

The role of green human resource management in promoting sustainable tourism practices

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Abstract. The tourism industry increasingly acknowledges sustainability as crucial for long-term success and environmental stewardship. This study examines the role of Green Human Resource Management (Green HRM) in promoting sustainable tourism practices. Green HRM integrates environmental management into HR policies, fostering a sustainability-oriented organizational culture. Through a comprehensive literature review and empirical analysis, this research evaluates the impact of Green HRM practices on sustainable tourism development. Key areas include eco-friendly recruitment, training, performance management, and employee engagement strategies. The study emphasizes the importance of these practices in enhancing organizational sustainability, reducing the carbon footprint of tourism operations, and cultivating environmental responsibility among employees. Findings indicate that Green HRM significantly contributes to sustainable tourism by encouraging responsible behavior, improving resource efficiency, and supporting community-based tourism. The research also identifies challenges and opportunities in implementing Green HRM in the tourism sector, offering practical recommendations for industry stakeholders. This study underscores the necessity for tourism organizations to adopt Green HRM as a strategic approach to achieve sustainability goals. The implications extend to policymakers, tourism managers, and HR professionals aiming to enhance their organizations' environmental performance while promoting sustainable tourism practices.

1 Introduction

The global tourism industry, a significant contributor to economic development, faces increasing pressure to integrate sustainability into its operations. As environmental concerns become more pressing, the importance of sustainable tourism practices has grown, aligning with broader goals of sustainable development[1]–[3]. This alignment seeks to minimize the negative impacts of tourism on the environment while maximizing its socio-economic benefits. In this context, the concept of Green Human Resource Management (Green HRM) emerges as a vital strategy to promote sustainability within the tourism sector.

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Green HRM integrates environmental management into human resource policies, aiming to foster an organizational culture that prioritizes sustainability[4], [5].

By embedding eco- friendly practices into HRM, organizations can influence employee behavior and attitudes towards the environment, ultimately contributing to broader sustainability goals. This study explores the role of Green HRM in promoting sustainable tourism practices, focusing on key areas such as recruitment and selection, training and development, performance management, and employee engagement[6], [7].

Sustainable development in tourism seeks to balance the needs of tourists, the tourism industry, the environment, and local communities. It emphasizes responsible resource use, environmental conservation, and the well-being of local populations. Sustainable tourism practices are designed to mitigate the adverse effects of tourism, such as pollution, habitat destruction, and cultural erosion, while enhancing its positive impacts, including economic growth, cultural exchange, and environmental awareness. Sustainable development in tourism is increasingly recognized as essential for the industry's long-term viability. It encompasses various strategies and policies aimed at ensuring that tourism activities do not compromise the ability of future generations to meet their needs. Central to these strategies is the integration of sustainability principles into all aspects of tourism planning and management[8]–[10].

Green HRM refers to the incorporation of environmental objectives into HRM practices. It involves adopting eco-friendly HR policies and practices to promote environmental sustainability within organizations[11], [12]. Green HRM encompasses a range of activities, including green recruitment, green training and development, green performance management, and green employee engagement. Green recruitment and selection focus on attracting and hiring individuals who are environmentally conscious and possess the skills and values needed to support an organization's sustainability goals. This can involve incorporating environmental criteria into job descriptions and selection processes, as well as targeting candidates who demonstrate a commitment to sustainability[13], [14]. Green training and development aim to enhance employees' environmental awareness and skills. Training programs can cover a wide range of topics, including sustainable tourism practices, energy conservation, waste management, and environmental regulations. By equipping employees with the knowledge and skills needed to support sustainability initiatives, organizations can foster a culture of environmental responsibility. Green performance management involves integrating environmental objectives into performance appraisal systems. This can include setting specific environmental performance targets, providing feedback on environmental behaviours, and recognizing and rewarding employees who contribute to the organization's sustainability goals. By aligning performance management with sustainability objectives, organizations can motivate employees to engage in eco-friendly behaviours. Green employee engagement focuses on encouraging employees to actively participate in sustainability initiatives[15], [16]. This can involve creating opportunities for employees to contribute to environmental projects, promoting environmental awareness campaigns, and fostering a sense of ownership and responsibility for the organization's environmental performance. Engaged employees are more likely to adopt and support sustainability practices, leading to more effective implementation of green HRM policies[17]–[19].

The implementation of Green HRM practices in the tourism industry is crucial for promoting sustainable tourism. By integrating environmental objectives into HR policies and practices, tourism organizations can create a workforce that is committed to sustainability and equipped with the skills needed to support sustainable tourism initiatives. This, in turn, can lead to a range of benefits, including reduced environmental impact, enhanced resource efficiency, and improved reputation and competitiveness. Reduced Environmental Impact: Green HRM practices can help tourism organizations minimize their environmental

footprint. For example, green recruitment can attract candidates who are passionate about sustainability, while green training can equip employees with the skills needed to implement eco-friendly practices. By fostering a culture of environmental responsibility, organizations can reduce their energy consumption, waste production, and carbon emissions[20], [21].

Green HRM practices can also contribute to more efficient use of resources. For example, green performance management can encourage employees to identify and implement resource-saving measures, while green employee engagement can foster a culture of continuous improvement[22]–[24]. By promoting resource efficiency, organizations can reduce their operational costs and enhance their sustainability[25], [26]. Adopting Green HRM practices can enhance an organization's reputation and competitiveness in the tourism industry. Consumers are increasingly seeking out environmentally responsible tourism options, and organizations that demonstrate a commitment to sustainability can attract more customers[27], [28]. Additionally, a strong reputation for sustainability can help organizations attract and retain top talent, as employees increasingly prioritize environmental values in their career choices[29]. While the benefits of Green HRM are clear, implementing these practices in the tourism industry can be challenging. One key challenge is the need for a shift in organizational culture. Implementing Green HRM requires a commitment to sustainability from all levels of the organization, and changing existing mindsets and behaviours can be difficult[30], [31]. Additionally, organizations may face resource constraints, as implementing green HRM practices can require significant investment in training, infrastructure, and technology. However, these challenges also present opportunities for innovation and growth. For example, organizations can leverage technology to support Green HRM practices, such as using digital tools to monitor and manage environmental performance. Additionally, organizations can collaborate with stakeholders, including employees, customers, and local communities, to develop and implement sustainability initiatives. By engaging with stakeholders, organizations can gain valuable insights and support for their Green HRM efforts. this research aims to contribute to a deeper understanding of the intersection between human resource management and sustainable tourism, offering valuable insights and practical guidance for promoting sustainability in the tourism sector

2 Methods

By leveraging the comprehensive coverage and high-quality data provided by Scopus and Web of Science (WoS), this research aims to gain a deep understanding of the role of Green Human Resource Management (Green HRM) in promoting sustainable tourism practices. Scopus, with its extensive collection of peer-reviewed literature across various disciplines, and WoS, known for its multidisciplinary database and detailed citation data, together offer a robust foundation for this study. Utilizing relevant keywords such as "Green HRM," "sustainable tourism," and "environmental management," data will be extracted, focusing on key fields like Environmental Sciences, Business, and Management, and Hospitality and Tourism. Bibliometric analysis will identify influential papers, authors, and journals, while trend analysis will uncover shifts in research focus over time. Content analysis of abstracts and full texts will highlight key themes and methodologies, and network analysis using tools like VOSviewer will visualize research clusters and collaboration networks. This integrated approach will provide valuable insights into the current state of research, emerging trends and gaps in existing knowledge, ultimately informing the development of effective Green HRM strategies for the tourism industry.

2.1 Bibliometric Algorithm

The following algorithm outlines the steps to conduct research on the role of Green Human Resource Management (Green HRM) in promoting sustainable tourism practices using data from Scopus and Web of Science (WoS). This algorithm includes data collection, processing, analysis, and reporting steps.

Table 1. Bibliometric Algorithm
Sustainable Tourism Bibliometric Algorithm

Step 1: Define Research Objectives

- 1. Identify Key Objectives
- 2. Examine the integration of Green HRM in sustainable tourism.
- 3. Assess the impact of Green HRM practices on sustainability outcomes.
- 4. Identify challenges and opportunities in implementing Green HRM.

Step 2: Data Collection

- 1. Keyword Selection: Choose relevant keywords such as "Green HRM," "sustainable tourism," "environmental management," and "eco-tourism."
- 2. Database Search: Search for relevant literature in Scopus and WoS using the selected keywords.
- 3. Inclusion Criteria: Filter results to include peer-reviewed articles, conference papers, and reviews published within a specified time frame (e.g., 2015-2023).
- 4. Export Data: Export bibliographic data, including titles, authors, abstracts, keywords, publication years, and citation counts.

Step 3: Data Preprocessing

- 1. Data Cleaning:
- 2. Remove duplicates.
- 3. Standardize author names and keywords.
- 4. Data Structuring: Organize data into a structured format (e.g., DataFrame) for analysis.

Step 4: Bibliometric Analysis

- 1. Citation Analysis:
- 2. Identify the most cited papers and authors.
- 3. Calculate citation metrics (e.g., h-index).
- 4. Keyword Analysis:
- 5. Count the frequency of keywords over time.
- 6. Identify emerging keywords based on recent growth.

Step 5: Content Analysis

- 1. Abstract Review: Read abstracts to identify key themes and methodologies.
- 2. Full-Text Review: Review full texts of highly relevant papers for detailed insights.
- 3. Step 6: Network Analysis
- 4. Collaboration Networks:
- 5. Use network analysis tools (e.g., VOSviewer) to visualize author collaborations.
- 6. Research Clusters:
- 7. Identify clusters of related research topics.

Step 7: Data Integration and Interpretation

- 1. Synthesize Findings: Integrate insights from bibliometric, content, and network analyses.
- 2. Identify Gaps: Highlight gaps in existing research and suggest areas for future study.

Step 8: Reporting

- 1. Literature Review: Write a comprehensive literature review summarizing key findings.
- 2. Results Presentation:
- 3. Use charts and graphs to visualize trends and patterns.

4. Present tables of top cited papers and emerging keywords.
5. Recommendations: Provide practical recommendations for industry stakeholders based on research findings

This algorithm outlines a systematic approach to conducting a bibliometric analysis of sustainable tourism, focusing on the integration and impact of Green Human Resource Management (Green HRM). The research begins by defining key objectives, such as examining the role of Green HRM in sustainable tourism and assessing its sustainability outcomes. Data collection involves selecting relevant keywords, searching databases like Scopus and Web of Science (WoS), and filtering for peer-reviewed literature from 2015-2023. The preprocessing step includes cleaning and structuring the data. Bibliometric analysis follows, identifying the most cited papers and authors, calculating citation metrics, and analyzing keyword frequencies to spot emerging trends. Content analysis involves reviewing abstracts and full texts to identify key themes. Network analysis uses tools like VOSviewer to visualize author collaborations and research clusters. The findings are then synthesized, highlighting research gaps and suggesting future study areas. The final step is reporting, which includes writing a comprehensive literature review, presenting results with charts and tables, and offering practical recommendations for industry stakeholders.

2.2 Data Collection

The data collection phase of this research involves several critical steps to gather relevant and high-quality literature on the integration of Green Human Resource Management (Green HRM) in promoting sustainable tourism practices. The process leverages the extensive databases of Scopus and Web of Science (WoS) to ensure a comprehensive and rigorous collection of academic sources.

Table 2. Data Collection

Step	Purpose	Actions	Details
Key word Selection	Identify and refine search terms	Select relevant keywords	Keywords: "Green HRM," "sustainable tourism," "environmental management," "eco-tourism"
Data base Search	Search for relevant literature using selected keywords	Use advanced search options in Scopus and WoS; apply Boolean operators to combine search terms	Databases: Scopus, WoS
Inclusion Criteria	Filter search results to ensure high-quality, relevant literature	Apply filters to include only peer-reviewed articles, conference papers, and reviews within a specified time frame	Criteria: Peer-reviewed, conference papers, reviews, time frame (2015-2023)
Export Data	Gather and organize bibliographic data for analysis	Use export functions in Scopus and WoS to download data; ensure inclusion of all relevant fields	Fields: Titles, authors, abstracts, keywords, publication years, citation counts

The table outlines the systematic data collection process for researching the role of Green

Human Resource Management (Green HRM) in promoting sustainable tourism practices. The process begins with keyword selection, where relevant terms such as "Green HRM," "sustainable tourism," "environmental management," and "eco-tourism" are identified. Next, a database search is conducted using advanced search options in Scopus and Web of Science (WoS), applying Boolean operators to refine the search results. Inclusion criteria are then applied to filter the results, ensuring that only peer-reviewed articles, conference papers, and reviews from the time frame 2015-2023 are included. Finally, the relevant bibliographic data such as titles, authors, abstracts, keywords, publication years, and citation counts are exported using the databases' export functions. This structured approach ensures a comprehensive and high-quality dataset for subsequent analysis.

3 Result and Discussion

3.1 Trend Analysis Sustainable Tourism

The chart depicts the number of documents related to sustainable tourism published annually from 2004 to 2024, based on Scopus data. Starting from a relatively low number of publications in 2004, there is a noticeable upward trend over the years, reflecting increasing scholarly interest in this field. Significant growth is observed from around 2016 onwards, with a sharp rise peaking in 2021, where the number of documents reaches its highest point at around 80 publications

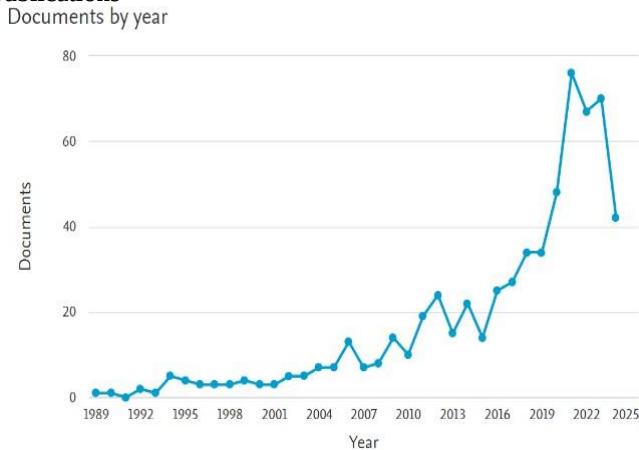


Fig 1. Scopus documents by year

This peak may correspond to heightened global awareness and research activities related to sustainability and environmental management within the tourism sector, potentially driven by global sustainability initiatives and the impacts of the COVID-19 pandemic on tourism practices. The slight decline in publications in the subsequent years may suggest a stabilization in the research output or a shift in research focus. Overall, the chart indicates a growing academic focus on sustainable tourism over the past two decades.

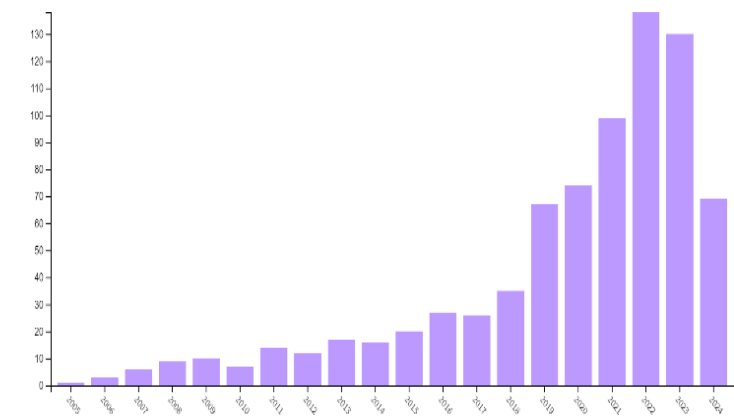


Fig 2. Web of sciences documents by year

The chart illustrates the annual number of documents related to sustainable tourism published from 2004 to 2024 based on Web of Science (WoS) data. The data shows a gradual increase in publications from 2004 to 2015, followed by a more pronounced upward trend starting around 2016. This indicates growing academic interest and research activity in sustainable tourism. The number of publications peaks in 2021 and 2022, with over 120 documents, reflecting a heightened focus on sustainability issues, possibly influenced by global sustainability initiatives and the impacts of the COVID-19 pandemic on the tourism industry. The slight decrease in 2023 and 2024 may suggest a stabilization in research output or a shift in research priorities. Overall, the chart highlights the increasing recognition of sustainable tourism as a critical area of study over the past two decades.

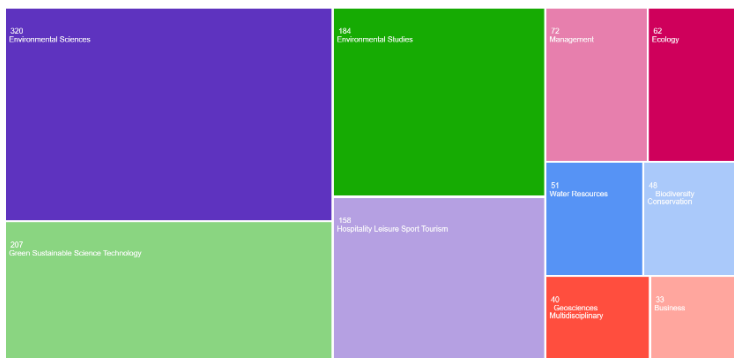


Fig 3. Heat map on web of sciences documents by year

The heat map from the Web of Science (WoS) data visually represents the distribution of research documents related to sustainable tourism across various subject areas. The size of each block indicates the volume of documents within that subject. "Environmental Sciences" leads with 320 documents, highlighting a significant focus on environmental aspects of sustainable tourism. "Green Sustainable Science Technology" follows with 207 documents, reflecting the integration of sustainable technologies in tourism practices. Other prominent areas include "Environmental Studies" (184 documents) and "Hospitality Leisure Sport Tourism" (158 documents), showing diverse interdisciplinary interest. Smaller but notable fields such as "Management" (72 documents), "Ecology" (62 documents), "Water Resources" (51 documents), and "Biodiversity Conservation" (48 documents) emphasize specific environmental and managerial aspects relevant to sustainable tourism. The distribution

indicates a comprehensive research approach, addressing various dimensions of sustainability in tourism, from environmental impacts to management practices and technological innovations.

3.2 Keywords Analysis Sustainable Tourism

In the context of sustainable tourism, various keywords frequently appear in academic literature, reflecting the diverse aspects and dimensions of the field. These keywords highlight the focus areas, emerging trends, and critical issues addressed by researchers and practitioners aiming to integrate sustainability into tourism practices. Analyzing these keywords provides insights into the prevailing themes and priorities within sustainable tourism research. Below is a detailed analysis of the most relevant keywords in sustainable tourism, including their frequency of use and explanations of their significance

Table 3. Keywords Analysis		
Keyword	Frequency	Explanation
Sustainable Development	High	Emphasizes integrating sustainability into development practices, ensuring long-term environmental and socio- economic benefits.
Eco-tourism	High	Focuses on responsible travel to natural areas, conserving the environment, and improving the well-being of local people.
Environmental Management	High	Involves the management of human interaction with and impact on the environment to achieve sustainable outcomes.
Green HRM	Medium	Incorporates environmental management into HR practices to promote sustainability within organizations.
Climate Change	Medium	Addresses the impacts of climate change on tourism and explores mitigation and adaptation strategies.
Community-based Tourism	Medium	Promotes local community involvement and benefits, ensuring tourism development aligns with local needs and values.
Resource Efficiency	Medium	Focuses on optimizing resource use to minimize environmental impact and enhance sustainability.
Sustainable Tourism Practices	High	Encompasses various practices aimed at achieving sustainability in tourism operations and development.
Biodiversity Conservation	Medium	Highlights the importance of preserving biological diversity in tourism areas to maintain ecosystem health.

Keyword	Frequency	Explanation
Environmental Impact Assessment	Medium	Evaluates the potential environmental consequences of tourism projects and activities before they are carried out.

In sustainable tourism research, key keywords like Sustainable Development, Eco-tourism, Environmental Management, Green HRM, Climate Change, Community-based Tourism, Resource Efficiency, Sustainable Tourism Practices, Biodiversity Conservation, and Environmental Impact Assessment are frequently used. Sustainable Development integrates economic, environmental, and social considerations to meet present needs without compromising future generations. Eco-tourism focuses on conservation, education, and community participation to minimize environmental impacts. Environmental Management ensures tourism activities are environmentally friendly through systematic approaches. Green HRM integrates environmental practices into HR to foster a sustainability culture within organizations. Climate Change research explores tourism adaptation and mitigation strategies against altered weather patterns and extreme events. Community-based Tourism involves local communities in planning and managing tourism to ensure economic and social benefits while preserving heritage. Resource Efficiency emphasizes sustainable use of water, energy, and materials to reduce waste. Sustainable Tourism Practices include various strategies promoting conservation, resource management, and eco-friendly operations. Biodiversity Conservation protects the variety of life in tourism areas, essential for healthy ecosystems. Environmental Impact Assessment evaluates potential environmental consequences of tourism projects to avoid negative impacts and ensure sustainable development

3.3 Sustainable Tourism Metrics Directions

As the tourism industry increasingly embraces sustainability, the integration of Green Human Resource Management (Green HRM) and local wisdom approaches has become essential in promoting sustainable tourism practices. Green HRM focuses on embedding environmental management into human resource practices, ensuring that tourism organizations not only adopt eco-friendly operations but also foster a culture of sustainability among their employees. Local wisdom, encompassing traditional knowledge and cultural heritage, plays a crucial role in sustainable tourism by preserving and respecting the unique cultural and environmental contexts of tourism destinations.

Table 4. Keywords Analysis

Metric	Description	Purpose
Carbon Footprint	Measurement of total greenhouse gas emissions caused by tourism activities.	To assess and reduce the environmental impact of tourism operations and travel.
Water Usage	Quantification of water consumption in tourism facilities and activities.	To promote water conservation and efficient usage in tourism destinations.
Energy Efficiency	Evaluation of energy consumption and adoption of renewable energy sources in tourism.	To enhance energy conservation and transition to renewable energy in the tourism sector.

Metric	Description	Purpose
Waste Management	Analysis of waste generation, recycling rates, and waste disposal methods in tourism.	To minimize waste production and improve waste management practices in tourism.
Biodiversity Impact	Assessment of tourism's impact on local biodiversity and ecosystems.	To protect and preserve biological diversity in tourism areas.
Community Engagement	Measurement of local community involvement in tourism planning and benefits distribution.	To ensure that local communities benefit economically and socially from tourism.
Sustainable Certifications	Number and type of sustainability certifications obtained by tourism businesses.	To encourage adoption of recognized sustainable practices and standards in tourism operations.
Visitor Satisfaction	Evaluation of tourist satisfaction with sustainable tourism practices and experiences.	To improve the quality of sustainable tourism experiences and promote responsible tourism.
Economic Impact	Analysis of tourism's contribution to local and national economies.	To measure the economic benefits of sustainable tourism and ensure equitable distribution.
Cultural Heritage Preservation	Assessment of efforts to protect and promote local culture and heritage through tourism.	To safeguard cultural heritage and promote cultural tourism.
Environmental Education	Measurement of educational programs and initiatives aimed at raising awareness about sustainability.	To increase environmental awareness and educate tourists and stakeholders about sustainable practices.
Policy Implementation	Evaluation of the effectiveness and enforcement of sustainable tourism policies and regulations.	To ensure that policies supporting sustainable tourism are effectively implemented and enforced.
Sustainable Transportation	Analysis of the availability and use of eco-friendly transportation options in tourism.	To reduce the carbon footprint and environmental impact of transportation in tourism.
Resource Efficiency	Measurement of the efficiency in using natural resources (water, energy, materials) in tourism.	To optimize resource use and minimize environmental impact.
Health and Safety Standards	Evaluation of health and safety measures in tourism facilities and activities.	To ensure the well-being of tourists and employees in the tourism sector.
Green Building Practices	Adoption rate of environmentally friendly building designs and materials in tourism infrastructure.	To promote sustainable construction and reduce the environmental impact of tourism infrastructure.
Green Recruitment	Assessment of eco-friendly criteria in the recruitment processes of tourism organizations.	To ensure the hiring of environmentally conscious employees who support sustainable practices.

Metric	Description	Purpose
Green Training and Development	Evaluation of training programs focused on sustainability and environmental responsibility.	To equip employees with the skills and knowledge necessary to implement sustainable practices.
Local Wisdom Integration	Incorporation of local cultural and traditional knowledge into tourism practices.	To respect and leverage local wisdom for sustainable tourism development.
Employee Engagement in Sustainability	Measurement of employee participation in sustainability initiatives and practices.	To foster a culture of environmental responsibility among employees.
Sustainable Leadership	Assessment of leadership practices that prioritize sustainability in tourism organizations.	To ensure that organizational leaders are committed to and advocate for sustainable tourism practices.

To effectively measure and promote sustainable tourism, a comprehensive set of metrics is required. These metrics must assess various dimensions of sustainability, including environmental impact, resource efficiency, community engagement, and cultural preservation, while also evaluating the specific contributions of Green HRM and local wisdom approaches. The following table outlines key metrics for sustainable tourism, providing a detailed description of each metric, its purpose, and its relevance to fostering a sustainable and responsible tourism industry. Carbon Footprint measures the total greenhouse gas emissions from tourism activities, helping to identify and implement strategies to reduce environmental impact. Water usage tracks water consumption to promote conservation and efficient usage, crucial in areas facing water scarcity. Energy efficiency evaluates energy use and the shift to renewable energy sources, aiming to reduce reliance on fossil fuels and enhance sustainability. Waste management analyses waste generation and disposal practices, encouraging recycling and waste reduction in tourism operations. Biodiversity impact assesses tourism's effects on local ecosystems to protect and preserve biodiversity. Community engagement measures the involvement and benefits of local communities in tourism, ensuring economic and social gains. Sustainable certifications count sustainability certifications to encourage best practices and adherence to sustainability standards. Visitor satisfaction evaluates tourist satisfaction with sustainable practices, promoting quality experiences and responsible tourism. Economic impact analyses tourism's economic benefits to ensure fair distribution and support for local economies. Cultural heritage preservation assesses efforts to protect cultural heritage, promoting cultural tourism and safeguarding traditions. Environmental education measures educational initiatives to raise awareness and promote sustainable practices among tourists and stakeholders. Policy implementation evaluates the effectiveness of policies supporting sustainable tourism, ensuring proper enforcement. Sustainable Transportation analyses the availability and usage of eco-friendly transportation options to reduce environmental impact. Resource efficiency measures the

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