

# Green HRM and Workforce Sustainability: Evidence from the Hotel Industry in Cox's Bazar

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## Abstract

*In the highly competitive business world and among stakeholders who care about the environment, the idea of Green Human Resource Management (GHRM) has recently drawn a lot of attention. This study makes the assumption that sustainable workforces are significantly impacted by HRM strategies that are focused on the environment. The objective of this study is to examine how five specific elements of green HRM contribute to the sustainable workforce from Cox's Bazar hotels. The unit of analysis includes 242 employees from various hotels in Cox's Bazar. Data was collected from respondents who hold various roles at these hotels using a standardized questionnaire. SPSS version 26.0 was used to analyze the hypothesis tests. The findings show that green HRM practices including Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Appraisal (GPA), Green Compensation (GC), and Green Health and Safety (GHS) have a positive impact on the sustainable workforce of the hotel sector in Cox's Bazar. Thus, green HRM practices effectively promote the sustainable workforce to the hotels in Cox's Bazar. The findings of this study proclaim that this investigation has important ramifications for both theoretical comprehension and real-world implementation of HRM practices in the hotel industry.*

**Keywords:** GHRM, Sustainable workforce, Green Recruitment, Green Training, Green Performance Appraisal, Green Compensation.



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## **1. Introduction**

Green Human Resource Management (Green HRM) is an emerging discipline gaining momentum, particularly in countries influenced by globalization. While it follows a unique approach, Green HRM integrates traditional human resource management practices with a focus on environmental sustainability. Its core objective is to support sustainable development by aligning organizational goals with broader societal and ecological responsibilities. Green HRM seeks to achieve social and environmental outcomes without compromising business performance. Organizations are increasingly adopting Green HRM practices to reduce environmental impacts such as pollution and excessive energy consumption. The policies developed within this framework not only support strategic management but also contribute meaningfully to addressing global environmental challenges.

Consequently, businesses are beginning to recognize the importance and necessity of implementing green policies, practices, and procedures. Being green from an organizational standpoint entails lowering air pollution, conserving natural habitat, fostering the growth of flora, and safeguarding natural resources. The HRM concept that encourages environmental concerns and employee commitment is recognized as green human resources management (GHRM). GHRM is associated with HRM's eco-friendly management aspect (Renwick et al., 2013) and characterized as good environmental results for HRM objectives (Kramar, 2014). It is one of the most effective approaches for integrating high-performing employees into a cohesive and sustainable organizational culture. By aligning employee engagement with environmental and performance-based goals, GHRM ensures that individuals who demonstrate positive performances that are not only recognized but also encouraged to contribute to broader sustainability initiatives (Rawashdeh, 2018). With an emphasis on incorporating environmental management into human resource strategies, green HRM is essentially an extension of sustainable HRM. The organization's environmental sustainability objective is supported by the implementation of eco-friendly HR practices. Green HRM's main objective is to encourage a sustainable and environmentally conscious culture (ud Din & Khan, 2025). According to Dubey and Gupta (2018), GHRM encompasses not only economic and social performance but also environmental challenges and how these programs can raise employee knowledge and promote sustainable behaviors. As stated by Tang et al. (2018), greening human resources

entails a number of environmental protection policies and procedures, including green hiring and selection, green training, green performance management, green compensation and incentives, and green involvement. Because service organizations (like hotels) are striving to mitigate waste, safeguard resources in their operations, and educate their staff and clients (Kim et al., 2019), organizations are more inclined to adopt green practices in order to achieve sustainable results (Hameed et al., 2022; Thabet et al., 2022). Moreover, Green practices are beneficial to the hotel sector since they enhance the hotel's reputation, boost employee confidence, boost productivity, cut expenses, minimize waste, and save time (Alhadid & Abu-Rumma, 2014). Arun et al. (2021) claim that the hotel industry produces more trash and uses enormous amounts of resources (such as water and energy) for its operations. This has led to the creation of green hotels, which seek to tackle the issues of influential stakeholders regarding corporate environmental responsibility through adopting green practices and implementing environmentally friendly programs so as to operate in a more ecologically responsible manner (Elkhwesky, 2022)

Implementing green HRM not only promotes environmental responsibility and organizational growth, but it also makes the workplace desirable for talent that cares about the environment. By aligning HR strategies with sustainability goals, companies can position themselves as leaders in fostering a sustainable workforce. While general HRM and sustainable tourism are studied, the specific role and impact of GHRM practices in fostering sustainable workforces within the tourism sector remain under-researched. Hence, this study tried to reduce this contextual gap by analyzing the GHRM practices of hotels of Cox's Bazar which is the most visited tourist destination of Bangladesh. Therefore, the goal of this research is to investigate how green HRM practices contribute to a sustainable workforce in the hotels of the selected region of Bangladesh.

## **2. Potential Contribution of the Study**

This research would contribute by providing evidence of how specific GHRM practices influence employees' green behavior and performance in a local context, highlighting the role of management in fostering sustainability, and identifying how the hotel sector's unique environmental and economic pressures can be addressed through localized HR strategies. The study can contribute to the long-term viability and growth of tourism in Cox's Bazar and similar developing regions to enhance their sustainability efforts.

### **3. Literature Review and Hypothesis formulation**

#### **3.1 Green HRM (GHRM):**

The behavior of employees and other partners is critical to the success of organizational initiatives for environmental sustainability. They must adopt human resources practices and have a pro-environmental mindset (Gomes Silva et al., 2022; Vieira Nunhes et al., 2022; Teixeira et al., 2022). A number of novel methods have evolved as a result of the perception of this new function of human resource management, including green, socially responsible, environmental, and sustainable HRM. These methods use ideas that are currently being developed and have been the subject of recent research to better understand their definitions, applications, distinctions, and interdependencies (Murillo-Ramos et al., 2023; Cosenza et al., 2024). Since GHRM has expanded rapidly (Cosenza et al., 2025), it is necessary to reevaluate the fundamental ideas of HRM, as well as its goals, roles, procedures, activities, and strategies in order to take ecological sustainability into account (He et al., 2021; Ma et al., 2021; Obeng et al., 2023). In accordance with GHRM's approach, all human resources activities, including the five conventional methods of recruitment and selection, training and development, empowerment or involvement, performance evaluation, organizational flexibility, and payment and rewards, must incorporate green practices (Cabri & Fioretti, 2022; Sarwar & Shahzad, 2024). This indicates more information is required, and the growing importance of GHRM emphasizes the strategic integration of green practices in HRM.

#### **3.2 Sustainable Workforce**

According to Kosek et al. (2014), a workforce that is resilient is one that maintains its economic and mental well-being on as well as off the job while having the positive energy, ability, liveliness, and skills to satisfy present and future organizational performance needs. A sustainable staff is the most important asset for hotel companies to have in order to survive and thrive in today's difficult economic and environmental climate (Atan et al., 2021). A sustainable workforce in the hotel sector depends on keeping highly engaged workers and providing a healthy work environment (Wikhamn, 2019). According to Cho et al. (2009) and Hinkin & Tracey (2000), one of the major managerial issues facing the hospitality sector is employee turnover. According to Atan et al. (2021), a sustainable workforce needs to use strategies that boost workers' motivation. A number of organizational and contextual (political,

social, economic, and legal) actions are required to make workplaces more sustainable for employees worldwide (Renwick, 2018). Successful programs include employee-led green work groups and interactive platforms for sharing environmentally conscious ideas. Peer influence has shown a great deal of effectiveness in encouraging colleagues to adopt environment friendly habits (Sharma & Kiran, 2021). Therefore, Organizations should adopt human resource sustainability strategies that align with financial performance, ecological stewardship, and social responsibility, thereby enhancing competitive advantage (Anand et al., 2024).

### **3.3 Green Recruitment and Selection (GRS)**

A company's ability to succeed depends on having the right kind and amount of resources. It is the process of choosing candidates that are properly conscious of greening to fulfill vacant positions (Opatha & Arulrajah, 2014; Renwick et al., 2013). Organizations are searching for employees with ecological principles who can develop an environmentally driven workforce due to the need for safeguarding and preserving the environment programs (Bowen et al., 2018; Renwick et al., 2013). Therefore, Green-conscious candidates are hired through a green recruitment procedure that eliminates paper records. Emails are used to receive web-based applications, and video conferences or phone conversations are used for interviews (Harvey et al., 2012). Despite the apparent similarity between recruitment and selection, Gopinath (2016) make it clear that recruitment is the process of identifying and inviting possible applicants (both inside and outside the organization) to participate in an assessment for employment considerations. Proactively positioning the company as a superior "green employer of preference" may help attract environmentally conscious people (Jackson et al., 2011). Hence, the goal of the green hiring process is to influence the kind and number of applicants for a particular position. Employing environmentally conscious workers will help the business achieve its sustainability goals (Owino & Kwasira 2016). More recently, businesses have realized that attracting fresh talent can be achieved by developing an image as a green employer (Phillips, 2007; Stringer, 2009). Employers who recruit candidates who have a green mindset find it easier to integrate those who understand sustainable practices and are already familiar with basics like recycling and conservation. Green job postings, electronic interviews, and the

concepts of waste management and recycling all help to progress the cause. Therefore, the following hypothesis is put forth by the current research study:

**H1:** Green Recruitment & Selection (GRS) is positively associated with a sustainable workforce.

### **3.4 Green Training and Development (GTD)**

Developing and retaining top green talent and overcoming obstacles requires training in green practices for environmental protection activities which makes the acquisition of green talent more significant (Gardas et al., 2019). Furthermore, green training and development improves organizations' ethical culture (Guerci & Carollo, 2016), boosts employee engagement and loyalty, and supports sustainability (Cheema & Javed, 2017) and ethical business practices (Batista & Francisco, 2018). In order to mitigate the environmental damage brought on by hotel operations, GTD incorporates work practices for staff members that improve waste reduction, resource efficiency, and energy conservation (Ullah, 2017). Employees may become more interested in environmental problem-solving techniques as a result of this training (Zoogah, 2011). The dissemination of information on green policies can significantly affect hotel performance in terms of the environment (Vidal-Salazar et al., 2012; Longoni et al., 2014) and foster an awareness of ecological issues (Deepika & Karpagam, 2016). Green development and training anticipates that staff members will be informed about eco-friendly practices, the significance of environmental management programs, and strategies that could contribute to landfill reduction and conserving energy (Zubair & Khan, 2019). Plans for training and development are created to assist staff in developing the information, abilities, and skills necessary to address environmental issues and become responsible members of society (Zoogah, 2011). Furthermore, social and environmental issues should be covered in staff training and development programs at all levels, ranging strategic sustainability concerns at the board and executive management level to health and safety considerations (Zakaria et al., 2018). Enhancing personnel knowledge, skills, and attitudes is the aim of green training and development. Workers that take part in green training and development initiatives get knowledge about environmental issues, waste reduction, energy awareness inside the organization, and environmental training and development. Training is a crucial instrument that staff members

can use to prevent and reduce waste in the organization. Therefore, the following hypothesis is put forth by the current research study:

**H2:** Green Training & Development (GTD) is positively related to a sustainable workforce.

### **3.5 Green Performance Appraisal (GPA)**

By complying with the demands of business social responsibility transforming the performance management system, employee appraisal, and development of green leadership competencies (Jia et al., 2018) result in improved creativity and eco-innovation, increased employee satisfaction, and a reduction in the negative effects on the environment (Barakat et al., 2016). GPA acts a meaningful role in promoting Organizational Sustainability (Sadek & Karkoulian, 2024). Giving feedback and balancing measurements are two possible GPA components (Zibbaras & Coan, 2015); nevertheless, studies have indicated that both methods are ineffective (Guiyao et al., 2017). Businesses should give the organization's objectives more consideration when choosing a green performance implementation strategy in order to increase efficiency. To ensure staff performance in achieving organisational goals, a GP standard must be adopted and put into place. In this case, creating a set of green metrics for stakeholder performance reviews is necessary for green performance indicators. Developing and putting into practice a GP standard is essential to ensuring that workers meet company goals (Odeyale, 2014). Banerjee (2011) examines the connection between environmental sustainability and green performance management and comes to the conclusion that performance management programs are necessary to ensure the long-term success of green management initiatives because they direct employee performance toward the sustainability objectives that an organization wants. Linking performance management with green job descriptions is an effective approach to manage the environment, according to one of the crucial elements of environmental management. This suggests that ways to measure green performance include implementing corporate-wide metrics to assess resource acquisition, use, and waste; setting up information systems to track resource flows; and conducting field audits to allow employees to identify problems and gain a better realization of the company's green performance (Jabbour et al., 2010). In 2016, Owino and Kwasira provided an explanation of how environmental sustainability is affected by green HRM practices. They determined the most crucial approach

that, when implemented, results in sustainable environmental practices for businesses is green performance management. The organization's green goals, purpose, efforts, employee accountability, and the attainment of green outcomes should all be considered while evaluating their performance. However, one of the employee's primary presentation areas a green target should also be a part of the performance evaluation process.

The hotel's green goals must also be taken into consideration when evaluating employee performance. In this instance, green performance indicators need the development of green metrics because of stakeholder performance reviews. Therefore, the following hypothesis is put forth by the current research study:

**H3:** Green Performance Appraisal (GPA) is positively related to a sustainable workforce.

### **3.6 Green Compensation (GC)**

Green Compensation describes procedures that value workers' performance and efforts (Ahmad, 2015). GC is a mix of monetary and non-monetary rewards intended to draw in and encourage employees to support hotel objectives. Typically, sustainable pay and incentives consist of salary, wages, or additional rewards that can be used to support an organization's environmental efforts (Jabbour et al., 2013). It is offering rewards to promote eco-friendly practices and behaviors, such as garbage disposal and recycling (Jackson et al., 2011).

Rewards are important and potent instruments for influencing a person's behavior and interests. To encourage staff retention at all levels, hotels could implement a green reward program. Money or other incentives, such praise and rewards, can be offered to staff members to guarantee their focus and commitment to their work. Incentives are significant and powerful tools for influencing someone's actions and preferences. Hotels could use a green reward scheme to promote employee retention at all levels (Jabbour et al., 2013). Additionally, there is evidence to support the idea that incentives can help fulfil environmental goals (Renwick et al., 2013). According to Sivathanu & Pillai's (2018) inquiry into the connection between green reward management and environmental effectiveness. Green rewards involve the practice of job-related and dietary benefits, such as free bicycles or carbon credit offsets, in involving people in the green agenda while still acknowledging their contributions. Therefore, the following hypothesis is put forth by the current research study:

**H4:** Green Compensation (GC) is positively related to a sustainable workforce.

### **3.7 Green Health & Safety (GHS)**

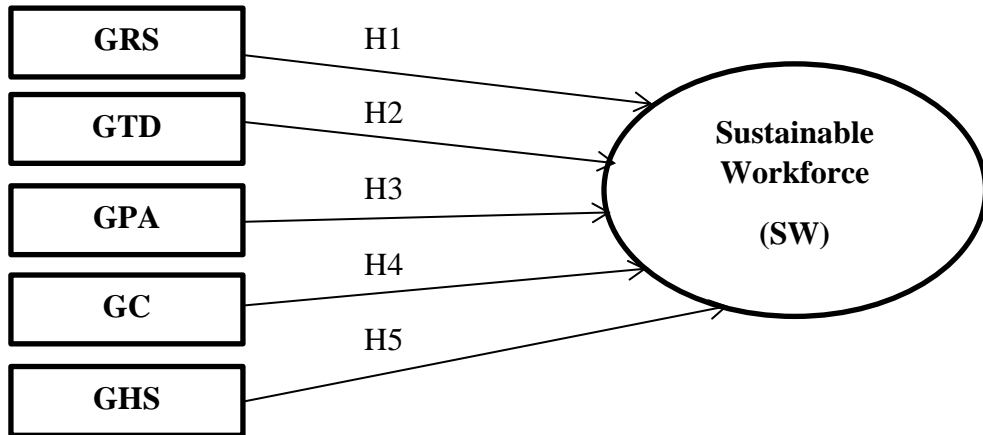
GHS policies are mechanisms that handle proper environmental management by attempting to prevent an organization's operations, goods, and services from endangering the health and safety of its workers and other interested parties (Iheanacho & Ebitu, 2016). Employees feel fulfilled in their work and perform well when the organization values their well-being (Logasakthi & Rajagopal, 2013). Governments have also recognized the value of health and safety procedures in lowering attrition and boosting retention (Salman et al., 2016). Employment practices that support work-life balance are vital for reducing stress and burnout, leading to higher employee engagement and lower turnover rates (Kossek et al., 2014). Green health and safety in the workplace is essential for workforce sustainability, as it addresses both traditional and emerging risks to employees' well-being. Companies must identify and mitigate factors that could lead to work-related injuries and diseases, particularly in the context of ecological transitions, digitalization, and climate change. By integrating health and safety into their sustainability strategies, organizations can foster a healthier work environment, ultimately contributing to corporate sustainable success and enhancing overall employee productivity and morale (Bosetti, 2022). According to the Society for Human Resource Management (2009), a green workplace is one that is socially responsible, resource-efficient, and ecologically conscientious. The establishment of a green workplace will benefit workers' health and could eventually lower medical expenses that an organization may eventually have to pay because of hazardous working circumstances.

Promoting occupational health is essential for achieving sustainable development goals, as it ensures a resilient workforce capable of contributing to a green economy. Safe workplaces and effective labor inspections are critical for protecting workers and fostering sustainable progress.

Therefore, the following hypothesis is put forth by the current research study:

**H5:** Green Health and Safety (GHS) is positively related to a sustainable workforce.

**Figure 1.** Conceptual Framework of Green HRM on Sustainable Workforce



**Source:** Authors' own contribution (2025)

## **4. Methodology**

### **4.1 Sample Selection and Data Collection**

Although primary data was employed in this research, the study is exploratory and quantitative in character. Both in-person and online survey questionnaires were collected for the study, and the questions were adapted from previous research. The target population of this study was the staff/employees working in the hotels of Cox's Bazar. Therefore, based on simple random sampling, 267 survey questionnaires were distributed to various hotel staff /members for data collection. Out of the 260 questionnaires that were returned, 18 had to be rejected since their answers were either unsuitable or insufficient. A total of 242 employees completed the questionnaire accurately, yielding a final sample size of  $n = 242$ .

### **4.2 Measures**

The construct items in this study were modified from earlier research of a similar nature. For example, of the five scales for each of the green HRM components, some were from Chen et al. (2021), while the others were suggested by Yong et al. (2022), Ren et al. (2020), and Yusliza et al. (2017). A total of 26 items, in sequence, were taken into consideration in this study: There are six GRS items, five GTD items, five GPA items, three GC items, three GHS items, and four SW items. Each item of the GRS, GTD, GPA,

GC, GHS, and SW variables was measured using a Likert scale that range from "strongly disagree (1)" to "strongly agree (5)". All dimensions had recorded Cronbach's alpha values more than 0.7 (Nejati et al., 2017; Saeed et al., 2019; Pham et al., 2019)

### **4.3 Data Analysis Tools**

SPSS 26.0 was used in this study to analyze the hypotheses that were put forth. It is capable of extensive statistical analysis. Its ability to generate variables from preexisting data is one of its specialties (MacInnes, 2016). Based on the values of predictor variables, it may also forecast the values of target variables. Another avenue for researchers is made possible by accurate modeling of linear and non-linear connections (IBM, 2020). Thus, it is a comprehensive package for the evaluations of quantitative data. Convergent and discriminant validity, Cronbach's alpha, and composite reliability are calculated as part of the measurement model test which also verifies the constructs by evaluating factor loadings. This is explained in more detail in the sections that follow.

### **4.4 Demographic Information**

The demographic information of the respondents (Table 2) showed that 19.1% of them were in the 20–25 age range, 54.5% were in the 26–35 age range, and 11.5% were in the 36–45 age range. However, 2 respondents, or 0.8%, were older than 55, and 34 respondents were between the ages of 46 and 55. Gender-wise, 91.3% of all responses were from male employees, and 8.7% were from female employees. According to Table 2, 148 participants (61.2%) have earned a bachelor's degree, 8.7% have earned an HSC certificate, and 28 responders (11.6%) have earned a master's degree. According to the findings, 45 respondents, or 18.5%, had a diploma. Thirty-five (14.5%) of the respondents had up to two years of work experience, 39.7% had three to five years, and 88 respondents had six to ten years. 23, or 9.5% of the responders, also have more than ten years of experience.

**Table 2 Demographic Data**

<b>Variables</b>		<b>Frequency</b>	<b>Percentage (%)</b>
<b>Age</b>	20-25 years	46	19.1%
	26-35 years	132	54.5%
	36-45 years	28	11.5%
	46-55 years	34	14.1%
	More than 55 years	2	0.8%
<b>Gender</b>	Male	221	91.3%
	Female	21	8.7%
<b>Education</b>	HSC	21	8.7%
	Bachelor/ Degree	148	61.2%
	Master Degree	28	11.6%
	Diploma Certificate	45	18.5%
<b>Job Tenure</b>	0-2 years	35	14.5%
	3-5 years	96	39.7%
	6-10 years	88	36.3%
	More than 10 years	23	9.5%

**Source: Authors' own contribution (2025)**

## **5. Findings and Discussion**

### **5.1 Validation and Reliability:**

The findings of the questionnaires were assessed in relation to the objective of the study to determine the validity of the content. Green Recruitment and Selection (GRS), Green Training and Development (GTD), Green Performance Appraisal (GPA), Green Compensation (GC), Green Health and Safety (GHS), and Sustainable Workforce (SW) are among the study variables included in the second

section's Likert-based questionnaire. The questionnaire was scored on a 5-point Likert scale, where 1 was "Strongly Disagree" and 5 was "Strongly Agree," in order to gather data. The reliability coefficient (Cronbach's alpha) and construct validity were employed as these metrics in an analysis. Cronbach's alpha is utilized to evaluate the internal consistency of the items (Kline, 2018).

With Cronbach's alpha values above 0.70 for all variables, the threshold criterion proposed by Nannally (1978) and Nunnally and Bernstein (1994) has been surpassed. Table 3 shows that the Cronbach's alpha values for each variable varied from 0.77 to 0.86.

**Table 3 Items Loadings with Cronbach Alpha**

<b>Construct</b>	<b>Items</b>	<b>Loading</b>	<b>Cronbach (<math>\alpha</math>) value</b>
Green Recruitment and Selection (GRS)	GRS1	0.801	0.86
	GRS2	0.805	
	GRS3	0.753	
	GRS4	0.767	
	GRS5	0.739	
	GRS6	0.710	
Green Training and Development (GTD)	GTD1	0.756	0.81
	GTD2	0.706	
	GTD3	0.785	
	GTD4	0.692	
	GTD5	0.832	
Green Performance Appraisal (GPA)	GPA1	0.801	0.80
	GPA2	0.691	
	GPA3	0.722	
	GPA4	0.776	
	GPA5	0.736	
Green Compensation (GC)	GC1	0.830	0.77
	GC2	0.814	
	GC3	0.838	
Green Health & Safety (GHS)	GHS1	0.825	0.76
	GHS2	0.800	
	GHS3	0.838	

Sustainable Workforce(SW)	SW1	0.783	0.79
	SW2	0.763	
	SW3	0.724	
	SW4	0.849	

**Source:** Authors' own contribution (2025)

### 5.2 Inferential Understanding

The Durbin-Watson (Durbin & Watson, 1950) value,  $R^2$  value, and regression coefficient values are summarized in Table 4. This study's Durbin-Watson score of 2.122 is within the acceptable (1.5–2.5) threshold range. VIF values also varied between 1.00 and 5.00. Thus, multicollinearity does not appear to be an issue for the research model.

**Table 4 Regression Coefficient Analysis**

Variable	$\beta$ value	t-value	Sig.	VIF
GRS	0.276	6.022	0.000***	2.816
GTD	0.130	3.514	0.000***	1.000
GPA	0.206	2.424	0.008***	2.816
GC	0.118	3.576	0.000***	1.000
GHS	0.249	7.785	0.000***	2.225

Note:  $R^2 = 0.53$ ; Durbin Watson value = 2.122; Dependent variable: Sustainable Workforce (SW); \*\* $p < 0.05$ ; \*\*\* $p < 0.01$  (n = 242).

**Source:** Authors' own contribution (2025)

The variance of the current study which includes five independent variables—Green Recruitment and Selection, Green Training and Development, Green Performance Appraisal, Green Compensation, and Green Health and Safety—was revealed by the regression analysis, which had  $R^2 = 0.53$ , or 53%. These variables are recognized at a 5% significance level and show that GRS, GTD, GPA, GC, and GHS have positive and significant effects on Sustainable Workforce.

### 5.3 Hypothesis Testing

**Table 5: Summary of Hypothesis Testing**

Proposed Hypothesis	Decision
H1: Green Recruitment & Selection (GRS) is positively associated with sustainable workforce.	Supported
H2: Green Training & Development (GTD) is positively related to sustainable workforce.	Supported
H3: Green Performance Appraisal (GPA) is positively related to sustainable workforce	Supported
H4: Green Compensation (GC) is positively related to sustainable workforce.	Supported
H5: Green Health and Safety (GHS) is positively related to sustainable workforce.	Supported

**Source:** Authors' own contribution (2025)

Our first hypothesis (H1) posited a positive relationship between ‘Green Recruitment & Selection’ with sustainable workforce. Our findings corroborate this hypothesis, affirming the significance of Green Recruitment and Selection on the sustainable workforce. In terms of hypothesis H1, the relationship between green recruitment and selection (GRS) and sustainable workforce (SW) has a positive direction and is accepted by the 5% significance criterion ( $\beta = 0.276$ ;  $p < 0.05$ ). The second hypothesis (H2) explored the idea that Green Training & Development (GTD) is positively related to sustainable workforce. Our research supports this notion, by the 5% result ( $\beta = 0.130$ ;  $p < 0.05$ ), asserts that green training and development (GTD) has a positive and significant effect on an organization's sustainable workforce (SW). Our third hypothesis (H3) centered on the positive influence of Green Performance Appraisal (GPA) on the sustainable workforce (SW). This study found a favorable relationship between them. GPA and SW have a positive association that is accepted at 5% ( $\beta = 0.206$ ;  $p < 0.05$ ), which shows that GPA is an important component in achieving a sustainable workforce. In terms of the fourth hypothesis (H4), it is said that green compensation (GC) has a positive and significant impact on sustainable workforce (SW) that is supported by the 5% level ( $\beta = 0.118$ ;  $p <$

0.05). The fifth hypothesis (H5), which is supported at the 5% level ( $\beta = 0.249$ ;  $p < 0.05$ ), states that green health and safety (GHS) significantly and favorably affects sustainable workforces (SW).

#### **5.4 Discussion**

The result of this study is congruent with first hypothesis (H1) proclaiming that 'Green Recruitment & Selection (GRS) is positively associated with sustainable workforce'. This result is in line with previous study showed that GRS improved employee engagement levels and service behavior (Yousfani & Shaikh, 2024; Faizan et al., 2023; Chang & Hung, 2021). However, beta ( $\beta$ ) value of 0.276 for Green Recruitment & Selection on "sustainable workforce" indicates a moderate, positive, and statistically significant relationship, suggesting that more environment friendly hiring practices are associated with a workforce that is more sustainable. Given the moderate nature of the relationship ( $\beta < 0.5$ ), green recruitment and selection process alone may not be the primary driver of workforce sustainability in the tourist industry of Bangladesh. The second hypothesis (H2) assumed that Green Training & Development (GTD) is positively related to sustainable workforce which is also accepted based on the study's findings. This hypothesis is also supported by prior research, which shows that employees who receive environmental sustainability training are more likely to exhibit pro-environmental service behaviors (Olanipekun, 2022; Amrutha & Geetha, 2021; Moradeke et al., 2021). Though the Green Training and Development (GTD) likely focuses on helping organizations adopt more sustainable practices, but the beta value of GTD in this study is 0.13, denoting that, within the research context, Green Training and Development has a slight, positive influence on the Sustainability practices of hotels in the tourist places. The third hypothesis (H3) focused on the Green Performance Appraisal (GPA) is positively related to sustainable workforce. This relationship is statistically significant, as indicated by the beta ( $\beta$ ) value of 0.206. This suggests that as green performance appraisal practices increase, the sustainable workforce also increases proportionately, most likely as a result of improved employee engagement and pro-environmental behaviors within the organization. The findings also consistent with previous studies that proclaims Green performance appraisals greatly improve green behavior among employees which supports organisational sustainability (Jusdijachlan & Ridwan, 2023; Sadek & Karkoulian, 2025). Fourth hypothesis predicted that

Green Compensation (GC) is positively related to sustainable workforce is also tested and verified and found accepted. But the lower beta value ( $\beta = 0.118$ ) of Green Compensation showing that it has less impact on the Sustainability practices of hotels in the tourist places like Cox's Bazar. The research findings contribute to existing literature because it is consistent with previous research emphasizing GHRM practices are thought to be crucial for increasing employees' incentive to adopt environment friendly behaviors (Shah & Soomro, 2023; Nasr, 2023). Finally, the fifth hypothesis (H5) which predicted that Green Health and Safety (GHS) is positively related to sustainable workforce. The statistical significance of this association is demonstrated by the beta ( $\beta$ ) value of 0.249. This implies that the sustainable workforce grows proportionately to the growth in GHS standards. GHS procedures are essential for converting human resources into assets that are environmentally conscious in developing nations. This change is necessary to develop a dedicated staff that follows sustainable practices (Javaid et al., 2025; Shoaib et al., 2021).

In essence, our study contributes to the broader discourse on Sustainable Workforce, emphasizing the integration of Green Human Resource practices in every aspects of the organization.

## **6. Implications and future Recommendations**

### **6.1 Implications**

#### **6.1.1 Theoretical Implications**

By addressing the present requirement to examine the relationship between a sustainable workforce and the five most crucial elements of green HRM, this study can be viewed as an update to the HRM literature. Therefore, this study provides evidence that GHRM is a legitimate tool that businesses may use to increase the utilization of sustainable workforces which can therefore have a positive impact on their sustainable performance. Furthermore, the basic knowledge presented in the earlier literature is both confirmed and enhanced by this study. Additionally, this study provides a relationship to the hotel industries of developing nations that has not before been investigated or analyzed. This research contributes to the body of literature by providing evidence from the viewpoint of emerging nations which enhances the information already available from industrialized nations. This study thereby expands GHRM research to a wider range of nations. Lastly, it might be argued that this research adds to the body of literature by testing that GHRM integrates environmental

considerations into HR practices, fostering a culture of sustainability within organizations. This approach not only enhances employee engagement by creating Sustainable workforce but also aligns organizational goals with environmental stewardship, ultimately contributing to long-term sustainability.

### **6.1.2 Managerial Implications**

The findings of the study offer actionable insights for tourism industry and managers of hotels to enhance environmental performance of workforce through the adoption of green HRM initiatives. It is recommended that hotel authorities prioritize the integration of Green HRM activities to simultaneously improve both environmental performance and profitability. Furthermore, GHRM practices can attract environmentally conscious employees and improve employee retention. This is particularly relevant in the tourism sector, where attracting and retaining skilled staff is crucial for service quality and customer satisfaction. In addition, the findings of the study give management guidelines for emphasizing synergistic investments in GHRM, such as green training, performance appraisals that consider environmental impact, and employee involvement in sustainability programs. Lastly, tourism businesses can improve their reputation and draw in eco-aware clients by showcasing their dedication to sustainability through GHRM practices. In the market, this may result in an edge over competitors.

### **6.1.3 Policy Implications**

The study underscores the importance of policy measures in incentivizing and promoting green HRM practices at the national level. To encourage the adoption of GHRM, the government of Bangladesh can offer tax breaks, subsidies, or recognition programs to hotels located in the tourist area, aligning policy measures with sustainable development goals and fostering eco-friendly HRM practices. Moreover, Policymakers can ensure that GHRM principles are incorporated into broader tourism development strategies and sustainability goals. In addition, Policies can be implemented to minimize the environmental footprint of the tourism sector, which can be directly linked to GHRM practices. Finally, Governments can facilitate partnerships between tourism businesses, educational institutions, and environmental organizations to promote knowledge sharing and best practices in GHRM.

## **6.2 Future Recommendations**

To build on this research and address its limitations, several recommendations are proposed for future studies. Firstly, longitudinal studies could benefit from examining the long-term impact of Green HRM practices on the workforce of hotel industry in the tourist areas. This would provide insights into the sustainability of these relationships over time. Secondly, investigating these relationships in various industrial sectors can offer a broader perspective on the practices of Green HRM on the Sustainability of workforce. Thirdly, qualitative studies can complement quantitative findings by delving deeper in this study. In-depth interviews and focus groups can provide richer insights into the relationship of GHRM and Sustainability of workforce. Lastly, the relationship of GHRM and Sustainability of workforce can be tested by considering external factors, such as regulatory changes and societal trends. In conclusion, this research provides valuable insights of practices of GHRM that lead the tourism industry to build a more resilient and environmentally responsible workforce. Future research endeavors can build upon these findings to further refine our understanding of these relationships and their implications in a rapidly evolving business landscape.

## **7. Conclusion**

The objective of this research is to investigate the relationship between a sustainable workforce and the five most important components of green HRM. The findings demonstrate that employing green HRM techniques contributes to the development of a sustainable workforce. The results also confirm the positive effects of all factors of green HRM on a sustainable workforce. The investigation's conclusions have important ramifications for both theoretical comprehension and real-world implementation. Green HRM methods aim to include environmental sustainability into HRM strategies and create a sustainable workforce in reply to the growing awareness for environmental issues and corporate social responsibility even though some organizations may resist its implementation due to perceived costs or lack of understanding of its long-term advantages.

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