

## The Factors Influencing Sustainable Performance Among Generation Z Employees at Four-Star Hotels In Cibubur.

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### Abstract

*The growth of the hospitality industry in the Cibubur area demands improved human resource quality, particularly among Generation Z employees who now form an important segment of the workforce. This study aims to analyze the effect of green human resource management on sustainable performance, with creativity and exploratory green innovation as mediating variables. A quantitative method was employed using an explanatory research design involving 130 Generation Z employees from four-star hotels in Cibubur. Data were collected through a Likert-scale questionnaire (1–5) and analyzed using Structural Equation Modeling. The results show that green human resource management positively influences creativity and exploratory green innovation, and directly enhances sustainable performance. Additionally, creativity and exploratory green innovation partially mediate the relationship between green human resource management and sustainable performance. These findings emphasize that green human resource practices can optimize sustainable performance when accompanied by strengthened creativity and exploratory green innovation in line with the needs of the modern hospitality industry. Thus, implementing green human resource management not only supports operational efficiency but also reinforces creative, innovative, and environmentally oriented behavior, thereby increasing hotels' sustainable competitiveness. This practice also fosters a more adaptive, collaborative, and responsive work culture in addressing the evolving sustainability demands within today's hospitality sector.*

**Keywords:** *Green Human Resource Management; Creativity; Exploratory Green Innovation; Sustainable Performance*

## INTRODUCTION

Currently, organizations are experiencing a new era in which they not only face rapid digital development but also an increasing number of new competitors in the business world, both domestic and foreign. Organizations must not only focus on mastering technology but also build a work culture that is adaptive and responsive to rapid developments. Continuously improving and effective human resources will certainly play an important role in a flexible organizational culture. (M. Pahlan et al., 2025).

The growth of the hospitality industry shows an increasing demand for quality services, including in the rapidly developing Cibubur area as a place of residence, business, and recreation. In this situation, the effectiveness of human resource management becomes very important because it directly affects sustainable performance. The quality of employee management will determine whether sustainable performance variables will increase or decrease as a result of competition in the local hospitality industry. Every organization certainly has human resources in carrying out organizational activities (Sofiyan et al., 2024). Effective human resources are not only about administration, but also a strategic function to manage human resources, which includes employee development and the relationship between workers and the organization, which synergistically supports the achievement of an organization's goals (Muktamar et al., 2021). According to T. W. Chang & Hung, (2021) states that

the main indicators between human resources and corporate welfare are closely related, especially in terms of sustainable performance.

Reasech Seyfi et al., (2024) shows that in 2020, Generation Z accounted for around 34% of the workforce in the hospitality industry in the United States. This data shows that Generation Z's contribution to the hospitality industry is growing and influencing work culture, making them an important part of the sector's human resource development strategy.

In the hospitality industry, sustainable performance refers to an organization's capacity to consistently deliver responsible and enduring outcomes. Employee performance is not solely the result of individual effort but is instead significantly shaped by managerial direction and the motivational support provided by the organization (Nisa et al., 2024). This sustainable performance has been proven to give the hospitality industry a competitive advantage that attracts tourists (Pereira et al., 2021). Sustainable performance in an organization also depends on human resources strategically and sustainably as an internal component of the organization (Emilisa et al., 2025). Green human resource management, especially in the hospitality industry, can have a major impact on organizational productivity (Pham et al., 2019).

## LITERATURE REVIEW

### Green Human Resource Management

Green human resource management research conducted by Emilisa et al., (2020) shows that green human resource management plays an important role in the industrial world because it serves to address various issues related to human resource policy practices and the implementation of regulations related to environmental protection. Green human resource management has the ability to make organizations more environmentally friendly, with training policies, reward systems, and green recruitment that make employees more aware of their environmental responsibilities (Masri & Jaaron, 2017). Alfadel & Nalband, (2025) In his research, he explains that creativity serves as an important mechanism that supports the implementation of sustainable performance in organizations. This confirms that organizations not only need environmentally-oriented green human resource management policies, but must also foster employee creativity in order to achieve sustainable performance.

### Creativity

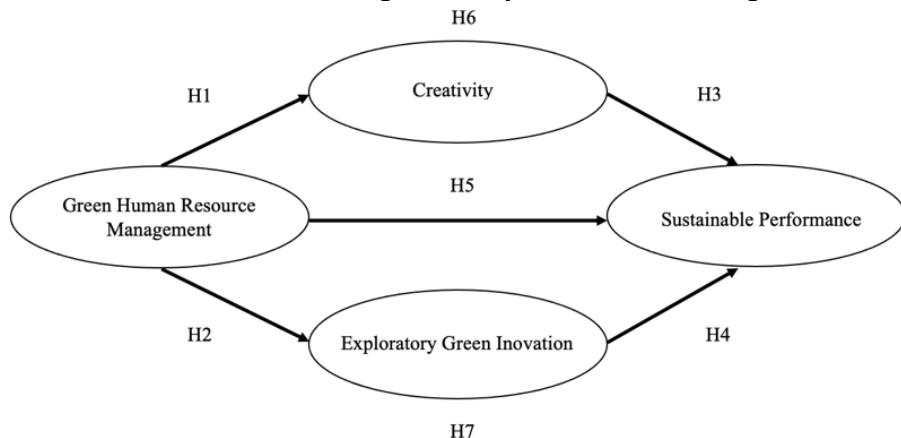
Creativity that supports a positive work environment and employee retention also needs to be reinforced by exploratory green innovation that focuses on developing new ideas and technologies that are not yet commonly used (Chang Y.Y. et al., 2025). The high level of competition among hotels today raises concerns about its impact on corporate effectiveness. Employees need to innovate in sustainable performance. Previous studies have proven that there are several factors that influence sustainable performance, but there are still gaps in research on other factors that influence the success of a hotel's sustainable performance, especially in the application of employee creativity in a company and exploratory green innovation in realizing it. According to Ibrahim & Emilisa, (2022), Creativity is the ability of an employee to develop new ideas and innovations related to their tasks. Creativity is considered important because employees who have a deep understanding of their work can make better use of the company, especially in solving complex problems. Creativity, according to (Zbainos & Tziona, 2019), defined as the ability to create unique and useful creative works in specific situations. Green et al., (2024) defines creativity as a process through three criteria, namely internal attention to mental representations, attention operations limited by generative goals, and generative goal states, namely generative.

### Exploratory Green Innovation

Exploratory Green Innovation emphasizes that innovation is not just an improvement on old practices, but rather the creation of something truly new (Asiae et al., 2023). According to Wang, (2015) exploratory green innovation changes the way businesses reduce their environmental impact. This innovation can help reduce energy use, reduce pollution, recycle waste, and reduce the toxicity associated with the company's business. More than just passive pollution control aimed at minimizing negative impacts, exploratory green innovation empowers companies to take advantage of opportunities arising in the green technology domain, thereby driving positive value creation. (Dangelico & Pontrandolfo, 2015).

## Sustainable Performance

Sustainable performance is the result of an organization's operations that include sustainability aspects and are mediated by capabilities and knowledge management (Akram et al., 2018). Sustainability performance is also defined as the result of the comprehensive implementation of corporate social responsibility policies and practices. (Can, 2023). Sapta et al., (2021) It states that organizations that emphasize a balance between economic, social, and environmental elements are those that can meet current needs while maintaining the ability to do so for future generations.



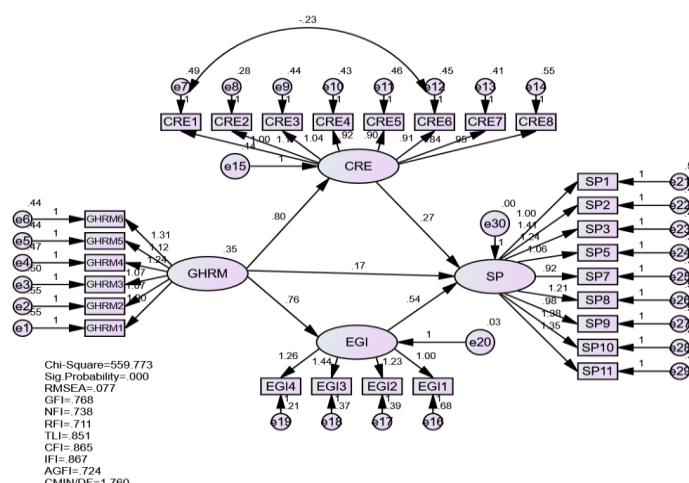
**Image 1: Framework Conceptual**

Source: Alfadel & Nalband, 2025; Khalequzzaman et al., 2025

## METHOD

This study refers to previous research conducted by (Alfadel & Nalband, 2025) and Khalequzzaman et al., (2025). This research design was carried out through hypothesis testing to examine four variables green human resource management, which is an independent variable (X1) with six indicators, sustainable performance which is a dependent variable (Y) with 11 indicators, creativity with eight indicators, and exploratory green innovation with four indicators, both of which are intervening variables or mediators. This study adopts a quantitative approach with a descriptive method, which aims to explain a phenomenon objectively through numerical data.

The relationship between variables used is correlational because this approach can identify significant correlations relevant to the issue being studied. The research data is cross-sectional because data collection only took place once during a certain period, namely October to November 2025. With the assessment of respondents' answers for each variable carried out according to a 5-point Likert scale, the unit of analysis is individual, namely Generation Z employees working in 4-star hotels in the Cibubur area.



**Image 2. Structural Equation Model (SEM)**

(Source: AMOS Data Processing Results)

## RESULT and DISCUSSION

### Result

The respondents analyzed in this study were employees of private banks in South Jakarta, with a sample size of 130 respondents. A detailed description of the research respondents is presented in the majority came from Artotel Kota Wisata Cibubur (42.3%), were predominantly female (62.3%), aged 22–25 years (85.6%), with a final education level of bachelor's degree (67.7%), and a length of employment of 1–5 years (70.8%).

The validity refers to the extent to which a measuring instrument is truly capable of measuring what it is supposed to measure in accordance with the measurement objectives (Darwin et al., 2021). The factor loading that determines the validity of the sample is 0.50 because the sample consists of 130 respondents. The validity test results for the variables studied, namely sustainable performance. The sixth indicator of sustainable performance needs to be discarded because its value is below 0.50, making it invalid and requiring removal or correction. After remedial action, all items have factor loadings  $\geq 0.50$ , meaning that each statement item is valid or measurable, and the sustainable performance indicators can be used for further testing.

Reliability testing is applied to test whether respondents' answers are consistent in measuring a variable (Hair et al., 2019). Cronbach's Alpha coefficient is an analysis applied to conduct reliability testing, and serves as the basis for determining whether a variable is reliable or not. The Cronbach's alpha coefficient values as the results of the reliability test of the existing variables, namely green human resource management, creativity, exploratory green innovation, and sustainable performance. The results show that each variable has a Cronbach's alpha coefficient value  $> 0.6$ , meaning that all research variables are reliable.

### Descriptive Statistical Analysis

The descriptive statistical results of green human resource management, creativity, exploratory green innovation, and sustainable performance can be seen in the table below:

**Tabel 1. Descriptive Statistical Green Human Resource Management**

No	Green Human Resource Management	Mean
1.	My company sets environmentally oriented targets for all employees as work guidelines.	3.63
2.	My company provides eco-friendly training so that employees can understand and apply green values in their work.	3.84
3.	My company provides environmental training to enhance employees' knowledge and abilities in carrying out green management practices.	3.72
4.	My company evaluates employee performance by considering the extent to which they demonstrate environmentally friendly behavior in the workplace.	3.74
5.	My company links employees' green behavior with the reward and compensation system provided.	3.68
6.	My company considers environmentally friendly behavior as one of the main factors in the employee promotion process.	3.76
<b>Mean</b>		3.73

Based on Table 1, the total average score is 3,73, which means that respondents feel that green human resource management has been implemented in the companies where they work. This shows that companies have begun to adapt to developments in green human resource management in carrying out their strategies in the hospitality industry.

**Table 2. Descriptive Statistics Creativity**

No.	Creativity	Mean
1.	My company designs new ideas to achieve environmental goals.	3.80
2.	My company designs environmentally friendly products and presents innovative ideas to improve environmental performance.	3.80
3.	My company develops and proposes new green ideas to enhance environmental performance.	3.83

4.	My company develops, disseminates, and encourages the acceptance of new green ideas within the community.	3.98
5.	My company formulates appropriate strategies so that new green ideas can be implemented.	3.73
6.	My company produces innovative solutions to address environmental problems.	3.82
7.	My company spends a lot of time developing new and useful ideas for services or products.	3.88
8.	My company has generated many new and useful ideas in the form of services or products.	4.01
<b>Mean</b>		3.85

Based on Table 2, the total average score is 3,85, which means that respondents feel that creativity has been implemented in the companies where they work. This shows that companies have begun to adapt to developments in creativity in carrying out their strategies in the hospitality industry.

**Table 3. Descriptive Statistics Exploratory Green Innovation**

No.	Exploratory Green Innovation	Mean
1.	Our hotel actively improves green products such as refillable amenities, linen/towel replacement policies, and environmentally friendly menu options in the restaurant.	3.83
2.	Our hotel actively adjusts green services, such as reducing single-use plastics in the restaurant, using energy-saving sensors, and managing food waste to be more sustainable.	4.03
3.	Our hotel actively strengthens the green market by promoting the use of local and organic ingredients in restaurant menus and providing eco-friendly transportation for guests.	3.69
4.	Our hotel actively develops green technologies such as solar panels, water-saving systems, and energy-efficient equipment to support operational sustainability.	4.06
<b>Mean</b>		3.90

Based on Table 3, the total average score is 3,90, which means that respondents feel that exploratory green innovation has been implemented in the companies where they work. This shows that companies have begun to adapt to developments in innovation in carrying out their strategies in the hospitality industry.

**Table 4. Descriptive Statistics Sustainable Performance**

No.	Sustainable Performance	Mean
1.	Our hotel actively improves green products such as refillable amenities, linen/towel replacement policies, and environmentally friendly menu options in the restaurant.	3.72
2.	Our hotel actively adjusts green services, such as reducing single-use plastics in the restaurant, using energy-saving sensors, and managing food waste to be more sustainable.	3.78
3.	Our hotel actively strengthens the green market by promoting the use of local and organic ingredients in restaurant menus and providing eco-friendly transportation for guests.	3.89
4.	Our hotel actively develops green technologies such as solar panels, water-saving systems, and energy-efficient equipment to support operational sustainability.	4.06
5.	Our hotel actively improves green products such as refillable amenities, linen/towel replacement policies, and environmentally friendly menu options in the restaurant.	3.98

6.	Our hotel actively adjusts green services, such as reducing single-use plastics in the restaurant, using energy-saving sensors, and managing food waste to be more sustainable.	3.91
7.	Our hotel actively strengthens the green market by promoting the use of local and organic ingredients in restaurant menus and providing eco-friendly transportation for guests.	4.00
8.	Our hotel actively develops green technologies such as solar panels, water-saving systems, and energy-efficient equipment to support operational sustainability.	4.07
9.	Our hotel actively improves green products such as refillable amenities, linen/towel replacement policies, and environmentally friendly menu options in the restaurant.	3.57
10.	Our hotel actively adjusts green services, such as reducing single-use plastics in the restaurant, using energy-saving sensors, and managing food waste to be more sustainable.	3.89
11.	Our hotel actively strengthens the green market by promoting the use of local and organic ingredients in restaurant menus and providing eco-friendly transportation for guests.	3.72
<b>Mean</b>		3.78

Based on Table 4, the total average score is 3,78, which means that respondents feel that sustainable performance has been implemented in the companies where they work. This shows that companies have begun to adapt to developments in sustainable performance in carrying out their strategies in the hospitality industry.

## Hypothesis Test

**Tabel 5. Direct & Indirect Hypothesis Testing Result**

Hypothesis		Estimate ( $\beta$ )	p-value	Decision
CRE	←	GHRM	0,80	Hypothesis Supported
EGI	←	GHRM	0,76	Hypothesis Supported
SP	←	CRE	0,26	Hypothesis Supported
SP	←	EGI	0,54	Hypothesis Supported
SP	←	GHRM	0,16	0,47 Hypothesis Not Supported
SP	← CR	← GHRM	0,62	Hypothesis Supported
SP	← EGI	← GHRM	0,62	Hypothesis Supported

The results in Table 5, it shows that the p-value of the seven hypotheses has a value  $\leq 0,05$ . Therefore, if  $H_a$  is supported or  $H_0$  is not supported. The findings indicate that most hypotheses are supported, except for the direct effect of green human resource management on sustainable performance, which is not confirmed. However, when creativity and exploratory green innovation are introduced as mediating variables, the relationship with sustainable performance becomes significant. The hypotheses linking green human resource management to creativity and exploratory green innovation are supported, as are the hypotheses showing that creativity and exploratory green innovation positively influence sustainable performance.

## Findings & Discussion

Based on various research results, it can be concluded that green human resource management has a positive influence on sustainable performance through the mediating role of exploratory green innovation. Zhang et al., (2020) explains that the implementation of green human resource management can transform employees into valuable, important, and unique resources, enabling them to contribute strategically to the achievement of the organization's sustainability goals. This is reinforced by findings (Gul et al., 2021; Fan et al., 2020), which shows that the interaction mechanism between green human resource management and sustainable performance can generate competitive advantage, especially when organizations effectively implement exploratory green innovation. Exploratory green innovation enables companies to explore new ideas and environmentally friendly practices that are part of their

business sustainability strategy. In addition, Liao & Zhang, (2020) emphasizes that the application of exploratory green innovation can reduce complexity and uncertainty in the innovation process while expanding the company's knowledge base, thereby promoting sustainable innovation capacity building.

#### **H1: Green human resource management has a positive influence on creativity.**

The first hypothesis test shows that there is a positive and significant effect between green human resources management and creativity. This means that the implementation of green human resources management practices in the hospitality sector can enhance the creative thinking abilities of employees, especially Generation Z. Through environmentally-oriented policies, such as training on environmental awareness, the implementation of green work behaviors, and support for a more flexible and ethical work style, employees are encouraged to be more creative in completing tasks and facing work challenges. Masri & Jaaron, (2017) explains that increased employee engagement and knowledge sharing can encourage employees to contribute creative ideas that support the implementation of creativity practices within the organization. This is reinforced findings by (Dumont *et al.*, 2017) that show a positive relationship between green human resources management and creativity, where the implementation of green policies in human resource management contributes to the development of employees' creative thinking skills.

#### **H2: Green human resource management has a positive influence on exploratory green innovation.**

The second hypothesis test shows that there is a positive and significant effect between green human resources management and employee engagement. This means that the implementation of effective green human resources management practices in the hospitality industry can increase employee engagement in carrying out their duties and responsibilities. This finding is reinforced by Cui & Wang, (2022) research showing that the implementation of green human resources management plays an important role in supporting the success of exploratory green innovation, particularly through human resource management that emphasizes environmental awareness and collaboration. In addition, Ercantan & Eyupoglu, (2022) adding that the formation of green human resources management is closely related to exploratory green innovation because it can shape prospective employees' positive perceptions of the importance of green innovation.

#### **H3: Creativity has a positive influence on sustainable performance.**

The third hypothesis test shows that there is a positive and significant effect between creativity and sustainable performance. These results indicate that high levels of creativity among employees can contribute directly to improving the sustainable performance of an organization. Litchfield *et al.*, (2015) explains that proper decision-making in organizations requires creativity driven by knowledge, motivation, and the ability to manage information and relationships, which ultimately contributes to the achievement of sustainable performance. Kulkov *et al.*, (2024) also emphasizes that creativity is an important element in realizing sustainable performance practices, where every green human resource management model needs to develop key factors that can support the improvement of creativity and sustainable performance.

#### **H4: Exploratory green innovation has a positive influence on sustainable performance.**

The fourth hypothesis test shows that there is a positive and significant effect between exploratory green innovation and sustainable performance. This means that the implementation of exploratory green innovation can encourage improved sustainable performance within organizations. Through exploratory activities such as developing new environmentally friendly ideas, implementing green technology, and searching for more efficient and sustainable operational methods. Sharma *et al.*, (2021) states that exploratory green innovation not only encourages new innovations, but also serves as an important strategy for companies to create competitive advantages, strengthen their corporate image, and achieve sustainability goals. Meanwhile, Shahzad *et al.*, (2022) adds that the application of exploratory green innovation can effectively improve green practices through the development and implementation of new business models that are oriented towards sustainability without sacrificing profitability.

**H5: Green human resource management does not positively influence on sustainable performance.**

The fifth hypothesis, the results showed that green human resource management did not have a positive and significant effect on sustainable performance. In other words, the implementation of green human resource management practices has not been able to encourage improvements in sustainable performance in the workplace. Research conducted by Khalid et al. (2024) shows that the direct effect of green human resource management on sustainable performance is insignificant. They explain that green human resource management does encourage green innovation and green knowledge sharing, but does not have a strong positive impact on organizational performance directly. Similar results were also found by Rohmawati and Sutopo (2024), who revealed that the implementation of green human resource management practices has not been able to provide a significant positive influence on organizational performance because its success is still highly dependent on other factors such as organizational culture and leadership support.

**H6: Green human resource management has a positive influence on sustainable performance by creativity.**

The sixth hypothesis test shows that there is a positive and significant effect between green human resource management and sustainable performance mediated by creativity. These results indicate that the implementation of green human resource management practices not only has a direct effect on improving sustainable performance but also an indirect effect through increasing employee creativity. These findings are in line with the results of the analysis Chowdhury *et al.*, (2023, which show that green human resource management operates in a sustainable and interconnected manner to encourage creativity, which ultimately contributes to improved sustainable performance. Furthermore, Chaudhary, (2020) it confirms that the implementation of green human resource management through the development of employees' skills, knowledge, and green values can motivate them to behave in an environmentally friendly manner and contribute to addressing environmental issues in the workplace.

**H7: Green human resource management has a positive influence on sustainable performance by sustainable performance.**

The seventh hypothesis testing shows that there is a positive and significant effect between green human resource management and sustainable performance mediated by exploratory green innovation. These results indicate (Gul et al., 2021; Fan et al., 2020) that the implementation of green human resource management practices not only has a direct impact on improving sustainable performance, but also indirectly through increasing the organization's ability to carry out exploratory green innovation. This is reinforced by findings that show that the interaction mechanism between green human resource management and sustainable performance can generate competitive advantages, especially when organizations effectively implement exploratory green innovation.

## CONCLUSION

Based on the research objectives stated in the previous chapter regarding the influence of green human resource management, creativity, and exploratory green innovation on sustainable performance, this study involved 130 respondents who were Generation Z employees working at four-star hotels in the Cibubur area. Based on their characteristics, the majority of respondents were female, aged between 22 and 25 years old, and had a bachelor's degree (S1) as their highest level of education. In addition, most respondents had been working for between one and five years, so they were considered to have sufficient experience to provide a relevant picture of working conditions in the hospitality industry.

The results of the study show that 4-star hotels in Cibubur need to adjust their human resource management strategies to suit the characteristics of Generation Z, which dominates the workforce. Hotels can foster a flexible work culture, encourage creativity, and leverage young employees' technological skills, while solid education and work experience support more targeted training to enhance service quality and employee retention.

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