Greening Career Pathways: A Policy Study on Green Human Resource Management and Its Impact on Young Talent Performance in Star-Rated Hotels in Semarang

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Abstract: This study investigates the application of Green Human Resource Management (Green HRM) policies and practices within star-rated hotels in Semarang, Indonesia, and explores their influence on the performance and career progression of young professionals. Employing a qualitative methodology through a case study approach, data were collected from five star-rated hotels, with participants comprising HR managers, environmental supervisors, and early-career employees. The findings reveal that all five dimensions of Green HRM are being implemented across the sampled hotels, though with varying levels of intensity and consistency. The adoption of Green HRM practices positively contributes to organizational performance, particularly in enhancing operational efficiency, corporate image, regulatory compliance, and innovation in service delivery. For young talents, the integration of Green HRM fosters increased motivation, skill development, job satisfaction, and managerial recognition. Furthermore, Green HRM practices support career advancement by facilitating entry into environmental specialist roles, strengthening competitiveness in the labor market, accelerating promotion trajectories, and expanding professional networks. However, challenges in implementation persist, including constrained resources, organizational inertia, limited environmental expertise, and the absence of standardized performance metrics. This research contributes to the theoretical enrichment of Green HRM literature, particularly within the hospitality sector in emerging economies, and offers practical insights for both hotel practitioners and aspiring professionals.

Keywords: Green HRM, Career Development, Young Talent, Hospitality Industry, Environmental Sustainability.

1. Introduction

The hospitality industry has emerged as a vital sector for Indonesia's economy, making significant contributions to national economic growth and job creation [1]. However, behind its positive economic contributions, the sector faces substantial environmental sustainability challenges. Studies reveal that, on average, hotels consume approximately 170 liters of water per room per day and are responsible for considerable carbon emissions [2;3]. Concurrently, the industry is grappling with human resource management issues, particularly in addressing the evolving expectations of environmentally conscious young talents [4].

Millennial and Generation Z talents have markedly different expectations of their workplaces compared to previous generations. They not only seek competitive compensation but also desire to work for organizations whose values align with their own—especially with regard to environmental sustainability [5]. A global survey conducted by [4] found that 86% of young

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professionals prefer to work for companies with progressive environmental policies, and 67% consider environmental commitment a key factor in their career decisions. This shift creates a pressing imperative for hotels to adopt environmentally sustainable practices—not only to reduce ecological impact but also to attract and retain top talent.

Green Human Resource Management (Green HRM) offers a strategic response to these challenges. Green HRM is defined as a human resource management approach that actively involves employees in corporate environmental sustainability efforts [6]. Its practices encompass green recruitment and selection, green training and development, green performance management, environmentally aligned compensation and rewards, as well as employee engagement and empowerment in sustainability programs [7].

Empirical studies have demonstrated that Green HRM can effectively reduce hotel carbon emissions while simultaneously enhancing employee engagement and job satisfaction [8;9]. For instance, [10], in their study of 215 hotels in India, found a positive correlation between Green HRM implementation and both environmental and financial performance. Similarly, [11], through a multi-level analysis of 76 international hotels, highlighted the role of green leadership and HRM in promoting voluntary pro-environmental behavior among employees.

Despite the growing body of research on Green HRM over the past decade, notable research gaps remain. First, the majority of Green HRM studies have concentrated on manufacturing sectors and large enterprises in developed countries [6;12]. There is a relative paucity of research focusing on the service industry, particularly the hospitality sector in developing nations such as Indonesia. Second, the impact of Green HRM on career development and retention of young talent remains underexplored [13;14]. Third, limited research exists on the specific mechanisms linking Green HRM practices with improvements in employee performance, particularly in the hospitality context [7].

In Indonesia, the adoption of Green HRM in the hospitality industry remains limited. Key barriers include resource constraints, lack of awareness and expertise, and a prevailing perception that environmentally friendly practices increase operational costs [15]. On the other hand, career development opportunities are a critical factor influencing young talents' decisions to join and remain with an organization [16]. However, the relationship between Green HRM, career development, and young talent performance in Indonesia's hotel industry has yet to be comprehensively investigated.

Addressing these research gaps, this study aims to examine the implementation of Green HRM policies and practices in star-rated hotels in Semarang City and their impact on the performance and career development of young talents. Specifically, the study seeks to answer the following research questions: (1) How does Green HRM affect hotel performance and the performance of young talents? (2) What are the challenges faced in implementing Green HRM for the career development of young talents? (3) How can Green HRM practices be further enhanced to support career development in the hospitality sector?

The research was conducted in five star-rated hotels in Semarang that have implemented Green HRM policies for a minimum of two years. Semarang was selected as the study site due to its status as a key business and tourism hub in Central Java, experiencing significant growth in the number of star-rated hotels over the past five years. The sample comprises two four-star hotels and three three-star hotels, collectively employing over 450 staff members, with 55% categorized as young talents under the age of 35.

To address the research questions, a qualitative approach employing a case study design was adopted—an appropriate method for exploring complex phenomena within real-life contexts [17]. The qualitative approach was chosen for its ability to capture the nuances of Green HRM implementation and the diverse perspectives of stakeholders, offering deep insights that are often unattainable through quantitative methods. Data were collected through in-depth interviews with 15 key informants, including HR managers, environmental managers, and young talents from each hotel. Interviews were complemented by direct observation and document analysis of HR and environmental policies.

While qualitative methods offer advantages in exploring emerging phenomena and building contextual understanding, they also present limitations in terms of generalizability [18]. To mitigate this, the study employed data and methodological triangulation, along with cross-validation of findings with key informants. Data analysis was conducted using thematic analysis with a structured coding process to identify patterns and key themes related to Green HRM, employee performance, and career development.

This study contributes to the literature in three key ways. First, it extends understanding of Green HRM implementation in the context of developing countries, specifically within Indonesia's hospitality sector. Second, it develops an integrative perspective linking Green HRM with young talent career development—an area still underrepresented in current literature. Third, it identifies context-specific challenges and effective strategies for implementing Green HRM to support career advancement in the hospitality industry.

The findings are expected to provide practical implications for hotel managers in designing HR strategies that integrate environmental sustainability with career development, and to inform tourism policymakers in formulating regulations that promote sustainable business practices. At the theoretical level, this research enriches the Green HRM literature with empirical insights from the service sector in a developing country and proposes a conceptual framework linking Green HRM to talent development.

2. Preliminaries or Related Work or Literature Review

2.1 Green Human Resource Management (Green HRM)

Green Human Resource Management (Green HRM) is an approach to human resource management that seeks to integrate environmental sustainability into an organization's HR practices. [6] define Green HRM as a system of HR policies, practices, and programs that promote sustainable use of resources within business organizations and foster environmental awareness. Green HRM practices include green recruitment and selection, green training and development, green performance management, environmentally aligned compensation and rewards, as well as employee engagement and empowerment in sustainability initiatives [7].

In the hospitality industry, the implementation of Green HRM has shown positive impacts on both environmental and organizational performance. [9], in a study of 206 hotels in Malaysia, found a positive correlation between Green HRM practices and hotels' environmental performance. Similarly, [8], through a mixed-methods study on hotels in Vietnam, revealed that Green HRM fosters organizational citizenship behavior for the environment (OCBE), which in turn enhances environmental performance.

However, the implementation of Green HRM in developing countries such as Indonesia continues to face significant challenges. [15] identified limited resources, lack of knowledge, and perceptions of increased operational costs as major barriers to the adoption of environmental management practices in Indonesian hotel businesses. This underscores a gap between theory and practice in the application of Green HRM, particularly within the hospitality industry in developing contexts.

2.2 Young Talents and Career Expectations

Millennial and Generation Z professionals, who now dominate the emerging workforce, possess distinct career expectations and preferences compared to earlier generations. [5] found that young talents place high importance on alignment between personal and organizational values, especially in terms of environmental sustainability. [19] further emphasize that younger generations are more environmentally conscious and seek career opportunities that allow them to contribute to sustainable solutions.

In the Indonesian context, [16] highlighted that career development prospects are a critical determinant in young talents' decisions to join and remain with an organization. Nevertheless, limited research has specifically examined how Green HRM influences the career

development of young professionals in Indonesia's hospitality sector, revealing a significant research gap.

2.3 Green HRM and Employee Performance

The relationship between Green HRM and employee performance has received growing attention in recent literature. [11] found that Green HRM practices enhance employees' eco-friendly behavior and overall environmental performance in hotel settings. [10] demonstrated that Green HRM positively affects green innovation and environmental performance, with green transformational leadership acting as a moderating factor.

[12] elucidated the mechanisms underlying this relationship through social identity and stakeholder theory perspectives, suggesting that employees' positive perceptions of Green HRM enhance job satisfaction, organizational commitment, and task performance. This is supported by [14], who found that Green HRM contributes to sustainable organizational performance in the healthcare sector by increasing employee motivation and engagement.

Nonetheless, [7] note that the specific mechanisms linking Green HRM to improved employee performance require further exploration, particularly within the hospitality industry. Similarly, [13] identified a lack of research on the role of Green HRM in talent development and employee performance in Indonesian hospitality firms.

2.4 Conceptual Framework

Based on the reviewed literature, this study proposes a conceptual framework integrating Green HRM, young talent career development, and employee performance in the hospitality sector. In contrast to previous research, which has primarily focused on environmental performance [9;8], this study offers a novel perspective by emphasizing the impact of Green HRM on career development among young professionals.

The proposed framework extends the model of [10] by incorporating a career development dimension and applying it within the context of the hospitality industry in a developing country. It also integrates the perspective of young talents as the primary subjects of Green HRM, addressing a gap identified in studies by [13;14], which predominantly adopt an organizational viewpoint.

This study further contextualizes the framework within the Indonesian hospitality industry, in line with the recommendations of [15;2], by considering the specific challenges of Green HRM implementation in local hotel operations. Accordingly, this research not only broadens the Green HRM literature within the hospitality context of developing economies but also provides practical insights into how Green HRM can serve as a strategic tool for career development among young talents.

3. Proposed Method

This study employed a qualitative approach with a case study design to investigate the implementation of Green Human Resource Management (Green HRM) policies in star-rated hotels in Semarang City, as well as their impact on the performance and career development of young talents. A qualitative approach was deemed appropriate for its capacity to explore contemporary phenomena in depth within real-life contexts [18]. Five star-rated hotels (two four-star and three three-star hotels) were selected using purposive sampling based on the following criteria: having implemented Green HRM policies for at least two years, offering structured career development programs, and employing a workforce comprising at least 30% young talents under the age of 35. This sampling strategy enabled the selection of information-rich cases suitable for in-depth exploration [20].

Data collection was conducted using a triangulated method comprising three techniques: (1) semi-structured in-depth interviews with 15 key informants—including HR managers, environmental managers/supervisors, and young talents; (2) direct observation of Green HRM

practices and career development programs; and (3) document analysis of HR policies, environmental initiatives, performance appraisal systems, and career path frameworks. All interviews were audio-recorded, transcribed verbatim, and validated through member checking procedures [21].

Data were analyzed using the six-phase thematic analysis framework proposed by [22]: familiarization with the data, initial coding (conducted using NVIVO 14 software), theme identification, theme review, theme definition, and report generation. The rigor of the research was ensured through four trustworthiness strategies outlined by [23]: credibility (via prolonged engagement, data triangulation, and member checking), transferability (through thick description), dependability (by maintaining an audit trail), and confirmability (through researcher reflexivity).

This comprehensive methodological approach enabled a nuanced exploration of Green HRM implementation and its implications for the career development of young talents in Indonesia's hospitality industry. The combination of diverse data collection methods, systematic analytical procedures, and rigorous validation strategies ensures the robustness of the findings and supports their theoretical and practical contributions.

4. Results and Discussion

4.1. Research Findings

A. Implementation of Green HRM Policies and Practices in Star-Rated Hotels

The findings indicate that all five star-rated hotels in Semarang City have implemented various Green HRM policies and practices, albeit with differing levels of intensity. The implementation spans five core dimensions: green recruitment and selection, green training and development, green performance management, green compensation and rewards systems, and green employee involvement and empowerment.

In the recruitment and selection dimension, all hotels have adopted e-recruitment systems to reduce paper usage. However, only three hotels (two four-star and one three-star) explicitly include environmental awareness criteria in their hiring process. A human resource manager from a four-star hotel stated, "We seek candidates with high environmental awareness. During interviews, we ask about their understanding of eco-friendly practices and experience in sustainability-related initiatives." Four hotels also actively promote eco-friendly branding to attract environmentally conscious talents.

Regarding green training and development, all hotels offer orientation programs that include environmental policies, but the depth and frequency of further training vary. The four-star hotels conduct quarterly environmental training with comprehensive content, while three-star hotels provide such training once or twice a year with more limited scope. Three hotels (two four-star and one three-star) implement cross-departmental environmental projects that offer young talents opportunities to build managerial and technical competencies in sustainability.

For green performance management, three hotels have integrated environmental key performance indicators (Green KPIs) into their employee appraisal systems. All hotels assess employees' eco-friendly behavior as part of performance evaluations, though the weighting varies. A three-star hotel environmental supervisor explained, "Our performance evaluation includes eco-friendly behavior indicators such as energy conservation, waste reduction, and green initiatives proposed by staff."

In terms of green compensation and rewards, three hotels provide financial incentives for meeting environmental targets, while all hotels offer non-financial recognition for environmental contributions. Four-star hotels tend to have more structured reward systems linked to promotions and career development. As one HR manager described, "We have a 'Green Champion' program to recognize employees with the most significant environmental

contributions. These champions receive priority access to career development programs and promotion opportunities."

In the green employee involvement and empowerment dimension, four hotels have established green teams comprising representatives from various departments, and all hotels have systems for collecting suggestions on environmentally friendly practices. Young talents demonstrate a high level of engagement, with 75% of them reporting active participation in their hotel's environmental programs.

B. Impact of Green HRM on Hotel and Young Talent Performance

The study reveals that Green HRM implementation positively affects hotel performance across four key areas: operational efficiency, brand reputation, regulatory compliance, and service innovation. Four-star hotels with more comprehensive Green HRM programs reported a 15–20% reduction in energy consumption over the past two years and a 25% reduction in waste. Three-star hotels also experienced efficiency gains, albeit at a lower rate (5–10%).

In terms of reputation, four hotels reported an increase in positive guest reviews regarding eco-friendly practices, which contributed to improved occupancy rates and room pricing. An environmental manager from a four-star hotel shared, "Since obtaining our Green Hotel certification, we've seen rising demand from corporate clients with sustainability policies. They're willing to pay a premium for eco-friendly accommodations."

From the young talents' perspective, Green HRM positively impacts four aspects of performance: motivation and engagement, skills and competencies, job satisfaction, and visibility. All young talent informants reported increased work motivation due to a sense of contributing to a meaningful purpose. A young front office supervisor noted, "Working in an environmentally conscious hotel makes my job feel more meaningful. It greatly boosts my motivation and engagement."

Regarding skill development, 80% of young talents reported acquiring new competencies through involvement in environmental programs, including analytical skills, project management, and leadership. All reported increased job satisfaction due to alignment between their personal and organizational values. Additionally, 60% experienced increased visibility to senior management through environmental initiatives, opening further career advancement opportunities.

C. Impact of Green HRM on Young Talent Career Development

The study identifies four mechanisms through which Green HRM positively influences young talent career development: access to environmental specialist roles, enhanced competitive advantage in the job market, accelerated promotion, and expansion of professional networks.

Three hotels (two four-star and one three-star) have established specific career paths for environmental specialists, such as Environmental Coordinator and Sustainability Manager, providing new advancement opportunities for young professionals. One young talent who became an Environmental Coordinator stated, "I started as a housekeeping staff member, but due to my active involvement in the green team, I was promoted to Environmental Coordinator—a career path I never imagined before."

All young talents acknowledged that environmental knowledge and skills gained through Green HRM enhanced their competitiveness in the job market. Experience managing environmental projects, knowledge of environmental regulations, and carbon footprint assessment skills were viewed as highly valuable competencies in the increasingly sustainability-focused hospitality and tourism industry.

Regarding promotion, 80% of young talents reported that involvement in green initiatives accelerated their career progression. A young F&B supervisor shared, "The food waste

management project I led caught senior management's attention by significantly reducing operating costs. I was promoted from staff to supervisor within two years—faster than the usual career trajectory."

In terms of professional network development, 60% of young talents reported expanding their internal and external networks through participation in environmental programs. Activities such as attending sustainability conferences, cross-departmental green projects, and engaging with external stakeholders such as environmental NGOs broadened their professional connections.

D. Barriers to Implementing Green HRM for Young Talent Career Development

Despite the positive outcomes, the implementation of Green HRM for career development faces four major challenges: limited resources and budget, resistance to change, lack of specialized knowledge and expertise, and the absence of clear metrics and evaluation systems.

All hotels cited limited budgets for comprehensive Green HRM programs, particularly three-star hotels with tighter operating margins. One HR manager from a three-star hotel remarked, "We want to sponsor young talents for professional certification in environmental management, but external training costs are high and our budget is limited."

Resistance to change, especially among senior staff, was reported in three hotels. Eco-friendly practices are often perceived as added burdens without equivalent compensation. A lack of specialized knowledge and expertise in green practices also hindered implementation, especially in three-star hotels that do not employ dedicated environmental staff.

Another significant barrier is the absence of clear metrics to assess employees' environmental contributions and link them to career development decisions. As one four-star hotel HR manager explained, "We still struggle to develop objective metrics to measure environmental contributions. This lack of transparency affects promotion and development decisions based on Green HRM."

E. Strategies to Strengthen Green HRM for Young Talent Career Development

Based on the analysis of challenges and best practices, the study identifies four strategies to enhance the effectiveness of Green HRM in supporting young talent career development: integrating green leadership into succession planning, developing green mentoring programs, collaborating with educational institutions and professional certification bodies, and establishing structured and transparent green career pathways.

Three hotels proposed integrating green leadership into succession planning by identifying young talents who demonstrate leadership in environmental initiatives as high-potential employees for future managerial roles. Four hotels recommended developing green mentoring programs where senior executives guide young talents in managing sustainability initiatives.

Collaborations with universities and certification bodies were suggested by three hotels to overcome knowledge and budgetary constraints. A four-star hotel HR manager stated, "We are developing partnerships with local universities for internships and research in sustainable hospitality. This gives our talents access to knowledge at a lower cost."

All hotels emphasized the need to create more structured and transparent green career pathways, complete with defined roles, required competencies, and clear development trajectories. This would provide clearer direction for young professionals seeking to build careers in environmental sustainability within the hospitality industry.

4.2 Discussion

A. Variation in Green HRM Implementation in the Hospitality Industry

The study reveals significant variations in the implementation of Green HRM practices among star-rated hotels in Semarang City, with four-star hotels demonstrating more comprehensive practices compared to their three-star counterparts. This finding aligns with [9], who observed that hotel size and classification influence the depth of Green HRM adoption, as larger hotels with more resources are better positioned to implement integrated and expansive Green HRM strategies.

Despite these variations, all participating hotels have implemented the five core dimensions of Green HRM, albeit with varying levels of intensity. This supports the implementation model developed by [24], which identifies five key dimensions: green recruitment and selection, green training and development, green performance management, green reward systems, and green employee involvement. [7] similarly noted that the simultaneous implementation of all five dimensions results in stronger environmental performance outcomes compared to isolated implementation.

The study also highlights that green employee involvement and empowerment, along with green training and development, are the most widely implemented dimensions among the hotels in Semarang. This differs from [11], who found green recruitment and performance management to be the most dominant dimensions in South Korea. Such differences underscore the influence of national and cultural contexts on Green HRM implementation, as noted by [6] in their review of Green HRM in the Asia-Pacific region.

B. Impact of Green HRM on Hotel and Young Talent Performance

The positive impact of Green HRM on operational efficiency, hotel reputation, regulatory compliance, and service innovation reinforces prior findings by [9;10] regarding the relationship between Green HRM and organizational performance. Specifically, the observed reductions in energy consumption and waste align with [7], who demonstrated that Green HRM enhances environmental performance through optimized resource utilization.

A novel contribution of this study lies in its identification of the impact of Green HRM on service innovation, a topic that has received limited attention in previous research. Although [10] discussed the link between Green HRM and green innovation, their focus was primarily on internal process innovations. This study offers new insights into how Green HRM fosters creativity and visible service innovations that enhance guest experiences while supporting environmental sustainability.

Regarding young talents, the findings on increased motivation, skill development, job satisfaction, and visibility to senior management support the conclusions of [12], who linked positive employee perceptions of Green HRM with improved non-green outcomes such as job satisfaction and task performance. This study, however, delves deeper into the psychological mechanisms underlying these effects, identifying personal-organizational value alignment as a key driver of increased motivation and satisfaction among young employees.

One particularly novel finding is the increased visibility of young talents through their participation in green initiatives. This suggests that Green HRM not only enhances environmental and task performance but also serves as a platform for young talents to demonstrate capabilities and gain recognition from senior management—ultimately accelerating their career development.

C. Green HRM and Young Talent Career Development

This study provides empirical evidence of the link between Green HRM and career development, a relatively underexplored area in the literature. The identified mechanisms—access to environmental specialist roles, enhanced competitive advantage, accelerated promotions, and

expanded professional networks—offer a more nuanced understanding of how Green HRM can be leveraged as a talent development strategy.

The emergence of environmental specialist career paths in several participating hotels reflects trends identified by [14], who noted the rise of sustainability-related roles in modern organizational structures. Similar to the findings of [25] in the public sector, this study illustrates how Green HRM creates niche career trajectories for talents with interests and competencies in sustainability.

Findings related to the improved competitive positioning of young talents in the job market due to environmental skills and experiences align with [5], who argued that sustainability competencies are increasingly valued in the global labor market amid transitions toward low-carbon economies. This study contributes contextual evidence from Indonesia's hospitality sector, complementing [19], who highlighted growing demand for sustainability-savvy professionals across industries.

The mechanism of accelerated promotions through participation in green initiatives confirms [13], who emphasized Green HRM's role in talent management within hospitality firms. Interestingly, this study finds that promotions occur not only along green career paths but also in conventional roles, as green involvement allows young talents to showcase leadership, innovation, and project management skills that are valued across organizational functions.

D. Barriers and Strategic Enhancements

The implementation barriers identified in this study—limited resources and budget, resistance to change, and lack of specialized expertise—are consistent with those reported by [15] in the context of environmental management in Indonesian hotel businesses. This study adds to the literature by focusing specifically on how these barriers affect young talent career development through Green HRM.

The absence of clear metrics and measurement systems for evaluating individual environmental contributions reflects the methodological gap highlighted by [24] in assessing the impact of Green HRM. This underscores the need for the development of more valid and reliable tools to evaluate individual-level environmental performance, which can be integrated into performance appraisal systems and career development decisions.

The enhancement strategies identified—particularly the integration of green leadership into succession planning and the establishment of structured green career paths—align with [25] recommendations to embed sustainability considerations into talent management systems. The recommendations for green mentoring programs and collaborations with educational institutions provide practical solutions to the knowledge and resource constraints faced by hotels in Semarang.

5. Comparison

This study offers several significant contributions in comparison to previous research on Green Human Resource Management (Green HRM). Table 1 presents a comparison between this study and the state-of-the-art literature in the fields of Green HRM and career development:

Table 1. Comparison with the State of the Art

Aspect	Previous Studies	This Study
Industry Focus	Predominantly focused on the manufacturing sector (Ren et al., 2018; Singh et al., 2020)	Specifically focuses on the hospitality industry in a developing country
Geographical Context	Research largely concentrated in developed countries and East Asia (Yusoff et al., 2020; Kim et al., 2019)	Contextualized within Indonesia, a developing country in Southeast Asia

Research Subjects	Organizations as units of analysis (Pham et al., 2020; Yusoff et al., 2020)	Young talents as the primary research subjects
Research Outcomes	Primarily focused on environmental and organizational performance (Singh et al., 2020; Renwick et al., 2016)	Emphasizes career development and individual performance of young talents
Research Methods	Mostly utilized quantitative approaches (Shen et al., 2018; Kim et al., 2019)	Employed a qualitative approach through in-depth case studies
Geographical Context	Research largely concentrated in developed countries and East Asia (Yusoff et al., 2020; Kim et al., 2019)	Contextualized within Indonesia, a developing country in Southeast Asia

6. Conclusions

This study aimed to examine the implementation of Green Human Resource Management (Green HRM) policies and practices in star-rated hotels in Semarang City and their impact on the performance and career development of young talents. Based on the research findings and discussion, it can be concluded that hotels in Semarang have implemented all five dimensions of Green HRM, albeit with varying levels of intensity. Four-star hotels exhibited more comprehensive implementation compared to three-star hotels.

The implementation of Green HRM has had a positive impact on hotel performance in terms of operational efficiency, corporate reputation and image, compliance with environmental regulations, and service innovation. From the perspective of young talents, Green HRM positively influenced motivation and engagement, skills and competencies, job satisfaction, and visibility to senior management. Furthermore, Green HRM contributed to career development through four key mechanisms: access to environmental specialist roles, enhanced competitive advantage in the labor market, accelerated promotion, and the expansion of professional networks.

The main challenges in implementing Green HRM to support young talent career development include limited financial and human resources, resistance to change, a lack of specialized knowledge and expertise, and the absence of clear metrics and measurement systems. To address these challenges, four strategic recommendations are proposed: integrating green leadership into succession planning, developing green mentoring programs, establishing collaborations with educational institutions and professional certification bodies, and creating structured and transparent green career pathways.

This research makes a theoretical contribution by expanding the Green HRM literature in the context of the hospitality industry in developing countries and by identifying specific mechanisms linking Green HRM to career development. From a practical standpoint, the study offers concrete recommendations for hotel managers to integrate Green HRM with talent development strategies, and for young talents to leverage Green HRM initiatives as a vehicle for career advancement.

The study is subject to several limitations, including a relatively small sample size and a geographically restricted focus on Semarang City. Future research could expand the geographical scope, adopt mixed-method approaches to enhance generalizability, and explore the long-term impact of Green HRM on the retention and loyalty of young talents.

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