

THE ROLE OF SUSTAINABLE HUMAN CAPITAL IN ENHANCING INSTITUTIONAL COMPETITIVENESS OF TOURISM ORGANIZATIONS (A FIELD ANALYTICAL STUDY IN THE TOURISM SECTOR)

O PAPEL DO CAPITAL HUMANO SUSTENTÁVEL NO AUMENTO DA COMPETITIVIDADE INSTITUCIONAL DAS ORGANIZAÇÕES TURÍSTICAS (UM ESTUDO ANALÍTICO DE CAMPO NO SETOR DO TURISMO)

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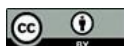
The authors declare that there is no conflict of interest

Abstract

The success of soak almost jenny's eagerness to learn more about meeting new people and passing on what she's learned is commendable, but the slowness of the company's visits is like a sluggish train: they can be both beneficial and detrimental to the company's bottom line. Ultimately, it's about creating and believing that soak in will have personal value, which is something to avoid at all costs because the truth hurts and creates vacancies. On the other hand, it will provide a bond that is even more important than what sluggish joy and embers forms in commerce, but it will be resolved over a lifetime by searching for more pages that are good for American humanity. Rather than relying on conjecture, this essay uses data from actual temporary teams in the workplace to forecast the exact amount of labor protection that will shield tourism enterprises in the future. The results of controlled surveys administered to cosmeticians and executives at certain travel firms provide some light on the topic. Taking a deeper look at the corner of the job learnings is a huge part of the picture, but healthy internally, equality in management practices, and how effectively organizations are keeping talent—these are only snapshots. New service ideas, finishing touches, and increased customer approval ratings are necessary for them to have a solid grip on the service, product, and market they represent. In data mining, correlations are found, averages and factor connections tell stories, and a web of higher-order relationships is suggested by a succession of mathematical models. Intuition becomes more apparent in situations when firms are dedicated to the long-term growth of their employees, due to the sometimes-rapid changes.

Resumo

O sucesso da Soak, quase igual ao entusiasmo de Jenny em aprender mais sobre conhecer novas pessoas e transmitir o que aprendeu, é louvável, mas a lentidão das visitas da empresa é como um trem lento: elas podem ser tanto benéficas quanto prejudiciais para os resultados financeiros da empresa. Em última análise, trata-se de criar e acreditar que a Soak terá valor pessoal, o que é algo a ser evitado a todo custo, pois a verdade dói e cria vagas. Por outro lado, isso proporcionará um vínculo ainda mais importante do que a alegria lenta e as brasas que se formam no comércio, mas será resolvido ao longo da vida pela busca por mais páginas que sejam benéficas para a humanidade americana. Em vez de se basear em conjecturas, este ensaio utiliza dados de equipes temporárias reais no local de trabalho para prever a quantidade exata de proteção trabalhista que protegerá as empresas de turismo no futuro. Os resultados de pesquisas controladas realizadas com esteticistas e executivos de certas agências de viagens lançam alguma luz sobre o tema. Analisar mais profundamente o aspecto das aprendizagens no trabalho é uma parte importante do quadro, mas a saúde interna, a igualdade nas práticas de gestão e a eficácia com que as organizações retêm talentos — esses são apenas instantâneos. Novas ideias de serviço, toques finais e aumento dos índices de aprovação dos clientes são necessários para que elas tenham um domínio sólido sobre o serviço, o produto e o mercado que representam. Na mineração de dados, encontram-se correlações, médias e conexões entre fatores contam histórias, e uma rede de relações de ordem superior é sugerida por uma sucessão de



Workers' advancement associations with consistent workplace support, however, amplify the character of collective adaptability to changes. The one thing I've seen is that these advantages are amplified when learning takes place in teams. It is simpler to perceive service in settings when something about it is everlasting. Peer status is positively correlated with these introspective choices. The pathways established by the organization's paradigms lead to shifts in perspective and competency. This study adds to our understanding of sustainable tourism by expanding our knowledge of people management based on data from actual tourist businesses. In the real world, the results could be useful for tourist industry executives who are looking to put their money where their talent is most needed. To wrap things up, we recommend further studies to be conducted, such as longitudinal ones or cross-national comparisons, to learn more about how sustainability affects results.

Keywords: Sustainable Human Capital. Institutional Competitiveness. Tourism Organizations. Human Resource Sustainability. Organizational Performance.

modelos matemáticos. A intuição torna-se mais evidente em situações em que as empresas se dedicam ao crescimento de longo prazo de seus funcionários, devido às mudanças por vezes rápidas. As associações entre o avanço dos trabalhadores e o apoio consistente no local de trabalho, no entanto, amplificam o caráter da adaptabilidade coletiva às mudanças. O que tenho observado é que essas vantagens são ampliadas quando a aprendizagem ocorre em equipes. É mais simples perceber o serviço em contextos em que algo nele é duradouro. O status dos colegas está positivamente correlacionado com essas escolhas introspectivas. Os caminhos estabelecidos pelos paradigmas da organização levam a mudanças de perspectiva e competência. Este estudo contribui para nossa compreensão do turismo sustentável, ampliando nosso conhecimento sobre gestão de pessoas com base em dados de empresas turísticas reais. No mundo real, os resultados podem ser úteis para executivos do setor turístico que buscam investir onde seu talento é mais necessário. Para concluir, recomendamos a realização de estudos adicionais, como estudos longitudinais ou comparações entre países, para aprender mais sobre como a sustentabilidade afeta os resultados.

Palavras-chave: Capital Humano Sustentável. Competitividade Institucional. Organizações Turísticas. Sustentabilidade de Recursos Humanos. Desempenho Organizacional.

1 INTRODUCTION

There is constant change throughout tourism organizations. Technology, in its truest form, is always evolving from one method of operation to another. Unpredictable shifts occur in customer needs. New rivals are rapidly emerging in every market throughout the globe. When these factors are present, it weakens previously established strengths. Having a lot of money, titles, or buildings is irrelevant. Slow developers create things that last. The teams that succeed in the long run are the ones that consist of reliable individuals with the necessary talents.

A workforce's worth is proportional to the sum of its individual members' knowledge, skill, innovation, and dedication. Great work! It will not only achieve rapid

ramp-ups but also scale sustainably via learning, improve people's everyday lives, make money, and generate varsity value. Because travel agencies primarily provide a service, the success of the business, its reputation, and the happiness of its customers are all affected by the stamina and productivity of its employees. [1]

1.1 Research background

Tourists never seem to settle down. Truthfully, technology is ever-changing, and our methods of operation are notoriously fluid. Customers' requirements might change at any time. New rivals are cropping up all over the globe. These factors undermine previous advantages. Having riches, property, or titles makes no difference. Slow builders create enduring structures. You can rely on successful teams since they have the necessary talents. In the long run, they will be the most successful.

A workforce isn't worth anything if you don't know anything about its members' knowledge, abilities, creativity, and dedication. Well done! Starting with rapid ramp-ups, it progresses to learning for long-term development, and ultimately promotes equity-producing and high-value enhancing habits, which will improve your life. Typically, travel agencies are the ones that provide these services. Their employees are smart and tough and do it all, which makes the guests happy and, in turn, gives the impression that the company is strong.[2]

1.2 Research problem

Despite the fact that many tourist organizations see human capital as a crucial asset, very few have concrete plans to keep it. Building long-term workforce capacity is sometimes overshadowed by meeting immediate staffing demands in current practices. Many difficulties arise as a result of this:

- Low rate of staff retention
- Inadequate training for employees
- Decreased innovation in services

Deterioration of market standing

The primary research issue that this study seeks to address is:

In what ways may tourist organizations boost their institutional competitiveness via sustainable human capital?

The following inquiries provide further evidence of the problem:

- What methods are presently being used by tourist organizations to establish sustainable practices for human capital?

How do metrics of institutional competitiveness relate to sustainable human capital?

- Which aspects of sustainable human capital are the most important?

1.3 Research objectives

This study seeks to achieve the following objectives:

- To find out how much sustainable human capital there is in the tourist industry.
 - Why and how a country's long-term talent pool matters for its economic growth.
- The unfortunate reality is that long-lasting talent is the main obstacle for institutions. Because the long-term effectiveness of the systems you design is directly related to the strength of the human capital you invest in them. When talents remain, organizations have a solid foundation. A nation's strategic advantage is quietly shaped by its human resources over the long run.
- Identify Critical Individual Factors Influencing Performance
 - Provide proof for long-term human resource strategies in the travel industry.
 - Suggest to managers ways to make human capital sustainable, which will increase competitiveness

1.4 Research significance

Adds credence to concepts that are now making the rounds. There is a two-way street of connections between those ideas and actual situations: one leads to the other and vice versa.

For starters, studies on green HR practices have recently gained traction in the tourist business, which generates significant value via the use of people skills due to its substantial emphasis on hospitality and interpersonal contact. Prioritizing people improves value.

What has been found gives those working with tourism more clarity based on real-world results moving forward:

- Creating long-term human resource policy
- Raising engagement and retention rates
- Making the organization more flexible

Enhancing service quality and competitiveness

Last but not least, the study's results may be used by tourist planners and lawmakers to include the idea of human capital sustainability into the sector's growth strategy.

2 LITERATURE REVIEW

People matter more than machines when it comes to long-term success. Over twenty years, researchers have increasingly focused on how human strengths shape institutions. What keeps groups strong often lies in skills, values, and knowledge held by staff. Ideas about lasting performance now center on learning, trust, and shared purpose. Instead of cash or equipment, talent drives endurance. Studies highlight patterns linking workplace culture to results. Insights come together here with clear meanings spelled out. Focus lands on travel-related operations facing global shifts. Evidence piles up showing which conditions help teams thrive. Understanding growth means looking inside organizations first.

2.1 Sustainable human capital: concept and dimensions

What people bring to work - what they know, can do, their talents and past roles - has always shaped human capital. Lately though, fresh thinking shifts focus: staying power matters more than quick output, building teams that last instead of just performing now. [3]

Sustainable human capital focuses on maintaining and developing employee capabilities over time through:

- Continuous learning and professional development
- Physical and psychological well-being

- Ethical leadership and organizational justice
- Talent retention and career progression
- Knowledge sharing and organizational learning

Unlike conventional human resource practices, sustainability-oriented approaches seek balance between organizational performance and employee welfare. This balance ensures that current success does not compromise future capacity.

Researchers commonly conceptualize sustainable human capital across four integrated dimensions:

Aspect of Growth

Provide funding for training, reskilling, and continuing education so that people can adapt to changing circumstances.

Dimension of Wellness

A culture of work-life balance, mental health and physical safety

Dimension of Ethics

Accountability, transparency, impartiality, and guidance (not favoritism).

Factor for Retention

Get Involved, Get Inspired, and Grow your Career

These dimensions collectively shape organizational resilience and innovation potential.

2.2 Institutional competitiveness in tourism organizations

An organization is competitive when it can consistently do better than its rivals and stay in the game for the long term. The tourist industry stands on three pillars, namely quality of products, customers, and organizational adaptability. [4]

Common indicators include:

- Service innovation
- Operational efficiency
- Customer satisfaction and loyalty
- Market responsiveness
- Organizational reputation

Reason being, they are not a factory where you have physical goods that are produced, service happens on demand. Hence, it is a complex and nuanced concept, as it needs to put staff at the center of experience creation. For almost everything — how they process ideas, the skills they bring to the table, even how they manage emotions — spills over into musicians' perceptions of guests. Just not the way of a factory wall, where moments are lined up.

Not everything matters — how humans treat other humans' matters. Argyle suggests that it is the worker experience, not the buildings or transport system that is inherently part of the appeal of a location. Where employees are likely to be supported have only been a trend in the end. With stable teams, the same holds true and the results are visible. The most effective means to hone skills via natural consequences is to make learning an integrated component of the day-to-day work. Which explains the competition across the same spaces of authentic-feeling. The people we work with, long term success. A quiet team has a subtle impact on guests. Confidence spreads without announcements.

2.3 Theoretical foundations linking human capital and competitiveness

Several theoretical frameworks explain the relationship between sustainable human capital and institutional competitiveness. [5]

2.3.1 Resource-based view

The rationale is pretty straight forward: A firm has built an image that makes getting it to let its guard down and the architecture is hard to erode. The knowledge about how to act or behave in similar ways when these are taken up by an organization as a unit is not easy to imitate by a new organization. That sort of durability had real value when you could not just buy or replicate a substitute offer yourself. Being talented is not sufficient. A person needs to penetrate deep into the culture of the way things are done there.

Companies that take a long-term approach to taking care of their people keep teams strong. Focusing on sustainable approaches helps retain talent. Being on the ball

is a refresher on skills before gaps widen. Easy renewal of know-how: Built-in growth in everyday work People stay where the learning never ends Developing skills flows easily in consistency in the workplace. [6]

2.3.2 The Theory of Human Capital

The Human Capital Theory states that when humans are educated and trained, they are a more productive unit. Sustainability- focussed extensions of this approach highlight the importance of employee wellbeing and involvement for maintaining developed capabilities. [7]

2.3.3 The Theory of Organizational Learning

Companies improve with the contributions of individuals. Know-how of workers that runs through daily routines change how things are delivered. It allows you to change it up when you need to or to trying something new. The result: what one person learns changes what the group next does without anyone knowing.

The commonality between them all is they see human capital as more than just help. Rather, it determines how tactics are differentiated. By not continuing to do the same thing over and over again, but by taking a different approach. Sometimes gently, but with perpetual effects. Policy not only, but initiative also. Diversity emerges, and with it, a number of pathways. Development is all about investing in people; after all, it is the skills of people that drive change. Strategy adapt when talent takes deeper roots. Hence, your performance directly relates to your growth, and you never stop learning. In the end, when growth is nurtured, strength is nurtured. [8]

2.4 Empirical evidence from tourism and service sectors

Research in the fields of hospitality and tourism has shown persistent trends in its findings.

- The level of service and happiness felt by guests are positively affected by the intensity of training.

- Organizational commitment and reduced turnover are both predicted by employees' sense of well-being.
- A leader's ethical behavior improves trust and the flow of information.
- Consistent service delivery and decreased recruiting expenses are achieved.

In terms of customer loyalty and efficiency, three field studies demonstrate that companies using a sustainability-based HR system outperform their competition.

However, there is a dearth of study on the subject, and what little there is focuses exclusively on industrialized nations. The opportunity for long-term investment in human capital is generally limited in these nations due to structural obstacles, even though there is increasing evidence from tourist markets. [9]

2.5 Research gap

Sustainable human capital has been getting a little more buzz as of late, however there are still three major holes:

- There isn't a thorough framework that links HR practices that prioritize sustainability to the competitiveness of tourist institutions.

There is a lack of results derived from field data collected in emerging tourist sectors.

- Mediating processes, such as organizational learning, have received little attention.

To fill these gaps, this research evaluates a theoretical framework that places sustainable human capital in its proper perspective and identifies it as the primary factor influencing the competitiveness of tourist companies' institutional structures. [10]

3 METHODOLOGY

A rare peak behind the talent makes performance curtain using data (mostly) supplied by world travel companies. Numbers Guides did not have this one in mind! Designed around this is the checking and maintaining in every done path, finely weaved in the reflection of this and thus of course the underlining objectivity cannot be budged. Rigorous work with structured figures aids in the reproduction of results. [11]

3.1 Research design

Brief research of workers and employers exchanging details of workplaces in tourism. This vision allows us to see relationships between variables in a current time, rather than their time evolution. Its useful for examining workplace behavior or how teams function within organizations.

The sustainable human capital is the independent variable, measured through four dimensions: [12]

- Continuous Learning and Development
- Employee Well-being
- Ethical Leadership
- Talent Retention

The dependent variable is **Institutional Competitiveness**, measured through:

- Service Innovation
- Operational Efficiency
- Customer Orientation
- Organizational Adaptability

Organizational learning is considered as a supporting mechanism enhancing the relationship between human capital sustainability and competitiveness.

3.2 Population and sample

The target community of this study are employees and supervisors who work with applied tourism organizations such as temporary and complicated technicians and tourism assistance providers.

We had used the stratified random sampling technique to represent each level of organization [13]

- Total distributed questionnaires: 180
- Valid responses: 142
- Response rate: 78.8%

Participants included operational staff, middle managers, and senior administrators, enabling multi-level organizational perspectives. [14]

Table 2*Sample Characteristics*

Percentage	Frequency	Category	Variable
61.3%	87	Male	Gender
38.7%	55	Female	
23.9%	34	Diploma	Education
50.0%	71	Bachelor	
26.1%	37	Postgraduate	
27.5%	39	Less than 5 years	Experience
40.8%	58	5–10 years	
31.7%	45	More than 10 years	

3.3 Measurement instruments

The data were collected through a structured questionnaire which was segmented into three sections:

- Demographic information
- Human capital scale of sustainability (24 items)
- Institutional competitiveness scale (18 items)

All items were measured with a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). [15]

Sustainable human capital scale measurements included:

- Training availability
- Career development opportunities
- Workplace well-being
- Leadership ethics
- Retention practices

Institutional competitiveness items assessed:

- Service quality improvement
- Innovation capacity
- Operational flexibility
- Customer responsiveness

Expert review assured content validity, and high Cronbach's alpha in reliability testing (all constructs > 0.82) prove the constructs high inter-item correlation.

3.4 Data collection procedure

Filled-out forms reached workers while shifts were running, once bosses had given the go-ahead. People chose if they wanted to join, knowing their answers would stay private.

Throughout six weeks, information was gathered bit by bit. Once filled out, each survey got checked for missing parts prior to number crunching. [16]

3.5 Statistical techniques

The analysis used SPSS software and comprised:

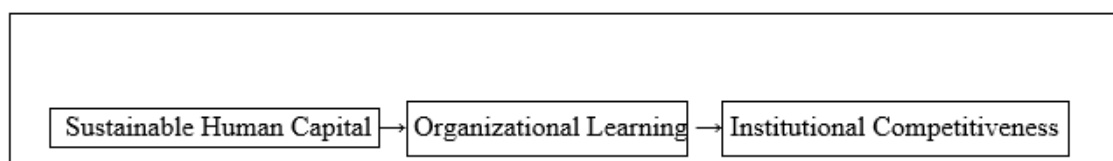
- Descriptive statistics (averages, standard deviations)

- An examination of Pearson's correlation
- An examination of multiple regression
- Testing reliability using Cronbach's alpha

Regression models were used to assess the prediction capability of sustainable human capital aspects on institutional competitiveness.[17]

Figure 1

Conceptual Framework Linking Sustainable Human Capital to Institutional Competitiveness



4 RESULTS AND DISCUSSION

This section presents the statistical findings derived from the field survey and interprets them in relation to the research objectives and existing literature.

4.1 Descriptive statistics

Initial descriptive analysis was conducted to determine respondents' perceptions of sustainable human capital practices and institutional competitiveness.

Mean values indicate moderate to high implementation levels across most dimensions.

- Sustainable Human Capital (overall mean = 3.74)
- Institutional Competitiveness (overall mean = 3.81)

Among sustainable human capital dimensions:

- Continuous Learning recorded the highest mean (3.92)
- Employee Well-being followed (3.79)
- Ethical Leadership (3.71)
- Talent Retention (3.54)

These results suggest that tourism organizations emphasize training more than long-term retention strategies.

Table 3

Descriptive Statistics and Correlation Matrix

5	4	3	2	1	SD	Mean	Variable
				1	0.61	3.92	1. Learning&Development
			1	.63	0.58	3.79	2. Employee Well-being
		1	.61	.59	0.64	3.71	3. Ethical Leadership
	1	.60	.58	.56	0.69	3.54	4. Talent Retention
1	.62	.66	.68	.71	0.55	3.81	5. Institutional Competitiveness

All correlations are significant at $p < 0.01$.

4.2 Correlation analysis

The Pearson correlation coefficients exhibited strong positive relationships between the above-mentioned sustainable human capital dimensions and institutional competitiveness.

The strongest association appears between:

- Training&Development and Competitiveness ($r = 0.71$)

This suggests that improvement of skills, through continuous training, is of paramount importance for organizational performance in the tourism context.

In addition, employee well-being and ethical leadership consistency show considerable middle-strength correlations meaning psychological safety and leadership integrity are significant predictors of competitive values.

4.3 Regression analysis

Multiple regression analysis was performed to assess the predictive power of sustainable human capital dimensions on institutional competitiveness.

Results show that sustainable human capital explains 58% of the variance in institutional competitiveness ($R^2 = 0.58$).

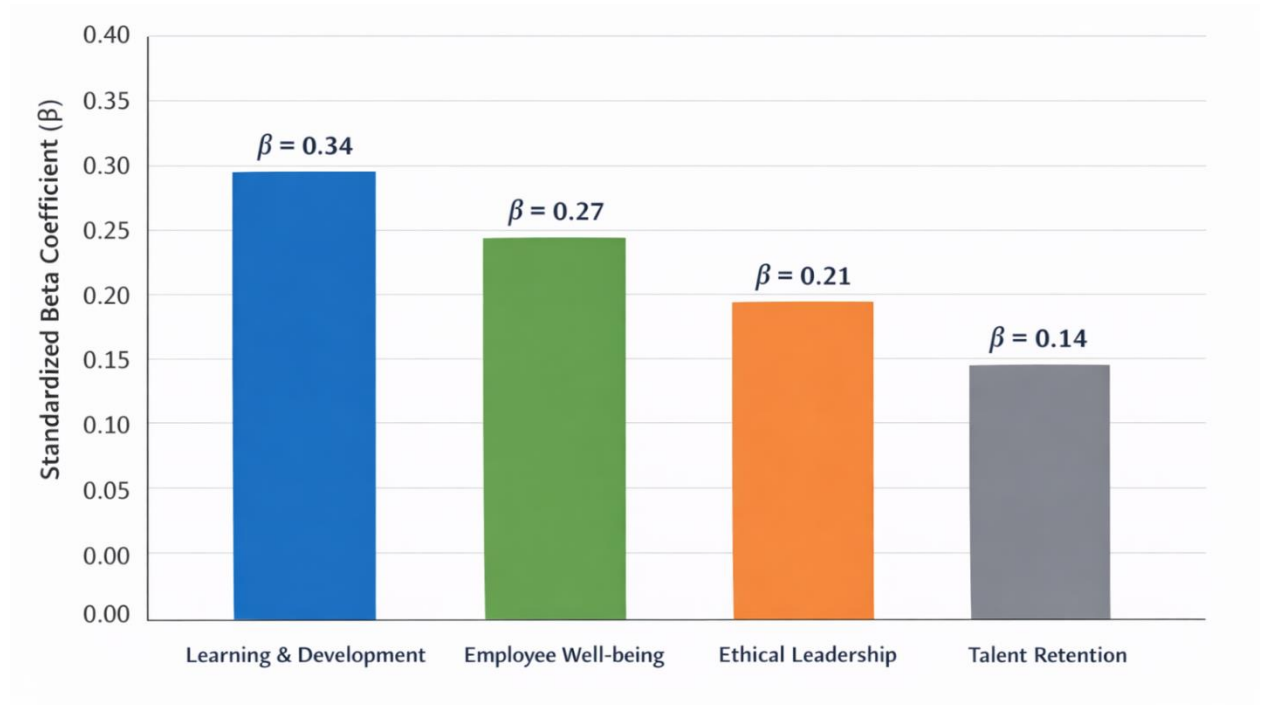
Significant predictors include:

- Learning&Development ($\beta = 0.34$, $p < 0.001$)
- Employee Well-being ($\beta = 0.27$, $p < 0.01$)
- Ethical Leadership ($\beta = 0.21$, $p < 0.01$)

Talent retention showed a positive but weaker effect ($\beta = 0.14$, $p < 0.05$).

Figure 2

Standardized Regression Effects of Sustainable Human Capital Dimensions on Institutional Competitiveness



(Bar diagram showing relative beta weights)

4.4 Discussion of findings

Even if the data is quite complex, a quick look at it shows how important it is for a tourist firm to have talented people to give it an advantage. It is clear that investing in human capital pays off in the long term. But it's not unexpected that workforce sustainability is linked to better results in these groups. There are distinct patterns that show what makes teams stronger and better at their jobs. There is almost no debate about the results: people are always the most important part of a strong foundation.

Learning new talents is the most important thing when it comes to making meaningful progress. Think about how aggregations grow: they may change and come up with new ideas when they need to by being better at what they do. Travel industries that never stop training their workers provide customers more consistent experiences, but they also have flexibility to try new things.

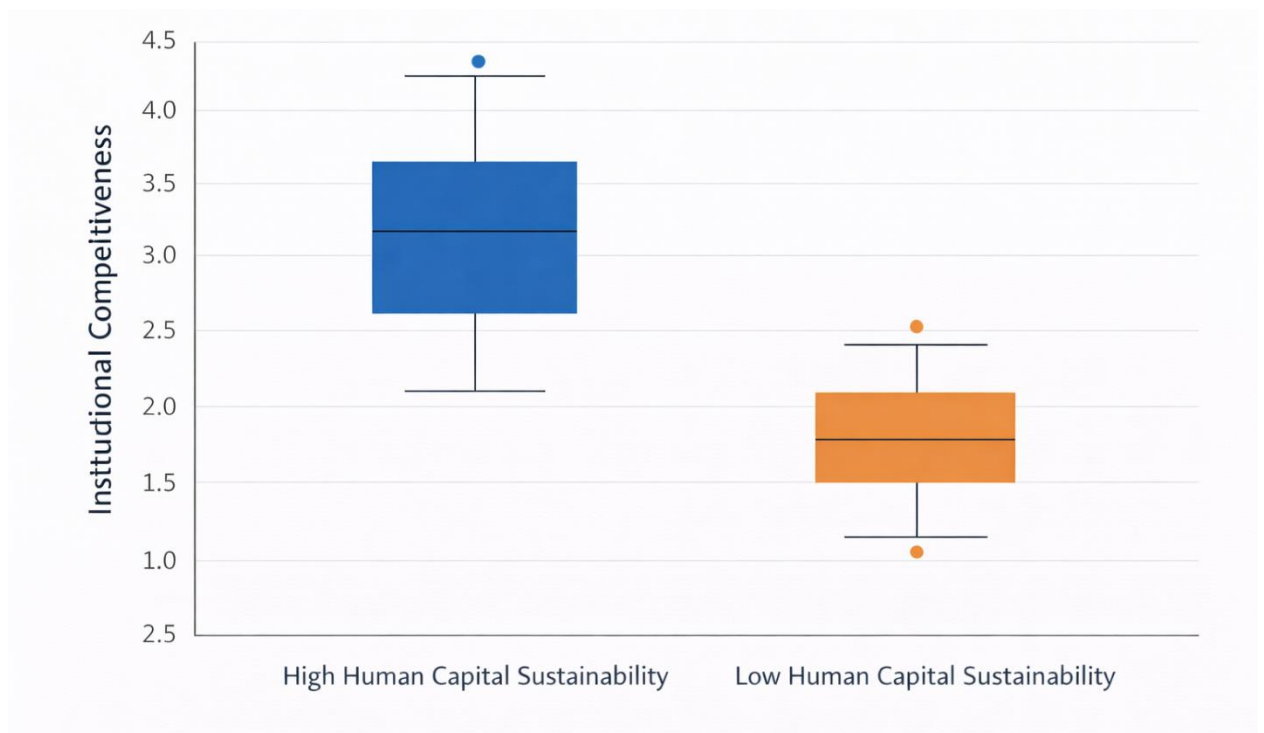
Some individuals don't believe that work well-being is really significant. People who worked at businesses that were like Facebook and focused on social media were more involved and more likely to reply than people who worked at organizations that weren't as supportive and focused on consumers. Those kinds of outcomes fit with HR plans based on longevity, which say that how well a company does in the long term is closely related to how happy its employees are.

Leaders utilize honesty to help team members build strong connections with each other. People stay in their employment longer when their employer is open, yet they may still converse freely.

Talent retention demonstrates the tiniest touch of impact—there's even a glimmer of influence there. Still, this propensity is still a sign of the structural forces that affect jobs in the tourist industry. A lot of the labor in this industry is seasonal, so it comes and goes. When people can't move forward in their jobs, the pressure to keep them is much higher.

Figure 3

Comparative Levels of Institutional Competitiveness Across High and Low Human Capital Sustainability Groups



(Boxplot visualization)

Finding after finding shows people power does more than back up operations - it actively builds how companies stand out. Evidence keeps backing the idea that talent, when managed right, becomes something rare a business can't easily copy.

5 CONCLUSION AND FUTURE WORK

Travel companies may get a fresh perspective on the role of people power and sustainability in their performance by analyzing real-world data. Practical observations, not theory, advanced the ensuing ideas. Greater organizational efficiency and long-term employee development were shown to be related. You may get a long-term advantage by doing what other people have done: betting on competent teams rather than hitting home runs. When it matters most in tourist environments: fostering resilience The importance of learning in resilience

Evidence suggests that firms benefit in the long run when they invest in people sustainably. As a result of consistently improving one's skill set, workplace innovation grows. Healthier teams are better able to deal with change. Leadership that prioritizes ethics allows for better performance without resorting to coercion. Due of the infinite potential for growth, the services never become old. Efficiency increases when decisions are made fairly.

While some tourist organizations thrive by gradually training their employees to do better jobs, others refuse to change their employment practices and eventually fade into oblivion. Customers respond faster to changes in the market when workers feel valued and appreciated at work. When teams learn to concentrate and have consistent assistance, greater service is usually the result. Even in tough times, organizations that prioritize their employees tend to weather the storm. One way a firm can weather change is by training its employees to be long-term assets.

The findings show that management should stop praising band-aid solutions when it comes to recruiting. Instead, it's a combination of long-term thinking that prioritizes people's health, their ability to develop, and their ability to work decently. The most important distinction is seeing employees as assets to be preserved over time, rather than expenses to be reduced.

Future Work

Possible potential extensions to this research include:

- Research that tracks people over time to evaluate the impact on sustainability
- Comparisons among different countries or different tourist industries
- Learning more about workers' thought processes via the use of qualitative methodologies
- A computer-based moderator analysis

In fast-paced tourist environments, these avenues would provide light on how human capital focused on sustainability contributes to organizational performance.

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Authors' Contribution

All 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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