



Integration of Digitalization and Green HRM in Developing Green Human Resources in Tourism Destinations

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Abstract

The integration of digitalization and Green Human Resource Management (Green HRM) in tourism destinations represents a strategic approach to developing a workforce that can effectively support sustainable tourism practices. This qualitative study, using a literature review methodology, explores the synergies between digital tools and Green HRM practices and how these can enhance the development of green human resources in the tourism sector. The findings indicate that digitalization, through platforms such as AI-based HR analytics, e-learning tools, and performance management systems, plays a significant role in optimizing HR processes and aligning them with sustainability goals. By integrating digital tools, tourism organizations can improve employee competencies in environmental management, streamline recruitment, enhance training programs, and provide real-time performance feedback. However, the research also identifies challenges, including insufficient digital infrastructure in developing regions, resistance to change, and the high costs associated with digital transformation. Despite these barriers, the study highlights the positive impact of digital-Green HRM integration on organizational sustainability and competitiveness, especially in attracting eco-conscious tourists and skilled employees. The study concludes by recommending further research on the adaptation of digital tools to different tourism contexts and the long-term effects of digital-Green HRM integration.



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INTRODUCTION

In recent years, the tourism industry has faced mounting pressure to adopt sustainable practices due to its significant environmental footprint and socio-economic impact, particularly in sensitive ecological areas and popular tourist destinations (Tandon et al., 2023). Sustainability in tourism not only relates to environmental stewardship but also to the development and maintenance of human capital that is capable of driving green initiatives and responsible tourism development. A

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critical pathway toward achieving this sustainable agenda lies in the integration of digitalization with human resource management practices, especially Green Human Resource Management (Green HRM), which focuses on aligning HR functions with environmental objectives (Renwick et al., 2016). However, despite significant theoretical progress in both digital transformation and Green HRM individually, there is still limited understanding of how these two domains can synergistically contribute to developing “green human resources” within tourism organizations and destinations.

Green HRM has been widely recognized as a strategic approach that shapes employees’ green behaviours, enhances environmental awareness, and motivates eco-friendly practices through recruitment, training, performance management, and rewards systems that emphasize sustainability (Fawehinmi et al., 2020). Simultaneously, digitalization—powered by tools such as AI, big data analytics, and cloud-based HR platforms—has redefined HRM processes by enabling real-time data-driven decisions, personalized learning, and more efficient workforce management (Ali et al., 2025). The convergence of digitalization and Green HRM offers a promising but underexplored opportunity to enhance organizational agility and environmental performance in tourism destinations. For instance, digital platforms can facilitate green training modules, digital performance dashboards, and automated environmental compliance metrics that reinforce Green HRM objectives (Al-Ghalabi et al., 2024; Setyadi et al., 2025). Yet, most extant research has treated digital transformation and Green HRM as separate constructs rather than integrated processes (Singh et al., 2025), limiting comprehensive insights into their combined effects on developing environmentally conscious and competent tourism workforce.

Furthermore, although previous research has emphasized the individual roles of Green HRM in promoting sustainable behaviour (Shahzad et al., 2023) and digital tools in optimizing HRM functions (Prokopenko et al., 2023), the literature reveals a research gap in understanding how digitalization can strengthen Green HRM practices to develop green human resources that support sustainable tourism destinations. This gap is particularly pronounced in tourism contexts where HR functions must respond dynamically to both ecological imperatives and rapidly evolving digital ecosystems. Moreover, much of the tourism sustainability research focuses on environmental outcomes of practices such as eco-certification, resource efficiency, and waste reduction, but there is scarce empirical evidence on people-centred digital-Green HRM integrations that empower employees to become sustainability change agents within tourism destinations.

Addressing this gap is particularly urgent given that global tourism competitiveness increasingly depends on digital readiness and sustainability performance, including the ability of tourism businesses and destinations to attract environmentally conscious tourists and retain a skilled, motivated workforce (Mitra & Paul, 2025). The COVID-19 pandemic further accentuated the need for flexible and innovative HR systems capable of supporting remote work, digital engagement, and continuous learning for sustainable practice adoption (Piwowar-Sulej et al., 2023). In this context, integrating digitalization with Green HRM is not only a theoretical imperative but also a practical necessity for tourism organizations striving to thrive in a post-pandemic, sustainability-driven global economy.

Therefore, this study aims to investigate the integration of digitalization and Green HRM in developing green human resources in tourism destinations by examining how digital tools, platforms, and processes can enhance the effectiveness of Green HRM practices and contribute to sustainable workforce development. Specifically, this research seeks to: (1) conceptualize the mechanisms through which digitalization supports Green HRM functions; (2) explore how integrated digital-Green HRM strategies influence employees’ green competencies, attitudes, and behaviours; and (3) identify best practices for tourism destinations to implement such integrated approaches.

Through this investigation, the study contributes to theoretical advancement by bridging two traditionally siloed research areas—digital HRM and Green HRM—offering a novel holistic framework applicable to sustainable tourism management. Additionally, the research provides practical insights for policymakers, destination managers, and HR professionals on designing digital-enabled HR interventions that foster environmentally responsible, skilled, and innovation-oriented tourism workforce.

In summary, this research advances the sustainability discourse by highlighting the synergistic role of digitalization and Green HRM in shaping future-ready tourism organisations capable of sustainable growth, improved environmental performance, and heightened stakeholder engagement.

METHOD

This research adopts a qualitative research design employing a literature study as its primary methodological approach. A literature study, also known as a literature review or *studi literatur*, is a systematic and qualitative method for collecting, examining, synthesizing, and interpreting existing written materials related to the research topic (Fitria, 2023). In qualitative research, the focus is on understanding complex phenomena, including conceptual developments and theoretical patterns, rather than on numerical measurement or hypothesis testing (Dehalwar & Sharma, 2024). In the context of this study, the literature study methodology is particularly appropriate as the research aims to integrate and critically analyze existing theories and empirical findings on both digitalization in human resource practices and Green Human Resource Management (Green HRM) in tourism contexts, thereby forming a conceptual framework that explains how digital tools can reinforce Green HRM practices to develop environmentally competent human resources.

The data sources for this study consist of a wide range of academic literatures including peer-reviewed journal articles, books, conference proceedings, dissertations, academic reports, and credible industry reports available through major academic databases such as Scopus, Web of Science, Google Scholar, JSTOR, and ScienceDirect, together with thematic search keywords such as “Green HRM”, “digitalization”, “human resource management in tourism”, and “sustainable tourism workforce”. The selection criteria prioritized recent publications (especially from the last 5–10 years), high-impact journals, and works that directly address the intersection of digital transformation and environmental management in HR settings. A systematic search process was implemented to ensure data comprehensiveness and relevance, including scanning abstracts and full-text review to identify contributions that meaningfully inform the research objectives (Mancin et al., 2024).

For data collection, this study employed rigorous literature search and retrieval techniques, which involve structured online database searches, reference mining of key publications, and documentation of key theoretical constructs and empirical findings relevant to the study’s conceptual domains (Chigbu et al., 2023). Specifically, the process involved iterative keyword refinement, digital filtering based on publication type and relevance, and manual extraction of central themes, definitions, theoretical frameworks, and empirical outcomes. Through this iterative engagement with the literature, major conceptual patterns and gaps were identified and catalogued for subsequent analysis.

The data analysis technique in this qualitative literature study was oriented around content synthesis and thematic analysis, which is widely recognized in qualitative research for identifying core themes and conceptual relationships within and across multiple sources. Thematic analysis in literature research involves coding extracts of textual data from academic sources to identify

recurrent themes such as digital HR practices, green competencies, organizational outcomes of Green HRM, and integration mechanisms between digitalization and HRM. These codes were then aggregated into broader thematic categories that support the formulation of a conceptual model explaining how digitalization facilitates Green HRM processes in tourism destinations. Through this method, the study presents a cohesive narrative of existing knowledge, highlights gaps, and positions the current research within ongoing academic debates.

Overall, this qualitative literature based methodology allows the research to construct a comprehensive and nuanced understanding of the integration between digitalization and Green HRM, informed by diversified scholarly perspectives. It provides the theoretical basis for future empirical research and serves as a foundation for conceptual generalization and framework development in the field of sustainable human resource practices in tourism.

RESULT AND DISCUSSION

The integration of digitalization with Green Human Resource Management (Green HRM) within tourism destinations has been found to create a significant synergy, enhancing the effectiveness of environmental sustainability efforts and green human resource development. Digital technologies, including big data analytics, artificial intelligence (AI), and cloud-based platforms, are being increasingly used to streamline HR processes, improve decision-making, and facilitate employee engagement in sustainability practices. This integration is essential for creating a workforce that is not only skilled but also committed to sustainable tourism practices. Through digital tools, tourism organizations can drive recruitment, training, performance management, and feedback mechanisms that align with green objectives, providing a comprehensive approach to developing "green human resources" in tourism destinations.

The synergistic role of digitalization and Green HRM is evident in how digital tools enhance traditional HR practices, making them more efficient and environmentally focused. For instance, AI-powered recruitment systems enable tourism organizations to attract employees who possess not only the necessary skills but also a strong commitment to sustainability. These tools help assess candidates' environmental knowledge and values, ensuring that the workforce is aligned with the organization's green goals right from the recruitment stage (Postema Merka, 2025). Furthermore, e-learning platforms, virtual training modules, and gamification are being used to equip employees with the necessary green competencies, allowing them to adopt sustainable practices in their daily work. These digital tools facilitate continuous learning, offering flexibility and personalized training that supports the development of environmentally responsible behaviors in employees. Digital performance management systems, such as real-time dashboards, provide instant feedback on employees' progress towards achieving sustainability targets, reinforcing green practices in the workplace. By integrating digitalization with Green HRM, organizations can create an environment that is conducive to developing a workforce that is not only skilled in green competencies but also motivated to contribute to the environmental goals of the organization.

Despite these opportunities, there are several challenges in integrating digitalization with Green HRM within tourism destinations. A major challenge is the lack of digital infrastructure in many regions, particularly in developing countries where access to high-speed internet and digital devices is limited. This technological gap hinders the widespread adoption of digital HR tools that are essential for integrating Green HRM practices effectively. Furthermore, many tourism destinations face resistance to change, as traditional organizational cultures are often not supportive of adopting new digital technologies or sustainable practices. Employees and managers who are accustomed to conventional methods may be hesitant to embrace the changes required for integrating digital tools

with sustainability initiatives. Additionally, the high initial investment required for implementing digital HR systems and sustainable green practices presents another significant barrier. Tourism businesses, particularly smaller ones, may not have the financial resources to invest in the necessary technology, infrastructure, or training programs, making it difficult to implement comprehensive Green HRM systems that are digitally integrated.

On the other hand, the integration of digitalization with Green HRM has shown to have a positive impact on the workforce's green competencies. Employees who engage in digital-based training programs tailored to sustainability practices report higher levels of environmental awareness, green skills, and a greater sense of responsibility towards sustainable tourism. These competencies, which include understanding and implementing sustainable practices such as energy conservation, waste reduction, and eco-friendly hospitality practices, are essential for the success of green HRM initiatives. Digital tools enable employees to continuously learn and improve their sustainability knowledge, which in turn enhances their ability to perform environmentally responsible tasks effectively. Through continuous engagement with digital training programs, tourism employees develop a deep understanding of the organization's environmental goals and are more motivated to contribute to them.

Moreover, the outcomes of integrating digitalization and Green HRM are not only evident in the workforce's enhanced competencies but also in the overall performance of tourism destinations. Destinations that successfully integrate these practices report improved environmental performance. For example, digital platforms allow organizations to track key sustainability indicators such as energy consumption, waste management, and carbon emissions in real time. This data-driven approach to environmental management allows for the immediate identification of areas where sustainability efforts need to be strengthened. In some cases, tourism destinations have reported significant reductions in their carbon footprints and energy usage as a result of implementing digitalized Green HRM practices. These improvements contribute to the overall sustainability goals of the destination and enhance its reputation among eco-conscious tourists. The integration of Green HRM and digital tools thus creates a competitive advantage, enabling tourism destinations to differentiate themselves as sustainable and environmentally responsible, attracting a growing segment of environmentally aware tourists (Tandon et al., 2023).

Another important outcome of this integration is the increased employee satisfaction and retention. Employees who feel that their work aligns with the organization's sustainability goals report higher job satisfaction levels. The use of digital tools that facilitate real-time performance feedback and career development opportunities contributes to a more engaged and motivated workforce. Furthermore, by offering employees opportunities to engage in meaningful sustainability initiatives, tourism destinations foster a sense of purpose and job satisfaction that translates into higher retention rates. As employees become more involved in green initiatives, they also develop a stronger attachment to the organization, which can reduce turnover and associated recruitment costs.

Lastly, several emerging best practices have been identified for successfully integrating digitalization and Green HRM in tourism destinations. One of the key best practices is the establishment of collaborative digital platforms that facilitate the sharing of ideas, resources, and best practices among employees. These platforms enable employees to work together to innovate and implement green solutions that improve sustainability across the organization. Another best practice is the comprehensive green training programs offered through digital channels. These programs should be tailored to specific job roles within the tourism industry, ensuring that employees receive relevant training that is applicable to their daily tasks. Digital-based learning

systems are especially valuable in tourism destinations with a large, diverse workforce, as they allow employees to access training at their convenience. Additionally, data-driven decision-making is another important best practice. Tourism destinations that integrate data analytics into their Green HRM systems can make informed decisions about resource allocation, employee performance, and the effectiveness of sustainability programs, ensuring that efforts are continuously optimized for better outcomes.

Discussion

The findings of this study underscore the increasingly critical role that the integration of digitalization and Green Human Resource Management (Green HRM) plays in shaping sustainable human resource capabilities within tourism destinations. In the global tourism context, there is a growing imperative for organizations to adopt environmentally responsible practices due to heightened awareness among both tourists and industry stakeholders about sustainability performance (Tandon et al., 2023). This trend aligns with the wider adoption of digital solutions across industries, where digital transformation enables organizations to optimize operations, enhance employee engagement, and strengthen environmental stewardship (Ali et al., 2025). The synthesis of literature in this study shows that digital tools such as AI-based HR analytics, e-learning platforms, and performance dashboards make Green HRM practices more dynamic, efficient, and impactful, bridging gaps in traditional HR processes that were previously constrained by manual systems and limited data insights.

The integration of digitalization and Green HRM enhances core HR functions, including recruitment, training, performance evaluation, and feedback, transforming them into mechanisms that actively cultivate green competencies and eco-centric mindsets among employees. For example, digital platforms allow for scalable and personalized green training modules that increase employee participation and competency in sustainability practices (Chanana & Singh, 2024). This resonates with contemporary HR theories that highlight the importance of continuous learning and strategic alignment between HR practices and organizational sustainability goals (Ren et al., 2023). In practice, tourism organizations that leverage digital platforms not only facilitate skill development but also embed sustainability into the fabric of HRM, moving beyond compliance to proactive engagement. This reflects a shift from reactive to strategic sustainability integration, echoing the Resource-Based View (RBV) which suggests that human capital endowed with rare, valuable, and hard-to-imitate capabilities—such as green competencies enhanced through digital learning—contributes to sustained competitive advantage.

Despite these promising developments, the literature and current industry phenomena reveal persistent implementation challenges, particularly in destinations with limited digital infrastructure or resources. Many tourism businesses, especially in developing regions, struggle with inadequate technological readiness and digital literacy among employees, which hampers the full adoption of integrated digital-Green HRM systems (Milhem et al., 2025). This challenge mirrors real-world disparities in digital readiness across destinations, where infrastructure gaps widen the sustainability performance divide between advanced and emerging tourism markets. Additionally, organizational resistance to change remains a significant barrier, as employees and managers accustomed to traditional HR practices may be reluctant to embrace digital-enabled sustainability initiatives. From an organizational change theory perspective, such resistance signals the need for stronger leadership commitment and change management frameworks that can address cognitive, behavioral, and structural barriers to integration.

The positive impact of integrated digitalization and Green HRM on employees' green competencies and organizational sustainability outcomes aligns with recent empirical findings that Green HRM practices boost environmental performance and employee eco-behavior (Efranto et al., 2026). In practice, digitalization facilitates real-time monitoring and feedback that reinforce environmentally responsible behavior, helping employees internalize sustainability values as part of their professional roles. This dynamic reflects theories of social learning and organizational behavior, where access to performance data and constructive feedback through digital systems strengthens employee engagement in sustainability practices. Moreover, the alignment of digital skills with environmental goals fosters a culture of continuous improvement and innovation, which tourism destinations can leverage to differentiate themselves in an increasingly eco-conscious market.

The outcomes observed in this research also indicate broader industry implications. Tourism destinations that integrate digital and Green HRM practices report improved environmental performance metrics such as reduced energy consumption and better waste management. These outcomes align with the Sustainable Development Goals (SDGs), particularly Goal 8 (Decent Work and Economic Growth) and Goal 12 (Responsible Consumption and Production), which emphasize sustainable industrial practices and workforce development (Liston et al., 2024). This suggests that integrated HR strategies not only support organizational sustainability but also contribute to national and global sustainability frameworks. Furthermore, digital-Green HRM integration enhances destination competitiveness by attracting eco-aware travelers and talent, an increasingly salient phenomenon as sustainability influences tourist choices and destination branding.

From the author's perspective, while the potential of integrating digitalization with Green HRM is evident, there remains an urgent need for structured frameworks and best-practice guidelines that can be adapted by tourism destinations of varying scales and contexts. Future research should explore how specific digital technologies (e.g., mobile learning apps, AI-driven sustainability reporting tools) can be tailored to differing organizational capacities and cultural contexts to maximize their effectiveness. Moreover, longitudinal studies that examine how integrated digital-Green HRM systems evolve over time and impact long-term sustainability performance will be valuable, given the rapid pace of both technological change and environmental exigencies. Overall, the findings highlight a promising pathway for tourism destinations to cultivate a green workforce capable of leading sustainability transformations, provided that challenges related to infrastructure, change readiness, and strategic alignment are effectively managed.

CONCLUSION

This study demonstrates the significant potential of integrating digitalization with Green Human Resource Management (Green HRM) in developing a workforce capable of driving sustainable tourism practices. The findings suggest that digital tools, such as AI-based HR analytics, e-learning platforms, and performance management systems, significantly enhance the effectiveness of Green HRM by optimizing HR functions and fostering employee engagement in sustainability initiatives. The integration of digitalization into Green HRM practices not only improves employee competencies in sustainability but also contributes to better environmental performance and competitiveness for tourism destinations. However, challenges related to digital infrastructure gaps, resistance to change, and high initial investment remain barriers to the widespread adoption of these integrated practices, particularly in developing regions. To overcome these obstacles, tourism organizations need to invest in digital readiness, improve employee digital literacy, and implement effective change management strategies.

For future research, it is recommended that scholars explore how digital tools can be specifically tailored to different types of tourism destinations, especially those in developing economies with limited technological infrastructure. Longitudinal studies that track the long-term effects of digital-Green HRM integration on sustainability outcomes and employee performance would provide valuable insights. Additionally, research into the role of leadership and organizational culture in facilitating the adoption of digital-Green HRM practices would further enrich the understanding of how these systems can be successfully implemented across diverse tourism contexts. As the digital transformation of HRM continues to evolve, future studies should also investigate the impact of emerging technologies, such as blockchain and Internet of Things (IoT), in enhancing Green HRM practices within the tourism industry.

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