

(Research Article)

Green Career Resilience: Developing Sustainable Career Resilience of Young Talents in Green Hotels in Semarang City

Dyah Palupiningtyas^{1*}, Mukhamad Kholil Aswan², Maria Corazon Lay Corbafo³, Yema Charista Zelda⁴

¹ STIEPARI Semarang; e-mail : dyahpalupi@stiepari.ac.id

² STIEPARI Semarang; e-mail : kholilaswan@stiepari.ac.id

³ STIEPARI Semarang; e-mail : maria.23510003@student.stiepari.ac.id

⁴ STIEPARI Semarang; e-mail : yema.23510008@student.stiepari.ac.id

* Corresponding Author : dyahpalupi@stiepari.ac.id

Abstract: This empirical study explores the strategic influence of Green Human Resource Management (GHRM) on the development of Green Career Resilience (GCR) and its subsequent impact on the sustainable performance of young professionals in environmentally certified hotels in Semarang, Indonesia. Utilizing a quantitative research methodology with a cross-sectional design, the study surveyed 300 employees under the age of 35 from 12 star-rated hotels implementing recognized Green Hotel practices. Data were collected through structured questionnaires and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results provide robust statistical support for the proposed model: GHRM exerts a significant positive effect on GCR ($\beta = 0.701$, $p < 0.001$), GCR significantly influences sustainable performance ($\beta = 0.442$, $p < 0.001$), and GHRM has a direct positive impact on sustainable performance ($\beta = 0.336$, $p < 0.001$). Furthermore, GCR is identified as a partial mediator in the relationship between GHRM and sustainable performance ($\beta = 0.310$, $p < 0.001$). The model demonstrates substantial predictive relevance, with R^2 values of 0.49 for GCR and 0.56 for sustainable performance. This research contributes to advancing theoretical discourse in sustainable human resource management by introducing the construct of Green Career Resilience. It also offers actionable insights for practitioners in the hospitality industry seeking to cultivate long-term talent sustainability in alignment with environmental objectives.

Keywords: Environmental Certification; Green Hotels; Hospitality Industry; Sustainable Performance; Young Professionals.

1. Introduction

The hospitality industry is confronting increasingly complex challenges amid global environmental transformation and evolving workforce dynamics. This sector significantly contributes to global energy consumption and accounts for approximately 1% of total global carbon emissions (Lenzen et al., 2018). On average, hotel operations consume 170 liters of water per room per day and generate substantial waste, necessitating a strategic shift toward sustainable operational practices (J. W. Han, 2022). In response to mounting environmental pressures and heightened consumer awareness of sustainability, many hotels have adopted the Green Hotel concept as a comprehensive strategy to integrate environmental sustainability into their core business operations.

The success of Green Hotel implementation is critically dependent on the quality and commitment of human capital, particularly among young professionals who demonstrate higher environmental awareness and potential to serve as change agents. Millennial and Generation Z cohorts—who now constitute the majority of the global young workforce—exhibit distinct expectations toward the workplace compared to prior generations. A global survey reports that 86% of young professionals prefer to work for environmentally responsible companies, and 67% consider corporate environmental commitment a key factor in their career decision-making (Deloitte., 2021). However, the hospitality industry is plagued

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by high employee turnover rates, especially among younger workers, with attrition levels ranging from 60% to 120% annually in some countries (H. Han et al., 2018).

Green Human Resource Management (GHRM) has emerged as a strategic framework that integrates environmental sustainability principles into human resource practices. GHRM encompasses a system of policies, practices, and programs aimed at fostering pro-environmental behavior and promoting the sustainable use of resources within organizational settings (Ren et al., 2018). Empirical evidence indicates that GHRM enhances employee eco-friendly behavior, job satisfaction, and overall organizational performance (Pham et al., 2019; Singh et al., 2020). In the hospitality sector, Kim et al. (2019) identified a positive association between GHRM practices and both employee green behavior and environmental performance outcomes.

Career resilience, defined as the individual's ability to adapt, persist, and maintain a positive career orientation amid changes and adversity (Mishra & McDonald, 2017), has gained increasing relevance in career development literature. However, the integration of career resilience with environmental sustainability remains underexplored. The emerging construct of Green Career Resilience (GCR) can be conceptualized as an individual's capacity to sustain environmentally aligned career orientations while contributing meaningfully to organizational sustainability goals. This construct is particularly relevant for young professionals striving to pursue meaningful career pathways while addressing ecological imperatives.

Despite the rapid growth of GHRM research, several notable gaps persist. First, extant studies predominantly focus on manufacturing sectors and large enterprises in developed economies, while empirical research in the service sector—especially the hospitality industry in developing countries like Indonesia—remains scarce (Palupiningtyas et al., 2025; Palupiningtyas & Wahono, 2023a). Second, the impact of GHRM on young talent development and retention has not been thoroughly investigated (Palupiningtyas et al., 2024). Third, the underlying mechanisms linking GHRM practices with employee performance, particularly within the hospitality context, warrant further exploration (C Susmono Widagdo et al., 2025; Dyah Palupiningtyas et al., 2025; Nischaya Hulu & Dyah Palupiningtyas, 2024; Utami & Palupiningtyas, 2024).

In Indonesia, the adoption of GHRM in the hotel industry continues to face barriers, including limited resources, lack of environmental awareness and expertise, and a prevailing perception that sustainability initiatives incur higher operational costs (Marimin, Z. F., Utomo, S. H., Nurminarsih, S., & Ekawati, 2018). Concurrently, career development remains a critical determinant in young professionals' decisions to join and remain within an organization. Yet, the interplay between GHRM, career development, and sustainable performance among young talent in Indonesian hotels has not been examined comprehensively.

This study seeks to address these research gaps by developing and empirically testing a Green Career Resilience model that links GHRM practices to the sustainable performance of young hotel employees operating under Green Hotel principles. Specifically, the study aims to: (1) analyze the effect of GHRM practices on the development of Green Career Resilience; (2) examine the impact of GCR on sustainable performance; (3) assess the direct influence of GHRM on sustainable performance; and (4) investigate the mediating role of GCR in the relationship between GHRM and sustainable performance. Employing a quantitative research design and Structural Equation Modeling (PLS-SEM), this study seeks to contribute to the theoretical advancement of sustainable HRM and career development while offering practical insights for talent management in the environmentally conscious hospitality sector.

2. Preliminaries or Related Work or Literature Review

2.1 Green Human Resource Management in the Hospitality Industry

Green Human Resource Management (GHRM) has emerged as a rapidly expanding domain within the broader field of sustainable human resource management. Renwick et al., (2016) define GHRM as the integration of traditional HRM practices with environmental sustainability goals, aiming to cultivate an environmentally conscious workforce. Within the hospitality industry, empirical evidence highlights the positive implications of GHRM on diverse organizational outcomes.

Pham et al., (2019), through a mixed-methods study involving 215 hotels in Vietnam, demonstrated that GHRM practices significantly enhance organizational citizenship behavior for the environment (OCBE) and improve hotels' environmental performance. Similarly,

Yusoff et al., (2020), studying 274 hotels in Malaysia, confirmed the positive correlation between GHRM and organizational environmental performance. However, S. H. Kim et al., (2019), in a comparative study involving hotel employees in South Korea and the United States, found generational differences in the effectiveness of GHRM, with younger generations responding more favorably to sustainability-oriented HRM initiatives.

Recent research by Singh et al., (2020) identified the moderating role of green transformational leadership in the GHRM–environmental performance relationship, based on a dataset of 298 Indian firms. Meanwhile, Nisar et al., (2021), in a study of 384 employees from green-certified hotels in Malaysia, demonstrated that green intellectual capital and pro-environmental behavior mediate the relationship between GHRM practices and environmental outcomes.

2.2 Career Resilience and Sustainable Talent Development

Career resilience refers to an individual's capacity to adapt to career-related changes, overcome setbacks, and maintain a positive career trajectory (Mishra & McDonald, 2017). This concept is increasingly vital in dynamic labor markets, particularly for younger professionals navigating uncertain career landscapes.

London (1993) theory of Career Motivation identifies three core dimensions: career resilience, career insight, and career identity. Expanding upon this framework, Kravariti & Johnston, (2020) integrated sustainability considerations into public sector talent management and found that sustainability-oriented career resilience enhances both employee retention and organizational performance.

Nevertheless, the incorporation of career resilience into environmental sustainability remains limited in existing literature. Gao et al., (2022) introduced the notion of “sustainable career development,” emphasizing the alignment between personal career goals and organizational sustainability values. However, the specific construct of Green Career Resilience (GCR) has yet to be fully articulated or empirically validated.

2.3 Linking GHRM, Career Resilience, and Employee Performance

The literature reveals a complex and evolving relationship between GHRM practices and individual-level outcomes. Drawing on Social Identity Theory and Stakeholder Theory, Shen et al., (2018) argued that employees' positive perceptions of GHRM enhance job satisfaction and task performance. Dumont et al., (2017) further emphasized the mediating role of green psychological climate and employee green values in shaping green workplace behavior.

From a career development perspective, Aboramadan (2022) found that green work engagement mediates the relationship between GHRM and environmentally responsible behavior among higher education personnel. These findings underscore the presence of psychological mechanisms through which organizational initiatives influence individual behaviors.

In the Indonesian hospitality context, Palupiningtyas et al., (2024) highlighted the role of GHRM in advancing talent management and improving employee performance. However, their study did not delve into the specific mechanisms through which GHRM might foster sustainable career resilience.

2.4 Research Gaps and Novel Contributions

Although the body of research on GHRM has grown considerably, several critical gaps remain. First, the majority of studies have concentrated on manufacturing sectors in developed economies, leaving the service industries in emerging markets relatively under-researched (Palupiningtyas & Wahono, 2023b). Second, the link between GHRM and young talent development—particularly in fostering career resilience—has not been systematically explored. Third, the conceptualization and empirical validation of Green Career Resilience as a construct that integrates environmental values into career sustainability is still lacking. Fourth, the mediating mechanisms through which GHRM affects employee performance via sustainable career resilience require further empirical investigation.

This study seeks to address these gaps by developing and empirically testing a model that positions Green Career Resilience as a mediating construct between GHRM and sustainable performance. Focusing on young professionals in the Indonesian hospitality sector, this research introduces a novel, integrated framework that connects organizational practices (GHRM) with individual outcomes (career resilience and sustainable performance) within the broader agenda of environmental sustainability.

3. Proposed Method

3.1 Research Design

This study employed a quantitative approach using a cross-sectional design to examine the causal relationships among Green Human Resource Management (GHRM), Green Career Resilience (GCR), and sustainable performance among young professionals in the hospitality industry. The cross-sectional design was chosen due to its appropriateness in testing theoretical hypotheses and producing generalizable findings within a specific time frame (Creswell & Creswell, 2024; Hair et al., 2019).

3.2 Population and Sample

The target population consisted of employees aged under 35 years working in 12 Green-certified hotels located in Semarang City, Central Java, Indonesia, with a total estimated population of approximately 850 individuals. The minimum sample size was determined using Slovin's formula with a 95% confidence level and a 5% margin of error (Taherdoost, 2016), resulting in a required minimum of 272 respondents. To account for potential non-response, the final sample size was increased to 300 respondents.

A proportional stratified random sampling technique was employed to ensure adequate representation across departments and job levels within the hotels (Sekaran & Bougie, 2016). This sampling strategy enhances the representativeness and generalizability of the findings across diverse operational contexts in the hotel sector.

3.3 Instrumentation

Data were collected through a structured questionnaire using a five-point Likert scale (1 = strongly disagree to 5 = strongly agree). The GHRM variable was measured using 20 items adapted from Tang et al., (2018) and S. H. Kim et al., (2019), covering five key dimensions: green recruitment and selection, green training and development, green performance management, green compensation and rewards, and employee involvement in environmental initiatives.

The GCR variable was assessed using 16 items synthesized from the career resilience scale developed by Mishra & McDonald (2017), integrated with environmental orientation components. This composite scale included four dimensions: sustainable career adaptability, environmentally-based career commitment, environmental self-efficacy, and green career identity.

Sustainable performance was measured using 18 items adapted from Koopmans et al., 2014) and (Pham et al., 2020), encompassing task performance, contextual performance, adaptive performance, and environmental performance.

A pilot test involving 30 respondents was conducted to validate the instrument. Convergent validity was confirmed with factor loadings exceeding 0.70 and Average Variance Extracted (AVE) values greater than 0.50. Reliability tests yielded Cronbach's Alpha and Composite Reliability scores above 0.80 for all constructs, indicating satisfactory internal consistency and construct reliability (Hair et al., 2019).

3.4 Data Collection Procedure

Data were collected using a combination of online and offline survey methods with the support of hotel management. To minimize common method bias, temporal separation and source triangulation techniques were applied. Specifically, GHRM and GCR data were self-reported by employees, while sustainable performance data were assessed by their immediate supervisors (Podsakoff et al., 2012).

3.5 Data Analysis Technique

Data were analyzed using Structural Equation Modeling (SEM) with the Partial Least Squares (PLS-SEM) approach via SmartPLS version 4.0. PLS-SEM was selected due to its robustness in handling complex models involving multiple latent constructs and mediation effects, especially when normality assumptions are not strictly met (Hair et al., 2019).

The analysis proceeded in several stages:

- a) Measurement model evaluation to assess convergent validity (factor loadings > 0.70 ; AVE > 0.50), discriminant validity (Fornell-Larcker criterion and HTMT ratio < 0.85), and construct reliability (Cronbach's Alpha and Composite Reliability > 0.70).
- b) Structural model evaluation to examine coefficient of determination (R^2), predictive relevance (Q^2), path coefficients (β), and their statistical significance.
- c) Mediation analysis to test the indirect effects using a bootstrapping procedure with 5,000 resamples, assessing the significance of the mediation path (Nitzl et al., 2016).

4. Results and Discussion

4.1 Descriptive Statistics

The study involved 300 young hotel employees from 12 Green-certified hotels in Semarang, Indonesia. Respondents were fairly distributed across departments, genders, educational backgrounds, and work tenure, ensuring representative data for subsequent analysis. Descriptive statistics indicated a high level of implementation of Green Human Resource Management (GHRM), Green Career Resilience (GCR), and sustainable performance, suggesting a strong presence of sustainability orientation in the participating hotels.

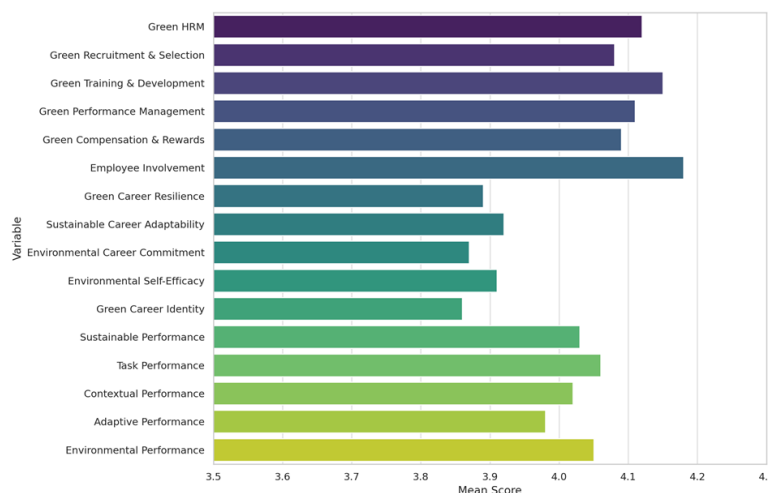


Figure 1. Descriptive Statistics of Study Variables

4.2 Measurement Model Evaluation

All constructs demonstrated satisfactory psychometric properties. Factor loadings ranged from 0.725 to 0.832, with AVE values exceeding the 0.50 threshold and Composite Reliability (CR) values above 0.80, supporting convergent validity and internal consistency (Hair et al., 2019). Discriminant validity was also established using the Fornell-Larcker criterion and HTMT ratios below 0.85.

4.3 Structural Model and Hypothesis Testing

Structural Equation Modeling using PLS-SEM confirmed the proposed hypotheses with statistically significant path coefficients. Table 1 summarizes the results:

Table 1. Structural Path Coefficients and Hypothesis Testing

Hypothesis	Path	β Coefficient	t-Value	p-Value	Result
H1	GHRM → GCR	0.701	17.34	<0.001***	Supported
H2	GCR → Sustainable Performance	0.442	10.21	<0.001***	Supported
H3	GHRM → Sustainable Performance	0.336	6.17	<0.001***	Supported
H4	GHRM → GCR → Sustainable Performance	0.310	5.98	<0.001***	Supported

***p < 0.001

4.4 Predictive Power

The model demonstrated substantial explanatory power, with R^2 values of 0.49 for GCR and 0.56 for sustainable performance, indicating that 49% and 56% of the variance, respectively, could be explained by the model variables. Q^2 values of 0.341 (for GCR) and 0.427 (for sustainable performance) also confirmed the model's predictive relevance.

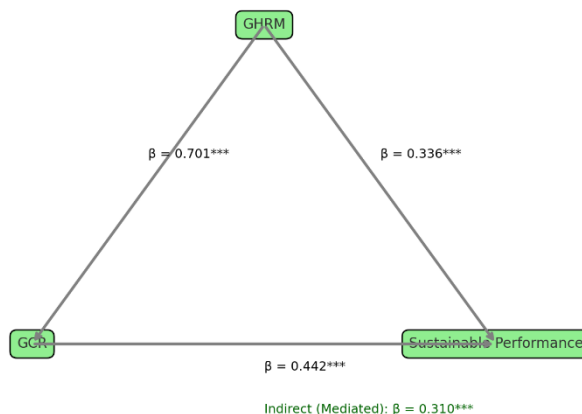


Figure 2. Path Diagram

4.5 Discussion

4.5.1 Impact of GHRM on Green Career Resilience

The findings confirm that GHRM significantly enhances GCR among young hotel employees. This supports Social Exchange Theory (Blau, 1964), which posits that employees reciprocate organizational support with positive attitudinal and behavioral outcomes. When employees perceive their organization as environmentally responsible, they are more likely to adopt a sustainable career orientation.

These results are aligned with Pham et al., (2019, 2020), who found that GHRM increases employee environmental engagement. However, this study expands prior work by showing that GHRM's influence extends beyond short-term pro-environmental behavior to longer-term psychological resources, such as Green Career Resilience.

4.5.2 Effect of GCR on Sustainable Performance

The positive impact of GCR on sustainable performance is consistent with the Conservation of Resources (COR) Theory (Hobfoll, 1989), which states that individuals with stronger psychological resources perform better in demanding contexts. Employees who internalize sustainability as part of their career identity are more likely to exhibit adaptive, contextual, and environmentally focused performance.

This finding echoes Mishra & McDonald (2017), who emphasized career resilience as a driver of performance amid organizational change, and supports recent evidence by (Shafaei & Nejadi, 2024) linking environmental behavior to innovative and sustainable performance outcomes.

4.5.3 Direct Effect of GHRM on Sustainable Performance

GHRM also exerts a significant direct effect on sustainable performance. This aligns with the Ability-Motivation-Opportunity (AMO) framework (Appelbaum et al., 2000), which posits that effective HR practices directly enhance employee outcomes by improving capabilities, motivation, and environmental opportunities. Green training, green appraisals,

and green incentives thus contribute not only to organizational sustainability but also to employee-level performance.

4.5.4 Mediating Role of Green Career Resilience

The mediation analysis reveals that GCR partially mediates the relationship between GHRM and sustainable performance. This indicates that GHRM influences performance both directly and indirectly through the development of sustainable career orientations. This finding reinforces the significance of psychological mechanisms in translating organizational sustainability practices into individual-level outcomes, as proposed by (Shen et al., 2018).

In particular, the identification of GCR as a mediator extends the existing literature on psychological climate (Tang et al., 2023) by offering a more comprehensive construct that encompasses adaptability, environmental commitment, self-efficacy, and green identity.

4.5.5 Multi-Group Analysis Insights

Additional multi-group analysis revealed that GHRM's effectiveness in developing GCR varied by hotel classification, with five-star hotels demonstrating stronger effects than three-star establishments. This suggests that organizational resources and strategic alignment with environmental goals, consistent with Resource-Based View (Barney, 1991), enhance the implementation and outcomes of GHRM practices.

5. Comparison

This study contributes substantively to the advancement of Green Human Resource Management (GHRM) literature by offering both conceptual and methodological improvements over prior state-of-the-art studies.

5.1 Conceptual Advancements

Unlike the study by Pham et al., (2019), which emphasized Organizational Citizenship Behavior for the Environment (OCBE) as the primary outcome of GHRM, this research introduces and empirically validates the construct of Green Career Resilience (GCR). GCR offers a more holistic framework by integrating career sustainability with environmental orientation, thus capturing the psychological mechanisms underlying sustainable talent development.

While S. H. Kim et al. (2019) explored eco-friendly behavior as a mediating variable, this study extends the theoretical scope by embedding career resilience theory within the domain of environmental sustainability. The resulting model presents a more comprehensive view of how GHRM can cultivate long-term individual adaptability aligned with organizational environmental goals.

Singh et al. (2020) utilized green innovation as a mediator between GHRM and environmental performance in Indian firms. In contrast, this research adopts a person-centered perspective, focusing on individual-level psychological constructs—specifically, how GHRM practices shape the career resilience of young professionals. This shift aligns with contemporary HRM scholarship that emphasizes career sustainability and employee well-being (Kravariti & Johnston, 2020).

5.2 Methodological Enhancements

From a methodological standpoint, this study employs Partial Least Squares Structural Equation Modeling (PLS-SEM) with a bootstrapping technique, offering greater robustness than traditional regression methods used in prior research (Yusoff et al., 2020). Additionally, the use of multi-source data—combining employee self-reports with supervisor assessments—helps mitigate common method bias, a limitation noted in studies relying on single-source data (Nisar et al., 2021).

Compared to the cross-sectional design with limited scope used by Aboramadan (2022), this study adopts a stratified random sampling technique and a larger sample size (300 versus 186), thus enhancing statistical power and representativeness across hotel departments and job roles.

5.3 Contextual and Practical Contributions

Most previous GHRM studies were conducted in developed economies or manufacturing sectors (Renwick et al., 2016; Tang et al., 2018). This study provides a novel contextual contribution by examining service-sector organizations in an emerging economy, specifically the hospitality industry in Indonesia—a sector with unique cultural, operational, and economic dynamics.

Furthermore, while Shafaei & Nejati (2024) investigated innovative behavior as a GHRM outcome, they did not explicitly consider generational differences. By exclusively focusing on employees under the age of 35, this study responds to the pressing need to understand how Millennial and Gen Z professionals respond to sustainability-oriented HR practices.

5.4 Theoretical Integration

This research integrates multiple theoretical frameworks more comprehensively than prior studies. While Shen et al. (2018) applied Social Identity Theory and Dumont et al. (2017) relied on Social Exchange Theory, this study synthesizes the Ability-Motivation-Opportunity (AMO) Theory, Social Exchange Theory, and Conservation of Resources (COR) Theory to provide a more robust explanatory model for sustainable career development in green organizational contexts.

Moreover, the development of the Green Career Resilience (GCR) construct represents a theoretical innovation. While Mishra & McDonald (2017) discussed career resilience in general terms, this study extends the concept by embedding it within the sustainability paradigm and validating it in an organizational setting.

5.5 Enhanced Practical Implications

Unlike the relatively generic managerial recommendations offered in earlier studies, this research yields actionable insights for designing GHRM systems that foster long-term employee retention and sustainable performance. The identification of partial mediation effects provides a more nuanced understanding of how GHRM can indirectly influence performance outcomes, going beyond the direct-effect models that dominate the current literature (Longoni et al., 2018).

The key contribution of this study lies in its development of an integrated framework that links organizational sustainability practices with individual career development outcomes. This model can be adapted across service-based industries seeking to balance talent sustainability with environmental responsibility.

6. Conclusions

This study successfully developed and empirically validated a comprehensive model of Green Career Resilience (GCR) as a mediating mechanism in the relationship between Green Human Resource Management (GHRM) and the sustainable performance of young talent in the hospitality sector. All proposed hypotheses were supported with statistically significant path coefficients, underscoring the robustness of the theoretical framework.

The results indicate that GHRM significantly fosters the development of GCR ($\beta = 0.701$), suggesting that environmentally oriented HRM practices can enhance young employees' psychological adaptability, commitment, and identity aligned with sustainability. Furthermore, GCR has a substantial and positive influence on sustainable performance ($\beta = 0.442$), implying that individuals with strong sustainable career resilience are more likely to excel in economic, social, and environmental dimensions of performance. The identification of a partial mediating effect ($\beta = 0.310$) confirms that GCR serves as a critical psychological mechanism through which GHRM influences sustainable performance, while GHRM also retains a significant direct effect ($\beta = 0.336$).

From a theoretical standpoint, this study offers a significant contribution by introducing the construct of Green Career Resilience, thereby enriching the Green HRM literature with a novel career sustainability perspective. The integrated model bridges organizational practices and individual-level sustainability outcomes, addressing critical research gaps related to talent development in green organizational settings.

On a practical level, the findings provide strategic guidance for hotel management in emerging economies to integrate sustainability into talent development systems. By implementing comprehensive GHRM strategies, organizations can not only enhance environmental performance but also improve talent retention and long-term employee effectiveness, particularly among environmentally conscious younger generations.

Nonetheless, several limitations of the study must be acknowledged. First, the cross-sectional design limits the ability to infer causal relationships definitively. Future research could adopt a longitudinal design to capture the dynamic evolution of GCR over time. Second, the study's focus on Green Hotels in Semarang, Indonesia, may constrain the generalizability of the findings across industries or geographies. Third, although efforts were made to minimize common method bias, the use of self-reported measures for some variables may still introduce subjectivity.

Future studies are encouraged to test the proposed model in other service industries and cultural contexts. Incorporating moderating variables such as organizational culture, leadership style, and generational characteristics may further deepen our understanding of the conditions under which GHRM is most effective in cultivating sustainable career resilience among young professionals.

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