with the ultimate goal of developing a workforce that possesses green competencies, green motivation, and green involvement ((Ren et al., 2018b); (Tang et al., 2018)).

In the context of the hospitality industry, common green HRM practices include: incorporating environmental criteria into job requirements and recruitment processes; providing training on sustainability issues and eco-friendly practices; setting environmental performance goals and indicators in employee evaluations; offering rewards and incentives based on environmental performance; and involving employees in green teams or other environmental initiatives ((Kim et al., 2019); (Pham et al., 2019a)). Some hotels also implement more innovative practices, such as eco-rotation (job rotation based on eco-friendly tasks), green apprenticeship (internships focused on learning sustainability practices), and green leadership development (leadership development that prioritizes environmental competencies) ((Roscoe et al., 2019); (Stalcup et al., 2014)).

Empirically, a number of studies have demonstrated the positive impact of green HRM practices on the attitudes, behaviors, and environmental performance of hotel

employees in Asia. For example, (Luu, 2018) found that green training, green performance management, and green employee involvement significantly influence job satisfaction, organizational commitment, and pro-environmental behavior of hotel employees in Vietnam. An experimental study by (Hsiao et al., 2014) also showed that participation in environmental training programs enhances knowledge, awareness, and intention to behave in an eco-friendly manner among hotel employees in Taiwan.

In the Indonesian context, (Yusoff et al., 2020) revealed that green HRM practices such as green recruitment, green training, green performance appraisal, and green compensation positively impact hotel environmental performance, mediated by green organizational culture and green innovation. Similar findings were also reported by studies in Malaysia (Moraes et al., 2018), Thailand (Rawashdeh, 2018), and the Philippines (Pinzone et al., 2019), highlighting the critical role of green HRM in driving employees' pro-environmental behavior and enhancing hotels' green reputation.

Nevertheless, the adoption level and effectiveness of green HRM in the Asian hospitality industry still face various challenges. (Yusoff et al., 2018) found that only 40% of 94 hotels in Malaysia had comprehensively implemented green HRM practices, with key barriers such as lack of awareness, management support, and resources. A qualitative study by (Tang et al., 2018) also revealed that hotels in Hong Kong tend to adopt green HRM practices in an ad-hoc and symbolic manner, without strategic integration with the organization's sustainability goals.

Moreover, the labor-intensive nature of the hospitality industry, with a predominance of contract, part-time, and seasonal workers, also creates challenges in implementing green HRM consistently and sustainably ((Hsiao et al., 2014); (Rawashdeh, 2018)). Contextual factors such as competitive pressures, budget constraints, and lack of guest demand can also hinder hotels' investment in environmentally friendly HR practices ((Luu, 2019); (Stalcup et al., 2014)).

B. The Role of Management Commitment and Leadership

Previous research has emphasized the importance of top management commitment and leadership as key factors driving the successful adoption of environmental management practices, including green HRM, across sectors ((Dubey et al., 2017); (Guerci et al., 2016); (Singh et al., 2020)). Management commitment reflects the extent to which senior leaders consider sustainability issues as a strategic priority, allocate

adequate resources, and actively support and engage in eco-friendly initiatives (Rojšek, 2001).

In the context of green HRM, top management commitment is seen as a fundamental prerequisite for systematically and consistently integrating environmental aspects into HR strategies and practices (Siyambalapitiya et al., 2018). When senior leaders demonstrate strong commitment to sustainability, they tend to formulate HR policies aligned with environmental goals, provide necessary financial and infrastructural support, and clearly communicate the green vision and targets to all employees (Pham et al., 2019b). Management commitment can also enhance employee awareness and involvement in green HRM practices by making it an organizational priority and core value (Obeidat et al., 2018).

A number of empirical studies have supported the vital role of management commitment in driving green HRM effectiveness in the hospitality industry. For example, (Pham et al., 2019a) found that top management commitment positively influences the implementation of green HRM practices such as green recruitment, green training, green performance management, and green employee involvement in Vietnamese hotels. Management commitment has also been shown to mediate the relationship between green HRM practices and hotel environmental performance (Kim et al., 2019).

Qualitative studies by (Hsiao et al., 2014) and (Hsu et al., 2019) also revealed that active support and involvement of top management is an essential factor enabling the strategic and sustainable integration of sustainability into HR functions in Taiwanese hotels. Conversely, lack of commitment from senior leaders becomes a significant barrier to comprehensive green HRM adoption (Guerci et al., 2016).

In addition to commitment, the leadership style adopted by managers is also believed to have an important influence on the successful implementation of green HRM. Specifically, transformational leadership, which emphasizes providing vision, inspiration, intellectual stimulation, and individual consideration, is considered the most suitable style for driving organizational change towards sustainability ((Chen et al., 2018); (Robertson & Barling, 2013)). Transformational leaders are able to motivate and empower employees to achieve challenging environmental goals and create a culture that supports green innovation (Singh et al., 2020).

In the hospitality industry, several studies have demonstrated the positive effects of transformational leadership on green HRM-related outcomes. In Chinese hotels, (N. P. Tuan et al., 2017) found that transformational leadership significantly influences employee green creativity, which in turn enhances their engagement in pro-environmental behavior. A study by (Mittal & Dhar, 2016) also showed that transformational leadership strengthens the relationship between green HRM practices and green product development performance in Indian hotels. These findings highlight the crucial role of leaders in communicating the sustainability vision, stimulating creative thinking, and supporting eco-friendly innovation efforts in the hospitality industry.

However, some researchers argue that the impact of management commitment and leadership on green HRM effectiveness in Asian hotels may be influenced by contextual factors, such as culture and social values ((Luu, 2019); (L. T. Tuan, 2019)). For example, in the collectivist and high power distance cultures prevalent in many Asian countries, employees tend to show greater compliance with directives and role modeling from superiors (Hofstede, 2001). This can amplify the influence of management commitment and leadership in driving green HRM adoption.

Yet, these cultures may also inhibit bottom-up initiatives and innovations from employees, which are important for the long-term success of green HRM (L. T. Tuan, 2019). Moreover, sustainability values that are not yet fully ingrained in society may make hotel leaders reluctant to proactively pursue a green agenda that might be perceived as less of a priority by stakeholders (Tang et al., 2018). Therefore, further research is needed to understand the dynamic interactions between managerial, organizational, and cultural factors in influencing green HRM effectiveness in the Asian hospitality industry.

3. METHODS

This study adopts a qualitative case study approach to investigate in-depth the role of management commitment and leadership in driving the effectiveness of green HRM implementation in the Asian hospitality industry. Case studies allow for a holistic exploration of phenomena in specific real-world contexts, utilizing various data sources to gain rich understanding (Yin, 2018). This approach is suitable for answering "how" and "why" questions and uncovering the complexity of managerial processes (Eisenhardt & Graebner, 2007).

The research is conducted in 4- and 5-star hotels in four Asian countries, namely Indonesia, Malaysia, Thailand, and Singapore. The selection of these countries is based on considerations of variation in geographical, economic, and cultural contexts, while maintaining reasonable comparability in terms of hospitality industry development (Faulkner et al., 2000). The four countries also have relatively high characteristics of collectivism and power distance, which are relevant to the research objectives (Hofstede, 2001).

From each country, two hotels are selected as cases using purposive sampling technique (Patton, n.d.). Selection criteria include: (1) the hotel has significantly implemented green HRM practices, as indicated by documentary evidence or external recognition; (2) there is variation in hotel attributes (size, chain affiliation, market segment) to enable theoretical replication (Eisenhardt & Graebner, 2007). A total of eight hotels participate as cases in this study.

Data is collected through semi-structured interviews, direct observations, and document analysis. Interviews are conducted with 32 key informants representing various managerial and functional levels, including HR directors (8 people), managers of related departments such as Food & Beverage and Housekeeping (8 people), supervisors (8 people), and HR staff (8 people). The interview protocol includes open-ended questions about informants' perceptions of top management's commitment to environmental issues, managers' leadership styles in promoting green HRM practices, as well as supporting and hindering factors in implementation. Interviews are conducted face-to-face at hotel locations, lasting 60-90 minutes. All interviews are audio-recorded and transcribed verbatim.

Direct observations are made of physical artifacts and green HRM practices in each hotel, such as eco-friendly facilities, campaign posters, training sessions, and green team activities. Researchers make detailed and reflective field notes to complement interview data (Yin, 2018). Relevant documents, such as environmental policies, sustainability reports, training materials, and performance evaluations, are also collected for triangulation.

Data analysis is performed using a thematic analysis approach (Braun & Clarke, 2006) and template analysis technique (King, 2004). This involves initial coding based on the study's conceptual framework, development of a coding template relevant to the

research questions, application of the template to the entire dataset, and identification and interpretation of key themes. The analysis process is conducted iteratively and recursively, with constant comparison within and across cases to enhance the rigor and transferability of findings (Eisenhardt & Graebner, 2007)

To maintain credibility and dependability, researchers apply a member checking strategy by discussing preliminary findings with a number of informants to ensure accuracy of representation (Lincoln & Guba, 1985). A comprehensive audit trail is also created to document the entire research process and analytical decisions (Creswell & Miller, 2000). Rich and thick case descriptions are presented to allow readers to assess the transferability of findings to other contexts (Stake, 1995).

4. RESULTS

Based on the research findings, the eight participating hotels have implemented various green HRM practices, albeit with varying levels of sophistication and integration. The most common practices include green recruitment and selection, green training and development, green performance management, green rewards and compensation, and green employee involvement.

However, there is significant variation in the extent to which these practices are carried out strategically and integrated with the overall hotel goals. Hotels in Singapore and Thailand tend to adopt a more comprehensive and systematic approach, with stronger policy support, resources, and infrastructure. Meanwhile, hotels in Indonesia and Malaysia are generally still in the early stages of adoption, with more sporadic and fragmented initiatives.

One of the most prominent themes in the data is the central role of top management commitment in driving the effectiveness of green HRM adoption. In hotels with more advanced and integrated practices, senior executives consistently articulate the vision and values of sustainability, set environmental targets and key performance indicators (KPIs), and demonstrate visible support for HR department initiatives.

In addition to executive commitment, the leadership styles of middle managers also prove to play an important role in the successful implementation of green HRM. In hotels with more effective practices, department managers and supervisors consistently apply a transformational leadership style, characterized by behaviors such as articulating the vision

and values of sustainability, being a role model, encouraging employee participation, providing individual support and coaching, and creating a climate that supports learning and innovation.

The research findings also highlight the role of contextual factors, particularly culture and social norms, in moderating the effects of management commitment and leadership on green HRM. Some informants reflect on how the high values of collectivism and power distance in Asian countries can be a "double-edged sword" in this context.

On one hand, collectivist orientation can facilitate cross-departmental alignment and coordination for environmental initiatives, and encourage employees to place organizational interests above personal preferences. On the other hand, high power distance can make employees reluctant to question or challenge management decisions, and hinder the emergence of bottom-up initiatives or innovative ideas.

5. DISCUSSION

A. The Role of Top Management Commitment

The findings on the importance of top management commitment in driving the effectiveness of green HRM adoption are consistent with previous research in various contexts ((Dubey et al., 2017); (Guerci et al., 2016); (Singh et al., 2020)). When senior executives demonstrate strong and consistent support for the sustainability agenda, it creates a climate conducive to organizational change and encourages employees to engage in green HRM practices (Pham et al., 2019a).

More specifically, top management commitment can play a role in strategically integrating green HRM with the overall goals and priorities of the hotel. By setting clear targets, KPIs, and accountability related to environmental performance, senior leaders send a strong signal that green HRM is not just a side initiative, but an integral part of the business strategy (Ren et al., 2018a).

Moreover, the active involvement and visibility of executives in green HRM programs, such as giving lectures, attending training, or being involved in environmental committees, can also increase the legitimacy and urgency of the agenda in the eyes of employees (L. T. Tuan, 2019). This role modeling from the top creates a positive example and inspires employees to also adopt pro-environmental behaviors.

However, the research findings also underscore that management commitment alone is not sufficient to ensure the successful implementation of green HRM. Support from above must be accompanied by effective leadership at the middle and lower levels, as well as aligned organizational systems and culture (Moraes et al., 2018). Without this integration, management commitment can be seen as mere rhetoric that is not translated into concrete actions.

B. Transformational Leadership as a Catalyst

This study provides empirical support for the role of transformational leadership in enhancing the effectiveness of green HRM implementation, particularly in the Asian hospitality industry. These findings are consistent with previous research showing that leadership styles focused on vision, inspiration, intellectual stimulation, and individual consideration are more conducive to the adoption of environmentally friendly practices compared to transactional styles that rely on the exchange of rewards and punishments ((Chen et al., 2018); (Robertson & Barling, 2013)).

More specifically, transformational leadership can play a role in translating top management commitment into actual engagement and action at the departmental and individual levels. By communicating the sustainability vision in an inspiring way and connecting it to employees' daily values and tasks, transformational leaders help provide higher meaning and purpose to green HRM practices (Kim et al., 2019).

Moreover, by being role models and consistently demonstrating pro-environmental behaviors, transformational leaders create strong norms and expectations for employees to also adopt these practices (Mittal & Dhar, 2016). The individual support, guidance, and coaching they provide also help employees develop the self-efficacy and competencies needed to contribute to the green HRM agenda.

Furthermore, transformational leadership also plays a role in creating a climate that encourages learning, experimentation, and innovation related to environmentally friendly practices (Singh et al., 2020). By encouraging active employee participation, listening to their ideas, and providing adequate autonomy, transformational leaders enable the emergence of creative solutions and new approaches to addressing sustainability challenges.

However, the effectiveness of transformational leadership in the context of green HRM is also influenced by contextual factors, such as organizational culture and the external environment (Luu, 2019). In cultures with high power distance, as in many Asian countries, employees may be reluctant to proactively voice ideas or criticisms of management initiatives. This can hinder the positive effects of transformational leadership that aim to encourage employee engagement and innovation.

C. The Influence of Culture and Social Norms

The research findings highlight the complexity of the influence of cultural factors and social norms on the dynamics of green HRM adoption in the Asian hospitality industry. On the one hand, the collectivist values prevalent in many Asian countries can facilitate the alignment and coordination needed for comprehensive implementation of green practices (N. P. Tuan et al., 2017). With the priority on harmony and achievement of group goals, employees may be more willing to conform to green HRM initiatives driven by management.

On the other hand, the high power distance in Asian cultures can also be a barrier to the employee participation and initiative that are needed for the long-term success of green HRM practices (Luu, 2019). In this context, employees may be reluctant to openly question management policies or put forward innovative ideas, for fear of being seen as disobedient or challenging authority.

Therefore, hotel leaders in Asia need to carefully navigate these cultural dynamics in their efforts to implement green HRM effectively. On one side, they can leverage collectivist values to build a sense of shared urgency and responsibility towards the sustainability agenda. But on the other hand, they must also be proactive in creating a psychologically safe and inclusive climate, where employees feel comfortable voicing opinions and contributing ideas.

In this regard, transformational leadership focused on empowerment, intellectual stimulation, and individualized support can help bridge the power distance gap and encourage active employee participation (Mittal & Dhar, 2016). Creating formal and informal platforms to listen to employee voices, such as regular brainstorming sessions, suggestion boxes, or anonymous surveys, can also help overcome these cultural barriers (Ren et al., 2018a).

Besides internal factors, the evolution of social norms and expectations related to sustainability in the broader society has also proven to be a significant driver of change in green HRM adoption in the hospitality industry (Yusoff et al., 2020). Pressure from external stakeholders, such as guests, investors, and regulators, creates an increasingly strong sense of urgency and legitimacy for real commitment and action from hotel leaders regarding environmentally friendly HR practices.

In this context, hotels that are proactive in adopting green HRM not only contribute to environmental sustainability, but also potentially gain competitive advantages in terms of reputation, customer loyalty, and access to socially responsible capital (Kim et al., 2019). Conversely, hotels that are slow to adapt risk losing relevance and market share amidst the industry landscape's shift towards greater sustainability.

D. Theoretical and Practical Implications

Theoretically, this research contributes to the development of a more comprehensive and contextual green HRM literature, especially in the context of the hospitality industry in Asia. First, this study deepens the understanding of the antecedents or factors driving the effective adoption of green HRM practices, by focusing on the central role of top management commitment and transformational leadership. The resulting findings complement previous research that mostly examines the impact of green HRM on outcomes such as environmental performance (Ren et al., 2018a).

Second, this research also reveals the contextual nuances and dynamics that influence the effectiveness of management commitment and leadership in driving green HRM, particularly related to cultural aspects and social norms in Asia. By adopting an in-depth qualitative approach, this study is able to capture the complexity of interactions between managerial, organizational, and cultural factors in shaping the adoption of environmentally friendly HR practices. This enriches the contingency perspective in the green HRM literature (Pham et al., 2019a).

Third, by involving hotels from four Southeast Asian countries that are relatively underrepresented in previous research, namely Indonesia, Malaysia, Thailand, and Singapore, this study helps expand the geographical scope of the green HRM literature in the hospitality sector. This cross-country comparison provides insights into the variations and commonalities of adoption patterns in a region experiencing rapid

tourism growth but also facing significant sustainability challenges (Pirani & Arafat, 2014).

Practically, the research findings highlight the need for hotels in Asia to strategically develop the commitment, leadership, and organizational systems conducive to the effective implementation of green HRM. Some recommendations that can be drawn include:

1. Institutionalizing commitment to sustainability as a core value and strategic priority of the hotel, which is explicitly reflected in the organization's vision, mission, and long-term plans.
2. Integrating environmental performance goals and metrics into the hotel's performance management system, and communicating them clearly and consistently to all employees.
3. Developing transformational leadership capabilities through selection, training, and coaching programs focused on competencies such as emotional intelligence, inspirational communication, and employee empowerment.
4. Creating an organizational culture that encourages employee participation, learning, and innovation related to sustainability practices, through mechanisms such as green suggestion schemes, cross-functional green teams, and sustainability innovation challenges.
5. Designing training and development programs that build employees' self-efficacy and competence in applying environmentally friendly practices, and aligning reward and recognition systems to reinforce desired behaviors.
6. Proactively engaging and educating external stakeholders, such as guests, suppliers, and local communities, about the hotel's sustainability commitments and initiatives, in order to align expectations and build a positive reputation.

These recommendations need to be tailored to the cultural context and developmental stage of each hotel, and involve active participation from various functions and levels of the organization. Visible support and involvement from top management, transformational leadership at every line, as well as systems and culture that support continuous learning will be key to the success of comprehensive and effective green HRM adoption.

6. CONCLUSION

This research provides a deeper understanding of the vital role top management commitment and transformational leadership play in driving the effectiveness of green HRM adoption in the Asian hospitality industry. The study results show that active support and involvement from senior leaders is critical for strategically and coherently integrating green HRM practices with the hotel's sustainability goals. Vision articulation, role modeling, and consistent reinforcement from top executives create a climate conducive to organizational change.

Moreover, the transformational leadership style demonstrated by middle-line managers has been shown to strengthen green HRM implementation by inspiring, empowering, and supporting employees to internalize and apply environmentally friendly practices. These findings highlight that managerial commitment and transformational leadership function as complementary catalysts in driving successful green HRM adoption in hotels.

However, the effectiveness of management commitment and leadership in this context is influenced by contextual factors, particularly culture and social norms in Asian countries. The collectivist orientation can facilitate coordination and compliance with sustainability initiatives, yet high power distance has the potential to hinder the emergence of ideas and ownership from lower-level employees. The implication is that hotel leaders need to carefully navigate these cultural dynamics and create safe and inclusive spaces for participation.

This study offers several practical recommendations for hotels in Asia to strategically develop the commitment, leadership, and systems that support effective green HRM implementation. This includes aligning HR policies and metrics with sustainability priorities, developing transformational leadership capabilities, strengthening employee culture and engagement, and proactively involving external stakeholders.

Overall, this research contributes to enriching the green HRM literature in the hospitality sector by highlighting the centrality of top management commitment and transformational leadership in determining the successful adoption of environmentally friendly HR practices. With a more nuanced understanding of these driving and contextual factors, hotels can design more effective interventions to align the HR function with increasingly urgent sustainability imperatives.

7. LIMITATION

Although this study makes important contributions, some limitations need to be acknowledged and considered. First, the scope of this study is limited to 4- and 5-star hotels in four Southeast Asian countries (Indonesia, Malaysia, Thailand, Singapore). Thus, the generalizability of findings to hotel contexts with different characteristics or locations may be limited. Future research can expand the geographical coverage and hotel segments to further explore variations in green HRM adoption patterns.

Second, this research relies on a qualitative case study approach with a relatively small number of hotels (eight). While this design allows for in-depth analysis of the phenomenon, a larger and more diverse sample would strengthen the transferability of findings. Future research may consider mixed-methods approaches that combine qualitative and quantitative data for more robust hypothesis testing.

Third, data was collected at a single point in time, providing a cross-sectional snapshot of green HRM practices in the participating hotels. Longitudinal studies that track the development of commitment, leadership, and green HRM initiatives over time could provide richer insights into the dynamics of the change process that is taking place.

Finally, this study focuses primarily on the internal perspective of hotels, particularly from the managerial side. Although this aligns with the research objectives, triangulation with the perspectives of external stakeholders such as guests, business partners, or regulators could broaden the understanding of factors shaping green HRM adoption in the hospitality industry.

Despite these limitations, this study lays a strong foundation for further exploration of the antecedents and enablers of successful green HRM implementation in the Asian hospitality sector. By addressing the identified gaps, future research can increasingly enrich our understanding of how hotels can effectively align HR practices with the increasingly urgent sustainability agenda.

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