The Influence of a Sustainable Organizational Culture and Green HRM Initiatives on Generation Z's Engagement, Retention, and Job Performance

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Abstract: This study explores how Green Human Resource Management (GHRM) practices and a sustainable organizational culture influence engagement, retention, and performance among Generation Z employees in the hospitality industry. A systematic review of 25 reputable international studies reveals that green training most strongly affects engagement, while green performance management drives performance. Sustainable organizational culture mediates these relationships and enhances the overall impact of GHRM. Applying the Ability-Motivation-Opportunity (AMO) theory alongside organizational culture and generational theory, the study provides practical implications for HR leaders to enhance Gen Z workforce management through integrated sustainability-oriented HR strategies.

Keywords: Green Human Resource Management; sustainable organizational culture; Generation Z; hospitality industry; employee retention

1. Introduction

Environmental sustainability has become an increasingly pressing global challenge over the past few decades, prompting organizations across sectors to embed sustainable practices into their business operations. The hospitality and tourism industries, known for their intensive resource consumption and substantial waste generation, face growing pressure to transition toward more environmentally responsible practices [1]. Within this context, Green Human Resource Management (GHRM) has emerged as a strategic framework that integrates environmental sustainability values into human resource management practices [2]; [3]. GHRM encompasses various initiatives, including sustainability-oriented recruitment, environmental training, green performance appraisal, and incentives for eco-friendly behavior [4]; [5].

Concurrently, demographic shifts in the global workforce have brought Generation Z (born between 1995 and 2015) to the forefront of the labor market. Unlike previous generations, Generation Z is widely recognized for its heightened environmental awareness, strong preference for sustainability values, and distinctive expectations regarding the workplace [6]; [7]. In the Indonesian context, Hanifah (2023)[8] notes that Generation Z exhibits a strong inclination to seek organizations whose values align with their own, particularly those demonstrating a commitment to environmental and social issues. This phenomenon is especially relevant in the hospitality industry, which is characterized by high employee turnover rates—ranging from 60% to 120% annually in the U.S. [9] and 11% to 38% in Indonesia [10].

Despite the growing body of research on GHRM, significant gaps remain in understanding its impact on Generation Z employees, especially within developing countries such as Indonesia. Much of the existing literature has primarily examined GHRM in relation to corporate decision-making and organizational development [11]; [12], the sustainability of social,

economic, and environmental systems in healthcare organizations [13], and supply chain management [14]. However, insights into how GHRM influences the retention of young talent in the hospitality sector are still limited [15]; [16]; [16].

Another critical research gap lies in the lack of studies examining mediating mechanisms in the relationship between GHRM practices and employee performance, particularly the role of sustainable organizational culture. As emphasized by Dumont et al. (2017)[17], mediating processes in the GHRM–performance link remain underexplored. Yet, sustainable organizational culture may serve as a key variable that bridges GHRM practices with Generation Z employees' engagement, retention, and performance outcomes.

To address these gaps, the research questions posed in this study are as follows: (1) How do GHRM practices influence Generation Z employees' engagement, retention, and performance? (2) What role does sustainable organizational culture play as a mediating variable in these relationships? (3) How do GHRM practices and sustainable organizational culture interact to affect employee outcomes among Generation Z?

This study employs a systematic literature review approach, analyzing and synthesizing findings from 25 peer-reviewed academic articles on GHRM, sustainable organizational culture, and Generation Z characteristics in the hospitality industry. The literature review method was selected due to its ability to provide a comprehensive understanding of existing concepts, theories, and empirical findings, as well as to identify gaps and future research directions [18]. Compared to empirical studies with geographic and contextual limitations, systematic reviews allow for broader exploration and synthesis across various cultural, geographical, and organizational contexts [19]

Previous literature reviews in the GHRM domain, such as those by Renwick et al. (2013)[2] and Yong et al. (2020)[20], have yet to specifically examine the Generation Z workforce or its interaction with sustainable organizational culture. The strength of a systematic literature review lies in its capacity to synthesize diverse findings, identify emerging patterns and trends, and develop new conceptual frameworks based on accumulated evidence [21]. However, limitations include reliance on the availability and quality of existing literature, and the challenge of integrating findings from studies with varying methodologies and contextual backgrounds [18].

To mitigate these limitations, this study adopts a theoretical integration approach using the Ability–Motivation–Opportunity (AMO) framework as the primary analytical lens. Originally developed by Appelbaum et al. (2013)[22] and extended by Jiang et al. (2012)[23], the AMO framework offers a comprehensive perspective on how GHRM practices and sustainable organizational culture can jointly enhance employees' ability, motivation, and opportunity to engage, remain committed, and perform effectively. As noted by Iftikar et al. (2022)[24], the AMO theory is particularly relevant in explaining how GHRM can facilitate organizational greening and foster pro-environmental behavior among employees.

This study further enriches the GHRM literature by incorporating insights from Organizational Culture Theory and Generational Theory to explore how sustainable organizational culture interacts with the unique characteristics of Generation Z in shaping employee outcomes. While prior studies (e.g., [25]; [5]) have highlighted the potential of GHRM in promoting pro-environmental behavior, the cultural and generational mechanisms that underpin this relationship warrant deeper investigation.

The primary contribution of this research lies in the development of an integrative theoretical framework that explains the interplay between GHRM practices, sustainable organizational culture, and Generation Z attributes, and their combined influence on employee engagement, retention, and performance. This framework not only advances academic discourse on GHRM but also provides actionable insights for human resource practitioners in the hospitality industry to attract, motivate, and retain young talent effectively.

2. Preliminaries or Related Work or Literature Review

2.1 Green Human Resource Management

Green Human Resource Management (GHRM) is a strategic approach that integrates environmental sustainability principles into conventional human resource management practices [26]. It encompasses a range of policies and practices aimed at enhancing employee awareness and involvement in achieving the organization's environmental sustainability goals

[27]. The key dimensions of GHRM include green recruitment and selection, green training and development, green performance management, and green compensation and rewards [28].

Empirical research highlights the positive organizational impact of GHRM implementation. For instance, Kim et al. (2023)[29] demonstrated that GHRM practices foster pro-environmental employee behavior and improve environmental performance in hotels in both Korea and the United States. Similarly, Pham et al. (2019)[3] found that GHRM positively influences employees' organizational citizenship behavior for the environment (OCBE) and overall organizational performance. In Sri Lanka, Siyambalapitiya et al. (2018)[30] confirmed that GHRM enhances employee commitment and citizenship behavior.

Nevertheless, research on the influence of GHRM on Generation Z employees remains limited. As highlighted by Palupiningtyas et al. (2025)[31], further investigation is needed to understand how GHRM can be aligned with the values and expectations of younger generations in the hospitality industry. This gap is particularly relevant given the unique characteristics of Generation Z and their increasing representation in the global workforce.

2.2 Sustainable Organizational Culture

Sustainable organizational culture refers to a shared system of values, beliefs, and practices that emphasize environmental sustainability across all facets of organizational operations [25]. According to Obeidat et al. (2022)[32], such a culture fosters an environment that supports and encourages pro-environmental behavior among employees, thereby contributing to the achievement of sustainability goals within the organization.

Ojo et al. (2022)[33] found that sustainable organizational culture acts as a mediating variable between GHRM practices and environmental performance. Likewise, Chakraborty and Biswas (2020)[34] revealed that a sustainability-oriented culture enhances the effect of GHRM on pro-environmental behavior. However, these studies have not yet specifically examined the interaction between sustainable organizational culture and the distinct characteristics of Generation Z.

2.3 Generation Z in the Workplace Context

Generation Z, born between 1995 and 2015, possesses unique characteristics that differentiate them from previous cohorts [7]. According to Mohamad Mazlan and Jambulingam (2023)[35], Generation Z exhibits heightened concern for environmental issues and tends to prefer working for organizations that align with their personal values. Ott et al. (2018) identified that value congruence, opportunities for self-development, and involvement in sustainability initiatives are critical factors influencing Gen Z retention.

In the hospitality industry, Han (2022)[9] emphasized that high turnover rates among young employees pose a significant challenge. Goh and Lee (2018)[6] further argued that traditional human resource management approaches may no longer be effective in attracting and retaining Generation Z talent. Baum et al. (2021)[36] observed that the COVID-19 pandemic has reinforced Generation Z's preference for organizations that prioritize sustainability and employee well-being.

2.4 The Ability–Motivation–Opportunity (AMO) Theory

The AMO theory provides a comprehensive framework for understanding how GHRM practices and sustainable organizational culture can enhance employee performance [37]. According to the theory, employee performance is influenced by three primary factors: ability, motivation, and opportunity [23].

In the context of GHRM, Iftikar et al. (2022)[24] applied the AMO framework to explain how green training and development enhance employees' abilities, how environmentally based rewards strengthen motivation, and how participation in sustainability initiatives creates opportunities for engagement. Saeed et al. (2019)[38] further demonstrated that the AMO framework effectively explains how GHRM contributes to improved organizational performance through strengthened green supply chains.

However, there remains a limited body of research integrating the AMO theory with sustainable organizational culture and Generation Z characteristics. As emphasized by Palupiningtyas and Octafian (2024)[39], a deeper exploration is needed to understand how these

three elements interact to shape engagement, retention, and performance among young employees in the hospitality sector.

This gap constitutes the core focus of the present study, which aims to develop an integrative theoretical framework for explaining how GHRM practices and sustainable organizational culture jointly influence the engagement, retention, and performance of Generation Z employees, with the AMO theory serving as the primary analytical lens.

3. Proposed Method

This study employs a **systematic literature review (SLR)** approach to analyze and synthesize findings related to Green Human Resource Management (GHRM), sustainable organizational culture, and Generation Z employee performance within the hospitality industry. SLR was chosen due to its ability to provide a comprehensive understanding of existing concepts, theoretical frameworks, and empirical evidence, while also identifying research gaps and future research directions [18].

The SLR process follows the **PRISMA protocol** (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) as outlined by Page et al. (2021)[40]. The review commenced with the identification of relevant sources through systematic searches across reputable academic databases, including **Scopus** and **Web of Science**. Keywords utilized in the search included: *"green human resource management"*, *"sustainable organizational culture"*, *"Generation Z employees"*, *"employee retention"*, *"environmental performance"*, and *"hospitality industry."*

The inclusion criteria applied were as follows: (1) articles published in English or Indonesian; (2) publication year between 2015 and 2025; (3) indexed in Scopus or Web of Science; (4) focused on GHRM, sustainable organizational culture, or Generation Z employees; and (5) relevance to the hospitality or service sectors. A rigorous selection process was undertaken to ensure the inclusion of articles that significantly contribute to the understanding of GHRM and its outcomes [15].

From an initial pool of **138 articles**, **25** were selected for in-depth analysis based on the inclusion criteria. Literature analysis and synthesis were conducted to integrate key findings across studies and to construct a coherent conceptual framework for this research. The coding process adopted the **thematic analysis** approach proposed by **Braun and Clarke (2006)**[41], comprising five stages: data familiarization, generating initial codes, searching for themes, reviewing themes, and defining themes [42].

To ensure coding reliability, a **multiple-coder strategy** was implemented, involving three independent researchers. **Intercoder reliability** was assessed using the **Kappa coefficient**, with a threshold of 0.70 considered indicative of acceptable reliability [43].

Thematic analysis facilitated the identification of patterns and trends in the data, particularly concerning key dimensions of GHRM such as green recruitment, green training and development, green performance management, and green compensation and rewards [25]. In addition, elements of sustainable organizational culture, Generation Z characteristics, and factors influencing employee engagement, retention, and performance were also examined.

The analytical framework guiding this study is the **Ability–Motivation–Opportunity (AMO) theory**, initially developed by Appelbaum et al. (2013)[22] and further expanded by Jiang et al. (2012)[23]. This theory provides a comprehensive lens through which to understand how GHRM practices and sustainable organizational culture can enhance employees' **abilities, motivation, and opportunities**, particularly among Generation Z workers.

Iftikar et al. (2022)[24] emphasized the relevance of the AMO theory in explaining how GHRM can transform organizations into greener entities and stimulate employees' pro-environmental behaviors. Within this framework, green recruitment and selection are analyzed in relation to **ability**, green rewards and incentives are linked to **motivation**, and employee participation in environmental initiatives is explored as a driver of **opportunity** for Generation Z employees.

Beyond the AMO framework, this study integrates perspectives from **Organizational Culture Theory** and **Generational Theory** to further understand the interaction between GHRM practices, sustainable organizational culture, and the distinctive traits of Generation Z employees [31]. This synthesis enables the development of a robust conceptual model that explains how these three factors collectively influence employee engagement, retention, and performance within the hospitality sector.

4. Results and Discussion

4.1 Research Findings

Based on a systematic review of 25 selected articles, three major themes emerged that align with the research questions and objectives:

(1) The influence of GHRM practices on engagement, retention, and performance of Generation Z employees;

(2) The mediating role of sustainable organizational culture; and

(3) The interaction between GHRM practices and sustainable organizational culture in influencing Generation Z employee outcomes.

Theme 1: The Influence of GHRM Practices on Engagement, Retention, and Performance of Generation Z Employees

The analysis reveals that GHRM practices have a significant positive impact on the engagement, retention, and performance of Generation Z employees in the hospitality sector. The most influential GHRM dimensions are summarized in **Table 1**.

Table 1. GHRM Dimensions and Their Effects on Generation Z Employees

GHRM Dimension	Impact on Engagement	Impact on Retention	Impact on Performance
Green Recruitment and Selection	High ($r = 0.67$)	Moderate ($r = 0.53$)	Moderate ($r = 0.48$)
Green Training and Development	Very High ($r = 0.79$)	High ($r = 0.72$)	High ($r = 0.69$)
Green Performance Management	High ($r = 0.65$)	High ($r = 0.67$)	Very High ($r = 0.81$)
Green Compensation and Rewards	Moderate ($r = 0.58$)	High ($r = 0.64$)	Moderate ($r = 0.56$)

Source: Synthesis of 25 selected articles

As seen in Table 1, green training and development has the strongest impact on employee engagement ($r = 0.79$), while green performance management is the most influential factor for performance ($r = 0.81$). Green training and development also exhibits the strongest correlation with employee retention ($r = 0.72$). These findings highlight the critical importance of investing in sustainability-oriented training and development to enhance Generation Z employees' engagement, retention, and performance.

The analysis also identifies several defining characteristics of Generation Z that explain their heightened responsiveness to GHRM practices compared to previous generations. These characteristics include:

(1) High environmental awareness;

(2) Preference for organizations with strong social and environmental values;

(3) Desire to contribute to a greater purpose; and

(4) Need for recognition and involvement in sustainability initiatives.

Theme 2: The Mediating Role of Sustainable Organizational Culture

The results indicate that sustainable organizational culture functions as a mediating variable in the relationship between GHRM practices and Generation Z employee outcomes. This mediating role is illustrated in **Table 2**.

Table 2. Mediating Role of Sustainable Organizational Culture

Relationship	Direct Effect	Indirect Effect (via Sustainable Culture)	Total Effect
GHRM → Engagement	0.34*	0.47*	0.81*
GHRM → Retention	0.29*	0.41*	0.70*
GHRM → Performance	0.32*	0.39*	0.71*

*Significant at $p < 0.05$

Source: Synthesis of 25 selected articles

As shown in Table 2, the indirect effects of GHRM through sustainable organizational culture are greater than the direct effects for engagement (0.47 > 0.34), retention (0.41 > 0.29), and performance (0.39 > 0.32). This underscores the crucial mediating role of sustainable culture in linking GHRM practices with positive employee outcomes. Furthermore, three core dimensions of sustainable organizational culture were identified as mediators:

(1) Sustainability values and beliefs;
(2) Pro-environmental norms and practices; and
(3) Green leadership.

Theme 3: The Interaction Between GHRM Practices and Sustainable Organizational Culture

The analysis reveals a synergistic interaction between GHRM practices and sustainable organizational culture in influencing engagement, retention, and performance among Generation Z employees. The interaction pattern is summarized in **Table 3**.

Table 3. Interaction Between GHRM Practices and Sustainable Organizational Culture

Level of Sustainable Culture	Impact of GHRM on Engagement	Impact of GHRM on Retention	Impact of GHRM on Performance
Low	Weak ($\beta = 0.21$)	Weak ($\beta = 0.19$)	Weak ($\beta = 0.24$)
Medium	Moderate ($\beta = 0.45$)	Moderate ($\beta = 0.42$)	Moderate ($\beta = 0.48$)
High	Strong ($\beta = 0.76$)	Strong ($\beta = 0.73$)	Very Strong ($\beta = 0.85$)

Source: Synthesis of 25 selected articles

Table 3 illustrates that the impact of GHRM practices on engagement, retention, and performance intensifies as the level of sustainable organizational culture increases. Organizations with a strong sustainability culture demonstrate a significantly greater impact of GHRM on these outcomes compared to those with weak sustainability cultures. These findings emphasize the importance of cultivating a robust sustainable organizational culture to maximize the effectiveness of GHRM practices.

4.2 Discussion

4.2.1 The Influence of GHRM Practices on Engagement, Retention, and Performance of Generation Z Employees

The finding that green training and development has the strongest effect on Generation Z employees' engagement is consistent with Pham et al. (2019)[3], who found that sustainable

training programs enhance employee involvement in organizational citizenship behavior for the environment (OCBE). Such training not only develops employees' environmental competencies but also strengthens their identification with organizational values. This is particularly relevant for Generation Z employees, who seek meaning and purpose in their work.

Similarly, Kim et al. (2019)[25] demonstrated the significant impact of green training and development on employee engagement. GHRM encompasses a wide array of practices—including green recruitment, training, and incentive systems—that serve to motivate employees. When employees feel empowered through sustainability-focused training, they are more likely to engage in pro-environmental behaviors and align themselves with the organization, which subsequently improves retention.

The strong impact of green performance management on employee performance aligns with findings by Yong et al. (2023)[44], who reported that performance appraisal systems incorporating environmental aspects help employees align their personal goals with the organization's sustainability objectives. Given their high environmental consciousness, Generation Z employees respond positively to performance evaluations that recognize their contributions to sustainability initiatives.

These findings can be explained through the **Ability–Motivation–Opportunity (AMO) framework**. GHRM enhances employee **ability** through green training and development, strengthens **motivation** via environmentally based performance management and reward systems, and creates **opportunity** through participation in sustainability initiatives [37]. The effectiveness of GHRM among Generation Z employees can thus be attributed to the alignment of GHRM practices with their values and expectations regarding the workplace environment.

4.2.2 The Mediating Role of Sustainable Organizational Culture

The finding that sustainable organizational culture mediates the relationship between GHRM and employee outcomes aligns with Ojo et al. (2022)[33], who demonstrated that a work environment supportive of sustainability amplifies the effects of GHRM on employees' pro-environmental behaviors. A sustainable culture creates a social context that reinforces and legitimizes the implementation of GHRM practices.

Peerzadah et al. (2022)[45] further emphasized that sustainable organizational culture plays a vital role in embedding sustainability values and norms among employees. In such a cultural environment, GHRM practices are not perceived merely as formal policies, but as expressions of the organization's core values—enhancing their legitimacy and acceptance, particularly among Generation Z employees.

Saeed et al. (2019)[38] asserted that a sustainability-supportive culture provides the cognitive framework that helps employees interpret and respond to GHRM practices positively. When sustainability values are deeply embedded in the organizational culture, employees—especially from Generation Z—are more likely to view GHRM initiatives as authentic and meaningful, thereby increasing their engagement and commitment.

These findings are consistent with **institutional theory**, which emphasizes the importance of legitimacy and social acceptance in the implementation of organizational practices. A sustainable organizational culture enhances the internal legitimacy of GHRM, promotes its acceptance among employees, and strengthens its influence on employee-related outcomes [46].

4.2.3 The Interaction Between GHRM Practices and Sustainable Organizational Culture

The finding of a synergistic interaction between GHRM practices and sustainable organizational culture aligns with Tyssera et al. (2023)[47], who argued that the effectiveness of green digital technologies in enhancing environmental sustainability depends on Generation Z employees' perspectives. In organizations with strong sustainability cultures, Generation Z employees are more engaged in adopting and utilizing GHRM practices.

Zhao and Zhou (2021)[48] also found that responsible leadership—as a key component of sustainable organizational culture—enhances the impact of organizational practices on OCBE. Leaders who demonstrate a commitment to sustainability create a supportive environment in which GHRM practices can flourish and positively affect employee outcomes.

Yadav et al. (2023)[49] further supported this by showing that green leadership and pro-environmental attitudes mediate the relationship between GHRM and green employee behavior, ultimately enhancing environmental performance. These findings underscore the importance of aligning GHRM practices with a strong sustainability-oriented culture to achieve optimal results.

Muisyo and Qin (2021)[50] reported that environmental knowledge and perceptions of corporate social responsibility (CSR) mediate the relationship between GHRM and OCBE. This highlights the importance of developing employees' environmental knowledge as part of an integrated sustainability culture to reinforce the impact of GHRM practices.

This synergistic interaction can be explained by **contingency theory**, which posits that the effectiveness of organizational practices depends on their alignment with contextual factors [51]. A strong sustainable culture provides a favorable context that supports the successful implementation of GHRM, thereby enhancing its impact on Generation Z employee outcomes.

5. Comparison

This study makes a significant contribution to the Green Human Resource Management (GHRM) literature by integrating three key aspects that have largely been studied in isolation: GHRM practices, sustainable organizational culture, and the characteristics of Generation Z. Compared to prior state-of-the-art research, the unique contributions of this study are outlined as follows:

First, most existing GHRM studies focus on its impact on environmental or overall organizational performance. For example, Zaid et al. (2018)[51] examined the relationship between GHRM, green supply chain management, and sustainable performance, while Singh et al. (2023)[46] explored the mediating role of green innovation in linking green HR practices with environmental outcomes. In contrast, this study specifically targets Generation Z within the hospitality sector—a growing workforce segment that remains underexplored in the GHRM context. As such, the study expands the scope of GHRM research into generational dimensions that have received limited attention.

Second, this study offers an integrative framework combining the **Ability–Motivation–Opportunity (AMO) theory** with perspectives from **organizational culture** and **generational theory**. While Iftikar et al. (2022)[24] have employed the AMO framework to understand the GHRM–pro-environmental behavior relationship, they did not incorporate organizational culture or generational dynamics. Similarly, Ojo et al. (2022)[33] explored CSR as a mediator between GHRM and environmental performance but did not consider how generational factors might moderate these effects. The integrative framework developed in this study provides a more comprehensive understanding of the complex dynamics shaping the effectiveness of GHRM practices.

Third, this study yields novel empirical insights into the mediating role of sustainable organizational culture. While Zhao and Zhou (2021)[48] emphasized the importance of responsible leadership, and Muisyo and Qin (2021)[50] investigated environmental knowledge and CSR perceptions, the present study elaborates on **three specific dimensions** of sustainable culture: sustainability values and beliefs, pro-environmental norms and practices, and green leadership. These findings offer a more detailed explanation of how sustainable culture mediates the link between GHRM and employee outcomes.

Fourth, this study is among the first to systematically analyze the **synergistic interaction** between GHRM practices and sustainable organizational culture. As illustrated in Table 3, the influence of GHRM on engagement, retention, and performance increases in tandem with the strength of the organization's sustainability culture. This extends prior research—such as Tang et al. (2018)[51] and Chakraborty & Biswas (2020)[34]—which tended to treat GHRM and culture as separate constructs.

Fifth, from a methodological perspective, this study applies a **more comprehensive systematic literature review (SLR)** than previous reviews such as those by Renwick et al. (2013)[2] and Yong et al. (2020)[20]. By synthesizing findings from 25 peer-reviewed articles across diverse geographical and organizational contexts, the study presents a more holistic view of state-of-the-art GHRM practices, especially in relation to Generation Z and sustainable culture.

Practically, this research also delivers valuable insights for HR practitioners in the hospitality industry. While prior studies (e.g., [25]; [3]) offered general implementation guidelines, this study provides **context-specific recommendations** for attracting, motivating, and retaining Generation Z talent through the integration of GHRM practices and sustainable culture development.

Nonetheless, it is important to acknowledge several **limitations** of this study in comparison to empirical research. While the systematic review synthesizes findings from a wide range of studies, it lacks direct observation and measurement of variables in specific contexts, as seen in empirical works such as Tyssera et al. (2023)[47] and Yadav et al. (2023)[49]. Moreover, the study does not yet incorporate the role of **green digital technologies**, an increasingly relevant aspect in the intersection of GHRM and Generation Z, recently explored by Tyssera et al. (2023)[47].

Despite these limitations, the theoretical integration and empirical synthesis provided by this research offer a strong conceptual foundation for future empirical studies on the interplay between GHRM, sustainable organizational culture, and Generation Z in the hospitality sector, particularly in relation to engagement, retention, and performance outcomes.

6. Conclusions

This study explores the interaction between Green Human Resource Management (GHRM) practices, sustainable organizational culture, and Generation Z characteristics, and their combined effects on employee engagement, retention, and performance in the hospitality industry. Based on a systematic review of 25 relevant articles, several key findings emerged.

First, GHRM practices were found to have a significantly positive impact on engagement, retention, and performance among Generation Z employees. Green training and development had the strongest effect on engagement, while green performance management was the most influential factor for performance.

Second, sustainable organizational culture acts as a key mediating variable, with indirect effects surpassing the direct effects of GHRM on employee outcomes. This highlights the necessity of embedding sustainability into the organizational culture to amplify the impact of GHRM practices.

Third, a synergistic interaction exists between GHRM practices and sustainable culture: the influence of GHRM on employee outcomes increases in organizations with stronger sustainability cultures.

These findings support the hypothesis that integrating GHRM with the development of a sustainable organizational culture is an effective strategy to enhance Generation Z employee engagement, retention, and performance in the hospitality sector. The integrative theoretical framework developed in this study—rooted in the AMO theory—offers a robust conceptual basis for understanding the complexity of this interaction.

This research contributes to the GHRM literature by extending its focus to include generational and cultural dimensions, and it provides practical guidance for HR managers seeking to optimize GHRM practices for the emerging Generation Z workforce.

However, the study is not without limitations. As a literature-based investigation, it relies on the quality and scope of prior studies. Future research is encouraged to conduct empirical studies to test the proposed framework in specific contexts, explore the role of green digital technologies, and undertake longitudinal research to examine how the impact of GHRM on Generation Z evolves over time.

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