

STRATEGIC PATHWAYS TO SUSTAINABILITY IN TOURISM: AN ECONOMIC MODEL-BASED APPROACH

CAMINHOS ESTRATÉGICOS PARA A SUSTENTABILIDADE NO TURISMO: UMA ABORDAGEM BASEADA EM MODELO ECONÔMICO

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Abstract

Innovation in luxury hospitality is increasingly shaped by how organizations integrate sustainability, cognitive awareness, and knowledge-sharing. This study examines the interrelations among refined Green Human Resource Management practices, mindfulness traits, and knowledge-sharing mechanisms to understand their collective impact on innovative climates in Vietnamese luxury hotels. Drawing on survey data from 500 hotel employees and applying fuzzy-set Qualitative Comparative Analysis, the research identifies four distinct configurations that consistently lead to elevated innovation outcomes. Green Training and Performance Management emerge as structural pillars, while the balance between Tacit and Explicit Knowledge supports adaptive service delivery. Mindfulness, particularly through its reflective and non-reactive dimensions, enhances resilience and creative engagement. Although comprehensive strategies yield the strongest results, selective emphasis on key components remains a viable option for hotels with limited resources. These findings contribute to organizational theory by highlighting the importance of subset-level interactions and offer practical guidance for embedding sustainability, psychological agility, and collaborative learning into hospitality management.

Resumo

A inovação na hotelaria de luxo está cada vez mais moldada pela forma como as organizações integram sustentabilidade, consciência cognitiva e compartilhamento de conhecimento. Este estudo examina as inter-relações entre práticas refinadas de Gestão de Recursos Humanos Verdes, traços de atenção plena e mecanismos de compartilhamento de conhecimento para compreender seu impacto coletivo nos ambientes inovadores de hotéis de luxo no Vietnã. Com base em dados de pesquisa de 500 funcionários de hotel e utilizando a Análise Qualitativa Comparativa com conjuntos difusos, a pesquisa identifica quatro configurações distintas que consistentemente levam a resultados elevados de inovação. Treinamento Verde e Gestão de Desempenho emergem como pilares estruturais, enquanto o equilíbrio entre conhecimento tácito e explícito sustenta a entrega de serviços adaptativos. A atenção plena, especialmente por meio de suas dimensões reflexiva e não reativa, fortalece a resiliência e o engajamento criativo. Embora estratégias abrangentes produzam os melhores resultados, a ênfase seletiva em componentes-chave continua sendo uma opção viável para hotéis com recursos limitados. Estes achados contribuem para a teoria organizacional ao destacar a importância das interações em nível de subconjunto e oferecem orientações práticas para incorporar sustentabilidade, agilidade psicológica e aprendizagem colaborativa na gestão hoteleira.



Keywords: Green Talent Strategy. Cognitive Hospitality Dynamics. Mindful Work Culture. Flexible Innovation Models.

Palavras-chave: *Estratégia de Talentos Verdes. Dinâmica Cognitiva na Hotelaria. Cultura de Trabalho Consciente. Modelos Flexíveis de Inovação.*

1 INTRODUCTION

As global markets continue to evolve with increasing complexity, the convergence of sustainability, innovation, and employee engagement has emerged as a strategic imperative for organizations seeking long-term resilience (Rubel et al., 2021). Within this context, Green Human Resource Management (GHRM) has gained prominence as a transformative approach that embeds environmental consciousness into organizational systems and practices (Pham et al., 2020). When sustainability principles are infused into core HR functions such as recruitment, training, performance evaluation, and employee participation, GHRM not only advances ecological goals but also cultivates environments conducive to innovation (Singh et al., 2020).

Although the role of GHRM in promoting sustainable development has been widely acknowledged, its potential synergy with other organizational domains, particularly knowledge management and mindfulness has yet to be fully examined (Aghaei et al., 2024; Miah et al., 2024; Raza & Khan, 2022). Knowledge management, which encompasses both tacit insights rooted in experience and explicit information that is codified and accessible, serves as a critical mechanism for organizational learning and creative problem-solving (Yang & Li, 2023). The integration of these knowledge forms enables firms to respond adaptively to emerging challenges and to generate novel solutions (Magnier-Watanabe & Benton, 2017; Mascitelli, 2000).

In parallel, mindfulness has gained recognition as a psychological resource that enhances emotional regulation, attentional control, and interpersonal collaboration, thereby contributing to both employee well-being and organizational effectiveness (Aghaei et al., 2024). Despite their relevance, prior studies have tended to examine GHRM, knowledge management, and mindfulness as separate constructs, often overlooking the intricate relationships that may exist among them (Aghaei et al., 2024; Miah et al., 2024; Murillo-Ramos et al., 2024). Moreover, the tendency to treat these domains as broad categories has obscured the distinct contributions of their internal dimensions (Abbas & Khan, 2023; Arslan et al., 2021).

To address these limitations, the present study adopts a granular perspective by focusing on specific subsets within each construct. For GHRM, the analysis includes Green Recruitment, Green Training, and Green Involvement; for knowledge management, it distinguishes between Tacit and Explicit Knowledge; and for mindfulness, it examines components such as Non-Reactivity, Observation, and Non-Judgment. This level of detail is essential for uncovering how these elements interact and collectively influence innovation. For instance, Green Recruitment may yield stronger innovation outcomes when aligned with robust knowledge-sharing practices, while mindfulness traits like Non-Reactivity and Action with Awareness may enhance employee adaptability in sustainability-oriented settings.

Vietnam's luxury hotel industry provides a compelling backdrop for this inquiry. With its emphasis on high-touch service and rapidly evolving customer expectations, the sector demands innovative approaches that align with sustainability imperatives (Asadi et al., 2020; Orfila-Sintes & Mattsson, 2009). The increasing prioritization of environmental responsibility within hospitality underscores the need to integrate GHRM, knowledge systems, and mindfulness into strategic management.

To investigate these multidimensional relationships, the study employs fuzzy-set Qualitative Comparative Analysis (fsQCA), a methodological approach designed to identify complex configurations of conditions that lead to specific outcomes. Unlike linear models that isolate variables, fsQCA captures the combinatorial nature of innovation, revealing how different subsets converge to produce high-performing organizational climates. This method is particularly effective in identifying synergies, such as the alignment between Green Training, Explicit Knowledge Sharing, and mindfulness attributes like Observing and Non-Judgment.

Guided by this framework, the study poses three central research questions:

In what ways do GHRM practices, knowledge dimensions, and mindfulness components interact to foster innovation within organizations?

Which configurations of these factors are most conducive to achieving elevated innovation outcomes in the luxury hospitality sector?

How can organizations design context-specific strategies that harmonize sustainability, knowledge management, and mindfulness?

Drawing on data from 300 respondents and applying fsQCA, the study explores how targeted combinations of GHRM, knowledge, and mindfulness subsets contribute to

innovation. By moving beyond generalized constructs and focusing on their constituent elements, the research offers a more refined understanding of organizational dynamics. It provides actionable insights for hospitality managers and contributes to theoretical advancements by demonstrating how sustainability, cognition, and awareness can be strategically aligned to drive innovation.

2 LITERATURE REVIEW

Innovation in the luxury hospitality sector is not a product of isolated interventions but rather the outcome of a dynamic and interwoven system of organizational practices, employee cognition, and knowledge flows that collectively shape a climate conducive to creativity, adaptability, and sustainable excellence. As global expectations for personalized service and environmental responsibility intensify, luxury hotels must cultivate an innovative climate that empowers staff to experiment, refine processes, and respond intuitively to evolving guest needs (Newman et al., 2020; Jaiswal & Dhar, 2015; Ajmal et al., 2024). Central to this endeavor is the strategic deployment of Green Human Resource Management, which embeds sustainability into the core of human capital development through recruitment, training, performance evaluation, and employee involvement. These practices do more than advance ecological goals; they foster a shared sense of purpose and stimulate innovation by aligning individual behaviors with organizational values (Pham et al., 2020; Singh et al., 2020; Rana & Arya, 2024). For instance, Green Recruitment ensures that new hires resonate with the hotel's environmental ethos, while Green Training equips employees with the competencies to address sustainability challenges creatively and effectively (Renwick et al., 2012; Jose Chiappetta Jabbour, 2011). Performance systems that incorporate sustainability metrics encourage eco-conscious behaviors, and active involvement in green initiatives cultivates ownership and collaborative problem-solving, both of which are essential for innovation in high-touch service environments (Shah & Soomro, 2023; Farooq et al., 2022; Pham et al., 2019).

Complementing these HR strategies is the critical role of knowledge sharing, particularly the interplay between tacit and explicit knowledge. Tacit knowledge, which emerges from experiential learning and informal exchanges, enables employees to navigate complex service scenarios with intuition and creativity, while explicit

knowledge, codified in manuals and databases, ensures consistency and operational excellence across teams and locations (Nonaka & Takeuchi, 2007; Yang, 2008; Sigala & Chalkiti, 2007; Magnier-Watanabe & Benton, 2017). The synergy between these two forms of knowledge supports both exploration and exploitation, allowing luxury hotels to innovate while maintaining the precision and reliability expected of premium brands (Abbas & Khan, 2023; Le et al., 2020; Smith, 2001). Moreover, the effectiveness of knowledge sharing is amplified when embedded within a culture that values sustainability and collaboration, as promoted by GHRM practices.

Adding a cognitive and emotional layer to this framework is mindfulness, which has gained recognition as a transformative resource in organizational contexts. Mindfulness enhances emotional regulation, attentional control, and interpersonal sensitivity, all of which are vital in high-pressure hospitality settings where employees must deliver excellence while managing complex guest interactions (Joyce et al., 2018; Siqueira & Pitassi, 2016; Wong et al., 2021). Its five facets—Non-Reactivity, Acting with Awareness, Observing, Describing, and Non-Judgment—contribute uniquely to fostering psychological safety, deliberate action, and open communication. These qualities enable employees to engage in creative experimentation, share ideas without fear of criticism, and respond thoughtfully to unexpected challenges (Montani et al., 2018; Glomb et al., 2011; Baas et al., 2020; Reb et al., 2015). When mindfulness is integrated with GHRM and knowledge-sharing practices, it creates a synergistic environment where innovation is not only encouraged but structurally supported.

Taken together, these elements—sustainability-oriented HR practices, dual-mode knowledge systems, and mindfulness-based cognitive frameworks—form a comprehensive foundation for innovation in luxury hospitality. Rather than treating them as discrete constructs, this study explores their internal dimensions and interdependencies, offering a nuanced understanding of how targeted configurations can foster resilient, adaptive, and creative climates. In doing so, it responds to the growing need for luxury hotels to differentiate themselves not only through service excellence but also through their capacity to innovate sustainably in an increasingly complex and competitive global market (Murillo-Ramos et al., 2024; Sharma et al., 2021; Orfila-Sintes & Mattsson, 2009).

3 RESEARCH METHOD

3.1 Measurement instruments

To assess the constructs in this study, validated scales from prior research were employed and adapted to fit the hospitality context. All items were rated using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

The construct of innovative climate was measured using Janssen's (2000) scale, which captures the extent to which employees are encouraged to generate new ideas, perceive a culture of innovation, and feel motivated to experiment with novel approaches to service enhancement.

Green recruitment and selection was evaluated through items adapted from Tang et al. (2018), focusing on the hotel's ability to attract environmentally conscious candidates, utilize green branding, and prioritize applicants with strong ecological awareness.

Green training was also assessed using Tang et al. (2018), emphasizing the provision of environmental skill development, emotional commitment to sustainability, and the linkage between education and proactive environmental behavior.

Green performance management was measured by examining the integration of green metrics into performance evaluations, the clarity of sustainability-related goals for both managers and staff, and the inclusion of green objectives in managerial appraisals, following Tang et al. (2018).

Green involvement was captured through items reflecting the presence of a clear environmental vision, a collaborative learning environment that fosters green behavior, and the use of diverse communication channels to promote a sustainability-oriented culture (Tang et al., 2018).

Knowledge sharing was divided into two dimensions based on Wang and Noe (2010). Implicit knowledge sharing included the exchange of personal experiences, intuitive solutions, and service-related reflections among colleagues. Explicit knowledge sharing involved the dissemination of written guidelines, documented procedures, and training materials to improve service quality.

Mindfulness was operationalized using the Mindful Attention Awareness Scale (MAAS) developed by Brown and Ryan (2003), encompassing several facets. Non-

reaction referred to the ability to observe distressing thoughts without emotional reactivity. Observation captured awareness of sensory stimuli and emotional states. Action with awareness assessed the capacity to maintain focus and avoid distractions. Describing (labeling with words) measured the ability to articulate feelings, beliefs, and perceptions. Non-judgement examined tendencies toward self-criticism and emotional responses to negative thoughts.

Each of these constructs was carefully selected to align with the study's objectives and provide a comprehensive understanding of the psychological and organizational factors influencing sustainable practices and innovation in the hotel industry.

3.2 Sampling and data collection

The empirical investigation was situated within the luxury hotel sector in Vietnam, a domain distinguished by intensive employee–customer engagement, a commitment to service excellence, and a growing emphasis on sustainability-oriented operations. The study targeted both managerial and non-managerial personnel working in these establishments, recognizing their pivotal role in shaping and reflecting the dynamics of Green Human Resource Management (GHRM), mindfulness, and knowledge-sharing practices that contribute to an innovative organizational climate.

To ensure the relevance and depth of insights, a purposive sampling approach was adopted. This strategy prioritized individuals with demonstrable exposure to sustainability initiatives, collaborative knowledge-sharing activities, and mindfulness-related practices within their professional environment. A total of 300 valid responses were obtained through structured questionnaires, which were disseminated via both physical distribution and electronic platforms.

The survey instrument incorporated rigorously validated scales to measure key constructs. These included various dimensions of GHRM such as green recruitment, training, performance management, and involvement (Tang et al., 2018); mindfulness components including non-reactivity, acting with awareness, and observation (Brown & Ryan, 2003); and knowledge-sharing behaviors encompassing both tacit and explicit forms (Wang & Noe, 2010). Additionally, perceptions of the innovative climate were captured using items adapted from Janssen (2000).

To promote candid participation, respondents were assured of complete confidentiality and anonymity. This ethical safeguard was instrumental in encouraging honest reflections on their experiences and perceptions. The resulting dataset reflects a diverse cross-section of the luxury hotel workforce, encompassing a wide range of roles, educational backgrounds, departmental affiliations, and professional tenure.

Among the participants, the gender distribution was relatively balanced, with 51.68% identifying as male and 48.32% as female. Geographically, respondents were drawn from three major urban centers: Hanoi (35.23%), Da Nang (34.56%), and Ho Chi Minh City (30.21%). In terms of job roles, supervisors accounted for 26.51%, staff and managers each represented 24.83%, while executives comprised 23.83% of the sample. Educational attainment varied, with 24.50% holding a high school diploma, 56.38% possessing a bachelor's degree, 17.44% having completed a master's program, and 1.68% holding a doctoral degree.

Participants were affiliated with a range of hotel departments, including front desk (27.85%), housekeeping (26.17%), food and beverage services (22.81%), and general management (23.15%). Regarding work experience, 23.15% had less than one year of tenure, 20.47% had between one and three years, 19.46% reported four to six years, 18.79% had seven to ten years, and 18.45% had more than a decade of experience in the industry.

This comprehensive and diverse sample provides a robust foundation for analyzing the relationships among GHRM practices, mindfulness, knowledge-sharing, and the cultivation of an innovative climate in Vietnam's luxury hotel sector.

3.3 Data analysis procedure

The analytical process in this study was conducted in two main stages. The first involved preliminary statistical exploration, and the second applied fuzzy-set Qualitative Comparative Analysis (fsQCA) to identify causal configurations.

In the initial phase, the dataset was carefully screened to ensure completeness and consistency. Descriptive statistics were calculated to summarize the distribution of variables, including mean values, standard deviations, and ranges. Reliability of the measurement scales was confirmed through Cronbach's alpha coefficients. Correlation

analysis was also performed to examine basic relationships among the constructs, providing a foundation for deeper configurational analysis.

The sample consisted of 300 respondents working in luxury hotels across Vietnam. Gender distribution was nearly balanced, with 51.68 percent identifying as male and 48.32 percent as female. Participants were drawn from three major cities: Hanoi accounted for 35.23 percent, Da Nang for 34.56 percent, and Ho Chi Minh City for 30.21 percent. Regarding job positions, supervisors represented 26.51 percent of the sample, staff and managers each comprised 24.83 percent, and executives made up 23.83 percent.

Educational backgrounds varied, with 24.50 percent holding a high school diploma, 56.38 percent possessing a bachelor's degree, 17.44 percent having completed a master's program, and 1.68 percent holding a doctoral degree. Participants were affiliated with different hotel departments, including front desk services (27.85 percent), housekeeping (26.17 percent), food and beverage (22.81 percent), and general management (23.15 percent). Work experience ranged widely: 23.15 percent had less than one year of tenure, 20.47 percent had between one and three years, 19.46 percent reported four to six years, 18.79 percent had seven to ten years, and 18.45 percent had more than a decade of experience.

Following the preliminary analysis, fsQCA was employed to explore how combinations of Green Human Resource Management practices, mindfulness traits, and knowledge-sharing behaviors contribute to the development of an innovative climate. The calibration process involved transforming raw data into fuzzy-set membership scores ranging from zero to one. Thresholds were set at the 5th, 50th, and 95th percentiles to represent low, moderate, and high membership levels. For example, a score of one indicated full membership in a set such as high green involvement or strong mindfulness, while a score of zero indicated complete exclusion.

A truth table was constructed to map all possible combinations of conditions and their association with the outcome. Consistency and coverage thresholds were applied to identify meaningful configurations. Consistency measured the reliability of a configuration in producing the outcome, while coverage assessed the extent to which the configuration explained observed cases. Intermediate solutions were derived by incorporating theoretical knowledge, which helped exclude irrelevant or contradictory conditions.

The fsQCA results revealed three distinct configurations that effectively combined elements of GHRM, mindfulness, and knowledge-sharing to foster innovation. These findings were interpreted in light of existing literature, ensuring both theoretical coherence and practical relevance. The approach provided actionable insights into how sustainability-oriented HR practices, present-moment awareness, and collaborative knowledge exchange can jointly contribute to a climate of innovation in the hospitality sector.

3.4 Data analysis and findings

3.4.1 Reliability assessment

To evaluate the internal consistency of the constructs, Cronbach's alpha coefficients were computed. The results indicate that most scales exhibit strong reliability, with values exceeding the commonly accepted threshold of 0.80. Notably, the constructs "Labeling with Words" and "Innovation Climate" achieved the highest reliability scores, suggesting exceptional measurement precision. Although "Acting with Awareness" presented a slightly lower alpha value (0.798), it still meets the minimum acceptable standard for inclusion in further analysis.

Table 1

Reliability Statistics for Key Constructs

Construct	α (Raw)	α (Standardized)	Items	Reliability Level
Green Recruiting and Selection	0.810	0.814	3	Good
Green Training	0.832	0.839	3	Good
Green Performance Management	0.874	0.882	3	High
Green Involvement	0.810	0.813	3	Good
Implicit Knowledge	0.855	0.855	3	High
Explicit Knowledge	0.860	0.859	3	High
Innovation Climate	0.882	0.884	4	High
Non-Reactivity	0.868	0.870	3	High
Observing	0.849	0.850	3	Good
Acting with Awareness	0.798	0.798	3	Acceptable
Labeling with Words	0.916	0.916	3	Very high
Non-Judging	0.832	0.835	3	High

These reliability scores confirm the robustness of the measurement instruments and support their use in subsequent statistical procedures.

3.4.2 Descriptive statistics

The descriptive analysis reveals consistently high mean scores across constructs associated with innovation and sustainability. The outcome variable, “Innovation Climate,” recorded a mean of 4.31 (SD = 0.67), indicating strong perceptions of innovation within the sample. Among GHRM practices, “Green Performance Management” (M = 4.27) and “Green Training” (M = 4.21) emerged as particularly influential. Knowledge-sharing constructs also scored well, although “Explicit Knowledge” (M = 4.03) showed slightly lower alignment compared to its implicit counterpart. Mindfulness dimensions such as “Non-Reactivity” and “Observing” demonstrated higher cognitive regulation, while communication-focused facets like “Labeling with Words” (M = 3.78) and “Non-Judging” (M = 3.62) revealed areas for potential development.

Table 2

Descriptive Overview of Constructs

Dimension	N	Mean	SD	Min	Max
Innovation Climate	300	4.31	0.67	2	5
Green Recruiting and Selection	300	4.07	0.77	1	5
Green Training	300	4.21	0.66	2	5
Green Performance Management	300	4.27	0.67	2	5
Green Involvement	300	4.17	0.64	2.2	5
Implicit Knowledge	300	4.13	0.72	2.5	5
Explicit Knowledge	300	4.03	0.72	2	5
Non-Reactivity	300	4.10	0.74	2	5
Observing	300	4.07	0.68	2	5
Acting with Awareness	300	3.85	0.65	2.25	5
Labeling with Words	300	3.78	0.68	2.25	5
Non-Judging	300	3.62	0.73	2.5	5

3.4.3 fsQCA truth table and consistency

The fuzzy-set analysis yielded high consistency values across all variables, with most scores approaching 1. This indicates strong alignment between the antecedent conditions and the outcome variable.

Table 3*fsQCA Truth Table Consistency*

Variable	Raw Consistency	PRI Consistency	SYM Consistency
f_GT	0.999011	0.997425	0.997425
f_GPM	0.998846	0.994919	0.994919
f_GI	0.998839	0.996186	0.996186
f_IK	0.998671	0.993614	0.993614
f_EK	0.997807	0.995036	0.995036
f_NR	0.997736	0.994835	0.994835
f_OB	0.99767	0.994647	0.994647
f_AW	0.99746	0.99516	0.99516
f_LW	0.995731	0.984918	0.984918

3.4.4 Configurational models

Four intermediate solutions were identified, each representing a distinct pathway toward fostering an innovative climate. These models combine various GHRM practices, knowledge-sharing dimensions, and mindfulness traits.

Table 4*fsQCA Intermediate Solutions*

Model	Configuration	Raw Coverage	Unique Coverage	Consistency
1	GRS, GT, GPM, GI, IK, EK, NR, OB, AW	0.718	0.054	0.997
2	GRS, GT, GPM, GI, EK, NR, OB, LW, NJ	0.673	0.001	0.997
3	GT, GPM, GI, IK, EK, NR, OB, LW, NJ	0.682	0.006	0.997
4	GRS, GT, GPM, GI, NR, OB, AW, LW, NJ	0.686	0.017	0.997

The first model offers the most comprehensive configuration, integrating all key dimensions and achieving the highest explanatory power. The remaining models demonstrate alternative but equally consistent pathways, highlighting the flexibility of organizational strategies in cultivating innovation.

3.4.5 Necessity analysis

The necessity analysis confirms that all four models exhibit high coverage, with consistency scores ranging from 0.672 to 0.722. This reinforces the idea that multiple configurations can reliably predict innovative outcomes.

Table 5

Necessary Conditions Analysis

Model	Configuration	Consistency	Coverage
1	GRS, GT, GPM, GI, IK, EK, NR, OB, AW	0.722	0.997
2	GRS, GT, GPM, GI, EK, NR, OB, LW, NJ	0.673	0.997
3	GT, GPM, GI, IK, EK, NR, OB, LW, NJ	0.682	0.997
4	GRS, GT, GPM, GI, NR, OB, AW, LW, NJ	0.686	0.997

The fuzzy plot for model illustrates a strong concentration of cases in the upper-right quadrant, indicating a high degree of alignment between the antecedent conditions and the innovative climate. This visual evidence supports the robustness of the model and its practical relevance for strategic implementation.

3.4.6 Discussion of findings

The emergence of an innovative climate within luxury hotels, as revealed through fsQCA analysis, is not the result of isolated efforts but rather the outcome of intricate interdependencies among sustainable HR practices, knowledge-sharing behaviors, and mindfulness attributes. These findings not only reinforce the theoretical propositions of the study but also illuminate multiple strategic avenues through which innovation can be cultivated in high-contact service environments.

What stands out across most configurations is the recurring presence of Green Training, Green Performance Management, and Green Involvement. Their consistent inclusion suggests that these practices form the backbone of innovation-oriented organizational culture. When employees are equipped through targeted training to address sustainability challenges creatively, they become capable of aligning environmental goals with exceptional service delivery. Similarly, embedding sustainability metrics into performance evaluations motivates staff to contribute meaningfully to broader organizational objectives. A participatory culture, fostered through Green Involvement,

empowers employees to engage in decision-making processes, which is particularly impactful in luxury hospitality where frontline interactions shape guest experiences.

Although Green Recruitment and Selection does not appear in every configuration, its role becomes significant when paired with knowledge-sharing and mindfulness components. In models where it is present, such as the first configuration, its contribution is amplified by mechanisms that ensure new hires are not only environmentally conscious but also aligned with the hotel's innovation ethos.

The interplay between Implicit and Explicit Knowledge further enriches the innovation landscape. In environments where personalized service and operational precision are paramount, the balance between experiential insight and structured guidance becomes essential. Implicit Knowledge, which supports intuitive responses and creative problem-solving, proves valuable in delivering tailored guest experiences. Its presence in the first and third models underscores its importance. On the other hand, Explicit Knowledge ensures consistency and procedural clarity, which are vital for maintaining brand standards across multiple properties. The absence of Explicit Knowledge in the fourth model suggests that innovation can still thrive when other elements compensate for its exclusion.

Mindfulness, as a psychological resource, emerges as a powerful enabler of innovation. Traits such as Non-Reactivity and Observation appear across all configurations, indicating their universal relevance. These facets enhance employees' ability to remain composed and perceptive, especially in high-pressure settings. Action with Awareness, featured in the first and fourth models, supports deliberate and focused behavior, aligning with the meticulous standards expected in luxury service. Meanwhile, Describing and Non-Judgment, present in the second and third models, foster open dialogue and psychological safety, encouraging the exchange and refinement of ideas.

Each model offers a distinct perspective on how innovation can be achieved. The first configuration, which integrates all GHRM practices, both knowledge-sharing dimensions, and all mindfulness facets, demonstrates the highest consistency and coverage. This suggests that a holistic approach yields the most robust outcomes. The second model, which excludes Implicit Knowledge and Action with Awareness, relies more heavily on structured communication and emotional openness, showing that innovation can still flourish without tacit expertise. In the third model, the absence of Green Recruitment and Selection shifts the focus toward internal development,

emphasizing the role of training and performance management. The fourth configuration, which omits both knowledge-sharing dimensions, highlights the potential of combining recruitment with mindfulness and core HR practices to drive innovation.

In essence, the findings suggest that luxury hotels are not confined to a single formula for fostering innovation. Whether through comprehensive integration or targeted emphasis, organizations can tailor their strategies to suit operational priorities and cultural contexts. By leveraging the synergy among sustainability-driven HR practices, diverse forms of knowledge exchange, and mindfulness-based awareness, luxury hotels can align innovation with their brand identity and long-term sustainability goals, securing a competitive advantage in an increasingly dynamic market.

4 DISCUSSION

This study offers a multidimensional contribution to both academic theory and managerial practice by uncovering how sustainability-driven human resource systems, cognitive-emotional capacities, and knowledge-sharing mechanisms collectively shape innovative climates in luxury hotels. Through the integration of Green Human Resource Management, dual-mode knowledge management, and mindfulness, the research advances a holistic understanding of organizational innovation that reflects the complexity and contextual nuance of service-intensive environments.

From a theoretical perspective, the findings reinforce the strategic significance of Green Human Resource Management as a foundational pillar for embedding sustainability into the operational and cultural architecture of luxury hospitality. The consistent presence of Green Training, Green Performance Management, and Green Involvement across high-performing configurations reveals their indispensable role in aligning employee behavior with environmental values while simultaneously enhancing service creativity. These practices do more than promote ecological awareness; they cultivate a sense of purpose and agency among employees, enabling them to contribute meaningfully to innovation and organizational transformation. By demonstrating how sustainability-oriented HR systems serve as both behavioral enablers and motivational drivers, the study enriches existing literature on strategic human resource management and organizational development in high-contact service sectors.

Equally important is the dual emphasis on Implicit and Explicit Knowledge, which highlights the necessity of integrating experiential insight with formalized procedural knowledge. Tacit knowledge, such as employees' intuitive understanding of guest preferences and situational judgment, complements explicit knowledge embedded in standardized protocols and training materials. This interplay ensures that luxury hotels can deliver emotionally resonant and personalized guest experiences while maintaining consistency and operational precision across properties. The study contributes to the evolving discourse on organizational learning by illustrating how the fusion of informal and formal knowledge systems creates a dynamic infrastructure for innovation, adaptability, and brand integrity.

The inclusion of mindfulness as a central analytical dimension introduces a novel layer to organizational behavior theory. Components such as Non-Reactivity, Observation, Acting with Awareness, Describing, and Non-Judgment are shown to enhance emotional regulation, attentional control, and interpersonal sensitivity. These traits are particularly vital in luxury hospitality, where employees must navigate high-pressure situations, diverse guest expectations, and emotionally charged interactions. The findings suggest that mindfulness should be reconceptualized not as a peripheral wellness initiative but as a strategic capability that enables employees to remain composed, adaptive, and collaborative. By positioning mindfulness as a cognitive infrastructure for innovation, the study opens new avenues for integrating psychological resilience into organizational design and leadership development.

Methodologically, the adoption of a configurational lens through fuzzy-set Qualitative Comparative Analysis challenges conventional assumptions of linear causality and variable independence. Instead of isolating variables, the study reveals that innovation emerges from interdependent combinations of conditions, where multiple pathways can lead to equally successful outcomes. This perspective aligns with contemporary views on organizational complexity and offers a more nuanced understanding of how luxury hotels can tailor their strategies to fit specific contextual realities. The study's contribution lies not only in its substantive findings but also in its methodological innovation, which encourages future research to embrace complexity and explore alternative analytical paradigms that reflect the multifactorial nature of organizational life.

From a practical standpoint, the insights generated from this study offer a strategic roadmap for luxury hotel managers seeking to cultivate innovative climates while advancing sustainability goals. The consistent effectiveness of Green Training, Green Performance Management, and Green Involvement suggests that these practices should be prioritized in organizational development initiatives. They equip employees with the competencies and motivation needed to align their roles with the hotel's environmental vision while enhancing their capacity to deliver differentiated and innovative guest services. Although Green Recruitment and Selection plays a more conditional role, its impact is amplified when integrated with knowledge-sharing and mindfulness practices. This indicates that recruitment strategies should be designed in harmony with broader cultural and operational objectives to ensure that new hires contribute effectively to the organization's long-term vision.

In terms of knowledge management, luxury hotels are encouraged to adopt systems that balance tacit and explicit knowledge flows. Mentorship programs, peer learning, and informal exchanges can foster creativity and adaptability, while structured documentation and training ensure consistency and scalability. This dual approach is particularly relevant in the luxury segment, where personalized service and operational precision must coexist to exceed guest expectations. The study's findings suggest that knowledge-sharing should not be treated as a static process but as a dynamic and evolving practice that reflects the lived experiences of employees and the strategic priorities of the organization.

Mindfulness emerges as a practical cornerstone of innovation, with components such as Non-Reactivity and Observation enhancing decision-making, composure, and responsiveness. Embedding these traits into training programs and daily routines can improve employee well-being, reduce burnout, and foster a culture of thoughtful engagement. Similarly, cultivating Action with Awareness and Non-Judgment can strengthen collaboration, psychological safety, and creative problem-solving. When integrated with GHRM and knowledge-sharing systems, mindfulness practices create a resilient and emotionally intelligent workforce capable of navigating complexity and driving innovation.

The study also highlights the strategic flexibility available to luxury hotels. Organizations with abundant resources may benefit most from a comprehensive approach, as illustrated in the most robust configuration, which integrates all dimensions

of GHRM, knowledge management, and mindfulness. This holistic strategy enables hotels to build innovation ecosystems that support sustainability, creativity, and employee engagement. Conversely, hotels operating under resource constraints can adopt targeted configurations that focus on high-impact practices such as Green Training, Explicit Knowledge, and Non-Judgment. These tailored strategies allow hotels to achieve meaningful outcomes without overextending their capacities, demonstrating that innovation is not reserved for large-scale enterprises but is accessible through thoughtful design and strategic alignment.

Finally, the integration of sustainability metrics into performance evaluations and transparent reporting mechanisms can reinforce accountability and institutional commitment. By embedding sustainability into daily operations and employee assessments, luxury hotels foster a culture of shared responsibility and continuous improvement. These practices not only enhance internal alignment but also strengthen brand credibility and stakeholder trust, positioning the hotel as a leader in both service excellence and environmental stewardship.

In conclusion, this study provides a comprehensive framework for understanding and operationalizing innovation in luxury hospitality. By bridging the domains of human resource management, knowledge systems, and mindfulness, it offers both theoretical depth and practical guidance for organizations seeking to thrive in an increasingly complex and competitive landscape. The findings underscore that innovation is not a singular initiative but a systemic outcome—one that emerges when people, processes, and values are strategically aligned toward a shared vision of excellence and sustainability.

5 CONCLUSION

This study presents a comprehensive synthesis of how sustainability-oriented human resource practices, knowledge-sharing mechanisms, and mindfulness traits collectively contribute to the cultivation of innovative climates within the luxury hotel sector. By examining the dynamic interplay among Green Human Resource Management, experiential and formalized knowledge systems, and cognitive-emotional capacities, the research offers a multidimensional framework that advances both theoretical understanding and practical application. The findings demonstrate that practices such as

Green Training, Green Performance Management, and Green Involvement serve not only as operational tools but also as strategic foundations for aligning employee behavior with environmental values and organizational innovation. These practices foster a culture of ecological awareness, intrinsic motivation, and collaborative engagement, enabling employees to contribute meaningfully to service excellence and adaptive transformation. The integration of Implicit and Explicit Knowledge further enriches this framework by illustrating the necessity of combining intuitive insight with structured procedural guidance. Tacit knowledge, which reflects employees' lived experiences and instinctive understanding of guest preferences, complements explicit knowledge embedded in standardized protocols and training materials, ensuring that luxury hotels can deliver personalized and emotionally resonant service while maintaining consistency and brand integrity. Mindfulness emerges as a critical enabler of innovation, with facets such as Non-Reactivity, Observation, Acting with Awareness, Describing, and Non-Judgment enhancing emotional regulation, attentional control, and interpersonal sensitivity. These traits are particularly vital in high-pressure hospitality environments where employees must navigate complex guest interactions, elevated expectations, and emotionally charged service scenarios. By embedding mindfulness into employee development programs and organizational culture, hotels can cultivate a workforce that is resilient, reflective, and capable of thoughtful engagement. From a managerial perspective, the study offers actionable strategies for designing innovation efforts that are both context-sensitive and resource-aware. Hotels with extensive capabilities may benefit from a comprehensive approach that integrates all dimensions of sustainability, knowledge management, and mindfulness, while those operating under constraints can adopt targeted configurations that focus on high-impact practices such as Green Training, Explicit Knowledge, and mindfulness components that support psychological safety and creative problem-solving. The study also emphasizes the importance of embedding sustainability metrics into performance evaluations and reporting systems to reinforce accountability and institutional commitment. By integrating environmental goals into daily operations and employee assessments, luxury hotels can foster a culture of shared responsibility and continuous improvement. These practices not only enhance internal cohesion but also strengthen brand credibility and stakeholder trust, positioning the hotel as a leader in both service excellence and environmental stewardship. Ultimately, this research establishes a holistic framework that demonstrates how innovation in luxury hospitality is not a

singular initiative but a systemic outcome that emerges when people, processes, and values are strategically aligned toward a shared vision of excellence, adaptability, and sustainability. The study's contributions extend beyond the immediate context of luxury hotels, offering a blueprint for organizations across sectors that seek to integrate sustainability, knowledge, and mindfulness into their innovation strategies. By bridging theoretical insight with practical relevance, the research provides a foundation for future exploration and a roadmap for organizational transformation in an increasingly complex and competitive global landscape.

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Authors' Contribution

Both authors contributed equally to the development of this article.

Data availability

All datasets relevant to this study's findings are fully available within the article.

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