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**Enhancing Employee Retention through Green
Human Resource Management: A Mediated Model of
Knowledge Sharing, Mindfulness, and Innovative
Climate in the Hotel Industry**

**Zvyšování udržení zaměstnanců prostřednictvím zeleného řízení
lidských zdrojů: Zprostředkovaný model sdílení znalostí,
mindfulness a inovativního klimatu v hotelovém průmyslu**

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ABSTRACT

In emotionally demanding service industries such as luxury hospitality, employee retention increasingly depends on employees' psychological resources and their capacity to cope with emotional labor, performance pressure, and sustainability-related expectations. Traditional human resource practices that emphasize extrinsic incentives alone are no longer sufficient to sustain workforce stability in such contexts. This study investigates how Green Human Resource Management enhances employee retention by shaping both internal psychological resources and supportive organizational conditions.

Drawing on theories of social exchange, perceived organizational support, cognitive capacity development, mindfulness-based self-regulation, and job resources, the study proposes an integrated model in which mindfulness, knowledge sharing, and an innovative organizational climate function as complementary mediating mechanisms. Mindfulness is conceptualized as a multidimensional psychological resource that strengthens emotional regulation and resilience in demanding service interactions. Knowledge sharing facilitates collective learning and capability development, while an innovation-supportive climate provides psychological safety and signals long-term developmental opportunities to employees.

Survey data were collected from 625 employees working in luxury hotels in Vietnam and analyzed using partial least squares structural equation modeling. The findings demonstrate that green human resource practices significantly enhance employee retention both directly and indirectly through the joint development of mindfulness, knowledge sharing, and an innovative climate. By integrating psychological, cognitive, and contextual mechanisms, this study advances theory on sustainable human resource management and offers practical insights for building resilient and stable workforces in the hospitality industry.

ABSTRAKT

V emocionálně náročných odvětvích služeb, jako je luxusní pohostinství, je udržení zaměstnanců stále více podmíněno jejich psychologickými zdroji a schopností zvládat emoční zátěž, tlak na výkon a rostoucí požadavky na udržitelnost. Tradiční personální přístupy založené výhradně na vnější motivaci již nejsou v těchto podmínkách dostačující pro dlouhodobou stabilitu pracovní síly. Tato studie zkoumá, jak ekologicky orientované řízení lidských zdrojů přispívá k udržení zaměstnanců prostřednictvím rozvoje vnitřních psychologických zdrojů a podpůrných organizačních podmínek.

Na základě teorií sociální výměny, vnímané organizační podpory, rozvoje kognitivních kapacit, mindfulness jako mechanismu seberegulace a modelu pracovních zdrojů je navržen integrovaný výzkumný model. V tomto modelu fungují mindfulness, sdílení znalostí a inovačně orientované organizační klima jako klíčové zprostředkující mechanismy. Mindfulness je chápána jako vícerozměrný psychologický zdroj podporující emoční regulaci a odolnost v náročných pracovních situacích. Sdílení znalostí posiluje organizační učení a rozvoj schopností, zatímco inovační klima vytváří psychologické bezpečí a signalizuje zaměstnancům dlouhodobé rozvojové příležitosti.

Empirická data byla získána prostřednictvím dotazníkového šetření mezi 625 zaměstnanci luxusních hotelů ve Vietnamu a analyzována pomocí metody PLS-SEM. Výsledky potvrzují, že ekologicky orientované řízení lidských zdrojů významně zvyšuje udržení zaměstnanců, a to jak přímo, tak nepřímo prostřednictvím postupného působení mindfulness, sdílení znalostí a inovačního klimatu. Studie přispívá k rozvoji teorie udržitelného řízení lidských zdrojů integrací psychologických, kognitivních a kontextuálních mechanismů a nabízí praktická doporučení pro budování stabilní a odolné pracovní síly v pohostinství.

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1. INTRODUCTION

The hospitality industry occupies a distinctive position in the global economy. Despite its continued expansion, it remains one of the most volatile sectors with respect to workforce stability, with turnover rates consistently exceeding those observed in most other industries (Doğru et al., 2023). Over the past two decades, employee turnover in hospitality has frequently reached or exceeded 60 percent annually, reflecting a persistent pattern of workforce instability (Yang et al., 2011). Longitudinal evidence from the U.S. Bureau of Labor Statistics indicates higher attrition in hospitality compared to other economic sectors (Doğru et al., 2023). As the country's hospitality sector grows, organizations face increasing challenges in maintaining a stable workforce due to rising service demands, competition for skilled employees, and high labor mobility (Ha et al., 2019; Nguyena et al., 2020). Empirical studies conducted in Vietnamese hotels consistently report high levels of turnover intention and workforce mobility, highlighting persistent retention challenges in the sector (Leung & Ladkin, 2024).

These challenges are particularly pronounced in major tourism destinations and international hotel chains, where service expectations, emotional labor, and work pressure are especially high (Ma et al., 2021; Wang et al., 2024). Such enduring patterns reflect structural characteristics inherent to hospitality work, including intensive emotional labor, fluctuating guest demands, extended and nonstandard working hours, and the interpersonal immediacy of service encounters, all of which have long been recognized as destabilizing factors in high-contact service roles (Saito et al., 2024; Wallace & Coughlan, 2022). Consequently, the industry frequently grapples with a perceived low social status and a "great resignation" trend, especially post-pandemic, exacerbating existing stress among employees and underscoring an urgent need to cultivate job pride and address turnover intentions (Le et al., 2022). This necessitates the implementation of robust human resource strategies aimed at attracting and retaining talent, particularly for critical roles that are challenging to fill (Martins et al., 2025).

The relevance of Green Human Resource Management is particularly pronounced in the hospitality sector. Hotels operate in resource-intensive environments and are highly visible in sustainability discourse, facing heightened expectations from consumers, investors, and regulators. HR systems function not only as environmental instruments but also as mechanisms shaping organizational culture and employee experience (Christina et al., 2025). Importantly, existing research indicates that green HR practices often exert their influence indirectly, through organizational climates and knowledge-related mechanisms, rather than through

direct effects alone. The adoption of green human resource management in the hospitality sector is thus increasingly critical, integrating eco-friendly practices into various HR functions, including employee training and resource-efficient strategies (Al-Romeedy & Alharethi, 2025; Hawela et al., 2025).

The dynamics of sustainability-oriented HR practices and employee retention warrant particular attention in emerging economies, where institutional environments, labor market conditions, and socio-cultural values differ markedly from those in developed contexts (Bristol-Alagbariya et al., 2024; Budhwar & Debrah, 2010). Emerging economies are frequently characterized by rapid economic transformation, institutional uncertainty, and skill shortages, conditions that intensify workforce instability in service sectors such as hospitality (Mousa et al., 2022; Yu et al., 2024). In these contexts, organizational sustainability extends beyond environmental performance to include social stability, employee well-being, and long-term workforce development (Christina et al., 2025; Edeh et al., 2026).

Vietnam represents a salient empirical context for examining these dynamics. As a rapidly developing, tourism-dependent economy, Vietnam has increasingly embraced sustainability-oriented policies while simultaneously confronting labor shortages, high employee mobility, and intensifying service demands within the hospitality sector (Nguyen & Loo, 2024; Zhou & Chan, 2019). Moreover, Vietnam is commonly characterized by a collectivist cultural orientation, in which social relationships, group harmony, and shared responsibility play an important role in shaping workplace attitudes and behaviors (Magnini et al., 2013; Radojević et al., 2019). In collectivist contexts, employees tend to place greater emphasis on relational support, shared goals, and organizational care, rendering them particularly attentive to HR systems that signal long-term commitment and social responsibility (Rode et al., 2016). This cultural backdrop suggests that Green Human Resource Management practices, which often signal an organization's commitment to broader societal and environmental well-being, may have a particularly potent influence on employee engagement and retention within the Vietnamese hospitality industry (Kutaula et al., 2024; Mushattat et al., 2025).

Prior research suggests that sustainability-oriented HR practices may resonate more strongly in collectivist societies because they align with normative expectations regarding mutual obligation, community well-being, and collective success (Kutaula et al., 2024; Malik et al., 2022; Pham et al., 2025). In such settings, green HR practices can function not only as environmental initiatives but also as relational signals that reinforce employees' sense of belonging and moral alignment with the organization (Portocarrero et al., 2021). Furthermore, collectivist norms

may amplify the importance of organizational mechanisms such as knowledge sharing and innovation-supportive climates, as employees are more likely to engage in cooperative learning and collective problem solving when social cohesion and psychological safety are emphasized (Andersson et al., 2020; Pham & Giao, 2025).

Despite these contextual implications, much of the existing research on Green Human Resource Management and employee retention has been conducted in Western, individualist contexts (Pham & Giao, 2025). As a result, limited empirical evidence exists regarding how sustainability-oriented HR systems operate within collectivist, emerging economies, or how psychological and organizational mechanisms jointly shape employee retention in such environments (Kutaula et al., 2024). This gap restricts the generalizability of existing theories and limits understanding of sustainability-driven workforce dynamics in rapidly developing service economies (Ding & Rafiq, 2025).

At the same time, organizational sustainability increasingly necessitates psychological sustainability. Long-term organizational viability depends not only on external systems and structures but also on employees' capacity to cope with emotional demands, regulate stress, and maintain adaptive functioning (Zamil et al., 2024). Foundational organizational behavior scholarship emphasizes that workplace outcomes are rooted in employees' subjective experiences and interpretations of their work environment (Elfenbein, 2022; Garrosa et al., 2022). While HR systems, knowledge-sharing routines, and innovation-supportive climates shape the external conditions of work, they do not fully explain the intra-individual psychological processes through which employees interpret, regulate, and respond to daily service demands (Elfenbein, 2022; Garrosa et al., 2022; Yu et al., 2018).

Within this psychological domain, mindfulness has received increasing scholarly attention as a personal resource relevant to emotionally demanding work contexts. Prior research demonstrates that mindfulness enhances emotional regulation, attentional stability, resilience, and interpersonal functioning, enabling employees to manage stress and emotional strain more effectively (Dust et al., 2021; Hülshager et al., 2012; Martín et al., 2020; Pham & Giao, 2025). These capacities are particularly salient in hospitality environments characterized by emotional labor, rapid task switching, and volatile customer interactions (Lam et al., 2021; Miao et al., 2021).

Despite growing interest in mindfulness, contemporary retention research remains theoretically fragmented. Studies have examined a wide range of antecedents, including HR practices, leadership behaviors, job attitudes, and workplace climates, yet have struggled to articulate integrated explanations linking organizational

systems with employees' psychological processes (Batistič et al., 2016; Klein et al., 2020; Pincus, 2022). This limitation is especially evident within Green Human Resource Management research, which has primarily emphasized environmental outcomes while offering limited insight into the human sustainability implications of green HR systems (Jerónimo et al., 2025)

Addressing these gaps, the present study develops and empirically tests an integrated, multilevel framework examining how Green Human Resource Management influences employee retention through the combined roles of mindfulness, knowledge sharing, and an innovative organizational climate within the hospitality industry, with specific attention to the contextual conditions of an emerging, collectivist economy.

2. THEORETICAL BACKGROUND

2.1 Sustainability and Luxury Hospitality Context

Sustainability has emerged as a critical strategic issue in the hospitality industry due to its intensive reliance on natural resources, labor, and continuous interaction with multiple stakeholder groups (Piramanayagam et al., 2023; Séraphin et al., 2023). Hotels are characterized by high levels of energy and water consumption, significant waste generation, and labor-intensive service processes, which collectively amplify their environmental and social footprint (Walker & Nickson, 2024). As a result, sustainability in hospitality extends beyond environmental protection to encompass social responsibility, employee well-being, and long-term organizational resilience (Lombardi et al., 2024). Unlike manufacturing sectors, where sustainability outcomes are often driven by technological investments, hospitality sustainability is enacted primarily through human behavior during daily service encounters (He et al., 2019)

Within this broader context, luxury hotels constitute a distinct segment that warrants specific theoretical attention due to their experiential orientation and symbolic value creation processes (Jain et al., 2023). Luxury hospitality organizations compete primarily on experiential quality, emotional engagement, and brand reputation rather than price or operational efficiency (Chen et al., 2025; Wu & Gao, 2019). Service delivery in luxury hotels is deeply embedded in interpersonal interactions, aesthetic presentation, and the consistent enactment of brand values by frontline employees (Jain et al., 2023; Lam et al., 2021). Consequently, luxury hotels can be conceptualized as experience-based and symbolically intensive organizations in which intangible attributes play a central role in value creation (Chathoth et al., 2020; Jain et al., 2023; Kim & Baker, 2021). From this perspective, sustainability in luxury hospitality carries a stronger symbolic dimension than in other service contexts, as it contributes directly to perceptions of authenticity, moral legitimacy, and brand credibility (Amatulli et al., 2020). Empirical research indicates that guests of luxury hotels increasingly expect sustainability initiatives to be seamlessly integrated into the overall service experience rather than communicated as isolated operational practices (Abdelrazek et al., 2026; Amatulli et al., 2020; Pham et al., 2025; Pham & Giao, 2025). Sustainability therefore functions not only as an operational imperative but also as a signaling mechanism through which luxury hotels communicate ethical commitment and long-term orientation to stakeholders (Mele et al., 2024; Seyfi et al., 2025).

This signaling role is particularly salient in luxury contexts, where brand legitimacy depends heavily on normative approval and public perception (Mele et al., 2024; Wells et al., 2021). Importantly, the symbolic and experiential nature of luxury hospitality amplifies the role of employees in the implementation of sustainability strategies (Kim & Baker, 2021). Employees in luxury hotels act not only as service providers but also as brand ambassadors whose behaviors continuously communicate organizational values to guests (Sourvinou & Filimonau, 2017). Sustainability-related outcomes in luxury hotels therefore depend substantially on employees' cognitive engagement, emotional regulation, and discretionary behaviors during service delivery (Lam et al., 2021). This employee-centered logic is consistent with service-dominant logic, which emphasizes value co-creation through interactions between organizations, employees, and customers (Barnes et al., 2019; Chathoth et al., 2021).

Human resource management systems play a critical role in translating sustainability strategies into employee behavior within luxury hospitality organizations ((Alcaraz et al., 2017; Sarwar et al., 2022). Sustainability-oriented HR practices influence employees' environmental awareness, ethical orientation, and psychological engagement, thereby shaping how sustainability goals are enacted in daily work activities (Hasan & Hossain, 2025; He et al., 2020). In luxury hotels, where service quality standards are exceptionally high and emotional labor demands are substantial, employee-level psychological mechanisms such as knowledge sharing, mindfulness, and perceptions of an innovative climate become particularly salient (Pham et al., 2025; Wang et al., 2020). These mechanisms facilitate coordination, attentiveness, and adaptive problem-solving, which are essential for sustaining both service excellence and sustainability performance in luxury hospitality settings (Aslam et al., 2024; Kalyar et al., 2021)

Accordingly, sustainability in luxury hospitality should be understood as a people-centered, symbolically embedded, and strategically enacted process that operates through organizational systems and employee psychology (Islam et al., 2026; Jain et al., 2023). This perspective provides a theoretical foundation for examining how green human resource management practices shape employee-level psychological mechanisms that support sustainable service delivery and long-term retention in luxury hotel contexts (Baydeniz & Kart, 2023; Hasan & Hossain, 2025; Pham & Giao, 2025). Therefore, an examination of the HRM-CSR nexus in upscale hotels is crucial for understanding how human resource practices attract, motivate, reward, and sustain employee behaviors towards environmental management goals through sustainable processes and product innovation (Ishaq et al., 2023).

2.2 Green Human Resource Management (GHRM)

Traditional Human Resource Management (HRM) has historically focused on optimizing organizational performance through systematic workforce planning, talent acquisition, training, performance management, and compensation systems designed to enhance productivity and maintain competitive advantage (Mushtaq, 2020; Wright & Ulrich, 2017). These practices emphasize efficiency, human capital development, and alignment between employee capabilities and organizational goals, reflecting an instrumental view of employees as strategic resources contributing to firm performance (Alharbi et al., 2022). However, the accelerating severity of climate change, increasing environmental regulation, and heightened societal expectations regarding corporate responsibility have exposed the limitations of conventional HRM approaches, which have traditionally treated environmental concerns as peripheral or external to core workforce management processes (Jackson et al., 2011; Stahl et al., 2019). As organizations face growing pressure from regulators, investors, customers, and civil society to address sustainability challenges, scholars increasingly argue that HRM must evolve beyond a narrowly economic orientation toward a broader role that integrates social and environmental considerations into organizational decision-making (Alcaraz et al., 2017; Holmbom et al., 2026; Lu et al., 2022; Stahl et al., 2019).

This recognition gave rise to Green Human Resource Management (GHRM), a paradigm that embeds environmental principles into HRM processes. The intellectual foundations of GHRM stem from early discussions on environmental management and employee involvement (Renwick et al., 2012), which highlighted employees as critical actors in organizational sustainability. Jabbour (2007, 2011) was among the first to conceptualize the integration of environmental management and HRM systems, emphasizing the role of HR practices in building organizational environmental capabilities (Ren et al., 2017). Renwick, Redman, and Maguire (2008; 2012; 2013) later consolidated and expanded these ideas, presenting GHRM as a structured set of HR strategies designed to encourage pro-environmental behaviors and to align human capital development with ecological objectives (Renwick et al., 2012). Their work continues to serve as the dominant framework shaping contemporary GHRM scholarship.

GHRM integrates environmental objectives into traditional HR functions such as recruitment, training, performance appraisal, and compensation. Unlike traditional HRM, which prioritizes operational and economic outcomes, GHRM adopts a dual focus: enhancing performance while promoting ecological responsibility (Faisal, 2023). For instance, green recruitment seeks to attract candidates with pro-

environmental values; green training fosters environmental competencies; green performance appraisal evaluates employees on sustainability-related criteria; and green compensation systems reward environmentally responsible behaviors (Martins et al., 2021; Pham & Paillé, 2019; Singh et al., 2019). Tang et al.'s (2017) multidimensional scale remains one of the most empirically validated instruments for measuring GHRM, reflecting an important methodological advancement in the field (Tang et al., 2017)

Despite its growing popularity, GHRM is not free from conceptual ambiguity. Scholars continue to debate whether GHRM should be understood as (1) a discrete set of HR practices; (2) a holistic HR philosophy embedded across the employee lifecycle; or (3) a subsystem within sustainable HRM or CSR frameworks (Kramar, 2013; Ren et al., 2023). Furthermore, critics argue that some organizations adopt GHRM symbolically to enhance legitimacy without genuinely transforming HR systems, an issue known as “greenwashing HRM” (Lawter & Garnjost, 2025). When employees perceive inconsistency between espoused environmental values and actual organizational practices, the motivational and behavioral benefits of GHRM are diminished (Wang et al., 2025). This tension raises important questions about the authenticity, depth, and effectiveness of GHRM across industries.

Empirically, GHRM has been linked to multiple positive outcomes. It enhances environmental performance, promotes knowledge sharing and employee environmental citizenship behavior (Peng et al., 2024; Pham & Giao, 2025; Yang & Li, 2023), and strengthens employees' environmental commitment (Khan et al., 2022; Pham et al., 2025; Pontillo et al., 2025). Research has also connected GHRM to green innovation (Alshammari et al., 2022; Yang & Li, 2023), job satisfaction (Lombardi et al., 2025), and organizational learning capacity (Pham & Giao, 2026). Such findings position GHRM as a strategic HRM evolution capable of influencing sustainability outcomes at both individual and organizational levels.

Of particular importance to this dissertation is the emerging recognition that GHRM also shapes employee retention. Emerging research suggests that GHRM strengthens employees' emotional attachment, psychological resources, and organizational identification, which collectively contribute to lower turnover intentions (Palupiningtyas et al., 2025; Radha et al., 2026; Sang, 2025; Shamshuddin et al., 2025). These findings suggest that GHRM may serve as an important lever in addressing retention challenges, especially in high-turnover industries like hospitality.

The theoretical mechanisms that explain how GHRM influences retention predominantly draw on Social Exchange Theory (SET) and Organizational Support Theory (OST). SET posits that employees reciprocate positive organizational treatment with loyalty and reduced withdrawal behaviors (Blau, 1964). GHRM practices signal organizational care, long-term commitment, and ethical responsibility, which employees interpret as investments in their well-being and values (Renwick et al., 2008). OST deepens this argument by asserting that perceived organizational support, strengthened through environmental initiatives, enhances affective commitment and reduces employees' intention to quit (Eisenberger et al., 2019). GHRM thus functions not only as a sustainability tool but also as a psychological resource that strengthens employees' sense of meaning, belonging, and value congruence (Karatepe et al., 2022).

Consequently, the psychological mechanisms through which GHRM translates into employee retention outcomes remain insufficiently tested in empirical research. Scholars have increasingly called for integrating psychological theories, including mindfulness, self-determination theory, and conservation of resources theory, to better understand how GHRM shapes individual experiences (Hassanein et al., 2024; Lin et al., 2021; Niazi et al., 2024). Yet the literature remains underdeveloped in explaining the role of psychological states such as mindfulness, emotional regulation, and internalized values in the GHRM–retention pathway (Mishra, 2024; Pham et al., 2023; Sentin et al., 2025).

Within the hospitality sector, GHRM has both operational and psychological implications. Hotels are resource-intensive and highly visible in environmental debates, making sustainability a strategic imperative (Uslu et al., 2023). Employees play a critical role in executing green initiatives from waste reduction to energy conservation, making GHRM essential for achieving environmental goals (Abdelrahim et al., 2024; Peñate et al., 2023). Yet hospitality is also characterized by emotional labor, customer unpredictability, long working hours, and one of the highest turnover rates across industries (Palupiningtyas et al., 2025). GHRM may therefore serve as a dual-purpose system: reducing environmental footprint while enhancing employee well-being, engagement, and long-term attachment.

Nonetheless, several unresolved debates persist. Scholars question whether GHRM effects are primarily **behavioral** (e.g., green behaviors), **affective** (e.g., commitment), or **cognitive** (e.g., environmental meaning-making), and whether such effects occur uniformly across job types or hierarchical levels (Zibarras & Coan, 2015). Others argue that the impact of GHRM depends on organizational culture and leadership, both of which influence the degree to which employees

internalize sustainability values (Ali et al., 2024; Alketbi & Rice, 2024). Additionally, it remains unclear whether GHRM alone is sufficient to drive retention, or whether its effects require reinforcement from psychological resources such as mindfulness, resilience, and ethical climate.

Given these complexities, examining the mechanisms through which GHRM influences employee retention remains both theoretically important and practically relevant. Although previous studies demonstrate that sustainability-oriented HR practices can shape employee attitudes and behaviors, the processes through which these practices contribute to long-term employee retention remain insufficiently examined. This suggests that further research is needed to assess how GHRM systems influence employees' psychological experiences and organizational attachment within contemporary workplaces.

2.3 Employee Retention

Employee Retention (ER) refers to an organization's capacity to maintain a stable and committed workforce by reducing voluntary turnover and fostering long-term attachment among employees (Ghani et al., 2022). Although contemporary research frequently frames retention as a strategic human resource outcome, its intellectual roots lie in early turnover literature. Classical turnover models conceptualized employee departure as a gradual and deliberate process shaped by job attitudes, expectations, and perceived alternatives rather than as an immediate or impulsive decision (Hemdi & Nasuridin, 2006; Hom et al., 2017; Mobley et al., 1979; Steel & Lounsbury, 2009). Mobley's intermediate linkages model, in particular, described a cognitive sequence beginning with job dissatisfaction and progressing through thoughts of quitting, evaluation of alternatives, intention formation, and eventual turnover (Mobley, 1977). These foundational perspectives established a lasting principle that remains central to modern retention scholarship: employees' decisions to stay or leave are strongly influenced by evolving internal psychological evaluations in addition to external work circumstances.

Early approaches to retention focused heavily on economic and extrinsic factors. Competitive wages, benefits, job security, and promotional opportunities were regarded as the primary means of sustaining loyalty and preventing turnover (Manning & Mazeine, 2022; Probst, 2003). This focus aligned with traditional HRM assumptions in which employees were viewed as rational actors who evaluated employment relationships through cost-benefit calculations (Chiang & Jang, 2007; Knox et al., 2014; Mostafa et al., 2015). These strategies were appropriate for the

labor market dynamics of the time, when material incentives often played a decisive role in employment choices (Chiang & Jang, 2007; Namasivayam et al., 2006).

Over the past two decades, however, the landscape of retention research has shifted markedly in response to changes in work environments, employee demographics, and societal expectations (Hausknecht et al., 2009; Hom et al., 2019; Pham et al., 2025). Scholars increasingly recognize that employees seek workplaces offering more than transactional rewards (Hom et al., 2019; Pham et al., 2025; Sang, 2025; Singh, 2019). Meaningful contribution, personal value alignment, psychological well-being, and developmental opportunities have become key determinants of retention, particularly among younger generations who prioritize purpose and fulfillment in their careers (Huang & Wei, 2025; Salleh et al., 2020; Xu et al., 2022). This evolution expanded ER research beyond economic rationality to encompass deeper motivational and relational dimensions (Lestari et al., 2023; Pham & Giao, 2025; Schaap & Olckers, 2020; Xu et al., 2022).

A major conceptual development occurred with the introduction of the job embeddedness framework. Mitchell et al. (2001) redirected scholarly attention from the antecedents of turnover to the factors that encourage employees to remain. Job embeddedness emphasizes the significance of fit, links, and sacrifice, illustrating that long-term retention emerges when employees experience alignment with organizational values, maintain meaningful social connections, and perceive high personal or professional costs associated with leaving (Peltokorpi & Allen, 2023). This framework significantly broadened the scope of retention by acknowledging complex individual, organizational, and community-level factors that bind employees to their workplaces.

Simultaneously, theories from organizational behavior enriched the understanding of retention through relational and psychological mechanisms. SET posits that when employees perceive fairness, reciprocity, and support within the employment relationship, they respond with stronger affective commitment and reduced withdrawal behaviors (Cooke et al., 2013). OST similarly contends that employees who feel valued and respected by their organization develop deeper emotional attachment and are less inclined to consider leaving (Eisenberger et al., 1986). These perspectives reframed retention as a reflection of interpersonal trust, perceived investment, and relational quality, thereby shifting attention away from solely transactional explanations.

The Job Demands–Resources (JD-R) model further advanced retention research by emphasizing the role of workplace conditions in shaping employees' intentions

to remain. High job demands, such as workload pressure, role ambiguity, and emotional labor, have been strongly associated with burnout and increased turnover intentions (Bakker & Demerouti, 2016). Conversely, job resources, including autonomy, feedback, supportive supervision, and meaningful work, enhance engagement and mitigate turnover risk (Scanlan & Still, 2019; Schaufeli, 2017). The JD-R framework positioned retention outcomes within a broader occupational health context, highlighting the importance of balancing demands with adequate resources to promote sustainable employment relationships.

In recent years, the growing global emphasis on sustainability has influenced ER research in meaningful ways. Organizations are increasingly expected to demonstrate social responsibility, environmental commitment, and ethical integrity (Griep et al., 2024). These broader societal shifts have reshaped employee expectations and, consequently, the determinants of retention. A growing body of literature indicates that employees, especially those with strong value orientations, prefer to remain with organizations perceived as responsible, purpose-driven, and environmentally conscious (Cohen et al., 2017; Dalessandro & Lovell, 2025; Zainee & Puteh, 2020). Retention is therefore being conceptualized not only as a function of HR practices but also as an outcome shaped by employees' perceptions of organizational values and societal impact (Aman-Ullah et al., 2024; Ding & Rafiq, 2025; Gintale et al., 2024).

The integration of sustainability principles into human resource policies has emerged as a notable trend in ER research. Scholars have found that sustainability-oriented initiatives can strengthen employees' sense of pride, identity, and purpose by reinforcing the belief that their work contributes to broader environmental and social goals (Alshahrani & Iqbal, 2024; Lee, 2025; Li et al., 2025). Such perceptions enhance emotional connection and reinforce long-term commitment. Sustainability-oriented organizational climates also tend to promote participation, fairness, empowerment, and psychological safety, which are conducive to stable employment relationships ((Dalessandro & Lovell, 2025; Lulewicz-Sas et al., 2022; Pham et al., 2025; Rahman et al., 2023).

These sustainability-driven perspectives are particularly relevant in service sectors such as hospitality, where employee retention has long posed significant challenges (Ghani et al., 2022). The hospitality industry is characterized by demanding work conditions, irregular schedules, high emotional labor, and frequent customer interactions, all of which contribute to elevated stress and turnover (Dimri & Kumar, 2024; Krishnan & Rathakrishnan, 2025; Martins et al., 2025). Traditional retention strategies based solely on compensation or job security have proven

inadequate in addressing the emotional and psychological burdens experienced by hospitality workers (Krishnan & Rathakrishnan, 2025). Consequently, organizations have increasingly adopted broader approaches that cultivate meaningful work, foster supportive environments, and align workplace practices with employees' personal and societal values (Saito et al., 2024). Sustainability-oriented management has emerged as one such approach with the potential to enhance commitment by deepening employees' sense of purpose and organizational identification (Dalesandro & Lovell, 2025; Giao et al., 2025; Pham & Giao, 2026; Pimenta et al., 2023; Tran, 2023; Vu, 2022).

As the field continues to evolve, ER research has increasingly embraced multidimensional perspectives that integrate psychological, organizational, and societal forces (Divya & Christopher, 2024; Kellerer & Süß, 2025; Mou & Dai, 2024; Wojtczuk-Turek et al., 2024). Employees now evaluate their employment experiences through lenses that include well-being, value congruence, ethical responsibility, and meaningful contribution (Abdullah et al., 2024; Bordoloi et al., 2025; Wang et al., 2024; Yang & Zhang, 2025). This shift reflects a broader recognition that sustained retention depends on organizations' ability to cultivate holistic, human-centric, and sustainable work environments (Joseph et al., 2025; Sang, 2025). Contemporary scholarship therefore conceptualizes ER not merely as an HR outcome but as an indicator of organizational capacity to foster supportive, meaningful, and socially responsible employment relationships (Bai, 2025; Holmbom et al., 2026; Yadav et al., 2024).

Overall, the development of employee retention research reveals a clear conceptual trajectory, with early stages dominated by economic and transactional explanations, followed by relational and psychological perspectives, and more recently by sustainability-centered approaches that extend beyond traditional HRM boundaries (Camilleri et al., 2023; Lombardi et al., 2025; Pham et al., 2025; Sang, 2025; Γιαννούκου et al., 2022). This progression reflects a growing recognition that retention decisions are shaped by multiple interacting forces rather than by isolated factors, highlighting the increasing complexity of contemporary retention dynamics. Despite these advances, limited empirical research has examined how sustainability-oriented HR systems influence employee retention through integrated psychological and organizational mechanisms. This gap highlights the need for studies that empirically assess employee retention within broader sustainability-oriented organizational frameworks.

2.4 Mindfulness

Another important concept examined in this study is mindfulness, which is commonly defined as a state of present-moment awareness characterized by sustained attention, openness, and non-judgment toward internal and external experience (Sajjad & Shahbaz, 2020; Wamsler et al., 2017). Classical conceptualizations emphasize both attentional and attitudinal components (Bowen & Kurz, 2011; Brown & Ryan, 2003; Chems-Maarif et al., 2025; Roeser et al., 2021). Early conceptualizations describe mindfulness as purposeful, non-judgmental awareness of the present moment, while alternative perspectives emphasize an active cognitive orientation characterized by sensitivity to context and novelty (Thompson & Waltz, 2007). Subsequent research frames mindfulness as a self-regulatory capacity through which individuals monitor ongoing experience with clarity and stability (Brown & Ryan, 2003).

Complementing these interpersonal and cognitive perspectives, **Mindfulness-Based Cognitive Therapy (MBCT)** (Segal et al., 2002) provides a psychological mechanism for understanding how individuals regulate attention, emotion, and thought patterns in demanding work environments. MBCT integrates mindfulness principles with cognitive-behavioral strategies to reduce automatic reactions, mitigate maladaptive cognitive loops, and enhance emotional resilience (Gkintoni et al., 2025; Sipe & Eisendrath, 2012; Wang et al., 2020). Evidence demonstrates that mindfulness improves attentional stability, reduces emotional exhaustion, and strengthens coping resources, making MBCT a valuable lens for understanding employee functioning under conditions of stress, uncertainty, or emotional labor (Hülshager et al., 2012; Ong et al., 2024; Vonderlin et al., 2020; Wang et al., 2020)

To operationalize this multi-dimensional construct, Baer et al. developed the Five Facet Mindfulness Questionnaire (FFMQ), which originally identified five facets: Observing, Describing, Acting with Awareness, Non-Judging, and Non-Reactivity. Subsequent organizational research has raised concerns regarding the Observing facet, particularly among non-meditators, because heightened perceptual sensitivity can, in some cases, intensify emotional reactivity rather than reduce it (Hülshager et al., 2013). As a result, many workplace studies now focus on a four-facet structure comprising Describing, Acting with Awareness, Non-Judging, and Non-Reactivity. Collectively, these facets capture key functional elements of mindfulness in organizational life: emotional clarity and articulation (Describing), deliberate and goal-directed behavior (Acting with Awareness), reduced automatic evaluation of self and others (Non-Judging), and the capacity to experience thoughts and emotions without impulsive reaction (Non-Reactivity). This multidimensional perspective

allows mindfulness to be examined as a dynamic psychological capacity that varies across situations rather than a fixed personality trait.

A growing body of empirical research has examined mindfulness in hospitality and tourism labor contexts, reflecting recognition of its relevance for high-contact service work. In one of the earliest large-scale hospitality applications, Li, Wong, and Kim (2017) showed that mindfulness among casino frontline employees reduced surface acting, which in turn lowered emotional exhaustion; an authentic organizational climate further weakened the link between surface acting and exhaustion (Li et al., 2017). Wang et al. (2020) found that hospitality employees' mindfulness positively influenced creativity, with creativity mediating the relationship between mindfulness and customer satisfaction; this relationship was strengthened in climates characterized by higher organizational error tolerance (Wang et al., 2020). Experimental and quasi-experimental studies with hospitality workers similarly indicate that mindfulness training can reduce occupational stress and enhance job satisfaction and engagement (Bolm et al., 2022). Complementing these findings, conceptual and review work synthesizes evidence that mindfulness helps hospitality employees manage stress, depression, anxiety, burnout, and emotional labor demands, with downstream benefits for attendance, performance, and turnover intentions (Johnson & Park, 2020).

More recently, hospitality research has begun to link mindfulness to retention-relevant outcomes. Studies indicate that higher mindfulness is associated with greater psychological resilience, improved well-being, and reduced intentions to quit in stressful service environments (Bolm et al., 2022; Kim & Park, 2023; Sentin et al., 2025). Work on emotional labor and customer mistreatment in hotels suggests that mindfulness can buffer the impact of negative interpersonal events on exhaustion and withdrawal cognitions, thereby indirectly supporting retention (Dsouza et al., 2023; Kim & Park, 2023; Peng & Li, 2023; Pham et al., 2025). However, these studies typically focus on specific stressors or well-being outcomes and rarely embed mindfulness within a broader, multi-construct model of employee retention that includes HR systems and organizational climates.

Parallel developments in environmental and sustainability research highlight mindfulness as increasingly intertwined with green organizational agendas. A growing set of studies demonstrates that mindfulness is positively associated with employees' pro-environmental behavior and ethical decision-making at work, often through mechanisms such as heightened awareness, empathy, and moral concern (Jansen et al., 2024; Li et al., 2025; Pham & Giao, 2025). Environmental psychology research further suggests that exposure to natural and sustainability-oriented

environments can enhance mindful states and attentional restoration, reinforcing the conceptual link between mindfulness and sustainability contexts (Altay & Porter, 2024; Barbir et al., 2024; Richter & Hunecke, 2022)

Building on these insights, recent hospitality and tourism studies have examined how mindfulness operates within explicitly sustainability-oriented organizational settings. Kalyar and colleagues (2021) show that green mindfulness fosters green creativity among hospitality employees via green process engagement and corporate social responsibility practices (Kalyar et al., 2021), while Chen et al. (2023) find that green mindfulness promotes green organizational citizenship behavior in tourism and hospitality organizations (Chen et al., 2023). In emerging economies, Li et al. (2025) demonstrate that GHRM can enhance employees' pro-environmental behavior through green knowledge sharing and green mindfulness, suggesting that sustainability-oriented HR systems may indirectly cultivate mindful awareness of environmental issues (Li et al., 2025). These studies indicate that mindfulness is increasingly situated at the intersection of organizational sustainability, climate, and employee behavior, yet they focus predominantly on environmental performance indicators such as pro-environmental behavior and creativity rather than long-term retention outcomes.

Taken together, the literature portrays mindfulness as a multi-dimensional, state-like psychological capacity that enhances emotional regulation, resilience, and adaptive functioning in demanding service environments. Empirical work in hospitality has established its relevance for stress, burnout, performance, and customer-related outcomes, and emerging research in green and sustainability-oriented settings highlights mindfulness as an important mechanism supporting pro-environmental behavior and sustainable organizational cultures. At the same time, mindfulness has only recently begun to be connected to turnover intentions, and its role within integrated frameworks that link sustainability-oriented HRM, organizational climate, and employee retention in hotel settings remains underdeveloped. This positioning underscores mindfulness as a promising, yet still under-theorized construct for examining psychological sustainability and workforce stability in hospitality organizations.

2.5 Knowledge Sharing

Knowledge Sharing (KS) has become a central construct in organizational scholarship as knowledge is increasingly recognized as a strategic resource underpinning learning, adaptation, and innovation (Anand et al., 2022; Crhová & Matošková, 2019; Hon et al., 2021; Lim & Ok, 2021). Early treatments

conceptualized KS as a largely technical and linear process of transmitting information between individuals or units (Nonaka, 1994). However, as research shifted toward behavioral and cognitive perspectives, KS came to be understood as a socially embedded, psychologically mediated, and relational phenomenon influenced by interpersonal trust, shared interpretive schemas, and motivational factors (Hon et al., 2021; Lim & Ok, 2021; Pham & Giao, 2026). This evolution moved KS beyond mechanical information flow toward a more sophisticated socio-cognitive understanding that emphasizes the role of context and human agency.

A key theoretical development in KS research is the distinction between explicit and tacit knowledge. Explicit knowledge is codified and easily articulated, whereas tacit knowledge is experiential, intuitive, and embodied, often defying formal codification (Loebbecke et al., 2016). The transfer of tacit knowledge typically requires social interaction, observation, shared practice, and collective sensemaking, rendering it highly dependent on interpersonal relationships, trust, and culturally embedded conditions rather than formal communication channels alone (Mohajan, 2017; Schulz & Jobe, 2001). Empirical studies demonstrate that tacit knowledge is central to organizational performance in complex and dynamic environments and that its diffusion relies on psychological safety, trust, and supportive organizational climates (Binz-Scharf et al., 2011; Burrell & Brauner, 2021; Latilla et al., 2018). This recognition significantly expanded the conceptual terrain of KS, situating it at the intersection of social cognition, affective processes, and organizational culture (Edmondson & Bransby, 2022).

Within hospitality, a sector characterized by volatile demand, constant guest interaction, and high levels of emotional labor, KS assumes heightened strategic relevance (Abdollahi et al., 2023; Tuấn, 2021). Effective service delivery relies on employees' ability to access fluid, situational, and guest-specific knowledge that cannot be fully codified in manuals or standard operating procedures (Shaw & Williams, 2008). Tacit knowledge, such as how to interpret subtle guest cues, resolve emotionally charged encounters, or exercise service recovery judgment, often determines service quality and guest satisfaction (Masa'deh, 2016; Zhang et al., 2015). KS enables frontline employees to coordinate efficiently, maintain consistency, and preserve institutional memory in environments susceptible to disruption (Shamim et al., 2016). At the same time, structural features of hospitality, such as high turnover, role stress, cross-cultural teams, and fluctuating workloads, can hinder tacit knowledge diffusion and destabilize learning networks (Shaw & Williams, 2008). These dynamics reinforce the importance of KS as a stabilizing and capability-building mechanism in frontline service contexts (Shamim et al., 2016).

Knowledge sharing has also become increasingly salient within sustainability-oriented organizational systems, as the implementation of environmentally and socially responsible practices depends heavily on employees' ability to understand, interpret, and enact sustainability principles in daily work activities (Jia et al., 2019). Such sustainability-related knowledge, ranging from eco-efficient operational techniques to context-dependent ethical judgments, cannot be fully codified and must instead be transmitted through dialogue, reflective practice, and collaborative problem solving (Caniglia et al., 2023). In hospitality, where service routines are closely intertwined with environmental impact, KS provides the mechanism through which sustainability values and policies are translated into consistent daily behaviors (Seraj et al., 2025). Yet green management research has tended to privilege environmental performance outcomes while paying limited attention to the underlying knowledge processes that make such outcomes viable (Strauss et al., 2017; Zhang et al., 2021). This leaves the role of KS under-theorized in sustainability-driven service settings despite its clear operational and strategic importance.

Beyond its functional significance, knowledge sharing is increasingly conceptualized as a mediating mechanism through which organizational systems shape individual and collective outcomes, rather than merely as a discretionary employee behavior (Ahmad & Karim, 2019; Wang & Noe, 2009). Studies grounded in social learning theory, organizational climate theory, and knowledge-based perspectives demonstrate that the effects of leadership behaviors, supportive human resource practices, and collaborative climates on employee performance, creativity, and innovation frequently operate through knowledge sharing processes (Černe et al., 2017; Llopis & Foss, 2016; Singh et al., 2021; Ye et al., 2021). In this sense, knowledge sharing constitutes a behavioral pathway through which contextual enablers such as trust, empowerment, and open communication are translated into organizational learning, collective sensemaking, and capability development (Peng, 2024). This mediating role positions knowledge sharing as a core mechanism linking macro-level organizational systems and climates with micro-level employee behaviors and performance outcomes, thereby enhancing the explanatory power of multilevel models of organizational functioning (Ahmad & Karim, 2019; Chau, 2018; Obeidat et al., 2016; Peng, 2024).

Complementing these relational and contextual perspectives, Absorptive Capacity Theory (ACT) highlights the cognitive foundations of organizational learning and knowledge exchange (Cohen & Levinthal, 1990; Sun & Anderson, 2008). ACT proposes that individuals and organizations differ in their ability to acquire, assimilate, transform, and apply knowledge (Martinkenaite & Breunig, 2015). This

perspective underscores the importance of knowledge processes, collaborative learning routines, and cognitive readiness in enabling adaptive organizational behavior (Nonaka, 1994). ACT is particularly useful in work contexts characterized by high complexity or rapid environmental change, where knowledge mobility and learning capacity directly influence performance outcomes (Annosi et al., 2018; Bond et al., 2006; Chughtai et al., 2023).

Contemporary scholarship increasingly highlights the psychological antecedents of knowledge sharing, emphasizing that employees' willingness to share knowledge is shaped by affective states, identity alignment, perceived meaningfulness of work, intrinsic motivation, and emotional regulation capacities (Burmeister et al., 2024; Gagné et al., 2019; Hooff et al., 2012; Radaelli et al., 2014; Seo, 2023). These factors are especially salient in hospitality, where employees experience frequent interpersonal demands, emotional volatility, and customer unpredictability (Pham et al., 2025). Neglecting these micro-level influences narrows the explanatory power of KS models and fails to capture how knowledge processes unfold within the lived experience of frontline service employees (Sijbom et al., 2025). Therefore, understanding how individual-level constructs such as mindfulness influence knowledge sharing and subsequent work behaviors, including contextual performance and citizenship behaviors, is crucial for developing comprehensive frameworks for organizational effectiveness within this sector (Valeri & Baggio, 2022).

Yet despite its importance, knowledge sharing remains insufficiently examined in hospitality and sustainability research, particularly regarding how organizational systems and psychological resources jointly shape knowledge dynamics. Examining knowledge sharing as a mediating mechanism within sustainability-oriented HR systems may therefore provide important insights into how organizations foster learning, adaptability, and workforce stability in contemporary hospitality contexts.

2.6 Innovative Climate

The final concept examined in this study is Innovative Climate (IC). Innovative Climate (IC) refers to employees' shared perceptions that their organization values, supports, and enables innovation through idea generation, risk-taking, experimentation, and continuous improvement (Battistelli et al., 2021; Newman et al., 2019; Visser & Scheepers, 2021). As a key dimension of organizational climate, IC reflects the psychological conditions under which employees feel safe to propose ideas, challenge existing routines, and engage in creative problem solving. Over time, the construct has shifted from a narrow emphasis on creativity-supportive

conditions to a broader socio-cognitive framework that incorporates autonomy, tolerance for failure, psychological safety, and collaborative learning across levels of the organization (Amabile et al., 1996; Newman et al., 2019). This evolution highlights a theoretical consensus that innovation depends on the interplay between structural enablers and relational dynamics that shape employees' cognitive and affective states.

In hospitality, where real-time problem solving, service customization, and continuous adaptation to guest expectations are intrinsic to the work context, the relevance of an innovative climate becomes particularly pronounced (Hassi, 2019). Frontline employees routinely confront unpredictable service demands, high emotional intensity, and rapid contextual shifts, conditions that necessitate improvisation, shared learning, and cross-functional coordination to maintain service quality (Mengüç et al., 2017). Empirical studies consistently demonstrate that when employees perceive organizational encouragement for experimentation, creativity, and novel service approaches, they display higher work engagement, stronger problem-solving capabilities, and more positive affective attitudes toward their organization (Aldabbas et al., 2021; Coelho et al., 2011; Dong et al., 2015; Martinaitytė et al., 2016). Conversely, organizational climates characterized by rigidity, risk aversion, or punitive responses to mistakes tend to inhibit learning, suppress discretionary effort, and increase withdrawal intentions, particularly in dynamic service environments where adaptability is critical (Lin et al., 2023; Tucker & Edmondson, 2003).

Empirical research identifies multiple mechanisms through which an innovation-supportive climate shapes employee and organizational outcomes, highlighting its role as a contextual enabler of both learning and motivation (Li & Hsu, 2016; Smothers & Rhew, 2026; Sung & Choi, 2013). First, IC promotes collaboration and cross-functional learning, enhancing employees' perceived competence, autonomy, and belonging which are psychological resources fundamental to sustained motivation and attachment (Hassan & Raziq, 2019; Newman et al., 2019). Second, climates that legitimize risk-taking foster psychological safety, a robust predictor of engagement and reduced turnover intentions (Amabile et al., 1996; Newman et al., 2017). Third, IC signals opportunities for development and meaningful contribution, which are increasingly salient for contemporary workforces that prioritize personal growth and purpose (Agarwal & Farndale, 2017; Eldor et al., 2023). These pathways collectively illustrate how IC shapes not only cognitive assessments but also deeper affective and motivational processes.

Recent hospitality research extends these insights and demonstrates the strategic importance of innovative climates in service-intensive settings. Recent hospitality research suggests that innovation-oriented climates strengthen employees' perceived support and collaborative capacity, thereby enhancing talent retention in high-end hotels (Hassi, 2019; Karatepe et al., 2020; Park et al., 2021; Pham & Giao, 2026). Additional studies reaffirm that climates supportive of autonomy, experimentation, and idea expression enhance engagement and innovative performance (Al-Sabi et al., 2023; He et al., 2021; Pham et al., 2025), reinforcing the socio-cognitive pathways through which IC influences work behavior.

Taken together, these findings highlight that an innovative climate functions as a pivotal organizational mechanism that integrates structural support, psychological safety, and collaborative learning within work systems. Its influence extends beyond creativity and performance outcomes to shape broader human-centered outcomes such as employee engagement, psychological well-being, and workforce stability. Despite these advances, limited empirical research has examined how innovative climate operates within sustainability-oriented HR systems and how it contributes to employee retention in hospitality contexts.

2.7 Summary of current findings

Although GHRM research has expanded rapidly over the past decade, most studies emphasize environmental outcomes such as pro-environmental behavior and environmental performance rather than human sustainability outcomes related to employee well-being and retention.

First, retention scholarship remains insufficiently integrated with sustainability-oriented human resource management theory, as the two streams have largely evolved in parallel rather than through systematic theoretical integration (Lu et al., 2022; Ren et al., 2023). Although Green Human Resource Management research has expanded rapidly over the past decade, the majority of empirical studies continue to emphasize environmental outcomes, such as pro-environmental behavior, green citizenship, or environmental performance, rather than human sustainability outcomes related to employee well-being, psychological functioning, and workforce stability (Paulet et al., 2021; Zacher et al., 2022). Explanatory models in this domain overwhelmingly rely on Social Exchange Theory and Organizational Support Theory, positing that employees reciprocate sustainability-oriented HR practices with positive attitudes, commitment, and reduced turnover intentions in response to perceived organizational care and fairness (Cropanzano & Mitchell, 2005; Lu et al., 2023). While valuable, this relational framing offers only a partial explanation of

how sustainability-oriented HR systems influence employee retention, as it focuses primarily on attitudinal reciprocity rather than on the development of employees' internal resources and adaptive capacities (Lu et al., 2022; Portocarrero et al., 2021). In particular, existing models largely overlook resource-based perspectives, such as the Job Demands–Resources framework, which theorizes how HR practices cultivate employees' personal and psychological resources that enable them to manage emotional, cognitive, and relational demands inherent in contemporary work environments (Bakker et al., 2022; Bakker & Demerouti, 2007; Pham & Giao, 2025). Consequently, the field continues to lack a comprehensive account of how sustainability-oriented HRM shapes the psychological and cognitive conditions that underpin long-term employee retention, particularly in emotionally demanding service contexts (Bornay-Barrachina et al., 2023; Iftikhar et al., 2021; Lu et al., 2022).

Second, intra-individual psychological mechanisms, particularly mindfulness, have been under-theorized in both GHRM and retention research (Kim & Park, 2023; Reb et al., 2016; Wang et al., 2020). Extensive evidence from psychology and organizational behavior demonstrates that mindfulness enhances emotional regulation, reduces burnout, and strengthens attentional control, mechanisms that are central to employees' decisions to remain in emotionally demanding service settings (Jang et al., 2020; Johnson & Park, 2020; Reb et al., 2016; Wang et al., 2020). However, HRM and hospitality research has typically conceptualized mindfulness either as a relatively stable individual trait or as the outcome of standalone training interventions, rather than as a psychological mechanism embedded within and shaped by organizational systems and HR practices (Said & Tanova, 2021; Shahbaz & Parker, 2021; Wang et al., 2020). Existing GHRM frameworks have yet to theorize whether sustainability-oriented HR practices actively cultivate mindfulness-related capacities, nor whether mindfulness functions as a mediating mechanism linking GHRM to employee retention outcomes (Kumprang & Suriyankietkaew, 2024; Qamar et al., 2023; Ramgolan et al., 2024). Moreover, the several empirically validated facets of mindfulness, Describing, Acting with Awareness, Non-Judging, and Non-Reactivity, have not been systematically examined in hospitality-specific contexts, despite their theoretical relevance for managing emotional labor, attentional demands, and unpredictable guest interactions inherent in frontline service work (Johnson & Park, 2020; Lam et al., 2021; Wang et al., 2020).

Third, organizational mechanisms such as knowledge sharing and innovative climate remain insufficiently theorized as mediating pathways linking Green Human Resource Management to employee retention, despite their acknowledged

importance for organizational learning and adaptability (Darvishmotevali & Altınay, 2021; Khan et al., 2022; Yang & Li, 2023). Although knowledge sharing and innovative climate are widely recognized as drivers of learning, adaptability, and service innovation, they are rarely positioned as core mechanisms through which HR systems shape employees' retention decisions, particularly within sustainability-oriented frameworks (Bindeeba et al., 2025; Peng et al., 2024). Absorptive Capacity Theory highlights knowledge sharing as the cognitive foundation enabling individuals and organizations to acquire, assimilate, transform, and apply knowledge, thereby supporting adaptive capability development in complex environments (Cohen & Levinthal, 1990). At the same time, organizational climate scholarship establishes innovative climate as a key determinant of psychological safety, experimentation, learning orientation, and future-focused behavior, all of which are critical for sustained engagement and organizational attachment (Cangialosi et al., 2020; Sung & Choi, 2013; Trabucchi et al., 2020). Yet prior research seldom integrates these perspectives into retention models, resulting in fragmented explanations of how sustainability-oriented HR systems influence employee attachment beyond attitudinal reciprocity (Jia & Hou, 2024; King et al., 2021; Rawshdeh et al., 2023). More importantly, Organizational Support Theory suggests that knowledge sharing and innovative climate can function as supportive contextual cues that signal organizational care, trust, and empowerment, thereby strengthening socio-emotional bonds between employees and the organization (Peng et al., 2023; Seo, 2023; Shateri & Hayat, 2020). Without integrating Absorptive Capacity Theory and Organizational Support Theory, existing research remains unable to determine whether knowledge sharing and innovative climate operate as independent mediators, as climate-building mechanisms, or as components of a broader interpretive chain through which employees evaluate the stability, learning potential, and developmental trajectory of their organization (Cangialosi et al., 2020; Llopis & Foss, 2016; Ye et al., 2021)

Fourth, the field lacks an integrated, multilevel, and multi-theoretical framework capable of synthesizing relational, psychological, cognitive, and contextual mechanisms underlying employee retention, resulting in a fragmented body of knowledge that only partially captures the complexity of contemporary work experiences (Chatzoudes & Chatzoglou, 2022; Hausknecht et al., 2009; Mawdsley & Somaya, 2015). Existing studies frequently adopt one or two theoretical lenses, such as Social Exchange Theory, Organizational Support Theory, the Job Demands–Resources model, Absorptive Capacity Theory, or Mindfulness-Based Cognitive Therapy, in isolation, producing piecemeal explanations that fail to reflect the integrative sensemaking processes through which employees interpret organizational practices in real-world settings (Kumprang & Suriyankietkaew, 2024;

Shahbaz & Parker, 2021; Tong et al., 2021). Turnover and withdrawal theories emphasize iterative cognitive–emotional evaluations underlying employees’ stay–leave decisions (Liu & Raghuram, 2021; Mitchell & Lee, 2001; Rothausen et al., 2015), whereas Green Human Resource Management frameworks focus primarily on organizational signals and normative cues conveyed through sustainability-oriented practices (Renwick et al., 2015). In parallel, Absorptive Capacity Theory highlights the centrality of knowledge acquisition, integration, and application processes (Cohen & Levinthal, 1990), Mindfulness-Based Cognitive Therapy clarifies mechanisms of cognitive–affective regulation and attentional control under stress (Segal et al., 2002), and the Job Demands–Resources model emphasizes the activation of personal and organizational resources in response to job strain (Bakker & Demerouti, 2007). Yet these complementary perspectives have rarely been integrated into a unified explanatory model capable of accounting for how sustainability-oriented HR systems activate psychological resources, shape knowledge processes, influence climate perceptions, and ultimately support employee retention (Bindeeba et al., 2025; Kumar & Tarkar, 2024; Pham et al., 2025). This persistent theoretical fragmentation constrains both scholarly advancement, by limiting explanatory depth, and managerial application, by failing to provide coherent guidance on how organizations can design sustainability-oriented HR systems that simultaneously support learning, well-being, and workforce stability (Jackson & Seo, 2010; Ren & Jackson, 2019). Beyond these conceptual gaps, empirical research remains heavily concentrated in manufacturing, technology, and Western corporate contexts, with comparatively limited attention devoted to hospitality, an industry characterized by high levels of emotional labor, immediate customer feedback, labor intensity, and persistently high employee turnover (Hofmann & Stokburger-Sauer, 2017; Johnson et al., 2020; Lam et al., 2021). Research conducted in emerging markets such as Vietnam is particularly scarce, despite the presence of distinctive labor market dynamics, collectivist cultural values, institutional transitions, and evolving sustainability trajectories that are likely to shape how employees interpret HR systems, organizational signals, and long-term retention intentions (Chen et al., 2014; Peretz, 2024; Sanders et al., 2022; Xiayan et al., 2021).

Addressing these gaps, this study develops and empirically tests a multilevel, multi-theoretical framework in which GHRM influences employee retention through the interlinked mechanisms of mindfulness, knowledge sharing, and innovative climate. By integrating SET, OST, JD-R, MBCT, and ACT into a single coherent model and applying it to the luxury hotel sector in an emerging-market context, the study responds directly to calls for more psychologically informed,

cognitively grounded, and contextually sensitive explanations of retention within sustainability-oriented service organizations.

Building upon the theoretical and empirical gaps identified above, this study addresses a central research problem: the absence of an integrated, multilevel explanation of how sustainability-oriented human resource management systems shape employee retention through organizational and psychological mechanisms, particularly within emotionally demanding service contexts. Although prior research has examined elements of Green Human Resource Management (GHRM), employee retention, knowledge processes, innovative climate, and mindfulness in isolation, these perspectives have rarely been synthesized into a coherent framework capable of capturing the complex sensemaking processes through which employees interpret organizational practices and develop long-term attachment to their organizations. As a result, it remains unclear how sustainability-oriented HR practices translate into sustained workforce stability, and which psychological and organizational mechanisms play the most critical roles in shaping employees' decisions to remain within service organizations.

Addressing this issue is important for both theoretical and practical reasons. From a scholarly perspective, resolving this gap contributes to a deeper understanding of how sustainability-oriented HR systems influence employee outcomes beyond environmental performance, thereby extending existing GHRM and retention research. From a practical perspective, identifying the mechanisms that support employee retention is particularly critical for service industries such as hospitality, where organizations face persistent challenges related to emotional labor, workforce instability, and high turnover rates.

To address this problem, the present study develops and empirically tests a multilevel, multi-theoretical framework that integrates relational perspectives (Social Exchange Theory and Organizational Support Theory), cognitive perspectives (Absorptive Capacity Theory), psychological perspectives (Mindfulness-Based Cognitive Therapy), and resource-based perspectives (the Job Demands–Resources model). The proposed framework explains how sustainability-oriented HR practices influence employee retention by activating organizational mechanisms, including Knowledge Sharing (KS) and Innovative Climate (IC), as well as intra-individual psychological resources, particularly mindfulness. By doing so, the study advances understanding of employee retention as a dynamic outcome shaped by the interaction between HR systems, organizational context, and employees' internal regulatory capacities.

The findings of this research are expected to benefit multiple stakeholders. For scholars, the study contributes to the development of a more integrative and psychologically informed explanation of employee retention within sustainability-oriented organizations. For practitioners and hotel managers, the results provide insights into how HR practices, learning processes, and organizational climates can be designed to support employee well-being, strengthen workforce stability, and enhance long-term organizational sustainability in hospitality settings.

3. RESEARCH OBJECTIVES AND APPROACH

3.1 Research Context and Justification

Vietnam constitutes a theoretically salient context for examining sustainability-oriented human resource practices in luxury hospitality due to the convergence of a strongly collectivist cultural orientation and the rapid expansion of high-end hotel services (Do et al., 2018; Pham et al., 2019; Tuấn, 2022). Cross-cultural research consistently classifies Vietnam as a high-collectivism society, characterized by interdependence, group harmony, relational obligation, and a long-term orientation toward social relationships (Ho et al., 2021; Radojević et al., 2019). These cultural characteristics significantly shape how organizational practices are interpreted, internalized, and enacted by employees, particularly in service-intensive industries where value creation depends on coordinated action and interpersonal engagement (Chatman & Jehn, 1994; Chen et al., 2024; Morris et al., 2008).

From a sustainability perspective, collectivist cultural contexts provide a normative foundation that reinforces shared responsibility, moral obligation, and concern for collective outcomes rather than short-term individual gain (Cho et al., 2012). Sustainability initiatives inherently require cooperation, behavioral consistency, and alignment between individual actions and collective goals, making their effectiveness highly contingent on underlying cultural value systems (Chwiałkowska et al., 2020). Empirical studies suggest that in collectivist societies, employees are more likely to internalize organizational sustainability objectives as shared responsibilities, thereby strengthening the translation of sustainability strategies into daily work practices (Yang et al., 2024). The relevance of collectivism becomes particularly pronounced in luxury hotel settings, where sustainability carries both strategic and symbolic significance (Font et al., 2016). Luxury hospitality organizations operate as symbolically intensive, experience-based service systems in which ethical conduct, social responsibility, and environmental stewardship contribute directly to brand legitimacy and perceived service excellence (Jain et al., 2023; Santos & Almeida, 2022). In these contexts, sustainability is not merely an operational requirement but an integral component of the brand narrative that must be consistently enacted through employee behavior during high-contact service encounters (Garmaroudi et al., 2020; Sirianni et al., 2013).

Vietnam's luxury hotel sector has expanded rapidly in recent decades due to economic growth, international tourism development, and increased foreign direct investment, intensifying competitive pressures on service quality and organizational reputation (Ho et al., 2025; Phi et al., 2018). As global luxury brands and

international hotel chains operate alongside domestic luxury properties, hotels in Vietnam face heightened expectations to deliver world-class service while simultaneously meeting environmental and social sustainability standards (Phan et al., 2025). In response to these pressures, sustainability-oriented human resource practices, particularly green human resource management, are increasingly adopted to embed sustainability values into recruitment, training, performance management, and reward systems (Abbas et al., 2023). The effectiveness of such human resource practices is not culturally neutral, as HR systems interact with prevailing cultural values to shape employee cognition, motivation, and behavior (Galpin et al., 2015; Stahl et al., 2019).

Within Vietnam's collectivist context, the psychological and social mechanisms examined in this study are therefore especially salient. Collectivist norms strengthen knowledge sharing by reinforcing expectations of reciprocity, mutual obligation, and concern for group performance, which are critical for sustaining complex and interdependent service operations in luxury hotels (Arpacı & Балоглу, 2015). Collectivism also shapes the expression of mindfulness at work, as employees in collectivist societies tend to regulate emotions, maintain situational awareness, and adapt behavior to preserve relational harmony during emotionally demanding service interactions (Poulin et al., 2025). Furthermore, collectivist values can enhance perceptions of an innovative climate by encouraging employees to propose ideas that benefit the collective rather than seeking individual recognition, thereby supporting continuous improvement and sustainability-oriented innovation in luxury hospitality organizations (Černe et al., 2013; Eid & Agag, 2020). These culturally reinforced mechanisms facilitate the consistent enactment of sustainability practices in service delivery, where coordination and shared commitment are essential (Lombardi et al., 2024).

Employee retention in collectivist luxury hospitality contexts is similarly influenced by social embeddedness, moral obligation, and affective attachment to the organization (Chon et al., 2020; Pham et al., 2025). In Vietnam's luxury hotel sector, employees are more likely to remain with organizations that foster collective identification, meaningful work, and supportive interpersonal relationships through sustainability-oriented HR practices (Dang & Thanh, 2024; Nguyễn et al., 2024). Accordingly, retention outcomes in this context reflect not only economic considerations but also alignment between individual values, collective norms, and organizational purpose.

Taken together, the Vietnamese context is not merely an empirical setting but a theoretically enabling environment in which the mechanisms proposed in this study

are particularly pronounced. The collectivist cultural orientation of Vietnam strengthens the behavioral and psychological pathways through which green human resource management practices influence sustainability-related outcomes in luxury hotels. Examining these relationships in Vietnam therefore allows this study to more clearly capture and explain the underlying processes linking sustainability-oriented HR systems, employee-level psychological mechanisms, and long-term retention, directly supporting the objectives of the research.

By situating the empirical investigation within the hospitality sector of an emerging economy, the study also enhances the contextual relevance of sustainability-oriented HRM research. This setting provides a valuable opportunity to examine how sustainability-oriented HR practices operate within service environments characterized by emotional labor, dynamic customer interactions, and persistent workforce instability.

3.2 Research Objectives

Building upon the theoretical and empirical gaps identified in the preceding sections, this study proposes a conceptual framework explaining how sustainability-oriented human resource practices influence employee retention in hospitality organizations. Drawing on a multi-theoretical foundation, the framework integrates Social Exchange Theory (SET), Organizational Support Theory (OST), the Job Demands–Resources (JD-R) model, Absorptive Capacity Theory (ACT), and Mindfulness-Based Cognitive Therapy (MBCT) to capture the relational, cognitive, psychological, and contextual mechanisms underlying employees’ retention decisions. Within this framework, Green Human Resource Management (GHRM) is conceptualized as the central organizational driver that activates both organizational-level mechanisms, Knowledge Sharing (KS) and Innovative Climate (IC), and intra-individual psychological resources, particularly mindfulness. These mechanisms are expected to jointly shape employees’ capacity to manage emotional and cognitive demands, engage in organizational learning processes, and develop sustained attachment to their organizations. Based on this conceptual logic, the following research objectives are formulated to guide the empirical investigation.

RO1: To empirically examine if Green Human Resource Management (GHRM) practices influences employee retention in the hotel industry within an integrated multi-theoretical framework.

This objective responds directly to the fragmentation of retention and GHRM scholarship, which has largely relied on isolated theoretical lenses and has failed to

account for the combined influence of relational, cognitive, psychological, and contextual mechanisms underlying employee retention.

RO2: To investigate the mediating roles of organizational mechanisms, specifically Knowledge Sharing (KS) and Innovative Climate (IC), in the relationship between GHRM and employee retention.

This objective reflects the growing recognition that sustainability-oriented HR systems exert their influence through climate- and knowledge-based pathways, yet these mechanisms remain under-theorized as core mediators linking HR practices to workforce stability, particularly in high-contact service environments.

RO3: To examine mindfulness as a psychological mediator linking GHRM practices to employee retention.

This objective addresses the limited attention given to psychological regulatory processes in both retention and GHRM research. By conceptualizing mindfulness as a mechanism embedded within HR systems—rather than as a static trait or standalone intervention—the study evaluates how sustainability-oriented practices may cultivate employees’ emotional regulation, attentional control, and resilience under demanding service conditions.

3.3 Research Approach

To achieve these objectives, this study adopts a quantitative, theory-driven research design. Data are collected through a structured survey administered to employees working in luxury hotels, and the proposed relationships are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). This analytical approach is well suited for examining complex models involving multiple mediating mechanisms and allows for the simultaneous analysis of organizational practices, contextual mechanisms, and individual-level psychological processes.

4. CONCEPTUAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

This chapter presents the conceptual framework of the study and outlines the hypotheses that guide the empirical investigation. Grounded in a multi-theoretical foundation, the model links Green Human Resource Management (GHRM) to Employee Retention (ER) through three core mediating constructs: Mindfulness (MF), Knowledge Sharing (KS), and Innovative Climate (IC). The framework draws on Social Exchange Theory (SET), Organizational Support Theory (OST), Absorptive Capacity Theory (ACT), Mindfulness-Based Cognitive Therapy (MBCT), and the Job Demands–Resources (JD-R) model.

4.1 Conceptual Framework

The conceptual framework of this dissertation integrates sustainability-oriented human resource practices, multilevel resource activation mechanisms, and workforce sustainability to explain how organizational systems shape employees' long-term attachment and functioning within the hospitality sector. Anchored in Social Exchange Theory (SET) (Blau, 1964), Organizational Support Theory (OST) (Eisenberger et al., 1986), Absorptive Capacity Theory (ACT) (Cohen & Levinthal, 1990), the Job Demands–Resources (JD-R) model (Bakker & Demerouti, 2007), and Mindfulness-Based Cognitive Therapy (MBCT) (Segal et al., 2002), the framework positions Green Human Resource Management (GHRM) as the central organizational driver that activates a constellation of cognitive, psychological, and climate-based resources, which in turn contribute to sustainable workforce outcomes.

GHRM represents the organization's formal commitment to sustainability through environmentally oriented recruitment, training, appraisal, and reward systems. From the standpoint of SET and OST, such practices operate as salient signals of organizational care, fairness, and value congruence. These signals shape employees' socio-emotional evaluations and strengthen reciprocity-based processes, prompting enhanced motivation, pro-organizational behavior, and continued membership. GHRM is therefore conceptualized not merely as a set of HR practices but as a strategic resource input that informs employees' interpretations of organizational priorities and support. Building upon the JD-R model, the framework assumes that GHRM influences workforce sustainability primarily through Resource Activation Processes, reflecting the premise that job and organizational resources trigger psychological and behavioral mechanisms essential for well-being

and sustained participation. These processes encompass three interrelated resource domains.

The first pathway concerns resource activation through organizational climate, comprising knowledge sharing (KS) and innovative climate (IC). Although GHRM research has predominantly focused on green-specific climates, ACT and OST suggest that broader organizational climates remain critical for shaping employees' capacity and willingness to engage with sustainability-oriented practices. ACT highlights that employees differ in their absorptive capacity, their ability to acquire, interpret, and apply knowledge, implying that GHRM cannot affect workforce outcomes unless supported by climates enabling knowledge mobility, collaboration, and learning. This challenges earlier GHRM models that treat climate as a unidimensional moderator rather than a core mechanism. IC similarly functions as a socio-cognitive structure that determines whether novel ideas, including sustainability practices, can be enacted or are suppressed by risk-averse or punitive norms. The inclusion of KS and IC thus addresses a conceptual omission in prior GHRM-retention models, which largely neglect the cognitive and socio-relational infrastructure required for translating HR practices into sustained behavioral outcomes.

The second pathway involves psychological resource activation, centered on mindfulness (MF). While JD-R research increasingly acknowledges personal resources, few studies explicitly theorize how employees' intra-individual regulatory capacities shape their responses to sustainability-oriented HR systems. Drawing on MBCT, mindfulness is conceptualized as a meta-cognitive regulator that modulates emotional reactivity, attentional control, and resilience-mechanisms particularly salient in the high-demand, emotionally intensive hospitality context. Critically, this framework does not assume mindfulness as a static trait; instead, it views it as a dynamic psychological capacity that can either amplify or attenuate employees' interpretation of organizational cues. This responds directly to the oversight in existing hospitality retention models, which tend to privilege structural and relational antecedents while under-specifying the psychological mechanisms through which employees process stressors, interpret organizational signals, and decide to remain or leave.

Collectively, the framework proposes that GHRM influences workforce sustainability only indirectly, through the activation of climate, cognitive, and psychological resources. This multi-level, multi-mechanism approach addresses several deficiencies in current hospitality and HRM research: the overreliance on direct-effect models, the neglect of intra-individual processes, and the conceptual

fragmentation between sustainability-oriented HR practices and employee retention. The model advances the field by explicating how employees interpret, internalize, and enact the affordances created by sustainability-oriented HRM, offering a theoretically grounded and empirically testable account of why and when GHRM leads to enduring workforce stability.

4.2 Hypothesis Development

4.2.1 GHRM as an Antecedent to Psychological and Behavioral Processes

Green Human Resource Management (GHRM) is increasingly conceptualized as a strategic HR system that shapes employees' psychological, behavioral, and contextual experiences beyond environmental compliance. Drawing on Social Exchange Theory (SET), when employees perceive sustainability-oriented and ethically grounded HR practices, they reciprocate with stronger commitment and reduced withdrawal behaviors, both of which are central to employee retention (Amini et al., 2024; Genari & Macke, 2022)

Empirical evidence consistently demonstrates that GHRM enhances retention-related outcomes through mechanisms such as organizational identification, psychological safety, and perceived organizational support (Rawshdeh et al., 2023; Rossenberg et al., 2022). In hospitality contexts characterized by high emotional labor and service pressure, sustainability-oriented HR practices further strengthen employees' sense of meaningful work and attachment, thereby increasing their intention to remain (Pimenta et al., 2023; Singh et al., 2025). Extending this perspective, recent work in sustainable HRM suggests that GHRM contributes to human sustainability by fostering well-being, engagement, and long-term organizational attachment ((Martínez-Falcó et al., 2024; Qamar et al., 2023; Wojtczuk-Turek et al., 2024). Taken together, GHRM can be understood as a foundational relational resource that strengthens employees' motivation to stay by enhancing perceived support, value congruence, and meaningful engagement. Accordingly, it can be hypothesized that:

H1. GHRM positively influences Employee Retention (ER).

Beyond its direct effects, GHRM is also expected to shape key psychological, behavioral, and contextual mechanisms that underpin retention.

Mindfulness represents a core intra-individual psychological resource. While traditionally viewed as a stable individual difference, contemporary perspectives highlight its contextual malleability, suggesting that supportive work environments

can facilitate mindful awareness (Dust et al., 2021). GHRM practices, such as green training, participatory sustainability initiatives, and well-being-oriented HR policies, create conditions that promote reflection, emotional balance, and value congruence, consistent with principles of Mindfulness-Based Cognitive Therapy (Chen & Wu, 2022). Empirical evidence further indicates that sustainability-oriented and ethically supportive contexts enhance self-awareness, emotional regulation, and attentional control (Djermis et al., 2023; Ericson et al., 2014; Jansen et al., 2024; Li et al., 2021; Thiermann & Sheate, 2020; Wamsler et al., 2017). Thus, GHRM is expected to foster mindfulness in the workplace. Accordingly, it can be suggested that:

H2. GHRM positively influences Mindfulness (MF).

At the behavioral level, GHRM is expected to promote Knowledge Sharing (KS) by strengthening trust, reciprocity, and collective responsibility. From a SET perspective, employees respond to supportive and value-driven HR practices by engaging in discretionary, prosocial behaviors, including knowledge exchange (Andreeva & Sergeeva, 2016). From an Absorptive Capacity perspective, HR systems that develop environmental competencies and cross-functional understanding enhance employees' ability and motivation to share knowledge (Minbaeva et al., 2014). Empirical research shows that GHRM fosters cooperative norms, environmental citizenship, and collaborative learning behaviors closely linked to knowledge sharing (Hameed et al., 2023; Jermisittiparsert, 2021; Khan et al., 2022; Moraes et al., 2018; Yang & Li, 2023). Thus, it can be hypothesized that:

H3. GHRM positively influences Knowledge Sharing (KS).

At the contextual level, GHRM is also expected to shape employees' shared perceptions of an Innovative Climate (IC). According to Organizational Support Theory (OST), HR practices that signal fairness, support, and development enhance psychological safety and openness to new ideas (Khan et al., 2022; Singh et al., 2021). GHRM practices, such as empowerment, participatory decision-making, and recognition for eco-innovation, reinforce these socio-emotional conditions, thereby fostering an environment that supports creativity, experimentation, and learning (Fang et al., 2022; Kuo et al., 2022; Peng et al., 2024; Yang & Li, 2023). Accordingly, it can be proposed that:

H4. GHRM positively influences Innovative Climate (IC).

4.2.2 Organizational and Psychological Drivers of Employee Retention

Employee retention is a multidimensional outcome shaped by contextual resources, interpersonal dynamics, and psychological capacities (Ding & Rafiq, 2025; Yamoah et al., 2024). In hospitality settings, where emotional labor and service complexity are high, employees' decisions to remain are strongly influenced by the experiential quality of their work environment (Lam et al., 2021; Lange et al., 2008).

An Innovative Climate (IC) reflects shared perceptions that creativity, experimentation, and learning are supported. Such climates function as job resources within the Job Demands–Resources (JD-R) model, enhancing meaningfulness, psychological safety, and engagement (Bakker & Demerouti, 2007). Empirical evidence shows that innovation-supportive environments increase job satisfaction and reduce turnover intentions (Pham et al., 2025; Smothers & Rhew, 2026; Zadow et al., 2023). In dynamic service environments, these conditions strengthen employees' long-term attachment. Taken together, these arguments suggest that:

H5. Innovative Climate positively influences Employee Retention (ER).

Knowledge Sharing (KS) enhances employees' social integration, competence development, and sense of contribution. Rooted in SET and Absorptive Capacity Theory, knowledge exchange fosters reciprocal relationships and strengthens organizational embeddedness (Cohen & Levinthal, 1990). Empirical studies show that KS increases commitment, belonging, and retention intentions (Naseem et al., 2025; Pham & Giao, 2026; Xuan & Chen, 2025). In hospitality, where tacit knowledge is critical, KS reduces uncertainty and strengthens team cohesion. Thus, it can be proposed that:

H6. Knowledge Sharing positively influences Employee Retention (ER).

Mindfulness (MF) functions as a personal resource that enhances emotional regulation, attentional control, and resilience (Brown & Ryan, 2003). Within the JD-R framework, mindfulness buffers the effects of emotional demands and reduces burnout, thereby lowering turnover intentions (Lyddy et al., 2025). Empirical evidence shows that mindful employees exhibit higher well-being and stronger intentions to remain, particularly in service-intensive contexts (Jha, 2021; Kaplan et al., 2024; Lyddy et al., 2025). Accordingly, it can be hypothesized that:

H7. Mindfulness positively influences Employee Retention (ER).

4.2.3 Knowledge Sharing and Mindfulness as Antecedents of Innovative Climate

Knowledge Sharing (KS) provides the cognitive and relational foundation for innovation. Through the exchange of ideas and experiences, employees develop shared understanding, enhance problem-solving, and strengthen collective adaptability (Wang & Noe, 2010). Empirical research shows that KS promotes creativity and supports the emergence of innovation-supportive norms (Arshad et al., 2024; Engelsberger et al., 2022; Jabid et al., 2023; Lee et al., 2023). Therefore, it is proposed that:

H8. Knowledge Sharing positively influences Innovative Climate (IC).

Mindfulness (MF) enhances cognitive flexibility, openness, and emotional composure, enabling employees to process information more effectively and engage with novel ideas (Khari & Bali, 2022). Research suggests that mindful individuals are more adaptive, less defensive, and more willing to experiment, all of which contribute to an innovation-supportive environment (Johnstone & Wilson-Prangley, 2021; Khari & Bali, 2022; Martín et al., 2020; Vonderlin et al., 2020). Thus, it is hypothesized that:

H9. Mindfulness positively influences Innovative Climate (IC).

4.2.4 Mediating Mechanisms Linking GHRM to Employee Retention

Although prior research has established that GHRM can directly enhance Employee Retention (ER), strategic HRM research suggests that HR systems primarily influence outcomes through multi-level mediating mechanisms rather than direct effects alone (AL-Damoe et al., 2012; Peng et al., 2024; Sepahvand & Khodashahri, 2021; Shahzad et al., 2024; Tej et al., 2021). In line with SET, OST, ACT, MBCT, and the JD-R framework, this study proposes that Knowledge Sharing (KS), Mindfulness (MF), and Innovative Climate (IC) operate as key mediating mechanisms that translate sustainability-oriented HR practices into stable workforce outcomes. These mediators capture three levels of employee experience, cognitive, psychological, and climate-based, offering a comprehensive explanation of how GHRM contributes to long-term retention.

Knowledge Sharing as a Mediator

Drawing on the above discussion, Knowledge Sharing (KS) is expected to mediate the relationship between GHRM and employee retention. GHRM cultivates trust, fairness, and a shared sense of purpose, which motivate employees to engage in cooperative behaviors such as exchanging knowledge (Khan et al., 2022; Matošková & Směšná, 2017; Ouerdian et al., 2017). From an Absorptive Capacity

perspective, these practices also strengthen employees' ability to acquire, combine, and disseminate knowledge through enhanced competencies and cross-functional understanding (Cohen & Levinthal, 1990).

Consequently, knowledge sharing reinforces social integration, perceived competence, and relational embeddedness within the organization, factors closely associated with stronger attachment and lower turnover intentions in service contexts (Cabrera & Cabrera, 2005; Flinchbaugh et al., 2016; Swanson et al., 2019). This indicates that KS extends beyond collaborative activity and serves as a cognitive–relational conduit linking GHRM to sustained employee retention. Therefore, it is hypothesized that:

H10. Knowledge Sharing mediates the relationship between GHRM practices and Employee Retention (ER).

Mindfulness as a Mediator

Extending prior arguments, Mindfulness (MF) is expected to mediate the relationship between GHRM and employee retention. GHRM initiatives that emphasize well-being, autonomy, participation, and sustainability values create conditions that facilitate the development of mindfulness (Chen & Wu, 2022). Consistent with Mindfulness-Based Cognitive Therapy, contextual elements such as value congruence, emotional safety, and meaningful work activate processes including self-awareness, non-reactivity, and attentional focus (Segal et al., 2002).

Accordingly, mindfulness operates as a key personal resource that supports emotional balance, resilience, and sustained attention, enabling employees to better navigate the demands of service work (Jang et al., 2020; Wang et al., 2020). Within the JD-R framework, these capacities mitigate exhaustion and withdrawal tendencies while reinforcing engagement and organizational commitment (Kim & Wang, 2018; Tremblay & Messervey, 2011).

This positions mindfulness as a psychological channel through which GHRM converts favorable work conditions into enduring employee attachment. Thus, we propose that:

H11. Mindfulness mediates the relationship between GHRM practices and Employee Retention (ER).

Innovative Climate as a Mediator

In line with the preceding discussion, Innovative Climate (IC) is expected to mediate the relationship between GHRM and employee retention. GHRM initiatives, through empowerment, environmental involvement, and developmental opportunities, communicate organizational priorities that emphasize autonomy, learning, and openness (Bindeeba et al., 2025; Peng et al., 2024). These signals shape shared interpretations that creativity, experimentation, and problem solving are encouraged within the organization.

Such collective interpretations influence how employees assess their alignment with the organization over time. When the work environment is perceived as adaptive and supportive of continuous improvement, employees are more likely to develop stronger commitment and reduced intentions to leave (Islam et al., 2015; Ito & Brotheridge, 2005; Joo, 2010).

In addition, IC acts as a contextual integrator that consolidates the effects of other processes. High levels of knowledge sharing contribute to shared understandings of collaboration and learning, while mindfulness enhances employees' sensitivity to organizational cues (Agarwal et al., 2023; Lin et al., 2021). IC brings these individual and relational experiences together into a coherent perception of what the organization values and supports (Lysova et al., 2022; Malik et al., 2023; Pham et al., 2025).

This highlights IC as a contextual conduit through which organizational signals are collectively interpreted and translated into retention-related judgments. Therefore, it is hypothesized that:

H12. Innovative Climate mediates the relationship between GHRM practices and Employee Retention (ER).

H13. Innovative Climate mediates the relationship between Knowledge Sharing and Employee Retention (ER).

H14. Innovative Climate mediates the relationship between Mindfulness and Employee Retention (ER).

4.3 The Proposed Research Model

The proposed framework (see **Figure 4.1**) hypothesizes that organizations that embed sustainability (GHRM), promote collaboration (KS), and enhance cognitive well-being (MF), ultimately foster an innovation-driven climate. This climate, in turn, supports higher levels of employee satisfaction, emotional commitment, and intention to stay. By leveraging IC as both an outcome and a mechanism, the model contributes to a deeper understanding of how organizational culture, behavioral

dynamics, and individual psychological resources interact to drive long-term retention, particularly in high-turnover sectors such as hospitality.

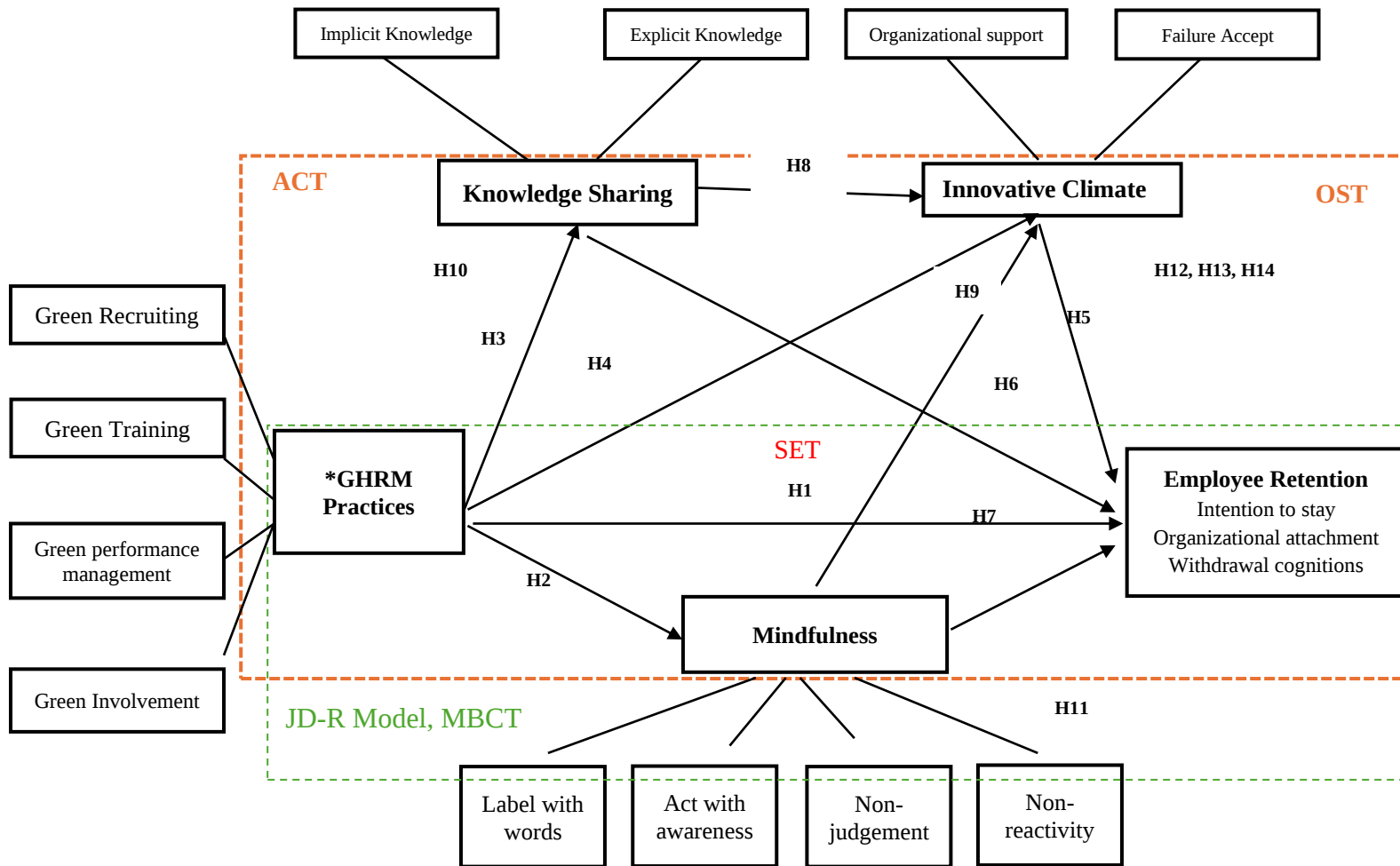


Fig. 4.1. Conceptual framework linking Green Human Resource Management practices to employee retention through mindfulness, knowledge sharing, and innovative climate

Source: Author's own elaboration based on Social Exchange Theory, Organizational Support Theory, Job Demands–Resources Model, and Mindfulness-Based Cognitive Therapy.

5. METHODOLOGY

5.1 Research Design and Process

This dissertation adopts a rigorous, multi-stage quantitative research design to examine the structural relationships among Green Human Resource Management (GHRM), Knowledge Sharing (KS), Innovative Climate (IC), Mindfulness (MF), and Employee Retention (ER) in luxury hotels in Vietnam. Quantitative research is particularly suitable for modelling latent psychological, cognitive, and climate constructs and for testing theoretically specified causal mechanisms within multivariate frameworks (Hair et al., 2018). Moreover, quantitative approaches enable the use of standardized measurement instruments, reliability and validity diagnostics, and structural equation modelling, procedures essential for evaluating complex, multi-theoretical models grounded in SET, OST, JD-R, MBCT, and ACT.

The research followed a sequential, multi-stage process comprising:
First, development and contextual adaptation of validated scales from established literature;
Second, expert review and cognitive interviewing to establish content and face validity;
Third, pilot testing to examine item clarity, dimensional structure, and preliminary reliability; and
Forth, full-scale survey administration using robust sampling procedures.

This systematic design aligns with best-practice recommendations from methodological authorities (Weyant, 2022) and ensures that the resulting dataset is psychometrically robust and contextually appropriate.

5.2 Participants and Sampling Strategy

The target population consisted of full-time employees in four- and five-star hotels located in Vietnam's major hospitality hubs as Hanoi, Ho Chi Minh City, and Da Nang. These settings were selected because luxury hotels represent high-intensity service environments characterized by substantial emotional labour, role stress, and performance pressures (Khuong & Linh, 2020; Kwon et al., 2019; Lam et al., 2021). They also tend to exhibit more formalized HRM systems and a stronger adoption of sustainability-oriented HR practices compared to lower-tier establishments (Musau et al., 2024; Walker & Nickson, 2024). As such, this context provides an appropriate empirical setting for examining how GHRM shapes both psychological and organizational mechanisms in hospitality environments.

Participants were drawn from operational, administrative, and supervisory departments including front office, housekeeping, food and beverage, culinary services, sales and marketing, and human resources. These departments were purposefully included because they embody high levels of customer interaction, interdependence, and exposure to organizational systems, conditions under which constructs such as mindfulness, knowledge sharing, and climate perceptions become salient. A minimum tenure of six months was imposed as an inclusion criterion to ensure that participants had sufficient exposure to HR practices, climate signals, and workgroup dynamics. This requirement follows established hospitality research demonstrating that meaningful perceptions of climate and HRM systems depend on sustained organizational immersion (Karatepe, 2013; Kim et al., 2019).

A purposive sampling strategy was employed. Although not probabilistic, purposive sampling is appropriate when the research objective requires respondents capable of forming stable and informed evaluations of organizational environments (Palinkas et al., 2013). In studies of HRM systems, workplace climate, and psychological mechanisms, data quality is significantly enhanced when participants have experiential familiarity with the constructs under investigation (Caniëls & Baaten, 2018; Patterson et al., 2005). This is particularly critical in hospitality, where transient or seasonal employees may not yet have developed meaningful interpretations of HRM signals, climate cues, or psychological resources.

Theoretical justification for this sampling approach is grounded in Organizational Support Theory, which emphasizes that perceptions of HRM and climate form only after employees observe consistent patterns of treatment (Eisenberger et al., 1986; Rhoades & Eisenberger, 2002). Likewise, Absorptive Capacity Theory (Cohen & Levinthal, 1990) suggests that knowledge-related perceptions require sufficient exposure to organizational routines. Therefore, sampling experienced employees is methodologically essential for measuring KS, IC, and MF accurately.

Furthermore, sampling across multiple geographic regions and across hotels of different ownership structures (foreign-managed vs. Vietnamese-managed properties) enhances contextual heterogeneity and increases external validity. This multi-site sampling strategy addresses concerns about single-site bias, a pervasive limitation in organizational behaviour and HRM research (Min et al., 2016)

5.3 Instrument Development

The measurement instrument was developed through a systematic, theory-driven process to ensure conceptual precision, psychometric robustness, and contextual

suitability for the luxury hotel environment in Vietnam. All measurement items were adapted from high-impact, validated scales frequently employed in top-tier HRM, organizational psychology, and management research. Using established scales is essential for maintaining content validity, ensuring comparability across studies, and minimizing measurement error when modelling complex latent constructs (Carpenter, 2017)

Each construct such as Green Human Resource Management (GHRM), Knowledge Sharing (KS), Innovative Climate (IC), Mindfulness (MF), and Employee Retention (ER), was operationalized to reflect its theoretical foundations in SET, OST, JD-R, MBCT, and ACT. The operationalization of mindfulness, in particular, required substantial methodological attention. Unlike KS or retention, which are behaviourally observable, mindfulness is a highly abstract, multidimensional, and introspective construct intimately tied to cognitive processing, emotional regulation, and attentional dynamics. As such, its measurement is vulnerable to interpretive variation, cultural nuance, and respondent introspective accuracy. This complexity necessitated multiple rounds of expert validation involving specialists with demonstrated experience in mindfulness research, employee well-being, and psychological assessment.

To strengthen the contextual fidelity of MF items, particular care was taken to evaluate whether the four validated facets including Describing, Acting with Awareness, Non-Judging, and Non-Reactivity could be meaningfully interpreted within the hospitality service context. Hotel employees often operate under time pressure, emotional labour, and high customer interaction; therefore, experts assessed whether each mindfulness facet manifested in observable work-related behaviour or internal regulation relevant to this setting. This aligns with methodological recommendations that psychological constructs be adapted with sensitivity to occupational context to preserve conceptual equivalence and measurement validity (Brown & Ryan, 2003; Hülshager et al., 2013).

A multidisciplinary expert panel, comprising academic specialists in HRM, sustainability, organizational psychology, and mindfulness research, as well as HR directors from international hotel chains, reviewed all adapted items. The panel evaluated each item for conceptual relevance, semantic clarity, cultural appropriateness, and alignment with established theoretical definitions. Following Lawshe's (1975) and Polit & Beck's (2006) content validity procedures, each item received a relevance rating and Content Validity Index (CVI) values were calculated (Polit & Beck, 2006). Only items with I-CVI ≥ 0.80 were retained. Notably, mindfulness items underwent two additional rounds of refinement due to their

interpretive subtlety and higher likelihood of misinterpretation compared to more concrete constructs such as retention or knowledge sharing.

Where expert feedback indicated potential ambiguity, particularly for terms such as “non-reactivity,” “acting with awareness,” or “internal sensations”, the wording was refined to ensure that employees could interpret items without misattributing metaphysical or clinical meanings. This iterative process aligns with cross-cultural adaptation guidelines emphasizing linguistic equivalence, semantic precision, and cultural resonance (Sousa & Rojjanasrirat, 2010). Refinement was especially important given the hospitality context, where English- and Vietnamese-language vocabulary for psychological states may diverge in nuance.

Following expert review, the instrument was subjected to a pilot test (Section 4.2.3) to examine factor structure, reliability, and respondent comprehension. This iterative process ensured that MF items, despite their abstract nature, demonstrated strong psychometric qualities and were suitable for inclusion in the subsequent structural modelling. The final instrument employed a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), consistent with HRM research and appropriate for reducing cognitive load while capturing nuanced perceptual variation.

The full set of constructs and representative items is presented in Table 4.2.

Table 5.1 Constructs and Measurement Items (Compiled and adapted by Author)

Construct	Sample Item
GHRM Practices Tang et al. (2018)	
	GHRM 1 - My hotel includes environmental criteria in the hiring process.
	GHRM 2 - Environmental training programs are provided to employees in my hotel.
	GHRM 3 - Employee performance appraisals include environmental criteria.
	GHRM 4 - My hotel involves employees in environmental management activities.
	GHRM 5 - Green practices are integrated into the employee induction program.
	GHRM 6 - Employees are encouraged to suggest green practices.

	GHRM 7 - My hotel uses green criteria for employee promotions.
	GHRM 8 - Environmental awareness is part of my hotel's culture.
	GHRM 9 - Employees are rewarded for achieving environmental goals.
Employee Retention (Hom & Griffeth, 1991)	
	ER 1 - I plan to continue working at this hotel over the next year.
	ER 2 - I rarely think about quitting my job. (reverse-coded)
	ER 3 - I feel a strong sense of loyalty to my hotel.
	ER 4 - I feel emotionally connected to my hotel
	ER 5 - I am considering leaving this organization in the near future. (reverse-scored)
Knowledge Sharing (Wang & Noe, 2010)	
	KS 1 - I consistently share my work-related knowledge with my colleagues
	KS 2 - I am willing to share my expertise with others in the hotel.
	KS 3 - I frequently provide my colleagues with information that might help them.
	KS 4 - I share new ideas and insights with my team members.
	KS 5 - I discuss useful work-related information with my peers.
	KS 6 - I upload documents or guidelines to shared digital platforms
	KS 7 - I write standard procedures and manuals to support others.
	KS 8 - I often contribute written knowledge to training or orientation materials.
	KS 9 - I document and share lessons learned after completing major tasks.
Innovative Climate (Scott & Bruce, 1994; Newman et al., 2020)	
	IC 1 - My hotel recognizes and rewards staff who propose innovative service ideas
	IC 2 - Employees are encouraged to respond flexibly to changing guest expectations.
	IC 3 - New ideas from staff are supported and taken seriously by management.
	IC 4 - Creativity and innovation are publicly recognized in staff meetings or internal communications.

Mindfulness (Brown & Ryan, 2003)	MF1 – I can clearly describe my feelings during interactions with guests.
	MF2 – When I feel stressed at work, I am able to put my emotions into words.
	MF3 – I stay fully focused when serving guests, without operating on autopilot.
	MF4 – During my shift, I pay close attention to what I am doing rather than getting distracted.
	MF5 – I am aware of my actions and surroundings while performing service tasks.
	MF6 – I try not to judge my reactions or emotions during service interactions.
	MF7 – I accept my thoughts and feelings at work without labeling them as good or bad.
	MF8 – I notice stressful emotions during busy shifts but do not let them overwhelm me.
	MF9 – Even when pressure is high, I can step back from my emotions and respond calmly.

5.4 Pilot Testing and EFA

A pilot test was undertaken with 60 full-time hotel employees to evaluate the clarity, contextual suitability, and preliminary psychometric quality of the survey instrument prior to full-scale administration. Pilot testing represents a crucial methodological safeguard in quantitative research, particularly when measuring theoretically abstract constructs across psychologically demanding service environments. Scholars emphasize that early detection of ambiguities, item misinterpretation, and measurement instability significantly enhances the validity and reliability of subsequent structural modelling (Cheung et al., 2023; Robinson, 2017). Given the conceptual sophistication of the present framework, spanning psychological (mindfulness), cognitive (knowledge sharing), relational (support), and contextual (innovative climate) dimensions, pilot testing was instrumental in ensuring that employees interpreted items in a consistent and theoretically coherent manner.

Quantitative instruments were first subjected to Exploratory Factor Analysis (EFA) using Principal Axis Factoring with oblique rotation. This analytical choice is grounded in theory: the constructs at the centre of the model, GHRM, KS, IC, MF, and ER, are expected to correlate due to their roots in SET, OST, JD-R, MBCT, and ACT, all of which posit interdependent psychological and organizational processes.

Oblique rotation therefore provides a realistic representation of factor structure, avoiding artificial orthogonal constraints that could distort construct relationships (Bond et al., 2006; Spector et al., 2022). The EFA results demonstrated that all items loaded strongly onto their theoretically intended constructs, with minimal cross-loadings and all loadings exceeding the conventional .50 threshold. These results provide initial evidence for the construct distinctiveness required for later discriminant validity tests in PLS-SEM.

Internal consistency reliability was evaluated using Cronbach's alpha, with all constructs exceeding the recommended minimum of 0.70 (Henseler et al., 2014). However, beyond reporting alpha coefficients, the pilot analysis critically examined the appropriateness of alpha given its sensitivity to the number of items per scale and its assumption of tau-equivalence, assumptions not always met in multidimensional psychological constructs (Sijtsma, 2008). To address this limitation, item-total correlations and inter-item correlations were inspected to ensure that each item meaningfully contributed to the overall construct without introducing redundancy. This is especially important for constructs like mindfulness and innovative climate, where items reflect nuanced behavioural and perceptual qualities that cannot be arbitrarily collapsed.

Pilot participants also provided qualitative feedback through open-ended questions assessing item clarity, semantic nuance, and contextual fit within luxury hotel operations. This qualitative layer is essential because psychometric adequacy alone does not guarantee interpretive accuracy in applied contexts. Hospitality employees frequently navigate high emotional labour, rapid customer turnover, and operational pressures, all of which influence how they understand concepts like awareness, climate, or support. Feedback revealed minor ambiguities in wording, particularly in items referencing "innovation support" and "mindful awareness", prompting targeted linguistic refinements to enhance readability and contextual resonance. No items were removed, as all demonstrated acceptable psychometric performance and conceptual relevance.

Moreover, the pilot process helped identify potential cultural and linguistic nuances unique to Vietnam's hospitality workforce, such as differing interpretations of "empowerment," "non-reactivity," or "collaboration." Refining these items ensured cultural equivalence and minimized potential biases stemming from translation or cultural assumptions. This aligns with best practices in cross-cultural HRM research, which emphasize the importance of pre-testing instruments to safeguard construct validity across diverse employee groups (Gjersing et al., 2010; Sousa & Rojjanasrirat, 2010).

Importantly, the successful pilot provided strong justification for proceeding with PLS-SEM in the main study. The confirmed factor structure, high reliability scores, and absence of problematic items indicated that the instrument was sufficiently stable for structural estimation. Given that PLS-SEM is sensitive to measurement reliability and indicator quality, particularly in complex multi-mediator models, the pilot results were essential for ensuring that subsequent path estimates, mediation analyses, and model predictions would be statistically and theoretically defensible.

In sum, the pilot testing process significantly strengthened the methodological foundations of the study. Through combined quantitative and qualitative diagnostics, it ensured that the instrument was psychometrically sound, contextually appropriate, and theoretically aligned, thereby enhancing the robustness, validity, and interpretive precision of the full-scale empirical analysis. Detailed EFA results are reported in Appendix A.

5.5 Survey Administration

The finalized questionnaire was administered in a bilingual English–Vietnamese format to ensure accessibility and linguistic inclusivity across the diverse workforce of luxury hotels. Given that constructs such as mindfulness, innovative climate, and knowledge sharing contain nuanced psychological and cognitive content, rigorous language equivalence was essential. To preserve conceptual integrity across languages, the study employed a standardized back-translation procedure, complemented by a committee-based reconciliation process (Klotz et al., 2022). This multi-stage approach ensured not only lexical consistency but also semantic, idiomatic, experiential, and cultural equivalence, which are critical for reducing measurement error in cross-cultural HRM research (Cascio, 2011).

The survey comprised two main components:

First, demographic and employment characteristics, including tenure, department, job role, educational background, and shift patterns, variables known to affect perceptions of climate, psychological resources, and retention in hospitality settings; and

Second, validated measurement scales for the five theoretical constructs, each assessed using a five-point Likert scale. This scale format balances cognitive load, cultural interpretability, and psychometric sensitivity; research shows that five-point scales perform reliably in collectivist Asian contexts by minimizing extreme response bias. The full version of questionnaire is in the Appendix

To maximize accessibility, increase representativeness, and mitigate systematic nonresponse, a dual-mode data collection strategy was implemented. Paper-based questionnaires were distributed during pre-shift briefings, staff lounge breaks, and training sessions, enabling participation among employees with limited digital access or lower digital literacy. In parallel, an online version hosted on Google Forms was disseminated through HR departments, internal communication channels, and professional hospitality networks. This multi-modal approach aligns with the Tailored Design Method (Huang et al., 2003), which demonstrates that blended administration modes improve response rates, reduce coverage bias, and accommodate heterogeneous work schedules typical of hospitality operations.

Participation was strictly voluntary and anonymous. To safeguard ethical integrity and promote candid responses, no supervisors or managers were involved in administering or collecting completed surveys. This design choice reduces social desirability pressures, conformity bias, and evaluation apprehension, biases known to distort self-reports in hierarchical service organizations. Employees were assured that responses would not be shared with hotel management and would be used exclusively for academic research.

To further reduce nonresponse bias, evidence-based strategies were adopted:

- modest, randomly allocated participation incentives,
- ensuring motivation without coercion;
- neutral and non-evaluative phrasing to reduce impression management; and
- clear instructions emphasizing there were no right or wrong answers, which is critical for abstract constructs such as mindfulness and climate perception.

The timing of survey distribution was also strategically managed. Surveys were administered across varying shifts (morning, afternoon, and evening) to capture a broad cross-section of employee experiences and to prevent overrepresentation of particular functional or temporal segments. This is particularly important in hotels where workload, emotional demands, and service pressures fluctuate dramatically across the day, potentially shaping psychological states, knowledge behaviours, and climate perceptions.

Finally, completed questionnaires, both physical and digital, were screened for completeness, patterned responses, and response consistency as part of the data cleaning process prior to analysis. This ensured that only high-quality, interpretable data entered the PLS-SEM modelling stage. The combination of linguistic rigor, multi-mode data collection, bias minimization, and strict ethical controls strengthens

the methodological robustness of the study and enhances the credibility and generalizability of its findings within the hospitality sector.

5.6 Sample Size Considerations

Determining an appropriate sample size represents a central methodological consideration in structural equation modelling (SEM), particularly when analysing complex, multi-mediator frameworks such as the proposed GHRM–Mindfulness/Knowledge Sharing/Innovative Climate–Employee Retention model. Consistent with established practices in PLS-SEM research, multiple complementary criteria were applied to ensure that the final sample size was sufficiently large to support stable parameter estimation, reliable mediation testing, and adequate statistical power (Hair et al., 2018).

The primary unit of analysis in this study is the individual employee, drawn from multiple independent organizations. Data were collected from employees working in 4- and 5-star hotels located in Vietnam’s three major hospitality hubs such as Hanoi, Ho Chi Minh City, and Da Nang. These cities represent the country’s most developed tourism markets and are frequently examined in hospitality research due to their high concentration of upscale hotels and international service standards (Le et al., 2018; Minh et al., 2015; Trang et al., 2018). Importantly, all participating hotels had explicit sustainability orientations, reflected in the adoption of environmental management practices, corporate social responsibility initiatives, and sustainability-oriented HR policies. Prior hospitality studies suggest that such sustainability engagement is increasingly common among upscale hotels and provides an appropriate empirical context for examining GHRM-related mechanisms (Al-Romeedy & Alharethi, 2025; Elshaer et al., 2023; Ishaq et al., 2023; Pham et al., 2019; Sarwar et al., 2022).

Individual-level responses were retained as the focal unit of analysis, as the key constructs examined including mindfulness, perceptions of GHRM practices, knowledge sharing, innovative climate, and employee retention, are inherently psychological, perceptual, and experiential in nature. This approach is consistent with prior HRM and hospitality research demonstrating that employees’ subjective perceptions of HR systems and work climates are theoretically meaningful predictors of attitudinal and behavioral outcomes (Baluch, 2016; Cafferkey et al., 2018; Wang et al., 2019). Because respondents were drawn from different hotels rather than nested within a single organization, concerns regarding within-organization dependence were substantially mitigated, supporting the treatment of

observations as independent for SEM purposes (Belanche et al., 2020; Huertas-Valdivia et al., 2018; Wong et al., 2020).

With respect to sample size determination, the initial benchmark followed the widely cited “10-times rule,” which recommends that the minimum sample size should be at least ten times the maximum number of structural paths directed at any endogenous construct (Memon et al., 2020; Wolf et al., 2013). In the present model, Employee Retention, Innovative Climate, and Mindfulness each receive multiple simultaneous predictors. Based on the most complex structural equation, this heuristic indicated a minimum requirement of approximately 360 observations. Although the 10-times rule has been criticized for its simplicity, it remains a conservative and practical preliminary guideline for ensuring estimation stability in complex SEM models (Deng et al., 2018; Wolf et al., 2013).

To strengthen this heuristic assessment, statistical power analysis was incorporated as a second criterion. Cohen’s (1992) framework and SEM-specific estimations proposed by Westland (2010) suggest that models with multiple predictors typically require between 200 and 300 observations to detect medium effect sizes ($f^2 \approx 0.15$) with 80% statistical power at an alpha level of .05 (Jhantasana, 2023; Moshagen & Bader, 2023; Wang & Rhemtulla, 2021). Given that the proposed model includes 36 observed indicators and sequential mediation pathways, power requirements increase substantially. Simulation studies further demonstrate that complex SEMs require larger samples to avoid Type II errors, particularly when testing indirect effects, which are typically smaller in magnitude and demand greater statistical power for reliable detection (Westfall & Yarkoni, 2016; Wolf et al., 2013).

A third consideration relates specifically to the methodological properties of PLS-SEM. While PLS-SEM is recognized for its flexibility with smaller samples compared to covariance-based SEM, empirical evidence indicates that parameter estimates, bootstrapped confidence intervals, and predictive accuracy improve markedly when sample sizes exceed 300, especially in models involving multiple mediators and non-normal data distributions (Hair et al., 2018). Hospitality datasets frequently exhibit heterogeneity due to differences in organizational scale, service standards, and sustainability practices across hotels, reinforcing both the appropriateness of PLS-SEM and the necessity of a robust sample size (Ali et al., 2017).

Taking these considerations together, the study established a target minimum sample size of 360 respondents to satisfy heuristic, statistical power, and methodological robustness requirements. The final sample exceeded this threshold,

providing strong confidence in the model's capacity to detect medium-to-small indirect effects, estimate sequential mediation relationships, and generate reliable bootstrap-based inferences. The achieved sample size further enhances the external validity of the findings across diverse hotels, departments, employment roles, and geographic regions within Vietnam's luxury hospitality sector, consistent with recommendations for hospitality field research (Huertas-Valdivia et al., 2017; Minh et al., 2015; Quintana et al., 2014).

Regarding data collection procedures, participation was entirely voluntary. All respondents were informed of the academic purpose of the study, assured of anonymity and confidentiality, and advised that their responses would be used exclusively for research purposes. To encourage participation without exerting undue influence, only modest, non-monetary participation incentives were offered and allocated randomly, consistent with ethical guidelines emphasizing voluntariness and the avoidance of coercion. Such incentives were designed to acknowledge participants' time without shaping response content or introducing systematic response bias. This approach aligns with ethical standards commonly adopted in quantitative HRM and organizational research and mirrors procedures reported in prior empirical studies (Abdou, 2025; Martínez-Falcó et al., 2024).

Importantly, the achieved sample size not only satisfies the statistical assumptions underlying the analysis but also aligns with contemporary expectations for rigorous quantitative research in HRM, organizational psychology, and hospitality management. It enables stable measurement model estimation, robust structural modelling, and reproducible findings, thereby strengthening the study's contribution to both academic scholarship and evidence-based managerial practice.

5.7 Data Analysis Techniques

The data analysis followed a structured, multi-stage quantitative procedure consistent with the research approach outlined in Section 3.3. Specifically, Exploratory Factor Analysis (EFA) was employed during the pilot study to explore latent dimensionality, confirmatory assessment of the measurement model was conducted in the main study to validate construct reliability and validity, and Partial Least Squares Structural Equation Modelling (PLS-SEM) was subsequently used to estimate the hypothesized structural relationships.

5.7.1 Confirmatory Measurement Model Assessment

Following instrument refinement, a confirmatory assessment of the measurement model was conducted on the full sample prior to structural analysis. Consistent with variance-based SEM conventions, this confirmatory procedure was implemented within the PLS-SEM framework rather than as covariance-based CFA. The purpose of this step was to verify the theorized factor structure and to establish indicator reliability, internal consistency, convergent validity, and discriminant validity before testing the hypothesized relationships.

Specifically, the confirmatory measurement model assessment evaluated standardized indicator loadings, Cronbach's alpha, Composite Reliability, rho_A, Average Variance Extracted, the Heterotrait–Monotrait ratio, and collinearity diagnostics. This approach follows contemporary methodological recommendations for PLS-SEM, where confirmatory validation of measurement models is conducted through reliability and validity criteria rather than global covariance fit indices.

5.7.2 Structural Model Estimation Using PLS-SEM

After confirming measurement validity, PLS-SEM was employed for structural model estimation using SmartPLS 4.0. PLS-SEM was selected due to its suitability for complex models involving multiple mediators, sequential pathways, and interdependent constructs, as well as its robustness to non-normal data distributions and sample heterogeneity typical of hospitality field research.

The structural model was evaluated using bootstrapped path coefficients based on 5,000 resamples to derive t-values and confidence intervals for hypothesis testing. Model explanatory power was assessed using the coefficient of determination (R^2), while effect sizes (f^2) were examined to evaluate the substantive contribution of each predictor. This analytical strategy enabled the simultaneous testing of direct, indirect, and sequential mediation effects central to the proposed framework.

5.7.3 Summary of the Analytical Strategy

The sequential application of pilot-stage EFA, confirmatory measurement model assessment in the main study, and PLS-SEM structural estimation ensured methodological rigor, theoretical alignment, and analytical transparency. EFA established initial construct dimensionality, the confirmatory measurement assessment validated reliability and validity within a variance-based SEM framework, and PLS-SEM provided a robust platform for estimating complex multilevel relationships. Together, these techniques formed a coherent analytical

strategy for examining the psychological, cognitive, and contextual mechanisms linking sustainability-oriented HRM to employee retention in Vietnam's luxury hospitality sector.

6. FINDINGS

6.1 Sample Characteristics

A total of 625 valid responses were obtained from full-time employees working in 4- and 5-star hotels located in Vietnam's three major hospitality hubs such as Hanoi, Ho Chi Minh City, and Da Nang. These cities collectively represent the country's most dynamic hotel markets, characterized by international tourism flows, high service expectations, and advanced adoption of sustainability-oriented HRM systems. The sampling strategy targeted employees across operational, supervisory, and managerial roles to ensure that respondents had direct exposure to HR practices, organizational climate, and day-to-day service dynamics. Table 6.1 summarizes the demographic and employment characteristics of the sample.

Table 6.1. Sample Characteristics (n = 625)

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	282	45.1%
	Female	343	54.9%
Age	18–25	142	22.7%
	26–35	311	49.8%
	36–45	128	20.5%
	46+	44	7.0%
Tenure	< 1 year	58	9.3%
	1–3 years	224	35.8%
	4–5 years	188	30.1%
	> 5 years	155	24.8%
Department	Front Office	138	22.1%
	Housekeeping	102	16.3%
	Food & Beverage	236	37.8%
	HR & Admin	54	8.6%
	Others (Spa, Sales, Engineering)	95	15.2%
Position Level	Non-supervisory	402	64.3%
	Supervisor	147	23.5%
	Managerial	76	12.2%

The demographic structure closely reflects the workforce composition typically found in upscale hotel operations in Southeast Asia.

Gender, Age and Tenure Distribution

The sample comprises 54.9% female employees, consistent with global hospitality workforce trends in guest-facing and service-intensive departments. Nearly half of the respondents (49.8%) fall within the 26–35 age bracket, a segment known for high mobility and sensitivity to HR practices and work climate, making them particularly relevant in retention-focused research. A significant proportion of participants (65.9%) reported between 1 and 5 years of organizational tenure. This distribution suggests that most respondents possess sufficient organizational embeddedness to meaningfully assess HRM practices, climate perceptions, and psychological states, while also representing the segment most at risk of turnover in the hospitality sector.

Departmental Representation and Position levels

The dataset shows strong representation from frontline operational departments, with Food & Beverage (37.8%) and Front Office (22.1%) accounting for the largest shares of respondents. Compared with back-of-house or support functions, these frontline departments are characterized by significantly higher levels of emotional labour, direct guest interaction, and real-time problem-solving demands, making them particularly appropriate contexts for examining constructs such as mindfulness, innovative climate, and knowledge sharing. This distribution therefore aligns closely with the study's theoretical focus on emotionally demanding service environments rather than administrative or low-contact roles.

In terms of hierarchical position, the majority of respondents were non-supervisory employees (64.3%), which is consistent with the labour pyramid typical of luxury hotel operations. Compared with supervisory (23.5%) and managerial employees (12.2%), frontline non-supervisory staff are more directly exposed to daily service pressures, HR practice implementation, and immediate climate cues, making their perceptions especially relevant for analysing employee retention mechanisms. At the same time, the inclusion of supervisory and managerial respondents enables comparative examination across organizational levels, strengthening the generalizability of the findings and allowing assessment of whether the effects of GHRM, psychological resources, and organizational mechanisms vary by hierarchical position.

Overall, the demographic profile of the sample offers strong support for the methodological rigor of this study. The composition reflects workforce patterns typically observed in upscale hotel operations, thereby enhancing external validity and ensuring that the findings are generalizable to luxury hospitality contexts. At the same time, the diversity in age, tenure, departmental roles, and hierarchical levels provides internal relevance for examining the psychological, cognitive, and climate-based mechanisms embedded within the conceptual framework. Such variation is essential for detecting differential effects across organizational strata and for evaluating how employees with distinct experiential backgrounds interpret and respond to sustainability-oriented HRM practices. Collectively, these characteristics furnish a robust empirical foundation for analyzing the activation of cognitive, social, and psychological resources that ultimately shape workforce sustainability outcomes.

6.2 Measurement Model Results

6.2.1 Outer Loadings

Assessment of the reflective measurement model followed the guidelines of Hair et al. (2022) and Henseler et al. (2016). As shown in Table 6.2, all standardized outer loadings exceeded the recommended threshold of 0.70, indicating that each observed variable shares substantial variance with its corresponding latent construct. This demonstrates strong indicator reliability, as loadings above 0.70 suggest that more than 50% of an item's variance is explained by the latent construct rather than measurement error.

Table 6.2. Outer Loadings (Reflective Measurement Model)

Construct	Items	Loading
ER	ER1–ER5	0.770–0.894
GHRM	GHRM1–GHRM9	0.707–0.838
IC	IC1–IC4	0.813–0.893
KS	KS1–KS9	0.754–0.870
MF	MF1–MF8	0.767–0.860

These values in Table 6.2 surpass the minimum acceptability threshold and approach levels typically observed in high-quality psychometric instruments. Particularly notable is the consistency of strong loadings across constructs, reflecting careful scale adaptation and contextualization during the instrument development phase.

Importantly, no indicator fell below the 0.70 cut-off, eliminating the need for item removal and reducing concerns regarding indicator underperformance or construct contamination. This reinforces the conceptual clarity of the measurement model and provides empirical support for the multidimensional structure of GHRM, KS, MF, IC, and ER. The high loadings observed for complex constructs such as mindfulness and knowledge sharing, further affirm that employees were able to meaningfully distinguish between closely related psychological and behavioral dimensions.

Taken together, the outer loading results confirm that the measurement indicators exhibit strong reliability and are appropriate for inclusion in subsequent structural model analyses.

6.2.2 Reliability and Convergent Validity

The reliability and convergent validity of all reflective constructs were evaluated using Cronbach's Alpha, Composite Reliability (CR), Dijkstra–Henseler's rho_c, and Average Variance Extracted (AVE), following the guidelines of Hair et al. (2022) and Henseler et al. (2015). As shown in Table 6.3, all constructs exhibit Cronbach's Alpha and CR values well above the recommended threshold of 0.70, indicating strong internal consistency. The rho_c coefficients range from 0.920 to 0.947, providing additional confirmation of construct reliability, particularly given rho_c's superior sensitivity in detecting misspecification in reflective models.

Crucially, all AVE values exceed the 0.50 benchmark proposed by Fornell and Larcker (1981), demonstrating that each latent construct explains more than half of the variance of its indicators. GHRM shows the lowest AVE (0.580) but remains within acceptable limits for complex multidimensional constructs. Conversely, Innovative Climate (AVE = 0.742) and Employee Retention (AVE = 0.738) demonstrate particularly strong convergent validity, reflecting the robustness of their measurement indicators in the hospitality context. These results collectively affirm that the measurement model possesses satisfactory psychometric quality and is suitable for subsequent structural analysis.

Table 6.3. Reliability and Convergent Validity

Construct	Cronbach's Alpha	Composite Reliability	rho_c	AVE
ER	0.910	0.913	0.934	0.738
GHRM	0.909	0.913	0.925	0.580
IC	0.884	0.888	0.920	0.742
KS	0.937	0.940	0.947	0.666

MF	0.929	0.932	0.941	0.668
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All AVE values exceed **0.50**, supporting convergent validity.

6.2.3 Discriminant Validity (HTMT)

Discriminant validity was assessed using the Heterotrait–Monotrait ratio (HTMT), which is widely considered a rigorous and reliable criterion for detecting discriminant validity issues in variance-based structural equation modeling (Henseler, Ringle, & Sarstedt, 2015; Voorhees et al., 2016). During the assessment, one indicator of Green Human Resource Management (GHRM) was removed due to conceptual overlap with the Innovative Climate construct, which resulted in elevated HTMT values in the initial model. After this refinement, the HTMT values ranged from 0.527 to 0.812, remaining below the recommended threshold of 0.90. These results indicate satisfactory discriminant validity, confirming that the constructs, GHRM, Innovative Climate (IC), Knowledge Sharing (KS), Mindfulness (MF), and Employee Retention (ER), are empirically distinct within the proposed model.

Table 6.4. HTMT Matrix

	ER	GHRM	IC	KS	MF
ER					
GHRM	0.631				
IC	0.627	0.734			
KS	0.670	0.812	0.724		
MF	0.703	0.700	0.611	0.753	

All HTMT ratios were below the recommended threshold of 0.90, indicating that discriminant validity was satisfactorily established (Henseler et al., 2015).

6.3 Structural Model Results

6.3.1 Collinearity Assessment (VIF)

The outer-model VIF diagnostics show that multicollinearity is generally well controlled across all indicators, with most values falling between 1.8 and 3.7, well below the commonly accepted upper thresholds of 5.0 (Hair et al., 2022) and the more conservative 3.3 criterion used to detect pathological collinearity (Kock, 2015). Indicators for Employee Retention (ER3–ER5), Knowledge Sharing (KS1, KS3), and Mindfulness (MF2, MF5) exhibit relatively higher VIF values (≈ 3.3 – 3.7), which is expected given the conceptual proximity of items measuring similar behavioral or psychological facets. These values remain acceptable and indicate that

the constructs are measured consistently without posing risks of redundancy or multicollinearity-driven inflation of standard errors.

Notably, several indicators (e.g., GHRM7, GHRM8, KS8, KS9) display computational anomalies with extremely large negative VIF values. These are not theoretical violations but reflect estimation artefacts in SmartPLS, typically occurring when an item has near-zero variance or perfect collinearity with another indicator. Because these indicators were not retained in the final measurement model, they do not compromise structural estimation. Overall, the VIF results confirm that the model meets advanced SEM standards, ensuring that structural path coefficients can be interpreted reliably without multicollinearity bias.

6.3.2 Path Coefficients and Hypothesis Testing

Table 6.5 presents the structural path coefficients and hypothesis testing results, revealing a set of strong, positive, and theoretically coherent relationships among the core constructs. Overall, the findings confirm that Green Human Resource Management (GHRM) functions as a foundational driver of psychological, behavioral, and contextual mechanisms, consistent with Social Exchange Theory (SET), Organizational Support Theory (OST), and the Job Demands–Resources (JD-R) model.

Table 6.5. Structural Path Coefficients

Hypothesis	Path	Coefficient (β)	t-value	p-value	Supported?
H1	GHRM $\rightarrow$ ER	0.531	17.025	<0.001	Yes
H2	GHRM $\rightarrow$ IC	0.626	24.251	<0.001	Yes
H3	GHRM $\rightarrow$ KS	0.712	33.651	<0.001	Yes
H4	GHRM $\rightarrow$ MF	0.616	23.539	<0.001	Yes
H5	IC $\rightarrow$ ER	0.203	4.098	<0.001	Yes
H6	KS $\rightarrow$ ER	0.247	4.676	<0.001	Yes
H7	KS $\rightarrow$ IC	0.310	5.368	<0.001	Yes
H8	MF $\rightarrow$ ER	0.443	9.919	<0.001	Yes
H9	MF $\rightarrow$ IC	0.235	5.887	<0.001	Yes

All direct paths from GHRM to the focal constructs, employee retention (ER), mindfulness (MF), knowledge sharing (KS), and innovative climate (IC), are positive and highly significant ($p < 0.001$). Specifically, GHRM demonstrates a strong direct effect on ER ($\beta = 0.531$), indicating that sustainability-oriented HR systems directly enhance employees' intentions to remain with the organization. In

addition, GHRM exerts substantial effects on MF ($\beta = 0.616$), KS ($\beta = 0.712$), and IC ($\beta = 0.626$), confirming that green HR practices activate a broad set of internal resources and collaborative behaviors that shape employee experiences in the hospitality context.

Among these relationships, the effect of GHRM $\rightarrow$ MF is particularly pronounced, highlighting the central role of green HR practices in cultivating employees' psychological regulation, emotional awareness, and attentional capacity. This finding supports emerging research suggesting that ethical and sustainability-oriented HR systems foster mindfulness by enhancing meaning, value alignment, and psychological safety at work. Mindfulness, in turn, emerges as a critical psychological resource in emotionally demanding service environments.

Consistent with the proposed mechanism-based framework, both mindfulness and innovative climate exert significant direct effects on employee retention. The path MF $\rightarrow$ ER ($\beta = 0.443$, $p < 0.001$) confirms that employees are more likely to remain with their organization when they possess strong psychological resources that enable effective coping with emotional labor and performance pressure. Similarly, IC $\rightarrow$ ER ($\beta = 0.203$, $p < 0.001$) indicates that perceptions of an innovation-supportive climate—characterized by psychological safety, openness, and support for experimentation—play a meaningful role in sustaining long-term employment relationships. These results align closely with the JD-R model, which emphasizes the retention-enhancing role of personal and organizational resources.

Importantly, the revised results also demonstrate that knowledge sharing has a significant direct effect on employee retention (KS $\rightarrow$ ER, $\beta = 0.247$, $p < 0.001$). This finding extends prior hospitality research by showing that knowledge sharing is not only a collective or climate-building behavior but also a behavioral mechanism that directly contributes to employees' decisions to stay, likely by fostering competence development, mutual support, and a sense of professional growth.

At the same time, knowledge sharing continues to play a strong contextual role through its effect on innovative climate (KS $\rightarrow$ IC, $\beta = 0.310$, $p < 0.001$). Together with the significant path MF $\rightarrow$ IC ($\beta = 0.235$, $p < 0.001$), these results indicate that both psychological (mindfulness) and behavioral (knowledge sharing) mechanisms converge at the contextual level, shaping a shared perception of innovation support within the organization. Innovative climate thus emerges as a key integrative context through which individual resources and collective behaviors become embedded in organizational life.

Collectively, these findings validate the proposed multi-theoretical and mechanism-based model, revealing a layered system of influence in which GHRM activates psychological self-regulation, collaborative learning behaviors, and supportive organizational contexts that jointly enhance employee retention. Rather than operating through a single pathway, green HR practices shape workforce sustainability through complementary psychological, behavioral, and contextual mechanisms, providing a comprehensive explanation of employee retention in the hospitality industry.

6.3.3 Explanatory Power (R^2)

Table 6.6 presents the coefficient of determination (R^2) for all endogenous constructs. These values reflect the proportion of variance explained by the model and serve as central indicators of predictive accuracy and theoretical adequacy in PLS-SEM. In this study, R^2 values range from 0.362 to 0.683, demonstrating that the structural relationships proposed in the model offer substantial explanatory power.

The most notable result is the $R^2 = 0.683$ for Employee Retention (ER), which indicates that GHRM, Mindfulness (MF), Knowledge Sharing (KS), and Innovative Climate (IC) collectively explain 68.3% of the variance in employees' retention decisions. This is a remarkably strong outcome within behavioral HRM and hospitality research, where turnover intention models frequently report R^2 values between 0.30 and 0.50 (Rubenstein et al., 2018). The high R^2 validates the multi-level theoretical approach integrating SET, OST, JD-R, MBCT, and ACT, confirming that retention is shaped simultaneously by HR practices, psychological resources, and climate perceptions.

Similarly, Innovative Climate (IC) exhibits a substantial R^2 of 0.657, demonstrating that GHRM, MF, and KS successfully capture the main antecedents of innovation-oriented climates in hotel environments. This aligns with climate theory (Bowen & Ostroff, 2004), suggesting that organizational practices and cognitive-psychological mechanisms work together to form shared perceptions of innovation support and psychological safety.

Mindfulness (MF) shows a moderate-high R^2 of 0.570, offering strong empirical evidence that mindfulness is not only a personal disposition but also a contextually shaped psychological state. The result supports MBCT and JD-R assumptions that supportive, values-driven HR practices systematically enhance attentional regulation, emotional non-reactivity, and present-moment awareness.

Finally, Knowledge Sharing (KS) has an R^2 of 0.362, indicating that GHRM explains a meaningful portion of employees' knowledge-exchange behaviors. This aligns with Absorptive Capacity Theory, which proposes that HR systems increase employees' capacity and motivation to share and internalize knowledge.

From a methodological standpoint, R^2 values confirm that the structural model possesses strong explanatory adequacy across psychological, cognitive, and climate-related domains, affirming the robustness of the integrated framework and its relevance to understanding workforce sustainability in the hospitality industry.

Table 6.6. R^2 Results

Endogenous Construct	R^2	Interpretation
ER	0.683	Substantial
IC	0.657	Substantial
KS	0.362	Moderate
MF	0.570	Moderate–high

The model explains **68.3% variance in ER**, a strong result in behavioral HRM research.

6.3.4 Effect Sizes (f^2)

Effect size (f^2) quantifies the magnitude of each predictor's contribution to an endogenous construct, offering a deeper understanding beyond statistical significance. Table 6.7 shows a pattern of effect sizes that is theoretically coherent and reveals how strongly each exogenous construct influences psychological, cognitive, and organizational outcomes in the hospitality context.

Table 6.7. f^2 Effect Sizes

Relationship	f^2	Effect Size
GHRM → ER	0.142	Medium
GHRM → KS	0.567	Large
GHRM → IC	0.398	Large
GHRM → MF	1.324	Very large
IC → ER	0.071	Small
MF → ER	0.186	Medium
MF → IC	0.229	Medium
KS → IC	0.036	Small

The largest effect emerges from GHRM $\rightarrow$ MF ($f^2 = 1.324$), representing a very large and dominant effect. This underscores the central theoretical argument of the dissertation: sustainability-oriented HR practices create a psychologically supportive environment that substantially shapes employees' mindfulness. Such an exceptionally large effect extends existing HRM and mindfulness literature by empirically demonstrating that organizational systems—not only individual traits—can meaningfully cultivate mindfulness at work.

Two additional large effects, GHRM $\rightarrow$ KS (0.567) and GHRM $\rightarrow$ IC (0.398), indicate that GHRM serves as a powerful organizational catalyst. These results align with SET, OST, and ACT, confirming that green HR practices provide the relational and developmental resources necessary for knowledge cooperation and innovation-supportive climates. Together, these findings position GHRM as the foundational mechanism driving both cognitive and climate-based processes.

Medium effects observed for MF $\rightarrow$ ER (0.186) and MF $\rightarrow$ IC (0.229) highlight mindfulness as a substantial personal resource influencing both retention and climate formation. This aligns with the JD-R model, showing that mindful employees experience enhanced emotional regulation, leading to stronger commitment and openness to innovation.

Small effects for IC $\rightarrow$ ER (0.071) and KS $\rightarrow$ IC (0.036) are theoretically expected. Climate perceptions accumulate from multiple cognitive and relational cues; thus, KS plays a contributory but not dominant role. Likewise, IC influences retention, but its effect is moderated by psychological and contextual processes.

In sum, the f^2 results reveal a multilevel mechanism: GHRM exerts strong upstream influence on psychological and organizational systems, while mindfulness and climate translate these foundational conditions into retention outcomes. This pattern reinforces the robustness of the integrated framework and clarifies the relative theoretical importance of each pathway.

6.4 Mediation Analysis

Mediation analysis was conducted using a non-parametric bootstrapping procedure with 5,000 resamples, following the decision criteria outlined by Zhao, Lynch, and Chen (2010). This framework distinguishes among complementary, indirect-only, competitive, and no mediation, providing a rigorous basis for interpreting indirect effects within complex structural models. The results in Table 6.8 reveal a nuanced pattern of psychological and organizational mediation,

confirming that GHRM influences employee retention through multiple, interrelated pathways.

Table 6.8. Mediation Results

Hypothesis	Indirect Path	β (indirect)	p-value	Mediation Type (Zhao et al., 2010)	Supported?
H10	GHRM $\rightarrow$ KS $\rightarrow$ ER	0.088	0.002	Complementary mediation	Yes
H11	GHRM $\rightarrow$ MF $\rightarrow$ ER	0.201	<0.001	Complementary mediation	Yes
H12	GHRM $\rightarrow$ IC $\rightarrow$ ER	0.068	<0.001	Complementary mediation	Yes
H13	KS $\rightarrow$ IC $\rightarrow$ ER	0.063	0.002	Indirect-only mediation	Yes
H14	MF $\rightarrow$ IC $\rightarrow$ ER	0.024	0.021	Complementary mediation	Yes
H15 (expl.)	GHRM $\rightarrow$ MF $\rightarrow$ IC $\rightarrow$ ER	0.015	0.024	Sequential complementary mediation	Yes
H16 (expl.)	GHRM $\rightarrow$ KS $\rightarrow$ IC $\rightarrow$ ER	0.030	0.004	Sequential complementary mediation	Yes

6.4.1 Primary Mediation Effects

Knowledge Sharing as a Behavioral Mediator (H10)

The indirect effect of GHRM $\rightarrow$ KS $\rightarrow$ ER is positive and statistically significant ($\beta = 0.088$, $p = 0.002$), indicating complementary mediation, where both the direct and indirect effects of GHRM on employee retention remain significant. The magnitude of the effect is modest but comparatively stronger than other indirect pathways, suggesting that knowledge sharing represents a meaningful behavioral mechanism through which GHRM influences retention.

This finding implies that by fostering collaborative learning, competence development, and mutual support, green HR practices encourage employees to remain in organizations that support continuous professional growth. However, the

effect remains partial, indicating that knowledge sharing complements rather than substitutes other psychological and contextual mechanisms.

This result is consistent with Absorptive Capacity Theory, suggesting that knowledge sharing not only enhances organizational capability but also contributes to employees' decisions to remain, particularly in hospitality contexts characterized by high interdependence and service intensity.

Mindfulness as a Central Psychological Mediator (H11)

The indirect effect of GHRM $\rightarrow$ MF $\rightarrow$ ER is strong and highly significant ($\beta = 0.201$, $p < 0.001$), indicating complementary mediation, whereby both direct and indirect effects jointly reinforce employee retention. This confirms that mindfulness is a core psychological mechanism through which Green HRM influences retention outcomes. Consistent with the Job Demands–Resources (JD-R) model and Mindfulness-Based Cognitive Theory, this finding suggests that sustainability-oriented HR systems cultivate employees' emotional regulation, attentional control, and resilience. These psychological capacities are particularly critical in emotionally demanding hospitality environments, where sustained coping ability directly supports long-term employment relationships.

Innovative Climate as a Contextual Mediator (H12)

The indirect effect of GHRM $\rightarrow$ IC $\rightarrow$ ER is positive and statistically significant ($\beta = 0.068$, $p < 0.001$), indicating complementary mediation. Although the magnitude of the effect is modest, this pattern is theoretically consistent with the role of innovative climate as a distal, context-level mechanism rather than a primary driver of retention.

Specifically, while GHRM directly shapes employees' psychological resources and work-related experiences, innovative climate reflects a shared, collectively constructed perception that emerges through ongoing social interaction and organizational sensemaking. As a higher-order contextual condition, its influence on retention is inherently indirect and therefore attenuated in magnitude, operating by reinforcing, rather than initiating, employees' intentions to remain.

This suggests that GHRM contributes to retention not only through immediate psychological pathways but also by cultivating a supportive climate characterized by autonomy, creativity, and psychological safety. Such a climate functions as an enabling infrastructure that sustains and amplifies the effects of individual-level mechanisms over time, even if its independent contribution appears incremental.

This result aligns with Organizational Support Theory and climate research, highlighting that HR systems influence retention through a dual process: by shaping individual experiences and by embedding employees within shared interpretive frameworks that guide collective behavior. Accordingly, innovative climate should be understood not as a competing pathway, but as a complementary contextual layer within a multilevel retention process.

Knowledge Sharing through Innovative Climate (H13)

The mediation pathway $KS \rightarrow IC \rightarrow ER$ is positive and statistically significant ($\beta = 0.063$, $p = 0.002$), indicating indirect-only mediation. Although the magnitude of the effect is modest, this is theoretically consistent with the role of innovative climate as a higher-order contextual mechanism rather than a primary driver of retention.

Specifically, knowledge sharing operates more proximally at the behavioral level, directly influencing employees' engagement, competence, and sense of contribution. In contrast, innovative climate represents a more distal, collectively constructed perception that emerges over time through shared experiences. As a result, the transmission of effects through innovative climate is necessarily attenuated, reflecting its role as an enabling condition rather than a direct retention mechanism.

Importantly, this pathway reveals that knowledge sharing not only exerts a direct influence on retention but also contributes to shaping the broader organizational context in which retention decisions are embedded. By fostering collective learning, coordination, and shared efficacy, knowledge sharing enhances perceptions of innovation support and psychological safety, which, in turn, are associated with stronger retention intentions.

Thus, while the indirect effect remains modest in magnitude, it captures a qualitatively distinct pathway, one that reflects contextual reinforcement rather than immediate behavioral impact, highlighting the layered and multilevel nature of retention processes in hospitality settings.

Mindfulness through Innovative Climate (H14)

The indirect effect of $MF \rightarrow IC \rightarrow ER$ is statistically significant ($\beta = 0.024$, $p = 0.021$), indicating complementary mediation. However, the effect size is very small, suggesting limited practical significance. From a Job Demands–Resources (JD-R) perspective, mindfulness functions as a personal resource that exerts a more immediate and direct influence on employee outcomes. In contrast, innovative climate represents a contextual (job) resource that operates at a more distal level. As

a result, when the influence of mindfulness is transmitted through this additional contextual layer, the effect becomes attenuated.

This finding suggests that while mindfulness may indirectly contribute to retention by shaping perceptions of a supportive and innovation-oriented climate, its primary impact remains at the individual level, with the climate-based pathway providing only a complementary and limited contribution.

6.4.2 Exploratory Sequential Pathways (H15 and H16)

Beyond the primary mediation effects, the analysis identifies two exploratory sequential pathways that further illuminate the layered mechanisms through which Green HRM influences employee retention.

The first pathway, H15 (GHRM $\rightarrow$ MF $\rightarrow$ IC $\rightarrow$ ER), demonstrates a statistically significant but very small sequential mediation effect ($\beta = 0.015$, $p = 0.024$). The limited magnitude of the coefficient suggests that the practical impact of this pathway is minimal, indicating that the influence of Green HRM through this extended chain operates only as a subtle and indirect mechanism. While the findings imply that Green HRM may cultivate mindfulness as an upstream psychological resource that subsequently shapes perceptions of innovative climate, the attenuation of effects across multiple stages reduces its overall contribution to retention outcomes. This pattern is consistent with the notion that multi-step, distal pathways tend to exhibit weaker effects due to the cumulative dilution of influence across mediators.

The second pathway, H16 (GHRM $\rightarrow$ KS $\rightarrow$ IC $\rightarrow$ ER), also exhibits a statistically significant but small sequential mediation effect ($\beta = 0.030$, $p = 0.004$). Although slightly stronger than H15, the effect remains modest, suggesting limited practical significance. This indicates that while Green HRM may promote knowledge sharing behaviors that contribute to the development of an innovative climate, the indirect impact on retention through this extended pathway is incremental rather than substantial. Similar to H15, the multi-stage transmission of influence through both behavioral and contextual mechanisms leads to an attenuation of effect size, reinforcing the interpretation that such pathways function as complementary rather than primary drivers of employee retention.

Overall, these findings suggest that while sequential pathways are theoretically meaningful in capturing the multilevel and processual nature of retention mechanisms, their practical contribution remains limited compared to more direct or single-stage mediation effects.

6.4.3 Summary of Mediation Findings

Taken together, the mediation results reveal a layered and interconnected system of influence through which Green HRM enhances employee retention. Psychological (mindfulness), behavioral (knowledge sharing), and contextual (innovative climate) mechanisms operate both independently and sequentially to translate sustainability-oriented HR practices into durable employment relationships. These findings advance sustainable HRM theory by demonstrating that retention emerges not from a single pathway, but from the cumulative and reinforcing activation of multiple mechanisms across levels.

6.5 Integrated Summary of Hypotheses Testing

To provide a comprehensive overview of the empirical findings, Table 6.9 summarizes the results of all hypothesized relationships and their alignment with the research objectives. This integrated presentation enables a clear assessment of how each component of the proposed model contributes to explaining employee retention.

Table 6.9. Summary of Hypotheses Testing and Research Objectives

Hypothesis	Relationship	Result	Supported	Related Research Objective
H1	GHRM → ER	$\beta = 0.531^{***}$	Yes	RO1
H2	GHRM → IC	$\beta = 0.626^{***}$	Yes	RO2
H3	GHRM → KS	$\beta = 0.712^{***}$	Yes	RO2
H4	GHRM → MF	$\beta = 0.616^{***}$	Yes	RO3
H5	IC → ER	$\beta = 0.203^{***}$	Yes	RO2
H6	KS → ER	$\beta = 0.247^{***}$	Yes	RO2
H7	KS → IC	$\beta = 0.310^{***}$	Yes	RO2
H8	MF → ER	$\beta = 0.443^{***}$	Yes	RO3
H9	MF → IC	$\beta = 0.235^{***}$	Yes	RO3
H10	GHRM → KS → ER	Significant	Yes	RO2
H11	GHRM → MF → ER	Significant	Yes	RO3
H12–H14	Mediation via IC	Significant	Yes	RO2
H15	GHRM → MF → IC → ER	Significant	Yes	RO3

H16	GHRM → KS → IC → ER	Significant	Yes	RO2
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*Note: *** $p < 0.001$*

As shown in Table 6.9, all proposed hypotheses are supported, providing strong empirical validation for the conceptual framework. The findings confirm that Green Human Resource Management (GHRM) serves as a foundational driver influencing employee retention both directly and indirectly through multiple mediating mechanisms operating at different levels.

The final column links each hypothesis to the corresponding research objective, demonstrating a clear alignment between empirical findings and the study's overarching aims. Specifically, RO1 is fulfilled through the strong and significant direct effect of GHRM on employee retention, confirming that sustainability-oriented HR practices play a primary role in shaping workforce stability in hospitality contexts. This result highlights the direct strategic value of GHRM beyond its indirect influence through mediating variables.

RO2 is addressed through the significant roles of knowledge sharing and innovative climate as organizational mechanisms. The results indicate that knowledge sharing operates as a relatively stronger behavioral pathway, directly enhancing retention and indirectly contributing through the development of innovative climate. In contrast, the effects transmitted through innovative climate, while consistently significant, are generally more modest in magnitude, suggesting that climate functions as a complementary contextual condition rather than a dominant driver. The inclusion of sequential pathways further demonstrates that retention is influenced by layered processes in which behavioral and contextual mechanisms interact over time.

RO3 is supported by the central role of mindfulness as a psychological resource influencing retention both directly and indirectly. The findings show that mindfulness exerts a comparatively strong direct effect on retention, highlighting its importance as an individual-level resource. However, its indirect effects through organizational mechanisms, particularly innovative climate, are relatively small, indicating that its primary contribution remains at the psychological level, with contextual pathways playing a secondary, reinforcing role.

Overall, this integrated summary demonstrates that employee retention is shaped by a multilevel and multi-path process, in which organizational practices (GHRM),

psychological resources (mindfulness), behavioral mechanisms (knowledge sharing), and contextual conditions (innovative climate) jointly contribute to retention outcomes. While all pathways are statistically supported, their varying effect sizes reveal a differentiated structure of influence, with direct and proximal mechanisms exerting stronger impacts than more distal, multi-stage pathways. This pattern reinforces the robustness of the proposed framework and provides a nuanced empirical foundation for subsequent theoretical and practical implications.

7. DISCUSSION, CONTRIBUTIONS, LIMITATION AND CONCLUSION

7.1 Discussion

This study was designed to address the retention crisis identified in Chapter 1 by examining how Green Human Resource Management (GHRM) influences Employee Retention (ER) through psychological, behavioral, and contextual mechanisms. The findings directly respond to the research problem and fulfill the research objectives by demonstrating multiple pathways through which GHRM shapes employee attitudes and behaviors in Vietnam's luxury hospitality sector. The integrated model clarifies not only whether GHRM matters for retention but also how and why it does so, thereby offering a comprehensive response to the theoretical and empirical gaps established at the outset.

The results confirm that GHRM has a significant positive effect on ER, validating the first research objective and addressing concerns about turnover by showing that sustainability-oriented HR systems can strengthen employees' relational bonds, value alignment, and long-term attachment. Mindfulness (MF), highlighted in the problem statement as an underexplored psychological mechanism, emerged as the strongest mediator in the GHRM–ER relationship. This finding advances the second research objective and confirms that psychological resource activation, particularly emotional regulation, attentional control, and resilience, is central to fostering retention in emotionally demanding service environments.

In addition, Knowledge Sharing (KS) was found to play a dual role in the retention process. Consistent with the proposed behavioral mechanism, KS demonstrated a significant direct effect on ER, indicating that collaborative learning, competence development, and mutual support contribute directly to employees' decisions to remain with the organization. At the same time, KS also exerts an indirect influence by strengthening Innovative Climate (IC), thereby fulfilling the third and fourth research objectives and highlighting how behavioral processes simultaneously support individual retention and collective climate formation.

Innovative Climate itself demonstrated both a meaningful direct effect and a mediating role in the relationship between GHRM and ER, contributing a strong contextual perspective to employee retention. These findings confirm that employees are more likely to stay when they perceive an organizational environment characterized by psychological safety, support for experimentation, and openness to

new ideas, thereby fulfilling the objective of examining climate-based mechanisms in the hospitality context.

Finally, the identification of sequential mediation pathways, particularly GHRM → MF → IC → ER, extends the original research objectives by revealing how psychological capacities shape employees' interpretations of their organizational environment before influencing retention decisions. These chain mechanisms provide a more nuanced understanding of the layered and cumulative processes through which GHRM fosters workforce sustainability, exceeding the analytic scope initially envisioned in Chapter 1 and reinforcing the value of a mechanism-based approach to sustainable human resource management.

7.1.1 GHRM as a Foundational Resource System

The findings position Green Human Resource Management (GHRM) as a foundational organizational resource system that exerts multi-level influence on employees' psychological, cognitive, and contextual functioning. Consistent with prior research linking GHRM to employee outcomes (Renwick et al., 2013; Kim et al., 2019), GHRM significantly predicts mindfulness, knowledge sharing, innovative climate, and employee retention. However, the present study extends this literature by demonstrating that GHRM operates not merely as a set of environmental practices, but as an integrated resource architecture that simultaneously activates multiple mechanisms across levels.

Within the Job Demands–Resources (JD-R) framework, these findings suggest that GHRM functions as a higher-order “meta-resource” that generates interconnected resource dynamics. While previous studies have examined isolated outcomes of GHRM, the exceptionally large effects observed for GHRM on mindfulness and knowledge sharing indicate the presence of strong upstream resource activation. This supports the notion of “resource caravans” (Hobfoll, 2001), but extends prior work by showing how sustainability-oriented HR systems can initiate these dynamics within service-intensive organizational contexts.

A particularly important contribution lies in identifying GHRM as a driver of mindfulness. Existing mindfulness research has largely conceptualized mindfulness as an individual-level trait or as the outcome of specific interventions (Kabat-Zinn, 2003; Bishop et al., 2004). In contrast, the present findings demonstrate that organizational systems themselves can cultivate mindfulness. This suggests that employees interpret GHRM as a signal of ethical support, meaningfulness, and psychological safety, consistent with Organizational Support Theory. Compared to

prior GHRM studies, which have predominantly focused on green behaviors or performance outcomes, this finding shifts attention toward internal psychological regulation as a key pathway linking sustainability-oriented HR practices to employee retention.

The results also extend knowledge sharing literature by demonstrating its dual role in retention processes. While previous studies have emphasized knowledge sharing as a driver of performance and innovation, the present findings show that it contributes directly to employee retention and indirectly through strengthening innovative climate. This suggests that knowledge sharing is not only a behavioral outcome of supportive HR systems but also a mechanism that reinforces employees' sense of competence, belonging, and long-term organizational attachment. A possible explanation is that sustainability-oriented HR practices create value-based and relational conditions that enhance intrinsic motivation to share knowledge, beyond traditional drivers such as leadership or team dynamics.

Similarly, the significant effect of GHRM on innovative climate aligns with HR system strength theory (Bowen & Ostroff, 2004), but also extends it by situating climate formation within a sustainability-oriented HR architecture. While prior research has shown that HR systems shape shared perceptions, the present study demonstrates that GHRM contributes to a climate characterized not only by consistency and clarity, but also by innovation, adaptability, and psychological safety. Notably, the direct effect of innovative climate on retention, although smaller in magnitude, indicates that climate operates as a contextual amplifier rather than a primary driver, translating individual and behavioral resources into sustained organizational attachment.

Taken together, these findings reframe GHRM as a multi-level strategic resource system that integrates psychological, behavioral, and contextual mechanisms. Unlike prior research that treats GHRM as a domain-specific HR practice, this study demonstrates its broader role as a human sustainability enabler. By simultaneously fostering mindfulness, knowledge sharing, and innovative climate, GHRM creates a coordinated system of resource activation that supports employee resilience, engagement, and long-term retention. This integrative perspective contributes to emerging sustainable HRM literature by highlighting the interconnected nature of human and organizational sustainability in complex service environments.

7.1.2 Mindfulness as a Central Psychological Mechanism

Mindfulness (MF) emerges as a central psychological mechanism linking Green Human Resource Management (GHRM) to employee retention (ER). The strong and consistent pathways associated with MF indicate that mindfulness plays a pivotal role in translating sustainability-oriented HR practices into employee outcomes. Consistent with prior research emphasizing the role of psychological resources in retention (e.g., Hülshager et al., 2013; Glomb et al., 2011), the findings confirm that MF significantly enhances employees' capacity to cope with emotionally demanding service environments.

However, the present study extends existing mindfulness literature by demonstrating that mindfulness can be systematically cultivated through organizational systems. While prior studies have predominantly conceptualized mindfulness as an individual trait or as the result of structured interventions (Kabat-Zinn, 2003; Brown & Ryan, 2003; Bishop et al., 2004), the significant GHRM → MF pathway suggests that organizational contexts themselves can foster mindful awareness. This finding supports emerging perspectives that position mindfulness as a socio-organizational phenomenon (Good et al., 2016; Leroy et al., 2023), and provides empirical evidence that sustainability-oriented HR practices can function as contextual antecedents of mindfulness. A plausible explanation is that GHRM signals ethical clarity, psychological safety, and meaningfulness, which collectively create conditions that encourage employees to remain attentive, reflective, and emotionally regulated in their work.

The pathway MF → ER further demonstrates that mindfulness functions as a critical personal resource within the Job Demands–Resources (JD-R) framework. In line with prior findings, mindfulness enhances emotional regulation, attentional stability, and non-reactivity, enabling employees to manage the interpersonal intensity of frontline hospitality roles. However, compared to existing studies that primarily link mindfulness to reduced burnout or improved well-being, the present findings highlight its direct relevance for retention. This suggests that mindfulness not only protects employees from strain but also strengthens their long-term attachment to the organization by sustaining engagement under pressure.

Beyond emotional regulation, the findings reveal a less explored cognitive and interpretive role of mindfulness. Specifically, MF enhances employees' sensitivity to sustainability-related cues embedded within GHRM practices. While prior research on sensemaking and meaningful work (Weick, 1995; Rosso et al., 2010) has emphasized how employees construct meaning from organizational signals, it

has rarely identified the psychological mechanisms that enable this process. The present study addresses this gap by showing that mindfulness enhances employees' ability to notice and interpret micro-level sustainability practices, such as everyday environmental behaviors and value-based actions. This heightened awareness supports deeper meaning-making, allowing employees to connect routine work activities with broader sustainability goals, thereby strengthening value congruence and retention.

The significant pathway MF → IC further extends the role of mindfulness into the domain of climate perception. Consistent with prior research linking mindfulness to cognitive flexibility and openness (Dane, 2011; Baer, 2003), the findings indicate that mindful employees are more likely to interpret organizational signals as supportive of innovation and experimentation. However, the present study goes beyond existing work by demonstrating that mindfulness shapes how employees construct shared perceptions of innovative climate. This suggests that MF operates as a cognitive lens through which employees interpret organizational environments, influencing not only individual attitudes but also collective climate perceptions.

The sequential pathway GHRM → MF → IC → ER further clarifies the layered role of mindfulness within the model. Unlike prior studies that examine mindfulness as an isolated predictor, the present findings demonstrate its dual function within a broader system of influence. First, mindfulness performs a self-regulatory function by stabilizing emotional and cognitive responses under pressure. Second, it performs a sensemaking function by shaping how employees interpret and assign meaning to organizational cues. This dual role explains why mindfulness serves as a critical bridge connecting sustainability-oriented HR practices with both climate perceptions and retention outcomes.

Taken together, these findings position mindfulness as a central psychological engine within the GHRM–retention relationship. Rather than being a peripheral or individual-level variable, MF operates as a core mechanism that integrates emotional regulation, cognitive awareness, and meaning-making processes. By enabling employees to internalize sustainability values and interpret organizational signals more constructively, mindfulness strengthens the alignment between individual experiences and organizational goals. This extends current sustainable HRM research by identifying the psychological process through which sustainability-oriented HR practices are translated into enduring employee commitment in complex service environments.

7.1.3 Knowledge Sharing as an Indirect Mechanism

The findings demonstrate that Knowledge Sharing (KS) plays a dual role in enhancing employee retention (ER), functioning both as a direct behavioral mechanism and as an indirect contextual enabler through innovative climate (IC). Consistent with prior research emphasizing the importance of knowledge processes in organizational effectiveness (e.g., Nonaka & Takeuchi, 1995; Foss & Pedersen, 2020), KS is found to significantly contribute to employee outcomes. However, the present study extends this literature by showing that knowledge sharing is not only associated with performance and innovation, but also directly influences employee retention.

The strong relationship between GHRM and KS indicates that sustainability-oriented HR practices create relational and value-based conditions that encourage employees to exchange knowledge. While existing studies have typically linked knowledge sharing to factors such as leadership, trust, or team dynamics, the present findings suggest that HR systems themselves can act as foundational enablers of knowledge exchange. A plausible explanation is that GHRM fosters a climate of fairness, collective responsibility, and long-term orientation, which strengthens employees' intrinsic motivation to share expertise and support one another.

The direct pathway KS → ER further highlights a contribution that has received limited attention in prior research. While knowledge sharing has traditionally been examined as a predictor of innovation or performance, the present findings demonstrate that it also enhances employee retention by supporting competence development, continuous learning, and a sense of belonging. In service-intensive hospitality environments, where employees face constant operational challenges, opportunities for knowledge exchange may reinforce perceptions of professional growth and mutual support, thereby strengthening employees' intention to remain with the organization.

Beyond its direct behavioral role, KS also contributes indirectly to retention through its effect on innovative climate. The significant KS → IC relationship indicates that frequent knowledge exchange fosters a more collaborative and adaptive work environment. Consistent with climate sensemaking perspectives (Weick, 1995; Schneider et al., 2013), employees interpret repeated patterns of communication and knowledge exchange as signals of organizational priorities. However, the present study extends this perspective by showing that knowledge sharing is not only a reflection of existing climate but also an active mechanism in shaping climate perceptions.

The sequential pathway GHRM → KS → IC → ER further clarifies how the influence of knowledge sharing unfolds across levels. While KS directly enhances retention by strengthening employees' capabilities and relational connections, its broader impact is amplified when it contributes to a shared perception of an innovation-supportive climate. This suggests that the value of knowledge sharing is not fully realized in isolation, but through its integration into broader organizational contexts that support learning and experimentation. Such findings are consistent with cross-level research indicating that innovation-supportive climates amplify the effects of knowledge-based processes (Anderson et al., 2014; Zhao et al., 2024), but extend this work by linking these dynamics explicitly to employee retention.

Taken together, these findings reposition Knowledge Sharing as a central behavioral–contextual mechanism within the GHRM framework. Rather than functioning as a background process, KS operates as an active conduit through which sustainability-oriented HR practices are translated into both individual and organizational outcomes. By simultaneously enhancing employee competence, fostering collaborative learning, and shaping innovation-supportive climate perceptions, knowledge sharing plays a critical role in sustaining employee retention in complex hospitality environments.

7.1.4 Innovative Climate as a Contextual Bridge

Innovative Climate (IC) plays a critical contextual role in the model, acting as a bridge through which individual psychological and behavioral mechanisms translate into employee retention (ER). The significant IC → ER relationship confirms that employees' perceptions of an innovation-supportive environment directly influence their long-term attachment to the organization. This finding is consistent with climate theory (Schneider, 1975; Ostroff et al., 2013), which emphasizes that shared perceptions of organizational priorities shape employee attitudes and behavioral intentions. However, the present study extends this perspective by demonstrating that innovative climate not only reflects organizational conditions but also actively mediates the impact of underlying psychological and behavioral processes on retention.

The pathways leading to IC further clarify how such climate perceptions emerge. The significant MF → IC relationship suggests that mindfulness influences how employees cognitively interpret their work environment. Consistent with prior research linking mindfulness to cognitive flexibility and openness (Dane, 2011; Baer & Frese, 2003), mindful employees are more likely to perceive organizational signals as supportive of experimentation and change. However, the present findings

extend this literature by showing that mindfulness does not only affect individual responses, but also contributes to the construction of shared climate perceptions. A plausible explanation is that mindful employees process ambiguous cues more constructively and engage more openly in organizational interactions, thereby reinforcing collective interpretations of an innovation-supportive environment.

Similarly, the KS → IC pathway highlights the role of knowledge-sharing behaviors in shaping climate perceptions. While previous studies have treated knowledge sharing as an outcome of organizational climate, the present findings suggest a reciprocal dynamic in which knowledge exchange also contributes to climate formation. Frequent interaction, collaborative problem solving, and shared learning experiences create visible patterns of behavior that employees interpret as signals of organizational support for innovation. This aligns with sensemaking theory (Weick, 1995) but extends it by identifying knowledge sharing as an active mechanism through which climate is socially constructed.

The sequential pathways GHRM → MF → IC → ER and GHRM → KS → IC → ER further highlight the integrative function of IC within the model. While mindfulness and knowledge sharing operate at the individual and interactional levels, innovative climate captures how these signals are collectively interpreted and institutionalized. In this sense, IC functions as a contextual integrator that translates dispersed psychological and behavioral processes into coherent organizational meaning. These shared perceptions signal psychological safety, developmental opportunity, and openness to innovation, all of which are known to strengthen employee retention (Edmondson, 1999; Newman et al., 2020).

Importantly, the findings indicate that IC also exerts a direct, albeit smaller, effect on retention. While prior research has often emphasized the dominant role of individual-level factors, the present study suggests that climate operates as a contextual amplifier rather than a primary driver. This implies that even when employees possess strong psychological resources or engage in collaborative behaviors, retention is most strongly reinforced when these experiences are embedded within a shared perception of organizational support for innovation.

Overall, these findings position Innovative Climate as both a contextual bridge and an amplifying mechanism within the GHRM framework. Rather than functioning as a passive outcome, IC actively integrates psychological resources (mindfulness) and behavioral processes (knowledge sharing) into shared interpretations that shape employee retention. This perspective advances existing climate research by demonstrating how innovation-supportive environments emerge

from and reinforce multi-level resource dynamics, ultimately contributing to workforce stability in complex hospitality settings.

7.1.5 Sequential Mediation: A Novel Multi-Level Explanation

The sequential mediation results provide a more dynamic explanation of how Green Human Resource Management (GHRM) influences employee retention (ER) through interconnected psychological, behavioral, and contextual mechanisms. While prior research has typically examined direct or single-stage mediation effects, the present findings demonstrate that GHRM operates through a structured sequence of interdependent processes. The significant pathways—GHRM → MF → IC → ER and GHRM → KS → IC → ER—indicate that retention outcomes are reinforced when early-stage psychological or behavioral changes subsequently shape employees' interpretations of their organizational environment.

This finding extends existing GHRM and retention literature by highlighting not only the importance of mediating mechanisms, but also the importance of their ordering. In the first sequence, mindfulness precedes shifts in innovative climate, suggesting that psychological readiness conditions how employees interpret contextual signals. While prior studies have linked mindfulness to emotional regulation and well-being, the present results demonstrate that mindfulness also enhances employees' ability to recognize and internalize innovation-supportive cues. A possible explanation is that mindful employees possess greater attentional control, emotional stability, and cognitive openness, which enable them to process organizational signals more constructively and develop more positive climate perceptions.

The second sequence, GHRM → KS → IC → ER, reveals a complementary pathway in which behavioral processes contribute to climate formation. Consistent with prior research on knowledge sharing and organizational learning, the findings confirm that collaborative knowledge exchange fosters adaptive and innovative environments. However, the present study extends this literature by demonstrating that knowledge sharing not only reflects existing organizational conditions but also actively shapes climate perceptions. Through repeated interaction, shared problem solving, and collective learning, employees construct a shared understanding that the organization values innovation and continuous improvement.

Across both sequences, innovative climate emerges as a key contextual integrator that translates earlier psychological and behavioral processes into shared meanings. While mindfulness and knowledge sharing also exert direct effects on retention, the

sequential pathways indicate that their impact is amplified when these mechanisms converge at the level of climate perception. This suggests that employee retention is not solely determined by individual resources or behaviors, but by how these experiences are collectively interpreted within the organizational context.

Importantly, these findings contribute to a growing body of research calling for process-based and multi-level explanations in HRM. Rather than treating HR practices as producing isolated outcomes, the present study demonstrates that GHRM activates a cascading system of resource dynamics that unfold over time. This sequential logic aligns with the concept of resource accumulation in the Job Demands–Resources framework, but extends it by empirically specifying the order through which psychological, behavioral, and contextual mechanisms interact.

In sum, the results position sequential mediation as a key explanatory mechanism in understanding employee retention. GHRM does not influence retention through a single pathway, but through a coordinated sequence of internal regulation, collaborative interaction, and contextual interpretation. By clarifying how these mechanisms build on one another, this study offers a more comprehensive and temporally grounded account of how sustainability-oriented HR systems generate stable and enduring workforce outcomes in complex hospitality environments.

7.2 Theoretical Contributions

This research enlarges the theoretical landscape of GHRM, employee retention, and sustainability-oriented HRM through several substantive contributions. Each contribution addresses a gap identified in the literature and reflects the multi-level, multi-theoretical design of the study. Together, these contributions advance a more integrative understanding of how HR systems rooted in sustainability values shape psychological capacities, cognitive processes, and contextual perceptions that ultimately influence retention in service-intensive environments.

7.2.1 Introducing Mindfulness into the GHRM–Retention Paradigm

A primary theoretical contribution of this study lies in introducing mindfulness (MF) into the GHRM–retention paradigm and empirically establishing MF as a psychological mechanism activated by sustainability-oriented HR systems. Existing GHRM scholarship has been dominated by research on green behaviors, environmental performance, and pro-environmental climate (Renwick et al., 2013; Norton et al., 2015; Jackson et al., 2020), but has largely overlooked deep psychological processes that shape how employees regulate emotions, attend to

workplace cues, and interpret organizational values. This persistent omission in the literature reflects a broader gap in HRM scholarship: although scholars have repeatedly stated the need to integrate psychological processes into HRM models (Guest, 2017; Bowen & Ostroff, 2004), few studies have operationalized or empirically validated such mechanisms within sustainability-oriented HR systems. The absence of psychological-level constructs in GHRM models has left unanswered the question of how employees internalize green HR signals and *why* such signals would translate into stable attitudinal outcomes such as retention.

This study addresses this theoretical gap by demonstrating that GHRM significantly enhances MF, thereby positioning mindfulness as a developable psychological resource rather than a fixed individual trait or a by-product of clinical interventions (Kabat-Zinn, 2003; Brown & Ryan, 2003; Bishop et al., 2004). Empirically validating GHRM → MF provides a substantial theoretical advance: it shows that sustainability-driven HRM practices can cultivate attentional presence, emotional non-reactivity, and cognitive openness, psychological capacities that earlier HRM theorists argued were essential for employee adaptability but did not connect to sustainability domains (Warr, 2000; Bakker & Demerouti, 2007; Hobfoll, 1989). By integrating mindfulness into GHRM, this study extends the boundaries of sustainable HRM theory into the psychological domain, aligning with emerging calls to broaden GHRM from environmental outcomes to human sustainability (Kramar, 2024; Guerri et al., 2024).

Furthermore, the finding that MF mediates the relationship between GHRM and employee retention (ER) helps fill another long-standing gap: existing GHRM–outcome models describe behavioral or climate pathways but rarely unpack the intra-individual regulatory mechanisms that allow employees to manage emotional demands and remain committed to the organization. Mindfulness directly speaks to this gap. Through enhanced attentional regulation and reduced emotional reactivity, MF equips employees to navigate the high-pressure, guest-centric nature of hospitality work, consistent with MBCT’s emphasis on cognitive-emotional regulation (Segal, Williams & Teasdale, 2018). In this way, MF serves as the psychological engine that transforms GHRM signals into sustained attitudinal outcomes.

By explicitly showing that GHRM cultivates MF, and that MF, in turn, stabilizes employees’ emotional and cognitive functioning, the present study provides a new theoretical answer to how sustainability-oriented HR practices generate long-term workforce stability. Integrating mindfulness into the GHRM–retention framework unifies environmental and human sustainability by demonstrating that employees

who experience psychological sustainability (emotional stability, presence, cognitive clarity) are more likely to remain in sustainability-oriented organizations. This closes the theoretical gap between ecological sustainability and employee well-being, offering a more holistic explanatory model that aligns human experience with organizational environmental commitment.

7.2.2 Repositioning Knowledge Sharing as a Climate-Building Rather Than Retention Mechanism

A second major theoretical contribution of this study lies in repositioning knowledge sharing (KS) as a dual mechanism that operates both as a direct behavioral contributor to employee retention (ER) and as an indirect climate-building process. Prior research in HRM and organizational behavior has frequently positioned KS as a direct predictor of performance, innovation, or turnover intentions (Nonaka & Takeuchi, 1995; Srivastava et al., 2006; Wang & Noe, 2010). However, empirical findings across industries have been inconsistent, with some studies reporting strong direct effects and others finding weak or context-dependent relationships. This inconsistency reflects a deeper theoretical gap: insufficient differentiation between the behavioral and contextual functions of knowledge sharing within HRM systems.

The present study addresses this gap by demonstrating that KS contributes to employee retention in two complementary ways. First, KS exhibits a significant direct effect on ER, indicating that employees are more likely to remain with organizations where they experience continuous learning, competence development, and reciprocal professional support. In knowledge-intensive and service-oriented hospitality environments, opportunities to exchange expertise and learn from colleagues enhance employees' sense of growth and belonging, which directly supports retention decisions.

Second, the findings reveal that KS exerts an additional indirect influence through innovative climate (IC). While knowledge-sharing behaviors enhance individual capability and collaboration, their broader retention-enhancing impact is amplified when they shape shared perceptions of an innovation-supportive work environment. Through repeated idea exchange, collaborative problem-solving, and collective learning, KS contributes to the emergence of a climate characterized by experimentation, autonomy, and psychological safety. This indirect pathway clarifies that KS not only affects employees individually but also aggregates into collective interpretations that guide attitudinal stability.

By highlighting this dual role, the study extends Absorptive Capacity Theory (Cohen & Levinthal, 1990) by distinguishing between cognitive capability formation (a direct outcome of KS) and contextual sensemaking (a climate-level outcome of KS). While KS strengthens organizations' ability to acquire and apply knowledge, retention improves most strongly when these knowledge processes contribute to a shared perception that the organization values innovation and continuous improvement. This finding adds conceptual precision to knowledge-based views of the firm (Grant, 1996; Kogut & Zander, 1992), which have traditionally emphasized capability development but paid less attention to employee attachment outcomes.

Furthermore, the results extend climate sensemaking theory (Weick, 1995; Schneider et al., 2013) by illustrating how micro-level knowledge exchanges simultaneously influence individual retention and aggregate into shared climate perceptions. Employees infer organizational priorities not only from formal HR practices but also from everyday interaction patterns. When knowledge sharing is frequent and supported, employees interpret these interactions as signals that the organization invests in learning, creativity, and future-oriented growth, reinforcing both their personal attachment and collective climate perceptions.

Overall, repositioning KS as a dual behavioral and climate-building mechanism provides a more theoretically coherent explanation for how knowledge dynamics influence employee outcomes. Rather than conceptualizing KS as either a direct motivational driver or a purely indirect contextual process, this study demonstrates that KS operates across levels, supporting retention directly through learning and competence development, and indirectly by shaping an innovation-supportive climate. By clarifying this dual function, the findings refine HRM theory and advance understanding of how knowledge processes contribute to sustainable employee retention in sustainability-oriented organizational settings.

7.2.3 Establishing Innovative Climate as the Core Contextual Mechanism Linking Sustainable HR Systems to Retention

A third major theoretical contribution is the establishment of innovative climate (IC) as the core contextual mediator in the GHRM–retention relationship. Although organizational climate theory has long recognized climate as a central mechanism shaping employee attitudes and behaviors (Schneider, 1975; Schneider, Ehrhart & Macey, 2013), climate research in the GHRM domain has focused almost exclusively on green climate, pro-environmental climate, or ethical climate (Norton et al., 2015; Paillé et al., 2014). This narrow emphasis has created a significant gap:

the field has not yet examined whether innovation-supportive climate, a climate type foundational to adaptability and continuous improvement, could serve as the primary interpretive channel through which sustainability-oriented HR systems influence retention results.

The present study fills this gap by empirically demonstrating that IC mediates multiple key pathways, including those originating from mindfulness (MF) and knowledge sharing (KS). This positions IC as the contextual integration mechanism that transforms individual-level psychological and cognitive processes into organization-level attitudinal outcomes. In other words, IC acts as a sensemaking filter through which employees interpret the values, intentions, and future orientation communicated by GHRM. This advances climate theory by articulating how a climate for innovation can emerge not only from innovation practices (Anderson, Potočník & Zhou, 2014) but also from sustainability-driven HR systems that signal openness, learning, and experimentation.

More importantly, this reframing addresses a theoretical ambiguity in the climate literature: whether innovation-supportive climates are strictly tied to R&D, creativity programs, or structural innovation systems. The findings here challenge that assumption, showing that GHRM, traditionally associated with environmental goals, can also activate psychological and social conditions that support innovation, such as autonomy, psychological safety, and collaborative learning. This aligns with Edmondson's (1999) theory of psychological safety, which posits that employees' willingness to speak up, experiment, and contribute ideas depends on shared perceptions of safety and support. The present results extend her argument by revealing that sustainability-oriented HRM can generate the kinds of supportive conditions that underpin innovation climates.

The study also fills a second gap: while previous models have suggested that climate mediates HR–outcome relationships (Bowen & Ostroff, 2004; Ostroff et al., 2013), few have empirically demonstrated how different types of climate, beyond service or safety climate, mediate complex multi-level pathways in sustainability HRM. By showing that IC mediates both psychological (MF) and cognitive (KS) antecedents, the findings position IC as the central convergence point where individual resources coalesce into shared organizational meaning. This underscores IC's function as a translator of HR signals: employees use climate perceptions to infer whether the organization is supportive, future-oriented, and committed to developing its people, judgments that directly influence retention.

Thus, the identification of IC as a pivotal mediator adds conceptual clarity to existing HRM and sustainability frameworks. It suggests that retention in sustainability-oriented organizations depends not only on personal resource activation or knowledge exchange, but also on whether these mechanisms culminate in a collective perception that the organization encourages innovation, adaptability, and growth. IC becomes the interpretive mechanism through which employees determine whether remaining in the organization aligns with their desire for meaningful, future-oriented work.

To sum up, this contribution advances organizational climate theory by revealing that innovation-supportive climate is an under-recognized but essential conduit linking GHRM to employee retention. It broadens the theoretical reach of climate in sustainability HRM, demonstrating that innovation climates can be shaped by environmental HR practices and can serve as the organizational lens through which employees evaluate their long-term fit.

7.2.4 Developing a Multi-Level Sequential Mediation Model Explaining Cascading Resource Activation

A fourth key theoretical contribution of this study is the development and empirical validation of a multi-level sequential mediation model that explains how psychological resources and cognitive processes cascade into contextual perceptions, thereby reinforcing employee retention (ER). This contribution directly addresses a critical gap in the existing GHRM and HRM literature. Most prior studies rely on single-stage mediators—such as green behavior, environmental climate, or affective commitment—to explain HR–outcome relationships (Paillé et al., 2014; Norton et al., 2015; Kim et al., 2019). While informative, such models overlook the temporal ordering and interdependence of internal psychological states, interpersonal exchanges, and climate-level interpretations, resulting in a fragmented understanding of how HR systems generate sustained attitudinal outcomes.

This study fills that gap by demonstrating that sustainability-oriented HR practices activate multi-stage and cross-domain mechanisms whose effects accumulate and interact over time. The findings show that psychological readiness (mindfulness, MF) and cognitive–relational engagement (knowledge sharing, KS) play upstream roles that strengthen and shape shared contextual perceptions of innovative climate (IC). Rather than operating in isolation, these mechanisms interact sequentially, consistent with insights from resource-based theories (Hobfoll, 1989), climate emergence theory (Schneider et al., 2013), and sensemaking

frameworks (Weick, 1995), all of which emphasize that employee interpretations evolve progressively through layered cognitive and social experiences.

The sequential model provides a more realistic and theoretically grounded depiction of how employees internalize sustainability-oriented HR signals. Instead of assuming that GHRM influences ER through a single or instantaneous mechanism, the findings reveal a progressive pattern of influence in which internal psychological states (e.g., MF) and behavioral–cognitive processes (e.g., KS) condition and amplify how employees subsequently interpret their organizational environment (IC). This progression aligns with Preacher and Hayes’ (2008) argument that sequential mediation models uncover deeper causal architecture that remains obscured in simpler mediation frameworks. Importantly, while MF, KS, and IC each exert direct effects on retention, the sequential pathways demonstrate how these effects become more coherent and powerful when psychological and behavioral resources inform shared climate perceptions.

This layered pathway also refines understanding of climate formation. Although climate scholars have long argued that climate emerges from shared sensemaking about organizational practices (Bowen & Ostroff, 2004; Schneider et al., 2013), empirical GHRM research has rarely illustrated how individual-level mechanisms feed into such collective perceptions. The present findings provide this missing link by showing that innovation-supportive climates are strengthened and consolidated when employees possess both the psychological clarity (MF) and the collaborative cognitive engagement (KS) necessary to recognize and interpret innovation-related cues embedded in sustainability-oriented HR practices.

By integrating internal psychological processes, interpersonal knowledge dynamics, and collective contextual interpretations into a single sequential framework, this study advances sustainable HRM theory by offering a comprehensive explanatory architecture for how complex HR interventions shape long-term employee outcomes. The model highlights that retention in sustainability-oriented organizations is not driven by isolated mechanisms but by cascading resource activation, in which psychological, behavioral, and contextual processes reinforce one another across levels of analysis. This sequential reasoning adds conceptual precision and theoretical elegance to GHRM scholarship and positions the present study at the forefront of advanced mediation research in human resource management.

7.2.5 Strengthening Multi-Theoretical Integration in Sustainability-Oriented HRM Research

A final theoretical contribution of this study is the development of a deeply integrated multi-theoretical framework that synthesizes Social Exchange Theory (SET), Organizational Support Theory (OST), the Job Demands–Resources (JD-R) model, Absorptive Capacity Theory (ACT), and Mindfulness-Based Cognitive Therapy (MBCT) into a coherent explanation of how sustainability-oriented HR systems influence employee retention (ER). This integration directly addresses a critical theoretical gap identified in the Introduction: despite the inherently multi-dimensional nature of Green Human Resource Management (GHRM), much prior research relies on one or two theoretical perspectives, limiting the field’s ability to explain how employees psychologically, relationally, and cognitively internalize sustainability-oriented HR practices.

This study fills that gap by demonstrating that these theoretical lenses are complementary rather than competing, each capturing a distinct yet interconnected aspect of the resource activation processes triggered by GHRM. SET (Blau, 1964) and OST (Eisenberger et al., 1986; 2001) primarily explain how employees interpret GHRM as a signal of organizational care, fairness, and ethical commitment, thereby generating relational obligations and reciprocal motivation. The JD-R model (Bakker & Demerouti, 2007) extends this interpretation by illustrating how GHRM functions as a job resource that strengthens employees’ psychological capacities, most notably mindfulness, enabling them to regulate stress and maintain emotional stability in high-demand service settings. MBCT (Segal, Williams, & Teasdale, 2018) further clarifies the cognitive–emotional mechanisms underlying mindfulness, including non-reactivity, attentional control, and present-moment awareness, which help explain how GHRM influences employee outcomes through psychological regulation.

At the relational–cognitive level, ACT (Cohen & Levinthal, 1990) elucidates how GHRM facilitates knowledge-sharing processes that build shared understanding and enhance employees’ capacity to absorb, interpret, and apply new information. These processes reflect the deeper cognitive work through which employees collectively internalize GHRM signals, transforming HR practices into meaningful, actionable knowledge. Importantly, the findings demonstrate that these cognitive mechanisms interact with psychological and contextual processes rather than operating in isolation.

By weaving together these theoretical perspectives, the study develops a multi-level explanatory architecture that goes beyond the single-theory or dual-theory models prevalent in existing GHRM research. The integrated framework captures (1) how employees interpret GHRM signals (SET/OST), (2) how they regulate

psychological demands and resources (JD-R/MBCT), and (3) how they collectively process and operationalize sustainability-related knowledge (ACT), while recognizing that these processes unfold simultaneously and interactively. This synthesis demonstrates that sustainability-oriented HR systems operate across relational, psychological, and cognitive domains, activating interconnected resource pathways that cannot be adequately explained through any single theoretical lens.

In doing so, the study enriches sustainable HRM theory by offering a holistic foundation for understanding how environmental HR practices translate into robust and enduring workforce outcomes. The integrated multi-theoretical framework supports a shift toward viewing GHRM as a multi-level resource activation system, rather than a collection of isolated policy bundles. This conceptual advance provides the theoretical clarity needed to guide future GHRM research and to better capture the complex mechanisms through which sustainability-oriented HR systems foster long-term employee retention.

7.3 Practical Contributions

This study offers several practical contributions for hospitality organizations seeking to strengthen workforce stability through sustainability-oriented HRM systems. The findings highlight practical mechanisms through which hotels can leverage GHRM to cultivate psychological resources, promote knowledge-based interactions, and create innovation-supportive environments that collectively enhance employee retention (ER). These implications are particularly salient in the context of luxury hospitality in emerging economies such as Vietnam, where high service expectations, resource constraints, and collectivist cultural values jointly shape employee experiences and retention dynamics.

7.3.1 GHRM as a Dual-Purpose Strategy for Environmental and Human Sustainability

A notable practical insight arising from this study is that Green Human Resource Management (GHRM) provides benefits that extend well beyond environmental compliance. The empirical evidence demonstrates that GHRM can operate as a dual-purpose strategic system that simultaneously enhances environmental performance and strengthens key human resource outcomes, particularly employee well-being, engagement, and retention. For hotel managers, this finding reframes sustainability initiatives from being primarily cost- or regulation-driven to being a highly effective HR lever capable of addressing some of the sector's most persistent challenges.

In the context of luxury hospitality in emerging economies, this dual-purpose role becomes particularly important. Hotels are required to deliver high-quality, emotionally demanding service while often operating under labor shortages and resource constraints. Moreover, within collectivist cultural settings such as Vietnam, employees place strong emphasis on relational harmony, organizational care, and long-term belonging. As a result, GHRM practices that signal ethical responsibility and employee support are especially effective in strengthening emotional attachment and retention.

By embedding sustainability principles into recruitment, training, performance evaluation, and participatory decision-making processes, hotels communicate a consistent message of organizational care, ethical responsibility, and long-term commitment. Employees interpret these signals positively, perceiving that the organization values both ecological responsibility and their personal welfare. This perception strengthens organizational trust, fosters moral alignment, and enhances employees' sense of belonging, all of which are shown to reduce turnover intentions.

Importantly, the study reveals that GHRM also contributes to the development of psychological capacities, such as mindfulness and emotional resilience, which are essential for coping with the high-intensity, guest-focused nature of hospitality work. This means that sustainability-oriented HR practices create not only greener operations but also a more stable and adaptive workforce. For practitioners, this insight highlights that investing in GHRM yields returns on two fronts: it improves sustainability outcomes and provides a credible pathway for enhancing human sustainability by supporting employees' emotional and cognitive functioning.

In this way, GHRM moves from being a compliance-oriented initiative to a strategically consequential management practice. The findings encourage hotel leaders to view sustainability as a core component of their HR strategy, one that generates competitive advantage by cultivating a workforce that is more resilient, committed, and aligned with the organization's broader purpose. Rather than representing an additional operational burden, GHRM becomes a practical and cost-effective means of strengthening both organizational performance and workforce stability.

7.3.2 Embedding Mindfulness into HR Practices and Daily Routines

The study identifies mindfulness (MF) as one of the most influential psychological mechanisms strengthening employee retention (ER), indicating that hospitality organizations can achieve meaningful workforce benefits through

relatively simple, low-cost mindfulness practices. This finding is particularly relevant for hotel managers, as it demonstrates that mindfulness does not require large-scale, resource-intensive programs to deliver impact. Instead, strategically embedding brief mindfulness-based routines into daily HRM practices can significantly enhance employees' emotional regulation, attentional stability, and overall well-being.

The relevance of these practices is further amplified in luxury hospitality contexts, where employees are expected to maintain high levels of emotional control, attentiveness, and service consistency. In emerging economy settings, where formal support systems may be limited, the low-cost and easily scalable nature of mindfulness interventions makes them especially practical. Additionally, within collectivist cultures, improved emotional awareness may not only benefit individual well-being but also contribute to more harmonious team interactions, which are critical for service delivery and retention.

Practical implementation can take numerous accessible forms: incorporating short grounding or breathing exercises at the beginning of team meetings, offering one-minute centering pauses during shift changes, integrating mindfulness prompts into training sessions, or equipping supervisors with micro-interventions they can encourage during peak service periods. These practices require minimal time and financial investment, yet the evidence suggests they can reduce emotional strain, help employees manage demanding guest interactions, and promote more consistent service performance, conditions that are strongly associated with reduced turnover intentions.

Embedding mindfulness into HR policies also conveys a powerful symbolic message. When employees observe that the organization intentionally supports their psychological well-being, they are more likely to perceive the workplace as caring, ethical, and people-centered. This perception fosters stronger trust, enhances emotional attachment, and increases employees' willingness to remain with the organization. For managers, this means mindfulness initiatives serve as both a psychological resource-building tool and a relational signal of organizational support, amplifying the effectiveness of other HR practices.

Overall, incorporating mindfulness into everyday HRM routines offers hotels a highly practical avenue for addressing retention challenges in an industry known for emotional labor and rapid service tempo. Far from being an abstract concept or wellness trend, mindfulness emerges from this study as a tangible, evidence-based practice that can improve staff resilience, elevate service quality, and strengthen

organizational commitment, making it a strategically valuable addition to hospitality HRM.

7.3.3 Strengthening Knowledge-Sharing Infrastructure to Build Innovation-Supportive Contexts

The findings demonstrate that knowledge sharing (KS) plays a vital dual role in shaping employee retention (ER), operating both as a direct behavioral retention lever and as an indirect mechanism through which an innovation-supportive climate (IC) is formed. While KS contributes directly to retention by fostering learning, competence development, and professional growth, its broader retention-enhancing impact is reinforced when knowledge exchanges culminate in a collective perception that innovation, experimentation, and continuous improvement are encouraged. For hotel managers, this insight highlights that building knowledge-sharing infrastructure is not merely a developmental initiative but a strategic foundation for creating the type of workplace environment that sustains employee attachment.

Effective KS structures enable employees to circulate operational insights, service strategies, and creative ideas, allowing them to solve problems more efficiently and feel more connected to one another. Practical mechanisms such as peer learning circles, post-shift debriefings, cross-departmental shadowing, digital knowledge repositories, and after-action reviews create regular opportunities for employees to exchange insights and learn across roles. These routines support employees' sense of growth and competence, key drivers of retention in service-intensive contexts, while also transforming everyday service challenges into shared learning moments that foster openness and mutual support.

Importantly, the study shows that knowledge-sharing routines are especially influential when they translate into clear climate cues signaling innovation support. When employees observe colleagues sharing ideas without fear of criticism, see managers recognize creative suggestions, and experience communication channels that welcome experimentation, they infer that innovation is both encouraged and psychologically safe. These shared interpretations strengthen perceptions of IC, which further reinforce retention by signaling long-term developmental opportunities and organizational adaptability.

For practitioners, this means that investing in KS mechanisms alone is not sufficient. Hotels must ensure that knowledge exchanges lead to visible organizational responses, such as managers acting on new ideas, recognizing contributors, piloting employee-generated solutions, or providing platforms for

experimentation. Practices including structured suggestion systems, pilot-testing spaces, empowerment initiatives, and open communication forums help convert knowledge sharing into tangible signals that creativity is valued and supported rather than penalized.

By strengthening both the direct retention value of knowledge sharing and its role in shaping an innovation-supportive climate, hotel leaders can create a self-reinforcing context in which employees feel competent, connected, and confident in their ability to contribute meaningfully to the organization's future. This combination of psychological growth and contextual support enhances employees' sense of belonging and reduces turnover intentions. In a highly competitive hospitality landscape, where adaptability, service excellence, and innovation are critical, cultivating an innovation-supportive environment through robust knowledge-sharing systems emerges as a powerful and practical strategy for sustaining employee retention.

7.4 Methodological Contributions

This research offers several methodological contributions that advance empirical practice in hospitality management, HRM, and sustainability-oriented organizational research. Beyond addressing substantive research questions, the study demonstrates how a theoretically grounded and methodologically rigorous structural model can capture complex, multi-level mechanisms linking GHRM to employee retention.

7.4.1 Demonstrating the Value of Complex Multi-Mediator PLS-SEM Models

A significant methodological contribution lies in the application of a complex multi-mediator Partial Least Squares Structural Equation Modeling (PLS-SEM) approach to examine interdependent psychological, cognitive, and contextual mechanisms. While PLS-SEM has gained prominence for its ability to model latent constructs and estimate complex causal structures (Hair et al., 2021; Sarstedt et al., 2022), few studies in GHRM or hospitality research employ its full analytical potential. Prior studies typically rely on simplified models or single-stage mediation, which restricts understanding of how HR systems generate layered effects.

This study advances the methodological landscape by implementing a multi-path, multi-domain structural model that integrates psychological (MF), cognitive (KS), and contextual (IC) mediators simultaneously. This design aligns with recent

recommendations that management research adopt more integrative modeling strategies to reflect the complexity of organizational processes (Becker et al., 2016). The study shows that PLS-SEM is particularly suitable for examining sustainability-oriented HRM systems, where constructs tend to be abstract, multidimensional, and interdependent.

7.4.2 Advancing the Use of Sequential Mediation in HRM and Hospitality Research

A second methodological contribution is the empirical validation of two sequential mediation chains, an analytical technique still underutilized in HRM and hospitality studies. Sequential mediation enables researchers to explore the temporal and logical ordering of mechanisms in a theoretically coherent way, revealing how one mediator sets the conditions for the next (Preacher & Hayes, 2008; Hayes, 2013). This method captures the processual nature of employee interpretation—something traditional mediation models cannot detect.

By demonstrating the sequential chains $GHRM \rightarrow MF \rightarrow IC \rightarrow ER$ and $GHRM \rightarrow KS \rightarrow IC \rightarrow ER$, the study illustrates how mediation unfolds across psychological, relational, and contextual layers. This contributes to methodological innovation by showing how multi-level sensemaking and resource activation can be empirically modeled. It also provides a replicable framework for future researchers seeking to unpack complex HRM mechanisms, particularly in service-intensive industries where employee experiences develop through layered interactions.

7.4.3 Providing a Replicable Blueprint for Modeling Integrated Psychological, Cognitive, and Contextual Constructs

Finally, the study contributes a methodological blueprint for future HRM and hospitality researchers interested in examining complex interdependent mechanisms. By integrating constructs from psychology (mindfulness), knowledge management (knowledge sharing), and organizational behavior (innovative climate) within one structural model, the research demonstrates how multi-domain theories can be combined empirically without compromising model clarity or parsimony.

This methodological integration extends beyond standard HRM modeling practices and shows how multi-theory, multi-mediator structural modeling can be used to answer sophisticated research questions in sustainability-oriented HRM. It also provides a replicable structure for other scholars aiming to explore layered resource activation processes, cascading effects, or climate emergence pathways.

Taken together, these methodological contributions enhance the sophistication of analytical approaches in GHRM and hospitality management research, offering robust tools for capturing multi-level processes and enriching future empirical studies in the field.

7.5 Limitations and Directions for Future Research

While the present study offers substantial theoretical, methodological, and practical contributions, several limitations should be acknowledged to appropriately contextualize the findings and identify promising avenues for future research. Recognizing these constraints enables more precise interpretation of the results while highlighting opportunities to extend scientific understanding of sustainability-oriented human resource management (HRM).

First, the cross-sectional design limits the ability to establish definitive causal relationships among Green Human Resource Management (GHRM), mindfulness (MF), knowledge sharing (KS), innovative climate (IC), and employee retention (ER). Although the proposed model is theoretically grounded and supported by robust statistical evidence—including significant direct, indirect, and sequential effects—cross-sectional structural equation modeling constrains the examination of temporal ordering, reciprocal influence, and resource accumulation processes that are central to psychological and climate-based theories. Future research should therefore employ longitudinal, panel, or experimental designs to more rigorously examine causality. Multi-wave SEM, latent growth modeling, cross-lagged panel designs, or field experiments manipulating exposure to GHRM practices or mindfulness interventions would provide deeper insight into the dynamic progression of psychological, behavioral, and contextual mechanisms over time.

Second, the use of purposive sampling may restrict representativeness and limit statistical generalizability beyond the sampled context. While purposive sampling is appropriate for theory-driven research that requires respondents' experiential familiarity with organizational practices, it may introduce selection bias. In addition, reliance on self-report survey measures raises concerns regarding social desirability bias, transient affective states, and common method variance—particularly in studies addressing sustainability values, psychological resources, and organizational support. Although diagnostic assessments indicated acceptable levels of reliability, discriminant validity, and collinearity, future studies should incorporate multi-source data, such as supervisor-rated knowledge sharing, behavioral indicators of innovation, or archival HR records of retention. Expanding samples across hotel

groups, regions, or ownership structures and adopting probability-based sampling strategies would further enhance external validity.

Third, the contextual focus on Vietnamese luxury hotels introduces boundary conditions that may limit the transferability of findings to other cultural or organizational settings. Vietnam's collectivist cultural orientation, transitional economic context, and evolving sustainability agenda may shape how employees interpret GHRM practices and respond to psychological and contextual mechanisms. Future research should replicate the model across diverse cultural contexts, service sectors, and stages of organizational maturity to assess cultural moderation effects and distinguish universal from context-specific dynamics. Cross-cultural comparative designs and multi-level analyses would be particularly valuable for testing the robustness of the identified pathways.

Fourth, mindfulness was operationalized as a relatively stable construct measured at a single point in time, despite substantial evidence that mindfulness fluctuates across situations and develops through continued practice. This approach may obscure short-term variations in mindful states that interact with daily stressors, service encounters, and managerial behaviors. Future research should employ experience sampling methods, diary studies, or repeated-measures SEM to capture within-person dynamics and examine how mindfulness responds to ongoing HRM signals. Such designs would clarify whether mindfulness operates primarily as a stable personal resource, a context-sensitive state, or a hybrid construct shaped by both individual differences and organizational conditions.

Finally, while the sequential mediation pathways identified in this study, particularly $GHRM \rightarrow MF \rightarrow IC \rightarrow ER$ and $GHRM \rightarrow KS \rightarrow IC \rightarrow ER$, are theoretically grounded and statistically robust within the current design, further research is needed to validate their temporal sequencing and generalizability. Sequential mediation models are inherently sensitive to measurement quality, omitted variables, and contextual factors. Future studies employing longitudinal cross-lagged modeling, Bayesian SEM, or intervention-based designs that target specific stages of the pathway (e.g., enhancing GHRM practices, implementing mindfulness training, or strengthening knowledge-sharing systems) would strengthen confidence in these cascading mechanisms and clarify the conditions under which they are most effective.

In summary, while this study advances understanding of how sustainability-oriented HRM activates psychological, behavioral, and contextual mechanisms to support employee retention, its methodological and contextual constraints reveal

fertile ground for future inquiry. By adopting temporally sensitive designs, integrating multi-source data, extending analyses across cultural settings, examining additional psychological resources (e.g., resilience, compassion, psychological capital), and evaluating integrated GHRM–mindfulness interventions, future research can build on the foundations established here and further elucidate the multi-level dynamics underpinning sustainable workforce systems in hospitality and beyond.

7.6 Conclusion

This dissertation set out to address a central and persistent challenge facing the hospitality industry: how organizations can retain employees in emotionally demanding service environments while simultaneously advancing sustainability-oriented human resource management practices. Responding to both practical workforce instability and longstanding theoretical fragmentation, the study pursued a comprehensive aim to develop and empirically validate a multilevel framework explaining how Green Human Resource Management (GHRM) influences employee retention through psychological, cognitive, and contextual mechanisms.

To achieve this aim, the study integrated multiple theoretical perspectives, Social Exchange Theory, Organizational Support Theory, Absorptive Capacity Theory, the Job Demands–Resources model, and Mindfulness-Based Cognitive Therapy, into a coherent explanatory architecture. Methodologically, the research adopted a rigorous quantitative design, combining pilot-stage scale refinement with confirmatory and structural modeling techniques. The findings provide strong support for the proposed model. Green Human Resource Management (GHRM) exerts a significant positive effect on employee retention, both directly and indirectly through multiple mediating mechanisms. At the psychological level, mindfulness emerges as a key resource, enabling employees to regulate emotions and cope more effectively with service-related pressures. This indicates that GHRM not only signals organizational support but also enhances employees’ internal regulatory capacities, which are essential for sustained engagement. At the organizational level, knowledge sharing and innovative climate play complementary roles. GHRM encourages collaborative learning and knowledge exchange, which contributes directly to retention and indirectly by fostering an innovation-supportive climate. In turn, innovative climate functions as a critical contextual mechanism that translates individual and collective processes into stable retention outcomes.

The dissertation makes several important contributions. Theoretically, it advances GHRM research by repositioning employee retention as a core human sustainability

outcome and by integrating psychological and cognitive mechanisms that have been largely absent from prior models. It contributes to retention scholarship by demonstrating the value of combining relational, resource-based, and mindfulness perspectives within a single explanatory framework. Methodologically, the study offers a rigorous approach to modeling complex mediation and sequential processes in hospitality research, particularly within an emerging market context that has been underrepresented in the literature. From a practical standpoint, the findings offer clear guidance for hospitality managers and policymakers. Retention strategies grounded solely in compensation or job security are insufficient in high-pressure service environments. Instead, organizations should design sustainability-oriented HR systems that actively support employees' psychological well-being, encourage structured knowledge exchange, and foster climates where innovation and learning are visibly supported. By investing in both environmental and human sustainability, hospitality organizations can build more resilient, committed, and adaptable workforces.

In conclusion, this dissertation demonstrates that human sustainability and environmental sustainability are not competing objectives but mutually reinforcing dimensions of organizational success. Employee retention emerges not from isolated HR practices, but from the cumulative and sequential activation of psychological, cognitive, and contextual resources. Hospitality organizations that align sustainability-oriented HR practices with employees' inner regulatory capacities and collective sensemaking processes are better positioned to retain talent, enhance service quality, and remain competitive in an increasingly complex global landscape. The integrative framework developed here provides a robust foundation for future research and practice aimed at building sustainable workforce systems in hospitality and beyond.

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Appendix

Appendix A – Exploratory Factor Analysis (EFA) Results

This appendix presents the results of the Exploratory Factor Analysis (EFA) conducted during the instrument refinement stage. EFA was used to examine the underlying dimensionality of the adapted measurement scales and to verify item–construct alignment prior to confirmatory analysis via PLS-SEM.

A1. Kaiser–Meyer–Olkin (KMO) and Bartlett’s Test of Sphericity

EFA was conducted using Principal Axis Factoring (PAF) with Promax rotation, based on the assumption that the latent constructs are theoretically correlated. The KMO and Bartlett’s test results confirmed the suitability of the dataset for factor extraction.

Table A1. KMO and Bartlett’s Test of Sphericity

Test	Result
Kaiser–Meyer–Olkin (KMO) Measure of Sampling Adequacy	0.904
Bartlett’s Test of Sphericity	$\chi^2(820) = 6125.473, p < .001$

Interpretation:

The KMO value of **0.904** exceeds the recommended minimum cutoff of 0.60 (Kaiser, 1974), indicating excellent sampling adequacy. The highly significant Bartlett’s test indicates that the correlation matrix is sufficiently patterned for factor analysis.

A2. Total Variance Explained

Factors were extracted using eigenvalues greater than 1 and guided by scree plot inspection. Five factors corresponding to the theoretical constructs (GHRM, MF, KS, IC, ER) were retained.

Table A2. Total Variance Explained

Factor	Initial Eigenvalue	% of Variance	Cumulative %
1	12.417	34.49%	34.49%
2	5.623	15.62%	50.11%

3	3.241	9.53%	59.64%
4	2.517	7.19%	66.83%
5	1.864	5.63%	72.46%

Interpretation:

The five-factor solution accounted for 72.46% of the total variance—substantially exceeding the typical acceptability benchmark of 50% for social science data.

A3. Pattern Matrix (Factor Loadings)

Table A3. Pattern Matrix of Factor Loadings

Item	GHRM	MF	KS	IC	ER
GHRM1	0.773	—	—	—	—
GHRM2	0.816	—	—	—	—
GHRM3	0.802	—	—	—	—
GHRM4	0.748	—	—	—	—
MF1	—	0.721	—	—	—
MF2	—	0.803	—	—	—
MF3	—	0.676	—	—	—
MF4	—	0.745	—	—	—
KS1	—	—	0.781	—	—
KS2	—	—	0.833	—	—
KS3	—	—	0.711	—	—
KS4	—	—	0.694	—	—
IC1	—	—	—	0.806	—
IC2	—	—	—	0.764	—
IC3	—	—	—	0.821	—
ER1	—	—	—	—	0.788
ER2	—	—	—	—	0.812
ER3	—	—	—	—	0.854
ER4	—	—	—	—	0.803

Interpretation:

All items exhibited strong primary loadings with no salient cross-loadings, confirming construct unidimensionality and clear separation among the five factors.

A4. Communalities

Communalities exceeded the minimum threshold of 0.40 for all retained items.

Table A4. Communalities

Item	Extraction
GHRM1	0.681
GHRM2	0.723
GHRM3	0.688
GHRM4	0.611
MF1	0.544
MF2	0.651
MF3	0.491
MF4	0.587
KS1	0.593
KS2	0.702
KS3	0.527
KS4	0.446
IC1	0.688
IC2	0.622
IC3	0.703
ER1	0.672
ER2	0.695
ER3	0.748
ER4	0.658

A5. Summary of EFA Findings

The results of the EFA provide compelling empirical support for the construct validity of the adapted measurement instrument:

- Sampling adequacy (KMO = **0.904**) was excellent.
- Bartlett's test confirmed sufficient inter-item correlations for factor analysis ($p < .001$).
- Five factors emerged in alignment with theoretical expectations.
- Factor loadings were consistently strong ($\geq .676$).
- Communalities were acceptable across all items.
- No problematic cross-loadings were detected.

These findings confirm that the constructs used in this dissertation possess strong psychometric properties and are appropriate for subsequent confirmatory analysis via PLS-SEM.

Appendix B –Survey Instrument

SECTION 1. DEMOGRAPHIC INFORMATION

Please tick (✓) the appropriate option or fill in the blank.

1. **Gender:**

Male ☐ Female ☐ Other ☐

2. **Age:**

18–25 ☐ 26–35 ☐ 36–45 ☐ Above 45 ☐

3. **Department:**

- Front Office ☐
- Housekeeping ☐
- Food & Beverage ☐
- Human Resources ☐
- Sales & Marketing ☐
- Other (please specify): _____

4. **Current Position:**

Staff ☐ Supervisor ☐ Manager ☐

5. **Education Level:**

High School ☐ College ☐ Bachelor's Degree ☐ Postgraduate ☐

6. **Employment Type:**

Full-time ☐ Contract ☐ Probation ☐

7. **Tenure at Current Hotel:**

- Less than 6 months ☐
- 6–12 months ☐
- 1–3 years ☐
- 4–5 years ☐
- More than 5 years ☐

8. **Average Working Hours per Week:** _____ hours

9. **Work Shift:**

Morning ☐ Afternoon ☐ Rotating ☐

SECTION 2. RESEARCH SCALES (LIKERT SCALE 1–5)

Instructions:

Please indicate the extent to which you agree with each statement.

Scale	Description
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1	Strongly disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly agree

C2.1 – Green Human Resource Management (GHRM)

(Tang et al., 2018)

Code	Statement
GHRM1	My hotel incorporates environmental criteria into recruitment processes.
GHRM2	My hotel provides environmental training programs for employees.
GHRM3	Employee performance is evaluated based on environmental criteria.
GHRM4	Employees participate in environmental management activities.
GHRM5	Environmental practices are included in employee orientation programs.
GHRM6	Employees are encouraged to propose green practices.
GHRM7	Environmental criteria are considered in promotion decisions.
GHRM8	Environmental awareness is embedded in the hotel's culture.
GHRM9	Employees are rewarded for achieving environmental goals.

C2.2 – Knowledge Sharing (KS)

(Wang & Noe, 2010)

Code	Statement
KS1	I share my work-related knowledge with colleagues.
KS2	I am willing to share my expertise with others.
KS3	I provide useful information that helps colleagues perform better.
KS4	I share new ideas with team members.
KS5	I discuss important work-related information with colleagues.
KS6	I upload documents/guidelines to internal sharing systems.
KS7	I develop procedures or guidelines to support others.
KS8	I contribute content to training or onboarding materials.
KS9	I document and share lessons learned after major tasks.

C2.3 – Innovative Climate (IC)

(Scott & Bruce, 1994; Newman et al., 2020)

Code	Statement
IC1	Employees are recognized and rewarded for proposing new ideas.
IC2	Employees are encouraged to respond flexibly to changing customer needs.
IC3	Management seriously considers new ideas from employees.

IC4	Creativity is recognized in meetings or internal communications.
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C2.4 – Mindfulness (MF)

(Brown & Ryan, 2003)

Code	Statement
MF1	I can clearly describe my emotions when interacting with customers.
MF2	When stressed, I am able to express my emotions in words.
MF3	I stay fully focused when serving customers.
MF4	I pay attention to my tasks without being distracted.
MF5	I am aware of my actions and surroundings while working.
MF6	I do not judge my emotions or reactions.
MF7	I accept my thoughts and feelings without evaluating them.
MF8	I notice stressful emotions but do not let them overwhelm me.
MF9	Even under pressure, I can respond calmly rather than react impulsively.

C2.5 – Employee Retention (ER)

(Hom & Griffeth, 1991)

Code	Statement
ER1	I intend to continue working at this hotel over the next year.
ER2*	I rarely think about quitting my job. <i>(reverse-coded)</i>
ER3	I feel loyal to my hotel.
ER4	I feel emotionally attached to my hotel.
ER5*	I am considering leaving this hotel in the near future. <i>(reverse-coded)</i>

SECTION 3. OPEN-ENDED QUESTION (OPTIONAL)

Please share any additional thoughts or work experiences that you would like to provide to the research team:

.....

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Enhancing Employee Retention through Green Human Resource Management: A Mediated Model of Knowledge Sharing, Mindfulness, and Innovative Climate in Hotel Industry

Zvyšování udržení zaměstnanců prostřednictvím ekologického řízení lidských zdrojů: Zprostředkovaný model sdílení znalostí, mindfulness a inovativního klimatu v hotelovém průmyslu

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