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A Review of Research on Sustainability Emerging Technologies in HRM Practices in the Hospitality Industry

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ABSTRACT

The globally operating hospitality sector, which is a significant driver behind economic expansion, also confronts enormous hurdles because of its tremendous environmental impact, which includes concerns like high energy and water consumption, waste production, and pollution. As a result, accomplished Sustainable Performance (SP), which is defined across all economic, social, and ecological aspects, and Corporate Social Responsibility (CSR) have emerged as key targets for this sector of the economy. In this human capital-intensive business, human resource management (HRM) is positioned as a precious, distinctive, and valued organizational asset. To translate conceptual sustainable development objectives into practical outcomes, reliable proactive human resources management is recognized for its critical importance in encouraging behavior among staff and competency development.

Sustainability refers to economic growth that meets present needs despite endangering subsequent generations. Commercial triple bottom line—monetary, ethical, and ecological—are incorporated in sustainable performance (SP), which at first stresses attaining sustained profitability all while limiting the negative consequences on mankind and the natural environment. Sustainability has been routinely demonstrated that GHRM practices—such as green recruitment, instruction, appraisals, and incentives—have a beneficial impact on SP and employee eco-friendly tendencies, which is frequently mediated by actions like Organizational Citizenship Behavior concerning the Environment (OCBE).

Leadership and organization culture play an enormous moderating role in the efficient implementation of these digital HR solutions for sustainability. In a bid to guarantee that sustainable practices are codified during modernization processes, Green Digital Culture (GDC) has been classified for being a crucial societal framework that modulates the impact of E-HRM on Sustainable Practices. Furthermore, Green Transformational Leadership (GTL) becomes crucial for governing the shift, boosting the velocity of E-HRM tasks, and motivating followers to implement environmentally friendly methodologies.

Keywords: Green Human Resource Management, Electronic Human Resource Management, Sustainable Human Resource Management, Hospitality Management, Sustainable Performance, Corporate Social Responsibility, Emerging Technologies, Digital Transformation, Artificial Intelligence (AI)

INTRODUCTION

Environmental sustainability has evolved into an essential priority among organizations all over the globe due to the rising emphasis on social responsibility as well as preservation of the environment. Major ecological problems have arisen in the past decade, and global temperature varies greatly owing to prevailing fabrication. The leisure and hospitality industry, which includes accommodation, dining, and tourism, is an essential cornerstone of global economic development with is in an unparalleled position at a junction of social concerns, environmental impact, and prosperity. The industry has substantial adverse effects on ecosystems, including enormous trash creation, high energy and water consumption, noise pollution, and allergies to climate change, notwithstanding rendering a big contribution to the global GDP and workforce. Because of this fragile equilibrium, embedding sustainability concepts into imperative operational and strategic initiatives requires a methodical and strict approach.

The focus of Human Resource Management on traditional administrative and strategic function (such as recruitment, training, & performance evaluation). HRM has matured into an alliance that oversees harmonizing human resources with the vision, culture, and values of the company, foremost in regard to sustainability. Green human resource management (GHRM) and sustainable human resource management (SHRM) popped up because of this alignment. GHRM is an upcoming field that integrates more general environmental management techniques with an employee's sustainable performance. Green hiring and selection, green training and development, green awards, and green performance evaluation include among the many of the fundamental HR responsibilities that it methodically infuses eco-friendly policies into. Redirecting an organization's culture around preservation of the environment and building a green workforce that may strengthen eco-friendly performance and achieve equitable outcomes across economic, social, and environmental dimensions are the fundamental ambitions of GHRM. GHRM practices ought to be executed seamlessly due to they are a vital tool for obtaining an edge over competitors and operate as internally generated sustainability signals that affect external stakeholders, notably consumers.

Meanwhile, technological advances and the rapid growth of emerging innovations are radically altering the landscape of human resource management. The inclusion of information technology (IT) into HR processes constitutes Electronic Human Resource Management (E-HRM) and thus positions it as a tactical tool to foster agility, technological evolution, and long-term company growth. Electronic HRM uptake accelerates procedures by means of automation and digitization, leading to accurate decision-making as well as successful monitoring of worker productivity. Merely rudimentary digitization, intricate emerging innovations such as Artificial Intelligence (AI), Big Data Analytics, and deep learning showcase the potential to alter initiatives aimed at sustainability. For example, E-HRM software could be beneficial ecological efforts by encouraging a paper-free approach while institutionalizing ethical ideals throughout web-based processes such as recruiting and training.

The lodging industry firm serves as a novel and difficult setting for melding sustainable HRM with cutting-edge technology. Hotels and restaurants, getting an extremely manual and interpersonal industry, are untenable without excellent human resources. HRM is perceived as an indispensable asset and an indispensable component in guaranteeing CSR policies are successfully adopted and executed, particularly within luxury hotels where HRM's influence on future profitability might be greater. Given the industry's imminent difficulties, such as significant employee turnover and an acute lack of trained workers, embracing sustainable HRM practices (SHRM/GHRM) is vital for retention over time, employee well-being (such as ergonomics), and organizational success.

LITERATURE REVIEW

Human resource management (HRM) is a strategic approach to managing employment by providing employees with an environment and experience that will endow them with the maximum productive work life relationship possible for the company. Whereas HRM of the past concerned itself almost exclusively with administrative tasks, contemporary HRM is a multidisciplinary field that concerns itself with ensuring that human capital will be optimally aligned to corporate objectives and strategic goals." It was determined that people are the pivotal asset in corporate performance and Competitive advantage. This realization has caused what some refer to as HR transformation.

The critical need of addressing environmental sustainability and the explosive development of digital technology are two strong adverse factors that define the corporate landscape of today. Businesses are being forced to adopt a long-term perspective on sustainability since there is growing recognition of resource scarcity, climate change, and environmental damage. At the same time, HRM practices are moving increasingly toward data-driven, agile, and individualized approaches to personnel management as the digital era dawns. This review helps to reveal the emerging nexus between these trends through exploring how sustainable HRM practices, including specifically Green HRM (GHRM) practices, are being transformed and facilitated by emergent technologies such as E-HRM systems, AI, more precisely machine learning AI, and big data analytics to enhance SP.

The interaction between three crucial academic fields—Sustainable HRM (SHRM)/Green HRM (GHRM), Emerging Technologies (particularly Electronic HRM, AI, and Big Data), as well as how they are implemented in the hospitality industry—constitutes the primary emphasis of this survey of the literature. It proposes to methodically visualize the contemporary empirical framework, highlight vital theoretical frameworks, assess how technology is presently being embraced for positive ecological outcomes, recognize important research shortcomings, and articulate paths towards further research analysis, with an priority on the special opportunities and challenges found in the hospitality industry. The hospitality segment's performance is strongly entwined around the talents and professionalism of its human resources, placing HR management within a conceivably important and distinctive revenue generator in this field. Therefore, knowing how human resources management methods adapt through digitization to promote longevity is crucial for their continued success and competitiveness.

Identifying the Fundamental Philosophical Entities

The investigation into "Sustainable Emerging technologies in HRM practices" necessitates a clear articulation of its constituent concepts: Sustainable/Green HRM, the nature of emerging technologies relevant to HR, and the concept of sustainable performance, particularly within the dynamic context of hospitality.

1. Sustainable Human Resource Management and Green Human Resource Management

Sustainable human resources management blends tactics for human resources alongside broader financial, social, and ecological endeavors both inside and beyond the firm. It emphasizes promoting ecological responsibility while striking a balance between company performance and employee welfare. While Green HRM specifically refers to aligning a company's environmental priorities with human resource objectives. It aims to foster a green workforce that develops an organizational green culture. It is focused on developing a green workforce that creates a green culture inside the company.

Formally speaking, GHRM includes HRM practices that improve favorable environmental results. Typical GHRM procedures include:

- **Green Recruitment & Selection:** Hunting for skilled workers and environmentally ethical personnel
- **Green Perks:** Creating organized incentive programs that encourage or acknowledge environmentally friendly actions, even when these actions are occasionally unrewarded or require more responsibility.
- **Green Performance Evaluation (GPE):** Evaluating employee performance based on actual achievements against sustainability targets.

2. Emerging Technologies in Hospitality HRM

HRM serves as an important resource using data-driven, flexible and customized personnel management techniques, rather than just an administrative function. This is a fundamental change brought about by the digital era.

- **Electronic Human Resource Management (E-HRM):** E-HRM employs technological innovations to digitally oversee HR procedures and operations, evolving HR into a strategic instrument that promotes organizational success. subsequently promotes effectiveness, smart governance, and ecological responsibility by implementing automation and digitalizing HR activities, simplifying management processes, and allowing exceptional results.
- **Artificial Intelligence (AI) & Automation:** The prediction is projected that both automation and AI will be significantly incorporated into HRM practices in coming years. These technologies have the capability to streamline processes such as prospective employees selection, biographical evaluations, and preliminary interviews, which can boost output and possibly reduce bias. In order the hospitality sector, the implementation regarding these technologies—including AI and Big Data—is becoming more prevalent for the possibility of transformation in encouraging ecological responsibility via offering intimate knowledge into the behavior of customers, optimum the use of resources, and fostering data-driven choice-making.
- **Big Data & Data Analytics:** By analyzing correlations in employee performance, engagement, and attrition, HR departments are increasingly using data analytics and predictive analytics to make well-informed decisions. Big data analytics is viewed as an important field for future study in the larger hospitality environment. Through online travel reviews and digital platforms, it may disclose trends, preferences, reviews, and opinions regarding attractions, activities, restaurants, and hotels. In the hospitality industry, big data and data analytics, together with methods like data mining and neuromarketing, might assist address complicated problems, especially those related to sustainability and customer behavior.
- **Database mining:** Applied to assess customer feedback, especially with reference to online meal delivery services, and to gauge hotel brand personality performance through digital word-of-mouth.
- **Neuromarketing and Co-word Analysis:** Despite their significance, these approaches were discovered to be lackluster in the approaches used in a large portion of the current research on hospitality sustainability.
- **Role in Competitive Advantage:** Research indicates that sustainable competitive advantages could probably be improved by utilizing E-HRM capabilities in conjunction with sustainable innovation.

3. Sustainable Performance (SP)

Sustainable Performance, which people call SP, really boils down to the Triple Bottom Line principle. That covers economic performance along with social and environmental sides.

- **Economic Performance:** Encompasses financial concerns highly like revenue and profitability. It additionally contains aspects like salary cost and average daily rate.
- **Environmental Sustainability:** It adopts a genuine approach to solving environmental issues. This involves trimming back on squander and air pollution. CO2 emissions and energy use per visitor night are evaluated. Water usage is also analyzed.
- **Social accountability:** Inevitably prioritizes the well-being of stakeholders. The following encompasses the human societal quality in accordance with moral precepts like equality and equity. Social elements in the hotel economy stimulate community members to pursue professional prospects. Organizations stimulate civic endeavors and localized sustainable development.

Corporate Social Responsibility (CSR) in Hospitality

A significant aspect within the hospitality industry's sustainability strategy is corporate social responsibility, or CSR. CSR denotes the obligation enterprises place on multiple elements that impact humanity (such as sustainability, economy, staff well-being, and ethics growth) or the efforts that corporations conduct besides their own financial objectives for the advantage of everybody who is affected. Frameworks like Carroll's or Elkington's Triple Bottom Line, especially address social, environmental, and economic aspects, are commonly used to understand the idea.

The number of publications of research on CSR in the food and hospitality industry has significantly expanded. Restaurants adhere to sustainability initiatives, comprising proactive and ecologically responsible operations, frequently to boost reputation, increase income, and save expenses. Considering goods and services both experience-based and intangible, service-based businesses include hotels perceive great value in corporate social responsibility (CSR). CSR initiatives demonstrate the company's ethics to stakeholders, therefore substantially helps the business.

The general consensus that CSR initiatives have a good impact on a company's financial, social, and environmental performance is supported by research. Outstanding corporate social responsibility, for example, is recognized to boost a company's value in the perspective of stakeholders. Three-, four-, and five-star hotels are examples of larger, extravagant facilities that are generally more involved in CSR initiatives. Discretionary CSR expenditure, whether motivated by strategic intent or "posturing behavior," frequently strengthens ties with internal and external stakeholders and boosts organizational performance, according to research in the Indian hospitality sector.

The strategic importance of HRM in Sustainability

Environmental sustainability is greatly aided by HRM. subsequently catalyses change in the application of CSR and instructs staff members on its principles. HRM helps businesses to maintain their legitimacy and fortify themselves in a quickly evolving environment by acting as an essential business partner. HRM is heavily involved in determining how CSR initiatives should be designed and carried out as successful CSR implementation necessitates modifying current practices and regulations. Analysis illustrates how HRM is vital to working toward sustainable performance (SP) and additionally beneficially influences CSR endeavours. procedures for HRM, namely training, cooperation, ethical culture, and financial incentives, are essential elements that improve SP.

Challenges and the "Dark Side" of E-HRM

The adoption of technology in HRM, especially in E-HRM, is fraught with difficulties despite the enormous possibilities. These fall into three categories: organizational, ethical, and technical.

- **Technical and infrastructural Barriers:** Nevertheless, the widespread availability of administrative tools, infrastructural constraints as well as low adoption rates of strategic HR technology pose challenges, especially in developing nations.
- **Data Security and Ethics:** E-HRM systems need compliance with data protection rules and provide data security threats. Additionally, using AI raises ethical concerns and possible biases that need to be carefully considered
- **Employee Resistance and Well-Being:** The "dark component" of E-HRM includes possible detrimental effects on social interaction and employee well-being. The boundaries within work and home can be blurred by constant connectivity and availability expectations, which can result in technostress, information overload, and employee burnout. Additionally, technology may make the workplace less intimate, reducing the social component of HR and thus fostering mistrust.

GDC Mediator & GTL Moderator

- **Green Digital Culture (GDC)** pertains to an organization's beliefs, principles, notions, and lifestyles that promote environmental sustainability through digital processes. GDC is an evolutionary notion derived from the ecological paradigm of organizational culture. GDC is a vital step for E-HRM to attain sustainable performance (SP). E-HRM helps to institutionalize ecological ideals in digitization processes, instilling a feeling of duty and ownership for sustainability challenges. This societal configuration supports the efficiency of E-HRM services, stimulating individual sustainability through digital recruiting, employment, orientation, perks, along with evaluation procedures that prioritize sustainability goals.
- **Green Transformational Leadership (GTL)** is a vital component of E-HRM execution. GTL is an approach to leadership that inspires and encourages adherents to support economic and environmental goals. Leaders practicing GTL stress environmental sustainability and encourage members to engage in pro-environmental practices. GTL has a substantial neutralizing effect by increasing the effects of E-HRM on GDC. Executives help HRM establish an atmosphere of cooperation for environmental performance. They coordinate E-HRM practices, inspiring employees and challenging outdated ideas that lack a sustainability approach. Conversely, the efficiency of GTL is rarely linear; empirical studies have revealed a threshold impact or inverted U-shape. Extremely vigorous GTL seem to impair the efficacy of GDC in inducing SP. As E-HRM technologies evolve, firms have autonomy skills, which reduce the requirement for vertical management structures such as GTL. This implies that an appropriate degree of leadership intensity achieves the optimal mix among leader instruction and employee autonomy, maximizing the beneficial influence on SP.

Cross Cultural and Contextual Differences in HRM

Sustainability Integration Research confirms that the relationship between HRM, CSR, and sustainable performance varies significantly across different countries and organizational contexts, such as hotel categorization (star ratings).

- Developed vs. Developing Economies:** These discrepancies are shown by studies that compare HRM-CSR-SP in highly industrialized (UK, Italy) and developing (Pakistan) nations. Italy and the United Kingdom are categorized as developed economies, but Pakistan is frequently seen as a developing country.
 - **Impact of HRM on CSR:** In the UK and Italy, HRM had a substantial contribution to the development and promotion of CSR. Pakistani hotel chains, on the other hand, demonstrated that HRM did not significantly and favorably affect CSR. Internal and external stakeholder exigencies, corporate governance procedures, and well-established written policies are responsible for the UK sample's greater influence.
 - **HRM Practices Influence:** In the British hospitality sector, financial incentives had a comparatively more significant impact on CSR. However, in the Italian hospitality sector, morality had a comparatively greater influence on sustainable performance. Economic incentives were effective strategies to improve SP in both Pakistan and the UK.
 - **HRM's Mediation Role:** In the British tourist industry sector, HRM was determined to considerably moderate the link between CSR and SP. The hotel specimens from Italy and Pakistan did not exhibit this intermediary effect.
- Hotel Categorization Differences:** The implication of HRM on CSR and SP varies significantly across hotel categorizations (3-star, 4-star, and 5-star hotels).
 - **Strength of Relationship:** The hyperlink amongst HRM, CSR, or sustainable performance has been demonstrated to possess the most significant for 5-star properties, followed by 3-star and 4-star properties.

- **Impact on CSR/SP:** HRM exerted the greatest implications for CSR and SP in 5-star hotel properties. Quite unexpectedly, 3-star hotels performed far better than 4-star hotels in the correlations within HRM, CSR, and SP. This indicates that hotels with 3 stars are working harder to retain a competitive edge because of efficiently advocating and implement ethical business practices throughout HRM.

RESEARCH GAP

Focusing on Emerging Technologies Despite the rapid growth of sustainability research in the hospitality sector (with publications significantly increasing, particularly post-2019), several critical research gaps remain, especially concerning the integration of emerging technologies and HRM practices.

- i. **Methodological and Analytical gaps:** The scholarly literature indicates that specific study techniques continue to dominate, which calls for the research and development of new methodologies:
 - **Data Collection Technique:** longitudinal survey methods and quantitative study methods are heavily prevalent (n=47 in one review). To determine causal linkages and comprehend long-term variations in behavior, future research will need longitudinal and bilateral data. It is advised to use both qualitative and quantitative methodologies in order to minimize errors and obtain a more thorough knowledge.
 - **Advanced data Analytics:** Although AI and Big Data are acknowledged as transformational in theory, its use in sustainability research approaches is still relatively new. Evaluations using data extraction, neuromarketing (eye gazing), and semantic analysis methodologies in the hospitality industry are conspicuously lacking. Further research should investigate the psychological along with emotional aspects influencing sustainable consumer habits using machine learning as well as sophisticated data analytics.
 - **E-HRM Measurement:** To prevent complications with more general HRIS/ERP frameworks, the conceptualization and measurement of E-HRM variables need to be refined. Further investigations must examine the negative aspects of E-HRM, such as the ethical ramifications of automated decision-making, algorithmic prejudice mitigation, and data security issues.
- ii. **Conceptual and Thematic Gaps**
 - **Technology and the AMO Framework:** The cornerstone for examining the effects of GHRM is the Ability-Motivation-Opportunity (AMO) framework. The next study might examine resource management in conjunction with E-HRM and sustainability, or it could use the Resource-Based View (RBV) paradigm as a different perspective.
 - **Effects of Leadership and GTL Threshold:** More research is necessary to fully understand the threshold effect or inverted U-shape seen in Green Transformational Leadership (GTL). To optimize the impact of GTL on Green Digital Culture and sustainable performance, future study should look at how leadership intensity may be tailored to organizational contexts (e.g., flat vs. hierarchical structures, diverse national cultures).
 - **Consumer Behaviour Sustainability:** Despite the most prevalent themes of behavior and perceived value, there is still a lack of research on the core requirements, aspirations, and motives that lead to sustainable customer behaviors in the hotel industry. In particular, a thorough analysis of how CSR programs directly affect customer loyalty is required.
 - **CSR Stakeholder Scope:** The involvement of several major players, like the media, non-governmental organizations, trade unions, and employee unions, has not been well covered by studies exploring CSR in restaurants. Additional research should broaden their focus to examine the effects of these neglected stakeholders on CSR endeavors.
- iii. **Contextual Gap**
 - **Unique Industry Sections:** In order to thoroughly examine how context influences CSR practices, future study is advised to go beyond hospitality businesses, as are frequently the main emphasis, to include small and medium-sized hotels, resorts, leisure, tourism, and restaurants in developing nations.
 - **Parallel Research:** There isn't much research that compare CSR practices in different institutional settings and cultural settings. To improve comprehension, more replication of recent GHRM and CSR research in diverse views is required.

FINDING & DISCUSSION

The review of current academic literature reveals a growing convergence between Human Resource Management (HRM) practices, emerging technologies (specifically digitalization and Green HRM applications), and the pursuit of sustainability within the hospitality industry. These findings highlight that the adoption of digital tools (E-HRM) and green initiatives (GHRM) is transitioning HRM from a purely administrative function to a strategic partner essential for achieving triple bottom line outcomes: economic, social, and environmental performance

The Strategic Nexus of HRM, CSR, and Sustainable Performance in Hospitality

The nexus between HRM, Corporate Social Responsibility (CSR), and Sustainable Performance (SP) is increasingly recognized as central to gaining a sustained competitive advantage in the hospitality industry.

1) HRM as a Mediator & Driven of CSR

- *HRM is essential for turning social responsibility efforts into employee behaviors, goals, and activities.*
- *The hospitality sector has come under pressure from stakeholders, notably customers and pressure groups, to cope with environmental concerns and social responsibility issues through eco-friendly services, making CSR a key business strategy.*
- *Research indicates a strong link between human resource management, corporate social responsibility, and sustainable performance (SP).*
- *Human Resources Management positively impacts CSR activities (H1 acceptable) and directly affects attaining SP (H2 accepted).*
- *According to the Resource-Based View (RBV) philosophy, HRM and CSR are strategic resources that contribute to organizational competitiveness and long-term benefit.*
- *CSR connects HRM and sustainability, highlighting their connection.*

2) Contextual Variance in HRM-CSR Effectiveness

- *The relationship dynamics between HRM, CSR, and SP vary significantly based on the hotel categorization and national context.*
- *HRM has a greater influence on CSR and SP in 5-star hotels, followed by 3-star hotels, and finally 4-star hotels. This implies that 3-star hotels may work more actively than 4-star hotels to harness HRM and CSR for competitive advantage.*

3) Advanced Analytics and AI in Sustainability Research

- *The use of big data analytics and machine learning (ML) have been acclaimed due to their disruptive prospects in improving leisure sustainability results.*
- *These innovations offer exhaustive knowledge into consumer habits, boost resource consumption, and support information-based sustainability decisions.*
- *In the period after COVID-19 (2022-2023), the use of big data and analytics seemed vital in improving rivalry as well as operational performance utilizing advanced analytics.*
- *Studies use text mining and evaluation of sentiment on web forums (e.g., TripAdvisor) to identify environmental issues, evaluate CSR policies, and understand hotel brand personality.*
- *Modern study methodology in this area underutilizes modern technologies such as neuromarketing, data mining, and co-word analysis, despite their potential.*

4) The Role of Green Leadership and Cultural Configuration

- *GTL alters cognitive schemas, encouraging and motivating followers to see the value of sustainable behavior.*
- *Green Digital Culture (GDC) is a key mediator in the interaction between E-HRM and sustainable performance. GDC refers to an organization's values, attitudes, and actions that promote environmental sustainability through digital processes.*
- *Excessive GTL can diminish the efficacy of Green Digital Culture in generating sustainable performance. Moderate leadership is needed to balance direction with employee independence.*
- *Leaders must control the negative effects of E-HRM on well-being, balancing communication and psychological circumstances with technology expectations.*

5) CSR and Consumer Behavior

- *In the hotel industry, consumers and other stakeholders are unable to check intangible services before to consumption, hence CSR serves as a virtue signal.*
- *CSR has a high correlation with consumer brand advocacy (BA), which is important in the digital era as customers rely on peer recommendations and social media.*
- *CSR promotes BA by appealing to both rational motivation (CM) and emotional happiness (CH).*
- *Executives ought to execute CSR projects which are appealing to both the "head" (tangible advantages like water conserved) and the "heart" (emotional commitment, gratitude, and feeling of responsibility).*
- *Communication via online avenues such social media and menus, are crucial for spreading CSR messaging along with increasing stakeholder perceptions.*

6) The Moderating Role of Environmental Concern

- *Personal values, particularly consumer environmental concern, have a substantial impact on the relationship between CSR and customer behavior.*
- *Environmental concerns enhance the influence of CSR on consumer motivation and enjoyment.*
- *Hospitality organizations can target environmentally sensitive clients in their CSR marketing, as even minor efforts like removing single-use plastics may increase loyalty and word-of-mouth in this category.*

CONCLUSION

Sustainable HRM (SHRM), Green HRM (GHRM) practices, and corporate social responsibility (CSR) programs are all interrelated in achieving beneficial organizational results, according to the scholarly agreement that emerged from the examined research. Organizational Citizenship Behavior towards the Environment (OCBE) and overall work performance have been shown to be greatly improved by GHRM methods, including green recruiting, selection, training, incentives, and performance evaluation.

According to the investigation, implementing corporate social responsibility initiatives is closely related to modifications inside the company, necessitating a restructuring of tactics and processes in order to match social responsibility principles with employee conduct and the regular business agenda. By encouraging employee dedication and involvement, human resources management plays a crucial strategically role in ensuring that CSR is conceived, managed, and carried out successfully. The correlation between HRM, CSR, and sustainable performance (economic, social, and environmental) has already been experimentally confirmed in a variety of hotel classifications and societal contexts, highlighting its worldwide significance in the industry of hospitality.

Through its application to the specific context of digital sustainability in hospitality, the studied corpus of literature significantly expands on several fundamental notions. Strong support is given to the Resource-Based View (RBV) hypothesis, which presents CSR and HRM as essential resources that together provide long-term organizational performance and a sustainable competitive advantage. The availability and capacity of these strategic resources affect how various hotel categories participate in sustainability, with five-star hotels often demonstrating a higher effect and, interestingly, three-star hotels occasionally competing more fiercely than four-star hotels in promoting CSR.

Additionally, Signaling Theory frames the merging of GHRM and external communication. GHRM practices function as internal sustainability signals that, when conveyed through green branding and bolstered by robust CSR commitments, develop vital external stakeholder assets like customer trust. This process emphasizes the need of authenticity; CSR serves as a crucial mediator, enhancing the legitimacy of green campaigns. The Ability-Motivation-Opportunity (AMO) framework's effective implementation provides additional insight into how GHRM and CSR initiatives empower and inspire employees, resulting in a substantial amount of OCBE.

The analysis makes it clear that contemporary HRM in the hospitality sector must include novel technologies to become a proactive facilitator of sustainability, going beyond simple management assistance. Driven by digital transformation, Electronic Human Resource Management (E-HRM) replaces old work models with digitized, resource-efficient solutions that support organizational sustainability.

One important discovery focuses on the mediating function of Green Digital Culture (GDC), a notion that includes attitudes and actions that promote preservation of the environment via digital means. Both simultaneously and via the promotion of GDC, which acts as a cultural conduit for institutionalizing green principles and guaranteeing consistency in sustainability initiatives, E-HRM makes a substantial contribution to SP.

The larger digital environment is emphasized as being crucial in addition to E-HRM solutions. The research community acknowledges the enormous potential of machine learning (AI), data mining, along with big data analytics for improving conservation results, especially in terms of reducing the consumption of resources and obtaining fine-grained knowledge of customer behavior in hotels and restaurants. However, the "dark side" of E-HRM comes with the quick shift to digital, and it needs to be addressed in advance. This entails handling confidential information concerns, possible prejudices in AI systems, and reducing the negative effects of continuous connection on staff fatigue and well-being. Social networking websites and other digital platforms are essential for showcasing integrity to customers who are becoming progressively environmentally concerned and for supporting green projects.

The discoveries translate into a number of crucial, evidence-based activities for managers in the hospitality industry. In order to propose, create, and carry out CSR and sustainability activities, human resources management has to initially be properly leveraged as a strategic partner. Offering monetary incentives, upholding a strong ethical culture, specifying strict training requirements, and encouraging cooperation and openness are all effective HRM approaches that have been shown to produce favorable outcomes. Second, successful technology deployment is strongly relied on leadership. In order to motivate transformation and promote the widespread implementation of GDC and E-HRM, Green Transformational Leadership (GTL) is essential. However, managers need to be aware of the nonlinear barrier impact of GTL, which suggests that a balanced approach is necessary, particularly as digital systems advance, since overly aggressive leadership may reduce returns.

Lastly, genuine execution and clear communication are essential to gaining a competitive edge. For instance, to prevent skepticism and reputational harm from perceived "greenwashing," businesses should aggressively use digital platforms (such as social media and internal digital displays) to highlight employee-driven green initiatives, ensuring alignment with overall CSR activities. Employee engagement is sustained and consistent when sustainability is included into business goals, employee assessments, and reward programs.

The juxtaposition of technical innovation and statutory sustainability criteria places HRM as the major engine of change within the hospitality sector. To deliver the thorough, strategic, and nuanced insights required for the sector to achieve long-term resilience and truly sustainable growth, future research must overcome the constraints that have been identified.

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