

# Sustainable HR Practices: Examining the Connection Between Organizational Resilience and Green HRM in the Hospitality Sector

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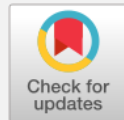
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## ABSTRACT

Organizations must adopt sustainable human resource practices (SHRP) to meet the difficulties of global sustainability. According to data published by the Official Statistics News, the number of foreign visitors to the province of Bali fluctuated. From July 2023 to November 2023, it dropped from 545,272 to 397,552, then increased to 502,830 until April 2024. All stakeholders in Bali Province, especially the hotel industry, must be able to pay attention to changes in the quantity of tourists visiting. This study investigates the effects of organizational resilience and Green Human Resource Management (GHRM) on SHRP in the hotel sector. 120 personnel from five-star hotels participated in the survey, which was carried out in Bali. The research problem was addressed with the aid of SEM PLS. The findings demonstrated that organizational resilience and GHRM significantly and favorably affect SHRP. According to the findings, the association is somewhat mediated by organizational resilience. This implies that the implementation of sustainable HR policies will be improved with the help of a strong GHRM policy and increased organizational resilience. The study's practical implications include the need for hotels and other hospitality-related enterprises in Bali to implement more extensive GHRM policies, including environmentally-based performance evaluation, sustainability-focused training, and green hiring.

**Keywords:** Green HRM; Organizational Resilience; SHRP

## 1. Introduction

Organizations must adopt Sustainable Human Resource Practices (SHRP) to address global sustainability issues. One of the strategic methods for promoting organizational sustainability through eco-friendly HRM practices is Green HRM (Green Human Resource Management) (Jabbour et al., 2022). Furthermore, the long-term viability of companies is significantly influenced by organizational resilience (Kramar, 2014). This study investigates how GHRM influences SHRP and how organizational resilience mediates the relationship between GHRM and SHRP.

This study focuses on how GHRM practices, particularly in the context of Bali's star-rated hotels, support organizational resilience through environmental sustainability. The fluctuations in foreign visitor arrivals to Bali between July 2023 and April 2024 significantly affect the hotel industry. A decline from 545,272 visitors in July 2023 to 397,552 in November 2023, followed by a rise to 502,830 in April 2024, indicates a volatile tourism market. Such variability can affect hotel occupancy rates, revenue, and operational planning.

For instance, in April 2024, the Room Occupancy Rate (TPK) for star-rated hotels was recorded at 57.69%, an increase of 4.98 points compared to March 2024. This suggests that the rise in visitor numbers positively impacted hotel occupancy.

Conversely, hotels may experience lower occupancy rates during declining tourist arrivals, leading to potential revenue shortfalls. This necessitates strategic adjustments in marketing, pricing, and service offerings to attract and retain guests.

The hotel industry must also consider external factors influencing tourism trends, such as global economic conditions, travel restrictions, and competition from other destinations. Proactive measures, including diversifying target markets and enhancing the quality of services, can help mitigate the impact of such fluctuations.

According to data from the Bali Provincial Statistical Center, which was most recently updated on March 21, 2024, there will be 541 hotel units in the province of Bali until 2023. Expanding hotels across all hotel classes in Bali Province necessitates implementing sustainable human resource management. Implementing human resource policies and practices to balance social, economic, and environmental objectives is SHRP. This strategy guarantees that businesses consider the effects on workers, society, and the environment in addition to financial gains.

One motivating theory that describes the connection between performance and objectives is the goal-setting theory. This viewpoint makes setting clear, difficult, and quantifiable goals crucial. Edwin A. Locke first put forth this notion in 1968. Later, in 1990, Edwin A. Locke and Dr. Gary Latham promoted this notion. The advantages of goal-setting theory include enhancing personal motivation and performance, assisting employees in reaching their objectives, and enabling businesses to track progress and keep activities aligned. Key principles of goal-setting theory are goals must be specific, challenging, and quantifiable, and individuals should embrace them; feedback on goal attainment is essential, and deadlines enhance the effectiveness of goals. Group goals are as important as individual goal setting. Implementing GHRM will help form a resilient organization that can achieve the SHRP.

According to Mariappanadar, SHRP entails creating an HRM system with organizational sustainability principles, allowing businesses to attain comprehensive environmental, social, and economic performance (Mariappanadar, 2024). According to Kramar, SHRP is the application of HR policies and procedures to support employees' long-term health and well-being, supporting the organization's sustainability as a whole (Kramar, 2014). Also, GHRM improves SHRP (Ahmad, 2015; Amalia & Krisnawati, 2023).

“Green” in this context refers to “environmentally friendly,” which is how GHRM is defined (Ali & Taswiyah, 2022). According to Isrososiawan, GHRM is a program that aids in creating a green workforce that can understand and appreciate green culture in a company that requires a high level of managerial and technical skills from its employees (Isrososiawan et al., 2021). According to Siburian, the advantages of GHRM implementation include healthier workers, a positive reputation for the business, knowledgeable and dedicated staff, less environmental impact, waste reduction, and trash recycling, which lowers manufacturing costs (Siburian & Sugiarto, 2022). This study uses environment-based hiring, training, and assessment procedures to gauge GHRM.

The implementation of GHRM will be able to build the strength to deal with the changing environment. The business must be resilient enough to handle changes in the environment. Masriyadi et al. define resilience as the ability of a person or a system to withstand or recover from adversity or hardship (Masriyadi et al., 2024). It involves the capacity to manage pressure, stress, or trauma that comes up in day-to-day living. Being resilient is more about how one reacts to and recovers from adversity than never encountering it. Resilient people typically have a positive outlook, good emotional control, and a robust social network that helps them deal with various circumstances (Susanto et al., 2023). Individual strength is only one aspect of resilience; another is how communities and individuals help one another through life’s challenges (AlHamad et al., 2022). According to this study, an organization’s capacity for innovation, adaptation, and crisis recovery is a proxy for organizational resilience.

Organizational resilience is crucial to an organization’s long-term viability (Muadzah & Suryanto, 2024). According to Sulastri et al., organizations with strong resilience will generate SHRP (Sulastri et al., 2024). HR policies emphasizing economic, social, and environmental balance are a barometer for this research.

Research on GHRM, organizational resilience, and SHRP in Bali’s hotel sector is still lacking. The hospitality industry, especially in tourist destinations like Bali, receives little attention in most GHRM and SHRP research, which concentrates on the manufacturing sector or multinational corporations. Second, research on the connection between SHRP and organizational resilience is still lacking, especially regarding how organizational resilience promotes sustainable HR practices. Third, little empirical research examines the function of mediation or moderation in the connection between GHRM, organizational resilience, and SHRP. Instead, most studies employ conceptual or case study techniques regarding mediation or moderation models. Fourth, local features like Balinese work culture, tourists’ inclination for sustainability, or local government regulations in HRM are rarely considered in prior studies.

## 2. Literature Review

### 2.1. The Impact of Green Human Resource Management on Sustainable Human Resource Practices

One of the most popular travel destinations in the world, Bali, has significant sustainability issues with its hospitality sector. Sustainability is a critical problem because Bali’s hospitality industry relies heavily on the island’s natural resources and scenic surroundings. Thus, GHRM must be implemented in Bali’s hotel sector to ensure that businesses actively contribute to environmental preservation and sustainable HRM and concentrate on financial gains.

In Bali, GHRM includes employment practices that prefer eco-friendly workers, green practice training, and measures to lessen carbon emissions and better use natural resources. SHRP is anticipated to be created by all of these, including talent management that considers social and environmental responsibility.

The GHRM method strongly emphasizes implementing eco-friendly HR procedures, including performance management that promotes sustainability, green hiring, and green training. An organization's attempts to incorporate sustainability principles into general HRM are referred to in this context as SHRP.

By raising employee awareness of environmental issues, encouraging employees to participate in sustainability initiatives, fostering an organizational culture that supports sustainability, and bolstering the organization's resilience in the face of a changing environment, GHRM can assist organizations in achieving sustainability goals, according to prior research.

GHRM is a set of HR practices and guidelines designed to increase environmental awareness and encourage pro-environmental behavior at work (Renwick et al., 2013). Through ecologically friendly HRM, these approaches can directly aid in adopting sustainable HR practices. GHRM contributes to organizational sustainability plans by encouraging resource efficiency and environmental preservation through personnel management practices (Renwick et al., 2013; Siburian & Sugiarto, 2022).

Ahmad found that applying GHRM significantly impacts the effective implementation of sustainability policies in HRM (Ahmad, 2015). Green training and environmentally friendly performance assessments are two GHRM components that directly improve the adoption of sustainable HR practices (Hameed et al., 2020).

Based on actual data and the theory of planned behavior, it is reasonable to predict that effective GHRM practices will lead to more successful SHRP implementation.

**H1:** GHRM significantly and favorably affects SHRP.

**H4:** Through organizational resilience, GHRM significantly and favorably affects SHRP.

## **2.2. Effect of Green Human Resource Management on Organizational Resilience**

GHRM is the term used to describe SHRP and eco-friendly practices, including sustainability-based performance management, green hiring, and green training. On the other hand, organizational resilience is an organization's ability to adapt, withstand, and recover from operational challenges and disruptions.

According to research, implementing GHRM practices can improve organizational resilience by encouraging adaptability, which increases the organization's capacity to maintain flexibility in the face of changes in the external environment. Promoting employee participation in pursuing sustainability goals that strengthen organizational resilience is known as employee commitment. The organization is inspired to adopt creative strategies that align with sustainability principles through environmentally driven innovation.

By fostering a culture sensitive to environmental changes, GHRM assists organizations in being more adaptive. This procedure strengthens the organization's ability to withstand outside threats. According to Tang et al., GHRM uses a sustainability-based strategy to boost employee motivation and engagement (Tang et al., 2018). Motivated employees are more inclined to support sustainability innovations and tactics, which helps to enhance organizational resilience. According to Jabbour, GHRM promotes sustainability-based innovations that help businesses strategically and operationally more resilient and better handle environmental changes (Jabbour, 2015).

Based on empirical evidence and the theory of planned behavior, it is logical to assume that good GHRM practices will increase organizational resilience.



**H2:** GHRM has a favorable and considerable influence on organizational resilience.

### **2.3. How Organizational Resilience Affects SHRP**

Organizational resilience is an organization's capacity to adapt, withstand, and recover from challenging circumstances or disruptions. Regarding sustainability, organizational resilience is crucial for ensuring that HRM procedures align with long-term sustainability principles.

According to research, organizational resilience can impact SHRP's implementation through its Sustainable Strategies. Establishing HR policies that support social, economic, and environmental goals is made possible by resilience. Furthermore, HR practices that support sustainability typically make it easier for resilient firms to integrate them into their daily operations. Furthermore, organizational resilience improves an organization's capacity to adapt to new HR practices and maintain their relevance to the evolving demands of sustainability.

According to Lengnick-Hall et al., organizational resilience is the ability to absorb, respond to, and adapt to external pressures or changes (Lengnick-Hall et al., 2011). In this regard, HR procedures that promote long-term sustainability are strengthened by organizational resilience. Structurally and culturally resilient organizations have a higher chance of successfully incorporating sustainability concepts into their HR strategy, increasing the efficacy and sustainability of HRM practices (Tardin et al., 2024). According to Hillmann and Guenther's study, organizational resilience fosters the growth of creative HR practices that meet sustainability requirements, like ongoing training, upgrading green skills, and environmental management (Hillmann & Guenther, 2021).

It is reasonable to predict that HRP will be impacted by increased organizational resilience based on actual data and the theory of planned behavior.

**H3:** SHRP is positively and significantly impacted by organizational resilience.

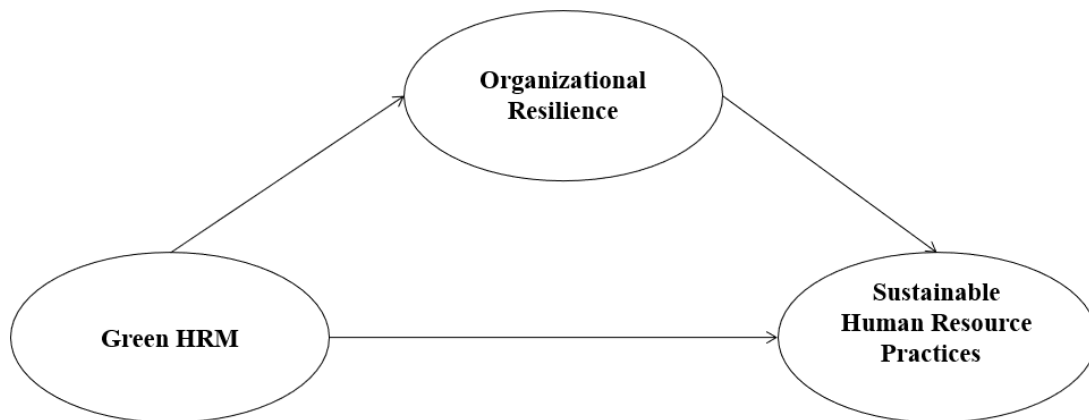
## **3. Research Methodology**

The impact of organizational resilience and GHRM on SHRP in the hospitality sector, particularly in Bali, is examined in this study using a quantitative methodology. The quantitative approach was selected because it can objectively quantify the link between variables and generate more comprehensive generalizations based on the data gathered. Data was collected using a questionnaire distributed to employees of Bali's star-rated hotels. Participants are asked to score a range of GHRM, organizational resilience, and SHRP-related items on a Likert scale from 1 to 5. The Likert scale is a popular instrument in social research for gauging a person's attitude, viewpoint, or perception of a subject.

Forty-two thousand nine hundred twenty workers at Bali's star-rated hotels make up the study's population, the entire number of workers in the area's hospitality industry. This study chose a sample that may accurately represent the population because of its size. One hundred twenty employees made up the study's sample, determined using the formula  $10 \times$  the number of indicators. Since the model has nine indications, a minimum sample size of 90 employees is required. The researcher selected 120 employees as the research sample to prevent overfitting and guarantee that the sample is sufficiently representative for more reliable findings. The sample size is guaranteed to be sufficiently large to yield a significant and trustworthy study by applying the formula  $10 \times$  the number of indicators. The study model has nine indicators, and a minimum sample size of 90 employees is advised. Raising the workforce to 120 lowers the

possibility of overfitting, in which a small amount of data unduly impacts the model. Furthermore, a bigger sample size boosts the dependability of the research findings and yields more representative results.

After collecting the data, it was analyzed using SmartPLS 4, a popular partial least squares structural equation modeling (PLS-SEM) analytical tool. This approach was selected due to its ability to handle anomalous data and analyze the connection between latent variables and indicators using intricate models. The following analysis stages were carried out in this study: To verify that the data utilized are reliable and valid, the measurement model must be validated by evaluating the constructs and indicators. The relationship between variables, such as how GHRM affects organizational resilience and SHRP, as well as any direct or indirect effects, are tested using the structural model. The R-squared test assesses the level of correlation between the independent and dependent variables to determine how much variance the model can explain.



**Figure 1. Research Model**

The conceptual framework of the link between the three primary variables in the study is depicted in **Figure 1**. Green HRM is an HRM technique that emphasizes environmental sustainability and includes eco-friendly operating policies, training, and recruitment. An organization’s capacity to adjust, endure, and bounce back from shocks or changes—like environmental, social, or economic difficulties—is called organizational resilience. Economic, social, and environmental facets of long-term sustainable development are all supported by SHRP or human resource management methods. Green HRM is directly associated with SHRP, and the influence of Green HRM on SHRP is the relationship between the variables. This demonstrates that the sustainability of human resource management can be enhanced by implementing eco-friendly practices through HR policies. The second is how green HRM impacts organizational resilience and where green HRM impacts organizational resilience. Accordingly, green HR practices can help businesses handle problems and disruptions like resource shortages or climate change. Third, the relationship between OR and SHRP is that OR influences SHRP. Because businesses may create strategies that are flexible, creative, and in line with sustainable development concepts, high OR can result in more sustainable HRM. Fourth, OR’s mediating function is that OR acts as a mediator between SHRP and green HRM. This indicates that by enhancing organizational resilience, green HRM influences SHRP indirectly and directly. As stated differently, green HRM practices contribute to the development of OR, supporting more sustainable HRM.

#### 4. Results and Discussion

##### 4.1. Results

**Table 1. Outer Model (Validity and Reliability)**

Construct	Indicator	Loading Factor	AVE	CR	Description
GHRM	GHRM1	0.84	0.70	0.91	Valid & Reliable
	GHRM2	0.88			
	GHRM3	0.82			
Organizational Resilience (OR)	OR1	0.85	0.73	0.92	Valid & Reliable
	OR2	0.87			
	OR3	0.88			
Sustainable Human Resource Practices (SHRP)	SHRP1	0.83	0.72	0.90	Valid & Reliable
	SHRP2	0.85			
	SHRP3	0.84			

Source: Research Results 2024

The results of the analysis concerning construct validity and reliability for each research variable—Green HRM, Organizational Resilience, and SHRP—are presented in **Table 1**. An interpretation of these findings follows. The loading factors are GHRM1 = 0.84, GHRM2 = 0.88, GHRM3 = 0.82. Since all indicators have loading factors exceeding 0.70, it is evident that each indicator significantly contributes to the GHRM construct. Since the GHRM concept can account for over half of the variance in its indicators, its Average Variance Extracted (AVE) of 0.70 suggests that it has strong convergent validity. The Composite Reliability (CR) is 0.91; a CR value greater than 0.70 signifies that this construct exhibits excellent internal reliability. Therefore, the GHRM construct is confirmed to be both valid and reliable.

The loading factors for organizational resilience (OR) are OR1 = 0.85, OR2 = 0.87, and OR3 = 0.88. Each indicator’s loading factor is greater than 0.70, indicating that it can be used to evaluate organizational resilience. The OR construct can capture the majority of the variance of its indicators, as seen by the high AVE value of 0.73. The extremely high combined reliability rating (CR: 0.92) indicates strong internal consistency between the OR indications. It is determined that the OR construct is dependable and valid.

The loading factor for Sustainable Human Resource Practices (SHRP) is 0.83, 0.85, and 0.84. All indicators’ loading factors are greater than 0.70, suggesting they are important for capturing SHRP. The SHRP construct has strong convergent validity, as indicated by its AVE of 0.72. The SHRP construct has strong internal consistency, as indicated by its CR of 0.90. The SHRP constructions have been proven to be reliable and valid. All the constructs (GHRM, OR, and SHRP) meet the validity and reliability criteria based on the loading factor, AVE, and CR values. With an AVE value > 0.50 and CR > 0.70, these findings show that the study’s instruments can be trusted to measure each construct reliably and accurately. The data support the conclusion that this study’s measuring methodology is high quality.

**Table 2. Inner Model (Path Coefficient)**

The connection between the variables	Coefficient of Path	T-Statistics	P-Values	Description
GHRM → SHRP	0.41	7.12	0.000	Significant
OR → SHRP	0.47	8.45	0.000	Significant
GHRM → OR	0.52	9.23	0.000	Significant
GHRM → OR → SHRP	0.24	6.78	0.000	Significant

Source: Research Results 2024

**Table 2** thoroughly describes each link between the variables based on the provided data. Green HRM directly impacts SHRP, as indicated by the path coefficient value of 0.41 for this relationship. With a coefficient of 0.41, SHRP rises by 0.41 units for every unit increase in Green HRM. The association is statistically significant, as indicated by the T-statistic of 7.12, which is greater than 1.96. The hypothesis that “Green HRM has a positive and significant effect on SHRP” is accepted, as indicated by the P-value of 0.000 (less than 0.05). Adopting green HR practices, such as resource efficiency guidelines and green training, directly impacts the sustainability of HR procedures in businesses.

The impact of organizational resilience (OR) on sustainable human resource practices (SHRP) has a path coefficient value of 0.47, indicating that the influence of OR on SHRP is greater than the direct impact of green HRM. T-statistic: 8.45, meaning a very high R-value indicates a significant relationship. P-value: 0.000 indicates that the relationship is statistically acceptable. Organizations with high resilience can manage human resource management more sustainably because they can better adapt to challenges and changes, such as responding to external changes such as epidemics or environmental crises.

There is a strong direct correlation between GHRM and organizational resilience (OR), as seen by the Path Coefficient value of 0.52, which shows the impact of GHRM on OR. The fact that this coefficient is the highest of all the pathways highlights that Green HRM is important for improving organizational adaptability. This finding is statistically significant with a T-Statistics of 9.23. Furthermore, the 0.000 P-Values confirm that this hypothesis is accepted. Green HRM practices, such as waste reduction, energy efficiency, and continuous training, improve organizational resilience by making it more adaptable and responsive to changes in the business environment.

The effect of GHRM on Organizational Resilience (OR) and Sustainable Human Resource Practices (SHRP) has a Path Coefficient value of 0.24. This suggests a mediating effect where Organizational Resilience acts as a bridge between Green HRM and SHRP. With T-Statistics at 6.78, the significance of this mediation relationship is established statistically. A P-value of 0.000 further confirms the acceptability of this mediation. This suggests that Green HRM directly affects SHRP and indirectly improves it by promoting organizational resilience. Green HRM methods increase an organization’s resilience, enhancing its ability to manage HR sustainably.

**Table 3. R-Square (Coefficient of Determination)**

Dependent Variable	R-Square	Description
Organizational Resilience	0.52	Moderate



Dependent Variable	R-Square	Description
Sustainable HR Practices	0.68	High

Source: Research results 2024

Based on **Table 3**, R-Square for SHRP is  $R^2 = 0.65$ , meaning that the GHRM and organizational resilience variables can explain 65% of the variability in SHRP. The remaining 35% is affected by variables not included in the model, like organizational culture, market conditions, and corporate rules.

The R-Square for organizational resilience is  $R^2 = 0.52$ , meaning that GHRM can explain 52% of the variability in organizational resilience. Other factors not covered by the model, such as organizational structure, technology, or leadership, impact the remaining 48%.

## 4.2. Discussion

The study results demonstrate that GHRM has a large and positive impact on SHRP. A route coefficient of 0.41 indicates that GHRM significantly influences SHRP directly. This implies that an organization's capacity to incorporate sustainability concepts into HRM will increase with the quality of its GHRM practice implementation. The study's results support previous research by Jabbour and Santos, which discovered that GHRM strategies contribute to developing more sustainable HR practices (Jabbour, 2015; Jabbour et al., 2022). By incorporating environmental ideals into every facet of HR management, GHRM enhances employee productivity and well-being while helping the environment. This study supports the claim that companies can produce more SHRP by implementing GHRM strategies such as carbon footprint reduction initiatives, green training, and sustainability-based hiring. These results are consistent with a 2016 study by Renwick et al. that found that companies that implement GHRM principles are more likely to have HR systems that promote long-term sustainability.

With a path coefficient of 0.52, GHRM also considerably impacts organizational resilience. The success of GHRM implementation improves an organization's ability to adapt, withstand, and recover from operational and environmental changes or issues. This study confirms earlier findings that GHRM can enhance organizational resilience and environmental sustainability (Renwick et al., 2013). The study results show that, in addition to SHRP, GHRM has a considerable impact on organizational resilience. This illustrates how GHRM adoption can help firms become more resilient, lower operational risks, and better adjust to shifting market conditions and environmental laws. This study contributes to a deeper understanding of GHRM, which emphasizes organizational resilience and environmental sustainability—a perspective becoming increasingly pertinent in an unpredictable world. Companies that use GHRM to promote sustainability have more adaptable systems and are better equipped to handle social or economic unpredictability (Jabbour et al., 2022). This study bolsters the idea by demonstrating that incorporating sustainability into HRM improves organizational crisis resilience.

Organizational resilience affects SHRP with a path coefficient of 0.47. This suggests that a company's ability to adapt to changes in its internal and external environments will increase with the degree to which it successfully adopts sustainable HR practices. In Bali, GHRM implementation is crucial to addressing sustainability issues in the resort industry. This study supports the significance of GHRM in enhancing organizational resilience and environmental sustainability in Bali's hotel sector. To become more competitive, hotels must spend money on green training and HR practices that promote sustainability.

Bali is a popular tourist destination that depends significantly on tourism and sustainability, so the Balinese environment offers a distinctive perspective on sustainable HRM practices. According to this study, Bali's hospitality industry is better equipped to handle economic and environmental shocks like natural catastrophes or traveler preference shifts when implementing GHRM and cultivating organizational resilience. These findings imply that hospitality with organizational resilience and GHRM can withstand the increasingly common negative environmental or social repercussions, especially in Bali, where tourism is a major industry. This result supports the findings of Siburian and Sugiarto's study, which demonstrates that the hospitality industry must use GHRM to build resilience against economic crises and climate change challenges (Siburian & Sugiarto, 2022).

The indirect effect of 0.24 indicates that some of the association between GHRM and SHRP is mediated by organizational resilience. P-Values (0.000) and T-statistics (6.78) show that this mediation is significant. This kind of mediation is known as partial mediation since the direct effect is still considerable despite the indirect effect. The link between GHRM and SHRP is significantly strengthened by organizational resilience. The study's findings further demonstrated that organizational resilience mediated and strengthened the relationship between SHRP and GHRM. This suggests that resilient businesses can withstand and thrive in various challenges, such as environmental changes or financial crises. Because of its adaptable and flexible structure, organizational resilience helps businesses apply SHRP more successfully. This research backs up the claim made by previous research that resilient companies are better equipped to handle crises and uncertainty (Hamel & Välikangas, 2003). The results show that businesses that can adjust to internal and external changes are more likely to create and execute sustainable HR practices when organizational resilience is mediated in the link between GHRM and SHRP. This study enhances resilience theory by including the sustainability factor as a crucial component of organizational resilience.

## 5. Conclusion

This study demonstrates that Green Human Resource Management (GHRM) significantly and favorably affects Sustainable Human Resource Practices (SHRP), implying that an organization's ability to incorporate sustainability principles into HRM improves with high-quality GHRM implementation. Furthermore, GHRM positively and significantly impacts organizational resilience, suggesting that effective GHRM implementation enhances a company's ability to adapt, withstand, and recover from environmental and operational challenges. Additionally, organizational resilience positively and significantly affects SHRP, reinforcing that adopting sustainable HR practices improves a company's ability to adapt to internal and external changes. Organizational resilience also strengthens the link between GHRM and SHRP, indicating that a strong GHRM policy and increased resilience enhance the implementation of sustainable HR policies.

From a practical standpoint, hotels and hospitality-related businesses in Bali should implement comprehensive GHRM practices, including environmentally based performance reviews, sustainability-focused training, and green hiring. Strengthening organizational resilience through staff flexibility training, efficient internal communication for emergencies, and technological integration for sustainability is crucial. Moreover, incorporating sustainability into work culture via incentives for green projects and integrating sustainability into key performance indicators can help embed SHRP into business strategies. Future research should explore moderating factors such as organizational culture or green technology to understand the intricate relationships between GHRM, organizational resilience, and SHRP. Similar studies

could be conducted in different industries, such as manufacturing, to determine the generalizability of these relationships. Additionally, cross-national research could examine the impact of cultural and economic contexts, and longitudinal methods could be employed to track the long-term effects of GHRM on HR resilience and sustainability.

Theoretically, this study enhances the understanding of GHRM by emphasizing its role in fostering organizational resilience. The findings confirm that GHRM significantly impacts SHRP, supporting the idea that integrating environmental principles into HRM contributes to ecological and organizational sustainability. This research adds to organizational resilience literature by demonstrating that GHRM practices influence resilience beyond internal factors such as culture and crisis management. Companies that embed sustainability into HRM are better equipped to handle market fluctuations and natural disasters. Moreover, by integrating sustainability elements into resilience theory, this study introduces a new dimension to resilience research. The mediation model linking GHRM, organizational resilience, and SHRP developed in this study fills a gap in sustainability literature, particularly in the hospitality sector, which is often overlooked despite its significant role in high-tourism destinations like Bali.

Regarding practical applications, organizations, especially in the hospitality sector, can take specific actions based on the study's findings. Hotels should integrate environmental consciousness into hiring processes, conduct regular sustainability training, and include eco-friendly performance metrics in employee evaluations. Investing in sustainable technologies such as renewable energy sources and efficient water management systems is also essential. Strengthening employee skills in handling environmental crises through targeted training programs will enhance organizational resilience. Furthermore, SHRP should be embedded into business strategies by making sustainability a core component of a hotel's vision and mission. Incentivizing employees who contribute to green initiatives and educating guests on sustainability efforts can further support these practices. Implementing these strategies can enhance the competitiveness and sustainability of hospitality businesses, contributing to broader environmental and organizational resilience goals.

## 6. Acknowledgment

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## 7. Declaration of Conflicting Interests

The author has declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

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