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The Influence of Green Human Resource Management on Hospitality Employees' Turnover Intentions: A Dual-Perspective Analysis

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Abstract – This paper reviews 73 empirical studies on Green Human Resource Management (HRM) in the hospitality and tourism sector using the PRISMA approach. Applying the ADO and TCM frameworks, it highlights research gaps such as weak theoretical integration, limited geographic and industry coverage, methodological shortcomings and overlooked negative effects like greenwashing and employee burnout. To advance the field, the review proposes eleven research questions and six objectives addressing antecedents, decisions, outcomes, theories, contexts and methods.

Keywords– Green human resource management, human resource management, hospitality, employee turnover.

I. INTRODUCTION

Climate change has emerged as a critical global issue, with business operations across sectors playing a major role in environmental harm (Uslu et al., 2023). Among these, the hospitality and tourism (H&T) industry has attracted growing attention from environmental advocates due to its rapid expansion. According to the World Travel and Tourism Council (2022), H&T contributed 7.72% to the world's GDP and created 22.6 million new jobs. Projections further suggest that the sector's market value could reach USD 9.2 trillion by 2027, with an estimated annual growth rate of 3.09% (Market Data Forecast, 2023). Despite this economic growth, the industry's development has generated significant environmental challenges, particularly within the hotel sector, which consumes vast amounts of energy, water and other resources on a daily basis (Filimonau et al., 2024). As a result, addressing the ecological effects of H&T has become an urgent priority. In response, businesses in the sector are increasingly being called upon to mitigate their environmental impact by adopting sustainable strategies (Munawar et al., 2022).

Human Resource Management (HRM) practices have taken on increased importance because of their influence on shaping organizational policies, structures and strategies (Ahmed et al., 2021). A key approach within this domain is Green HRM, defined as “the systematic, planned alignment of typical HRM practices with the organisation's environmental goals” (Jabbour, 2013).

Incorporating Green HRM enables organizations to design sustainable strategies that not only comply with environmental standards but also improve overall performance. This approach is becoming particularly significant in addressing sustainability challenges, especially in resource-demanding sectors such as hospitality and tourism (Alreahi et al., 2022).

Although Green HRM is still regarded as “a relatively new concept and at its infant stage” (Bahuguna et al., 2023), research interest in the field has expanded considerably. Studies have explored its application across a variety of industries, including manufacturing (Muisyo et al., 2022), healthcare (Parng et al., 2021), finance (Ren et al., 2020) and hospitality and tourism (Karatepe et al., 2022). This growing scholarship has led to several reviews with different emphases, such as the theoretical conceptualisation of Green HRM (Renwick et al., 2008), contextual influences and barriers (Amrutha & Geetha, 2020) and the development of measurement tools (Tanova & Bayighomog, 2022). Other reviews have examined the topic through specific frameworks, including the Ability, Motivation and Opportunity (AMO) model (Susanto et al., 2022), explored its key determinants (Alreahi et al., 2022) or investigated its connection with employee green creativity (Choudhary & Datta, 2022). Despite these contributions, an important research gap remains: the absence of an integrated, framework-driven review that brings together fragmented findings, particularly within the hospitality and tourism sector. Addressing this gap is essential to foster a more comprehensive and nuanced understanding of this evolving field (Bahuguna et al., 2023).

To bridge this gap, the present study undertakes a systematic literature review (SLR) of Green HRM in the hospitality and tourism sector, employing both the antecedents-decisions-outcomes (ADO) and the theories-contexts-methods (TCM) frameworks. This dual approach aims to clarify ‘what has been explored’ and highlight ‘what remains to be explored’ in the field (Paul et al., 2023). Although some previous reviews have incorporated aspects of these frameworks (Yong et al., 2020), none have applied them together in a comprehensive manner within the H&T context.

The ADO framework serves as a tool for identifying the drivers (antecedents), practices and conditions (decisions) and the resulting effects (outcomes) of Green HRM, thereby offering insights into how such practices are implemented and their impact on organizational sustainability. Complementarily, the TCM framework examines the underlying theories, research contexts and methodological approaches employed in Green HRM studies, shedding light on how knowledge in this area is developed and applied. When integrated, the two frameworks provide a holistic and systematic lens for analysing Green HRM, delivering a cohesive foundation to guide future research directions (see Fig. I). In this regard, the study focuses on the following research questions within the H&T domain.

1. What existing knowledge is available on Green HRM regarding its antecedents, decisions and outcomes?

2. Through which theories, contexts, and methodological approaches have this knowledge been generated?
3. In which directions should future research advance to further explore the antecedents, decisions and outcomes of Green HRM?
4. What theoretical, contextual and methodological pathways can best support this advancement?

By addressing these questions, this study synthesizes existing insights on Green HRM through the combined ADO-TCM framework, presenting an integrated, multilevel review. This approach not only highlights research gaps including the overlooked “dark side” of Green HRM but also offers guidance for practical applications and future scholarly inquiry within the hospitality and tourism sector.

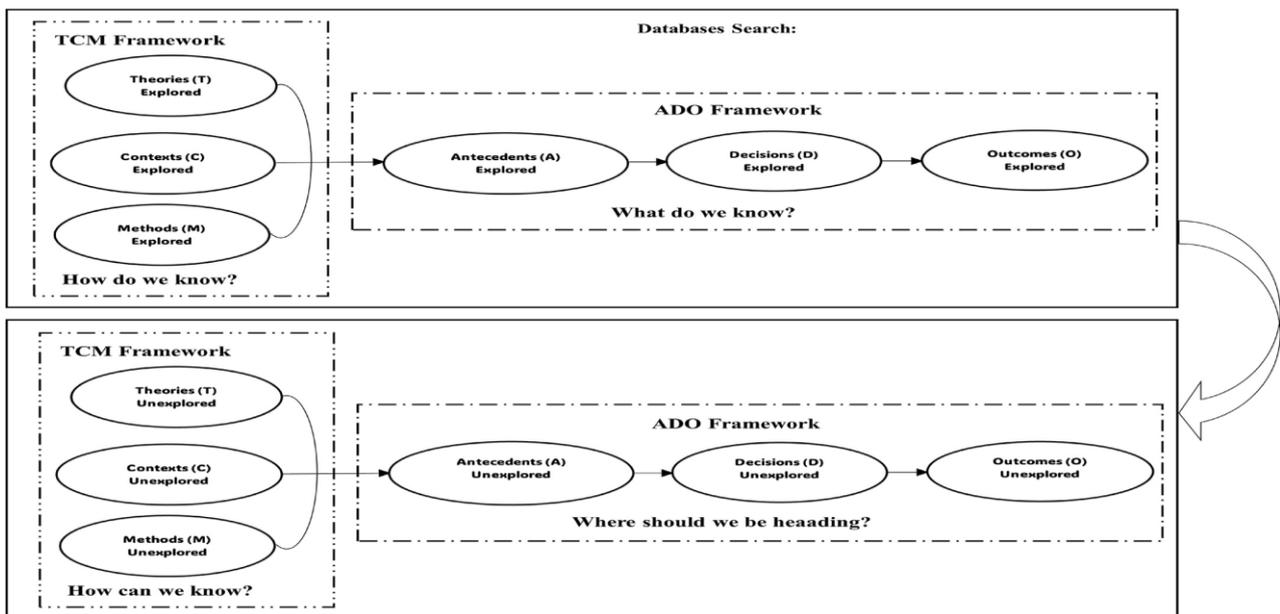


Figure I: Framework of ADO-TCM from Systematic Literature Review (Paul & Menzies, 2023)

II. METHODOLOGY

To address the research questions, this study applied Moher et al.’s (2009) Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) framework to examine Green HRM research within the hospitality and tourism literature. PRISMA is a well-established guideline that helps ensure systematic reviews

are coherent, transparent and methodologically sound (Choudhary & Datta, 2022). The review process unfolded in three key stages: (1) searching and identifying relevant studies, (2) applying eligibility criteria and assessing study quality, and (3) screening, selecting, and including the final set of articles. A summary of these outcomes is presented in Fig. II.

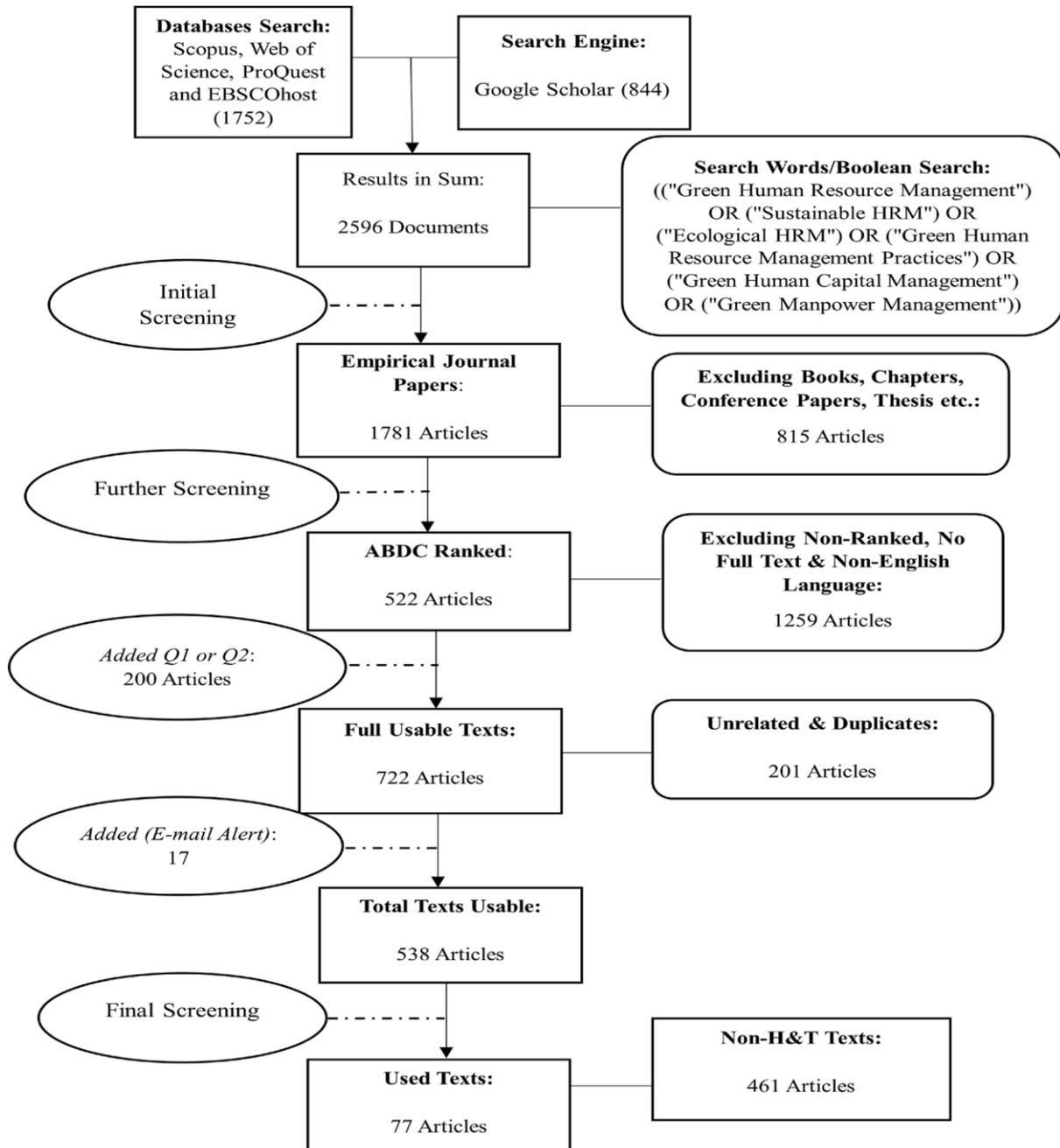


Figure II: PRISMA diagram summary

Source: <https://www.sciencedirect.com/science/article/pii/S1447677024001463>

The review focused on literature published between January 2013 and December 2023. Although the relationship between HRM and environmental management can be traced back to the 1990s (Wehrmeyer, 1996), the concept of “Green HRM” was formally introduced in 2008 and later connected to the hospitality and tourism (H&T) sector in 2013 (Palguna, 2021; Renwick et al., 2013).

Following the guidelines of Martín-Martín et al. (2017), which recommend conducting independent searches across widely used databases for review studies, this study employed Scopus, Web of Science, ProQuest, EBSCOhost and Google Scholar due to their broad thematic and geographical scope (Kodom-Wiredu et al., 2022; Yong et al., 2020).



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Searches were carried out between March and October 2023 using Boolean operators with keywords such as “Green Human Resource Management,” “Sustainable HRM,” and “Green Human Capital Management” within the Title, Abstract, and Keyword fields to ensure direct relevance to Green HRM (Aliyu, 2017). The final search in October 2023 identified 2,596 articles across the selected databases and Google Scholar. To maintain updated coverage until December 2023, an email alert was activated. Duplicate entries were excluded during the cross-checking and data management process.

After downloading the articles, specific inclusion and exclusion criteria were defined to support the screening and quality evaluation process (Kodom-Wiredu et al., 2022). Priority was given to peer-reviewed empirical studies published in journals listed by the Australian Business Deans Council (ABDC) and those indexed in Scopus. In line with Kraus et al.’s (2020) guidance for conducting high-quality reviews, the selection included articles from the 2022 ABDC list (minimum “C” ranking) as well as Scopus-indexed journals in Q1 or Q2 categories that were not part of ABDC rankings (e.g., *Sustainability*). This approach ensured the inclusion of rigorously reviewed research, a method also adopted by prior systematic literature reviews (Kodom-Wiredu et al., 2022). Studies were excluded if they were non-English, unrelated to Green HRM, duplicates or outside the scope of hospitality and tourism. Non-English publications were omitted to avoid translation challenges, as English was the common working language among the authors (Siddaway et al., 2019).

The article selection process followed several stages to refine the final dataset. Out of 2,498 documents, 779 non-empirical works (such as books, theses and conference papers) were first removed. The remaining 1,719 empirical journal papers were then filtered to exclude those written in languages other than English, lacking full-text access or published in journals not listed in ABDC, narrowing the collection to 513. To ensure coverage, 210 additional empirical studies from Scopus-indexed Q1 and Q2 journals were reintegrated, raising the total to 723. A closer review of titles, abstracts and keywords led to the removal of 201 duplicates and irrelevant works, which mainly addressed broader sustainability topics like green intellectual capital rather than Green HRM. An email alert search added 17 more articles, yielding 505. Finally, after examining methodology sections to confirm alignment with the hospitality and tourism (H&T) sector, 432 papers were excluded, leaving 73 articles for the final analysis.

III. PERUSAL OF THE ARTICLES

A structured methodology was employed to examine the selected studies, drawing on the ADO-TCM integrated framework. Relevant data were extracted and compiled into an excel-based review matrix using the filtering function, a commonly applied technique in systematic literature reviews (Kodom-Wiredu et al., 2022; Yong et al., 2020). Key aspects including publication details, theoretical underpinnings, research methods, antecedents, outcomes, mediators, moderators, controls, contexts, main findings and study limitations were systematically organised. The analysis proceeded through iterative coding: open coding to capture emerging themes, axial coding to explore interconnections and selective coding to consolidate insights. This process enabled the transformation of qualitative observations into quantifiable evidence for rigorous analysis. Any uncertainties were addressed collaboratively to ensure coding consistency and inter-rater reliability. For example, when a study described a quantitative design but also included preliminary interviews, the team collectively classified it as a mixed-methods approach. Finally, frequency analyses were performed to map publication patterns, with the results displayed in tables and figures and interpreted in line with the ADO-TCM framework.

IV. RESULTS

Publication tendency & outlets

The analysis of publication trends shows a marked increase in Green HRM studies within the hospitality and tourism (H&T) sector, rising from just five papers in 2019 to twenty-seven in 2022, followed by twenty-two in 2023 (Fig. 3). This upward trajectory reflects growing awareness of environmental issues, corporate social responsibility and acknowledgment of the sector’s ecological footprint (Tabrizi et al., 2023).

The reviewed studies appeared in thirty-four journals from fourteen publishers, though only eleven journals were directly related to H&T. Among them, *Sustainability* (MDPI) accounted for the highest number of publications. This pattern indicates that much of the Green HRM discourse in H&T is disseminated through non-industry-specific journals. It underscores the need for more dedicated H&T outlets to foreground this research, foster the advancement of green theoretical perspectives and influence both industry practices and educational strategies for promoting environmental sustainability.

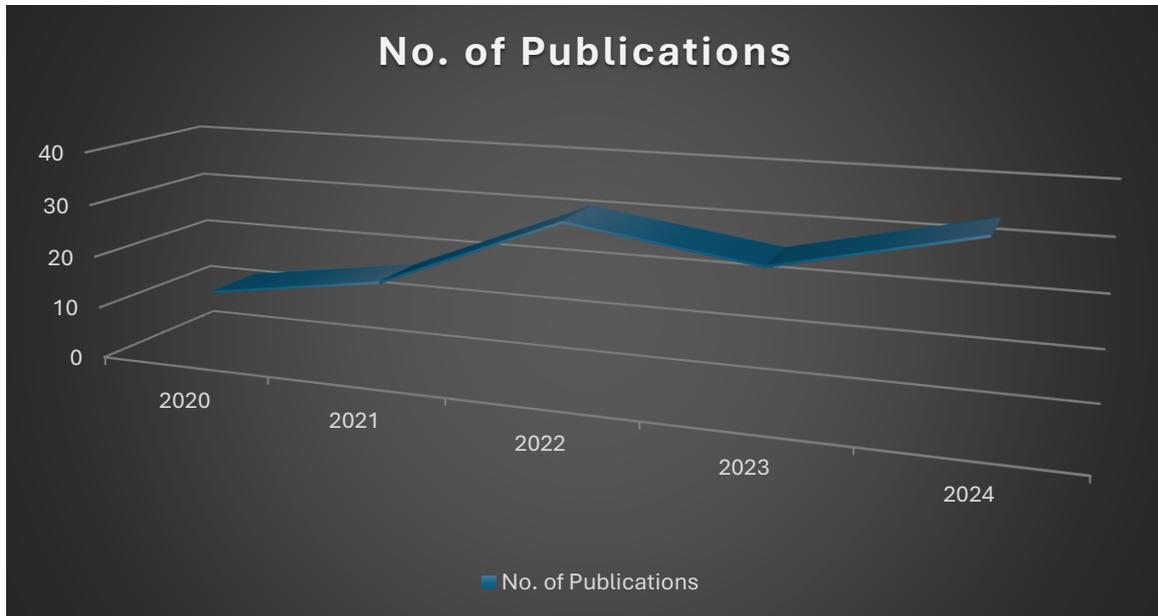


Fig III: Green HRM publication rundown in the H&T Industry

Previously established Knowledge

The insights generated using the ADO framework are summarized and graphically depicted in Figure IV. The majority of the reviewed studies positioned Green HRM as an antecedent shaping various organizational and employee outcomes. For example, El Baroudi et al. (2023) investigated how team-level perceptions of Green HRM in Chinese hotels influence performance through both in-role and extra-role green behaviours. At the same time, research also identifies thirteen distinct antecedents that drive the adoption of Green HRM, which can be grouped into three overarching categories: green climate and leadership (n = 6, 45.2%), green management initiatives (n = 5, 36.5%), and other factors (n = 2, 14.9%).

Within the green climate and leadership category, studies emphasize the role of psychological green climate (Alyahya et al., 2023), organizational green culture (Pham et al., 2019) and leadership approaches such as green transformational leadership (Agrawal & Pradhan, 2023). Green management initiatives have also been identified as important drivers, including corporate social responsibility programs (He et al., 2021) and green strategic intent (Sharif et al., 2022). Additional antecedents, such as organizational sustainability (Kara et al., 2023) and green intellectual capital (Haldorai et al., 2022), illustrate the wide-ranging factors that contribute to Green HRM implementation within the hospitality and tourism sector.

Verdict

A total of twenty-six mediators were identified and organized into five broad categories: employee attitudes and beliefs (n = 14, 53.4%), innovation and competencies (n = 4, 14.7%), organizational support and culture (n = 3, 11.2%), environmental reputation and practices (n = 3, 10.9%) and team dynamics and behaviours (n = 2, 7.1%). For example, employee-level factors such as green self-efficacy and work engagement frequently serve as mediating mechanisms between Green HRM practices and organizational outcomes (Darban et al., 2022). Similarly, innovation-driven mediators including green competencies (Cabral & Chiappetta Jabbour, 2020) and green process innovation (Irani et al., 2022) play a crucial role in advancing sustainable practices.

In addition, twelve moderators were identified and clustered into two main themes: organizational leadership and culture (n = 6, 50%) and individual traits and values (n = 6, 50%). Notable examples include environmentally focused servant leadership (Ababneh, 2021) and personality traits such as conscientiousness (Darvishmotevali & Altinay, 2022).

Finally, studies frequently employed control variables such as socio-demographic characteristics of respondents (e.g., age, gender, education) and organizational attributes (e.g., hotel ratings, identity and green self-efficacy). These controls help account for contextual variation in how Green HRM practices are implemented across different settings (Cao et al., 2023b).

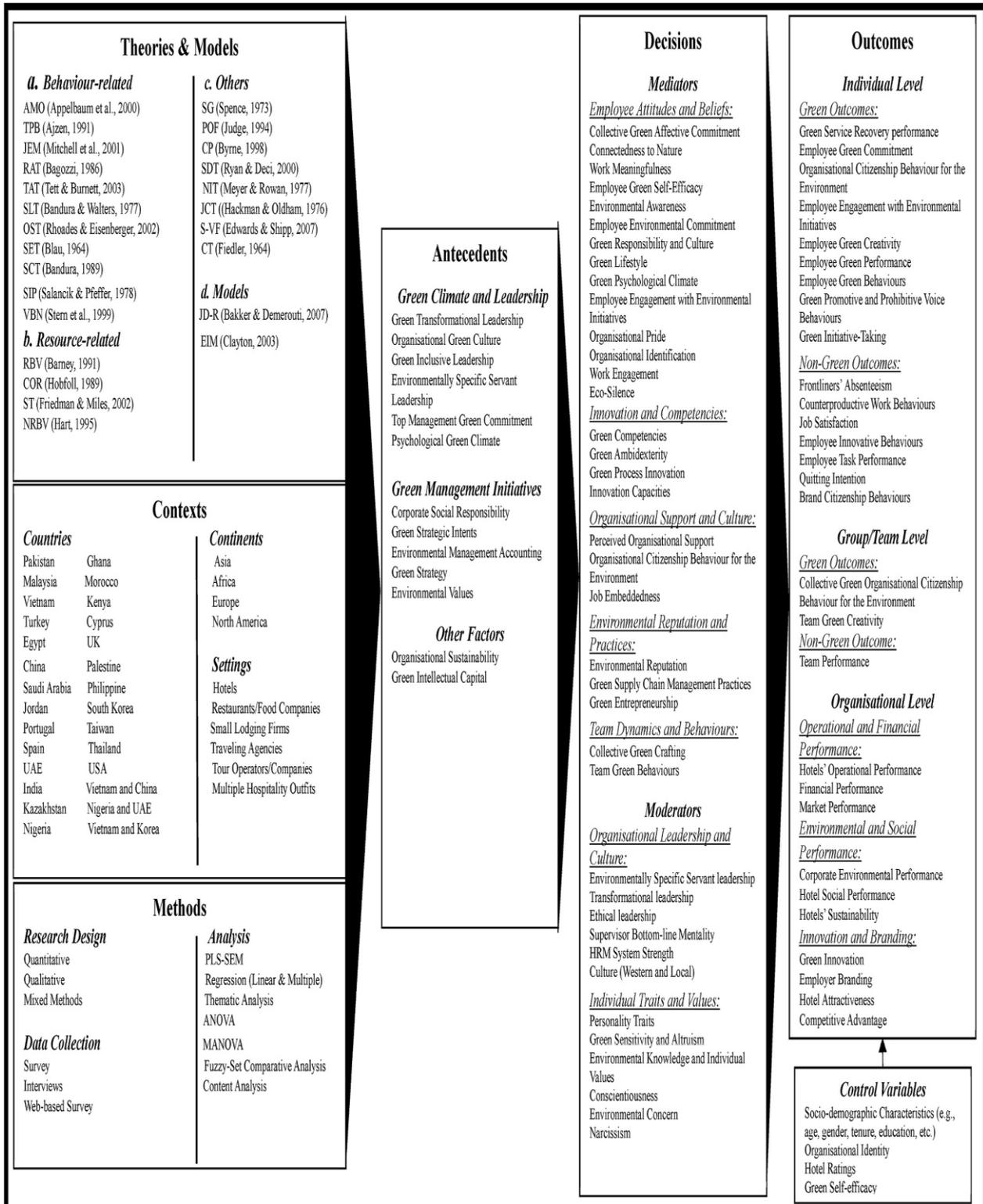


Fig IV: An evidence-based, integrative review of Green HRM in hospitality and tourism using the ADO–TCM framework

Source: <https://www.sciencedirect.com/science/article/pii/S1447677024001463>

Aftermath

The outcomes associated with Green HRM were grouped into three levels: individual, group/team and organizational. Altogether, twenty-nine green and non-green outcomes were identified, comprising individual-level constructs (n = 16, 55.2%), group/team-level constructs (n = 3, 10.3%) and organizational-level constructs (n = 10, 34.5%).

At the individual level, Green HRM was shown to positively influence nine green outcomes, including green service recovery performance (Darban et al., 2022), employee green commitment (Pham et al., 2019), pro-environmental behaviours (Agrawal & Pradhan, 2023), and green initiative-taking (Ikhide et al., 2023). It also shaped non-green outcomes in both positive and negative ways: reducing absenteeism (Darban et al., 2022), counterproductive behaviours and turnover intentions (Cao et al., 2023a, 2023b), while enhancing employee innovation (Kara et al., 2023), job satisfaction (Bhatti et al., 2022), task performance (Tandon et al., 2023) and brand citizenship behaviours (Elshaer et al., 2023). Nonetheless, some studies reported weak or non-significant effects. For instance, Abbas et al. (2023) and Kim et al. (2019) found no direct link between Green HRM and employees' environmental performance in Asian hotels, while Elshaer et al. (2021) observed only marginal effects in the African context.

At the group/team level, findings highlighted beneficial outcomes for both green and non-green constructs. These included collective green organizational citizenship behaviour (Liu & Zhang, 2022), team green creativity (Farrukh et al., 2023) and enhanced overall team performance (El Baroudi et al., 2023).

At the organizational level, Green HRM contributed to improved operational, social and environmental performance, alongside increased innovation, stronger employer branding and enhanced competitiveness (Ahmed et al., 2021; Munawar et al., 2022).

Models & Theorems

Among the 73 empirical studies reviewed, 68 (93.1%) were grounded in at least one established theory or model. The most frequently applied framework was the Ability-Motivation-Opportunity (AMO) Theory (Appelbaum et al., 2000), which scholars use to explain the complex relationships between employees' workplace behaviours and organizational outcomes (Abualigah et al., 2022). To better understand the theoretical foundations of Green HRM research, the identified theories were classified into two overarching categories: behaviour-related and resource-related perspectives.

Of the 73 empirical studies reviewed, 66 were conducted within a single continent, with the majority based in Asia (74.2%), followed by Africa (16.7%) and Europe (9.1%).

The research predominantly focused on the hotel sector (72.7%, n = 56), while relatively few studies examined other areas of the hospitality and tourism industry, such as tour companies (8.1%, e.g., Luu, 2021), restaurants and food SMEs (2.4%, e.g., Tabrizi et al., 2023), small lodging establishments (1.4%, e.g., Sobaih et al., 2020) and travel agencies (1.2%, e.g., Al-Romeedy, 2019).

Method

Majority of the reviewed studies adopted a quantitative research design (n = 69, 94.5%), followed by mixed-method approaches (n = 3, 4.1%) and a single qualitative study (n = 1, 1.3%). Most studies collected primary data (n = 71, 97.2%), while only two relied on a combination of primary and secondary sources. In terms of data collection techniques, the qualitative study employed interviews and secondary data, quantitative studies used survey questionnaires and the mixed-methods studies integrated interviews, surveys and secondary sources to provide a more comprehensive perspective.

Where are we moving?

The preceding sections provided a detailed synthesis of the Green HRM literature in the hospitality and tourism (H&T) sector. This section highlights the major research gaps identified from the 73 empirical studies and suggests future research directions across the areas of antecedents, decisions and outcomes. Corresponding research questions are proposed, following Miles' (2017) taxonomy of research gaps, as summarized in Table I.

Precursors

Although numerous studies have examined Green HRM as a determinant of various organizational and employee outcomes, relatively few have investigated its specific antecedents within the hospitality and tourism sector, indicating a clear avenue for further research. Karatepe et al. (2022) highlight the limited theoretical insight into the drivers of Green HRM adoption. Future research could advance this area by exploring factors such as a green entrepreneurial mindset, strategic green intentions, top-management environmental orientation and external pressures from customers and regulatory bodies.

In the hospitality and tourism (H&T) sector, characterized by high resource consumption and significant environmental impact, cultivating a green entrepreneurial mindset is critical for implementing sustainable HRM practices. This mindset, defined as a proactive approach to addressing social and environmental challenges through business solutions (Uvarova et al., 2021), enables entrepreneurs to balance profitability with sustainability, positioning them as change agents within the industry (Gamage et al., 2024).



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Luu (2021) notes that such an orientation promotes innovation and strategic decision-making, which are particularly valuable in the competitive H&T context, where sustainability-driven value propositions are increasingly sought.

Equally important is understanding the influence of top-management environmental orientation in driving Green HRM, as leaders play a key role in establishing organizational priorities for sustainability (Haldorai et al., 2022).

For example, Ilyas et al. (2020) found that top-management support was essential for implementing green supply chain practices that contribute to sustainable development goals. By shaping HRM practices, top management can embed environmental values into organizational decision-making, fostering a more holistic and integrated approach to sustainable HR strategies.

Table I:
Advocated Future ADO Research Scopes

Future Directions			
	Grey Spots (Interludes)	Interlude Types	Recommended RQs
Precursors	Restricted investigation of manifold factors that drive Green HRM advocacies	Empirical/ Knowledge	<p>RQ 1: How does the cultivation of a green entrepreneurial mindset among leaders in the hospitality and tourism industry influence the adoption and implementation of Green HRM practices and which organizational factors enable or constrain this process?</p> <p>RQ 2: To what extent does fostering a culture of green entrepreneurship among employees in the hospitality and tourism industry enhance the effectiveness and long-term sustainability of Green HRM initiatives and what managerial strategies can organizations adopt to cultivate such mindsets within their workforce?</p> <p>RQ 3: In what ways does top-management environmental orientation shape the implementation of Green HRM practices in the hospitality and tourism industry and through which mechanisms are this influence mediated?</p> <p>RQ 4: To what extent do corporate strategic green intentions drive the adoption and implementation of Green HRM practices in the hospitality and tourism industry and what organizational or contextual factors facilitate or constrain this process?</p> <p>RQ 5: How do pressures from customers and regulatory stakeholders shape the adoption and implementation of Green HRM practices in the hospitality and tourism industry and what alternative organizational responses are employed to address these pressures?</p>

Resolution	There is a clear need for further investigation into the mediators, moderators, and control variables that shape the relationships	Knowledge	<p>RQ 6: To what extent do non-green factors function as mediators and moderators in the relationship between Green HRM practices and organizational, team or individual outcomes in the hospitality and tourism industry?</p> <p>RQ 7: Which control variables play a critical role in shaping the effectiveness of Green HRM practices on non-green factors and how do these differ in comparison to their impact on green factors within the hospitality and tourism industry?</p>
Aftermath	<p>Research on the non-green outcomes of Green HRM remains scarce. There is a need for multilevel investigations to capture its broader implications. The scope of Green HRM outcomes should be extended beyond current boundaries. Greater attention must be paid to the potential negative consequences of Green HRM practices, along with identifying strategies to reduce or manage these drawbacks.</p>	Empirical/ Knowledge	<p>RQ 8: How do Green HRM practices influence non-green outcomes in the hospitality and tourism industry and in what ways do these outcomes enhance organisational sustainability?</p> <p>RQ 9: In what ways does the implementation of Green HRM practices influence outcomes at multiple levels such as individual, team & organisational and how do these outcomes collectively foster both environmental and organisational sustainability in the hospitality and tourism industry?</p> <p>RQ 10: How far do Green HRM practices affect sustainability aspects, including marketing, reporting, technological adoption, innovation and carbon management, in the H&T sector?</p> <p>RQ 11: Which conditions contribute to adverse individual, team and organisational outcomes of Green HRM practices and how can organisations mitigate these challenges while maximising their beneficial impacts?</p>

The integration of Green HRM is closely tied to the pursuit of long-term sustainability objectives, as organisations are increasingly embedding environmental priorities into their strategic agendas (Sharif et al., 2022). Exploring how strategic green intentions shape HRM practices in the hospitality and tourism sector can shed light on the ways firms incorporate sustainability into recruitment, training and talent development. Given the diverse stakeholder landscape of the H&T industry including customers, communities and regulatory authorities, it is also important to examine how external pressures influence the adoption and execution of Green HRM. In a context where environmental awareness continues to grow, stakeholders' expectations play a pivotal role in guiding organisational behaviours, including HR-related decisions (Hyatt & Berente, 2017).

Investigating these dynamics will enable future research to clarify how such forces shape HR strategies and foster sustainability initiatives, thereby contributing to the advancement of Green HRM scholarship and the strengthening of sustainable practices across the industry.

V. RESOLUTION

As highlighted earlier, research on Green HRM decisions in the hospitality and tourism industry has predominantly examined mediators, moderators and control variables linked to green-oriented factors, such as environmental knowledge and commitment.



However, future studies should broaden this scope by considering non-green dimensions including innovation capacity, employee engagement, teamwork and leadership styles to better understand their influence on the effectiveness of Green HRM. Positioning these non-green aspects as potential mediators and moderators would enrich the analysis of how Green HRM shapes both green and non-green outcomes within complex organisational contexts (Uslu et al., 2023). Such investigations can advance knowledge on the multiple pathways through which Green HRM contributes to organisational sustainability, moving beyond an exclusively environmental focus.

After-effect

From this review, four key insights emerge. First, existing research has predominantly concentrated on green-oriented outcomes, highlighting the need to extend attention to non-green outcomes. As noted by Tandon et al. (2023), Green HRM is progressively replacing traditional HRM due to its influence on both environmental and non-green dimensions, which underscores the necessity for broader investigations. Second, multilevel perspectives remain underexplored, with only 13 of 73 studies addressing multiple levels of analysis and just two examining group-level outcomes. Considering the hospitality and tourism industry's dependence on frontline employees (Karatepe et al., 2022), future work should aim to connect individual, team, and organisational levels to provide a more holistic understanding of construct interrelationships (Agrawal & Pradhan, 2023; Shafaei et al., 2020).

Third, the scope of Green HRM outcomes needs to be broadened to include areas such as green marketing, sustainability accounting and reporting, environmental technologies, green innovations and carbon footprint management, as prior studies have identified their relevance for advancing organisational sustainability (Hanif et al., 2023; Luu, 2021). By aligning Green HRM with environmental goals, organisations can cultivate a culture of innovation where employees are equipped with the skills to minimise waste, mitigate environmental impacts and implement sustainable solutions (e.g., energy efficiency, eco-friendly food practices, and water conservation) (Filimonau et al., 2024; Muisyo et al., 2022). Finally, it is essential for future research to explore the barriers and challenges that may hinder green innovation within Green HRM frameworks, including limited resources, resistance to change and weak policy support.

Addressing these issues will provide a more comprehensive understanding of the interplay between Green HRM, green innovation and sustainability practices, thereby offering actionable insights to enhance the role of Green HRM in fostering a sustainable and competitive hospitality and tourism industry.

Although much of the existing literature highlights the positive implications of Green HRM, it is equally important to acknowledge its potential limitations. For example, Majeed and Kim (2022) contend that Green HRM initiatives may sometimes result in greenwashing, where organisations cultivate a misleading image of sustainability in response to stakeholder pressures. Such practices often manifest through exaggerated claims, selective reporting or inconsistencies between formal policies and their practical execution (Tahir et al., 2020). This concern is particularly acute in the hospitality and tourism sector, where superficial efforts may obscure genuine sustainability commitments and misguide stakeholders. Furthermore, Chaudhary and Firoz (2024) caution that Green HRM requires employees to devote additional time and energy beyond their regular responsibilities, which can strain their limited physical and psychological resources. This strain may trigger emotional exhaustion, thereby heightening the risk of adverse workplace outcomes such as absenteeism, deviant behaviours and counterproductive practices. Consequently, further empirical inquiry is needed to clarify these underexplored dimensions. In this regard, Ampofo and Karatepe (2024) emphasise the importance of examining the conditions under which the negative consequences of Green HRM arise, particularly through attitudinal and behavioural mechanisms that highlight the varying effects of different organisational motives. Addressing these issues in future research will enable the development of a more nuanced and balanced understanding of Green HRM's contribution to sustainable practices within the industry.

How to reach there?

The previous section reviewed the evolution of Green HRM research within the hospitality and tourism industry. Building on that foundation, the present section seeks to outline potential directions for advancing this field by drawing on diverse theoretical frameworks, contextual settings and methodological approaches. To guide future scholarly inquiry, several research objectives have been formulated, offering a structured roadmap for subsequent investigations. A synthesis of the identified gaps and proposed objectives is presented in Table II.

Table II:
Advocated Future TCM Research Scopes

How to reach there	Grey Spots (Interludes)	Interlude Types	Recommended RQs
Hypothesis & replicas	There is a pressing need for comprehensive investigations into the applicability of the AMO framework, along with other pertinent theories and models, within the context of multilevel Green HRM research.	Hypothetical	RQ 1: To examine the applicability of the AMO framework and other relevant theoretical models across multiple organisational levels in the context of Green HRM.
Factors	The current body of research reflects a limited geographical scope. There is a need for comparative analyses between higher-rated hotels (4- and 5-star) and lower-rated establishments (3-star and below) to capture variations in Green HRM adoption and outcomes. An industry-wide perspective is required to provide a more holistic understanding of Green HRM practices across diverse segments of the hospitality and tourism sector.	Factor/ population	RQ 2: To investigate the variations in the nature, antecedents and outcomes of Green HRM practices across developed and developing economies. RQ 3: To examine the distinct challenges and benefits associated with the adoption of Green HRM practices in hotels, and to analyse how their impacts vary across different hotel rating categories. RQ 4: To investigate the variations in the implementation and impact of Green HRM practices across different sectors within the broader hospitality and tourism industry.
Procedure	A greater emphasis on qualitative and mixed-methods investigations is required, along with the adoption of more robust research designs and analytical approaches.	Strategical	RQ 5: Utilizing qualitative methods (such as observations, focus groups and in-depth interviews) alongside mixed method approaches to explore the complexities, nuances and underlying processes of Green HRM. RQ 6: Adopting experimental, longitudinal, time-lagged or fuzzy-set comparative designs and analyses to investigate the evolving nature of Green HRM practices and their long-term influence on outcomes across multiple levels.

Hypothesis & Replicas

The review indicates that much of the existing research on Green HRM within the hospitality and tourism sector is grounded in established theories and models, with the Ability-Motivation-Opportunity (AMO) framework emerging as the most dominant. This framework explains how employees' skills, motivation and opportunities collectively influence their pro-environmental behaviours and outcomes (Bhatti et al., 2022). Building on this, recent contributions such as Muisyo et al. (2022) have expanded AMO by exploring the mediating role of green cultural enablers in linking Green HRM practices to competitive advantage.

Such work underscores AMO's potential for multilevel applications; however, research remains limited, thereby restricting theoretical advancement in the field (Agrawal & Pradhan, 2023; Shafaei et al., 2020).

Future research should therefore explore how AMO and similar frameworks operate across multiple organisational levels simultaneously and in varied hospitality and tourism contexts. Moreover, scholars are encouraged to engage more deeply with contemporary and underutilized theories from adjacent disciplines.



For instance, insights from environmental psychology (e.g., Theory of Planned Behaviour – Ajzen, 1991; Social Judgment Theory – Spence, 1973), organisational behaviour (e.g., Social Learning Theory – Bandura & Walters, 1977; Comparison Processes – Byrne, 1998) and sustainability (e.g., Natural Resource-Based View – Hart, 1995; Triple Bottom Line – Elkington, 1997) could enrich understanding of Green HRM's complexities and dynamics. Applying these theoretical perspectives would enable a more comprehensive analysis of Green HRM's antecedents and outcomes across a broad spectrum of stakeholders both inside and outside organisations, including employees, customers/guests, shareholders, suppliers, competitors and regulatory bodies.

Procedures

The analysis highlights a strong preference for quantitative methods, with only a limited number of studies adopting qualitative or mixed-method approaches. This heavy reliance on numerical data and statistical techniques may restrict the depth of insights in a domain as multifaceted as Green HRM. By contrast, qualitative and mixed-method research can provide richer, more nuanced understandings, particularly within the service-driven hospitality and tourism industry, where stakeholder interactions and employee experiences play a crucial role in shaping green initiatives (Creswell, 2014; Suleman et al., 2022). As Green HRM remains an emerging field, such approaches present valuable opportunities to explore its complexities, underlying processes and contextual influences (Tabrizi et al., 2023).

For example, although a variety of scales exist for measuring Green HRM practices, there is currently no industry-specific instrument tailored to the hospitality and tourism sector. Employing qualitative methods (e.g., observations, focus groups, in-depth interviews) and mixed-method designs could generate deeper insights into individual experiences, reveal contextual nuances and inform the development of more accurate and relevant measurement tools. Moreover, the predominance of cross-sectional research designs limits causal inference; incorporating longitudinal and experimental approaches could enhance the robustness and temporal validity of findings.

Another notable gap lies in the limited application of multilevel and macro-level analyses. Existing research largely emphasizes employees as participants, thereby neglecting the perspectives of managers, supervisors and external stakeholders such as customers and suppliers. Expanding the scope to include multi-source, multipoint-in-time data could reduce common-method bias, strengthen validity and offer a more comprehensive understanding of Green HRM (Karatepe et al., 2022).

Finally, participatory approaches where researchers and participants collaborate in generating insights and co-designing strategies could lead to more practically relevant outcomes and foster collective pathways toward sustainability.

Interpretation

Green HRM research in the hospitality and tourism sector has evolved through diverse theoretical and methodological pathways, yet these strands often remain fragmented. By combining the ADO and TCM frameworks, this review provides a unified structure that links antecedents, decisions and outcomes with the underlying theories, contexts and methods shaping the field. This integrative lens not only clarifies how Green HRM practices are conceptualised but also demonstrates how methodological patterns particularly the dominance of quantitative, cross-sectional designs influences the interpretation of findings. The streamlined framework thus serves as a bridge between existing empirical evidence and the broader theoretical implications, enabling a clearer progression from what is known to what requires further exploration.

Strengthening the Link Between GHRM Practices and Employee Turnover Intentions

Green Human Resource Management (GHRM) has increasingly been positioned as a strategic tool not only for fostering environmental sustainability but also for improving employee retention. Recent evidence from the hospitality and tourism (H&T) sector shows that GHRM practices such as green recruitment, environmental training, green performance assessments, and green rewards – shape employees' perceptions of organizational support and fairness. When employees perceive their employer as environmentally responsible and ethically aligned with their personal values, their affective organizational commitment strengthens. This, in turn, reduces their turnover intentions.

Conversely, weak or symbolic GHRM practices may backfire. If employees perceive green initiatives as superficial or burdensome, they may experience emotional exhaustion or scepticism, increasing the likelihood of quitting. Therefore, GHRM must be implemented comprehensively and with authentic leadership support to effectively reduce turnover intentions.

This expanded discussion clarifies that GHRM is not merely an environmental philosophy, but it directly influences critical employee outcomes such as job embeddedness, burnout prevention, and long-term retention.



Mechanisms Linking GHRM to Retention Outcomes

To deepen conceptual clarity, the following section explains the psychological and organizational mechanisms through which GHRM affects employee retention:

a. Job Satisfaction

Employees who participate in environmentally responsible HRM practices often report higher job satisfaction because they perceive their organization as ethical, socially responsible, and supportive. GHRM also promotes meaningful work by linking daily tasks with environmental protection. When employees feel satisfied with their job and work climate, their intention to stay increases.

b. Employee Engagement

Training, empowerment, and participatory green initiatives enhance employee engagement. Engaged employees are more enthusiastic about their work, committed to organizational goals, and less likely to seek alternative employment. GHRM enhances engagement by providing opportunities for autonomy, creativity, and direct involvement in green activities.

c. Green Commitment

Green commitment encompasses employees' dedication to environmental values within the workplace. GHRM improves green commitment by embedding sustainability throughout HR practices. Employees who feel aligned with their organization's environmental mission experience higher moral satisfaction and remain loyal to employers who prioritize ecological integrity.

d. Perceived Organizational Support for the Environment (POS-E)

When employees believe that their employer supports environmental causes, they reciprocate with stronger loyalty and reduced turnover intentions. POS-E reinforces the psychological contract by signalling that the organization cares for broader social and ecological welfare.

e. Organizational Identification

Employees working in environmentally responsible organizations are more likely to identify with them. Strong organizational identification decreases turnover intentions because employees perceive leaving the organization as a loss of identity.

Global and Future Perspectives of GHRM in Hospitality and Tourism

The global expansion of GHRM highlights the importance of contextual, cultural, and technological factors in shaping its implementation and impact.

a. Cross-Cultural Perspectives

GHRM adoption varies significantly across geographic regions. For example:

- Asia emphasizes collectivist values, making green leadership and team-based environmental initiatives more effective.
- Europe benefits from strong regulatory environments supporting sustainability-driven HRM.
- Africa faces challenges related to resource constraints but shows growing interest in integrating green training and environmental awareness programs.

Understanding these cultural differences is essential for designing GHRM practices that are locally relevant and culturally congruent.

b. Digital HRM and Green Technologies

The digital transformation of HR functions enhances the potential of GHRM through:

- AI-driven recruitment selecting environmentally responsible candidates.
- E-learning modules for green training.
- Digital dashboards tracking environmental KPIs.
- Automation reducing paper usage and overall carbon footprint.

Digital HRM not only reduces resource consumption but also provides sophisticated tools for monitoring and evaluating green performance.

c. ESG (Environmental, Social, Governance) Integration

The rise of ESG frameworks has placed sustainability at the centre of organizational governance. Hotels, resorts and tourism enterprises increasingly integrate GHRM into their ESG reporting mechanisms. GHRM helps organizations meet environmental and social KPIs while strengthening employer branding and stakeholder trust.

d. Post-Pandemic Workplace Sustainability Trends

COVID-19 altered workforce expectations and amplified the need for sustainable, safe and resilient workplaces. In the post-pandemic era:

- Employees expect stronger environmental commitments from employers.
- Hybrid work models reduce resource consumption.
- Organizations emphasize well-being and green workplace design.

These shifts create opportunities for GHRM to support sustainable recovery in the H&T sector.

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VI. CONCLUSION

This systematic literature review contributes to the Green HRM body of knowledge by consolidating existing findings and highlighting both its advantages and limitations.

While several studies report beneficial outcomes, others present mixed or even negative effects, pointing to the necessity of more nuanced investigations into the factors that determine Green HRM's effectiveness. Importantly, the review draws attention to the potential downsides of Green HRM practices such as employee stress, burnout and the risk of greenwashing, which underscores the need to examine the conditions under which such adverse consequences may arise.

Future research should therefore explore the antecedents of Green HRM including senior executives' green orientations, strategic priorities and external stakeholder pressures while also considering non-environmental mediating mechanisms to capture its broader impact on both green and non-green outcomes. Such inquiries will deepen understanding of the drivers and significance of Green HRM and strengthen its contribution to multilevel sustainability outcomes.

From a practical standpoint, the insights generated can assist HR professionals, line managers and executives in making evidence-based decisions that foster an environmentally responsible organisational culture. This, in turn, can enhance employee motivation, organisational support for sustainability and overall industry competitiveness in the pursuit of long-term sustainability goals.

This study makes several important theoretical contributions by presenting a comprehensive, evidence-based framework to advance Green HRM within the hospitality and tourism industry. First, drawing on the ADO framework, it conceptualises Green HRM as a dependent, independent, or mediating variable, depending on the research context. For instance, when treated as an independent variable, Green HRM influences employee behaviours and fosters environmental citizenship in hospitality and tourism organisations. As a mediating variable, it clarifies how top management's green strategies translate into operational outcomes such as waste reduction. This adaptability enables scholars to approach Green HRM from multiple research perspectives.

Second, applying the TCM framework, this review maps out the theoretical foundations, contexts and methodological approaches in Green HRM scholarship, exposing key gaps and opportunities for future inquiry. For example, although theories such as the AMO model have been widely employed to examine links between employees and workplace outcomes, their application across different cultural contexts and organisational levels remains limited. To address these gaps, the study calls for more diverse contextual explorations and the adoption of rigorous methodological approaches including mixed-methods, experimental designs and fuzzy-set comparative analyses to capture the complex and evolving effects of Green HRM more comprehensively.



Third, this review draws attention to the “dark side” of Green HRM, underscoring potential drawbacks such as employee stress and burnout arising from intensive environmental demands. For instance, while hospitality and tourism organisations may adopt energy-saving initiatives, inadequate organisational support can result in frustration, fatigue and diminished job satisfaction among employees. Recognising these challenges highlights the importance of future research on balanced approaches that align environmental objectives with employee well-being.

Fourth, the study advocates for greater use of participatory research in Green HRM, where investigations are conducted collaboratively “with” participants and stakeholders rather than “on” them. Engaging employees, managers and other stakeholders in shaping research questions and priorities ensures that the studies reflect real-world experiences, generating more practical insights and actionable strategies. Embedding participatory principles into Green HRM research and theory can strengthen stakeholder engagement while advancing sustainability outcomes.

Finally, the paper recommends that journals in the hospitality and tourism field actively promote Green HRM scholarship by dedicating special issues to the topic. Such initiatives would not only enrich the academic discourse but also enhance the industry’s capacity to adopt research-driven, sustainable practices.

Implications & Limitations

This study provides several important practical implications for hospitality and tourism practitioners. First, the findings equip HR professionals and managers with evidence to design HR frameworks that strengthen employee capabilities, boost motivation and cultivate a supportive organisational culture that promotes environmentally responsible behaviours and initiatives. For example, by recognising how Green HRM enhances green service recovery and encourages employee innovation, managers can introduce tailored training programs that reinforce these behaviours.

In addition, the review sheds light on both inconsistencies and the potential “dark side” of Green HRM. Although many studies report positive outcomes, some indicate that intensive green practices can contribute to employee fatigue, stress or counterproductive behaviours due to heightened demands. Acknowledging these risks, practitioners are encouraged to adopt balanced strategies that safeguard employee well-being while pursuing sustainability goals. This calls for a multi-dimensional approach in which Green HRM initiatives are regularly assessed and refined using feedback mechanisms and performance indicators. Furthermore, incorporating non-green elements such as job meaningfulness and organisational embeddedness can complement environmental initiatives and enrich broader HRM strategies.

Overall, this review delivers an integrative framework that offers actionable guidance across diverse groups, organisational levels and contexts. By considering both the benefits and potential drawbacks of Green HRM, it provides a balanced perspective that enables practitioners to implement more effective and sustainable HRM practices. In doing so, it not only advances industry competitiveness but also deepens understanding of the broader implications of Green HRM in the hospitality and tourism sector.

Although this SLR adopted rigorous procedures consistent with the PRISMA guidelines to ensure reliability, certain limitations remain. Differences in eligibility criteria, particularly regarding language, may produce divergent results across studies. The chosen publication window also represents a restriction, as future research may consider alternative periods to generate new perspectives. Moreover, the review exclusively included empirical investigations, thereby omitting reviews, conceptual contributions, unpublished manuscripts, book chapters and conference papers. By focusing solely on articles published in Scopus-ranked (Q1/Q2) and ABDC-indexed journals, the scope was further narrowed. In addition, while the ADO framework offers a systematic structure, it may reduce the complexity of Green HRM research and overlook the dynamic interconnections among variables across varied contexts. Nonetheless, these stringent inclusion parameters and screening procedures were employed to strengthen the review’s overall rigor and ensure scientifically grounded outcomes.

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