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BEYOND GREEN PRACTICES: WORKFORCE AGILITY AS A STRATEGIC PATHWAY TO SUSTAINABLE ECOTOURISM: A SYSTEMATIC LITERATURE REVIEW

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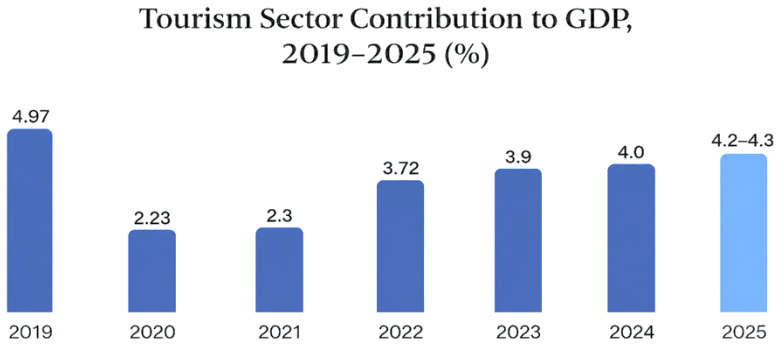
Abstract

Ecotourism sustainability is essential for managing natural tourist destinations, which face challenges related to environmental preservation, community empowerment, and economic viability. This study examines how Green Human Resource Management (GHRM), Green Leadership, and Green Organizational Culture support ecotourism sustainability, with Workforce Agility proposed as a potential mediating factor in ecotourism destinations in West Java, Indonesia. The study uses a Systematic Literature Review methodology to identify, evaluate, and synthesize relevant studies on relationships among GHRM practices, environmentally oriented leadership, organizational culture, workforce agility, and ecotourism sustainability. The review will search multiple scientific databases, apply inclusion and exclusion criteria, and systematically select articles following PRISMA guidelines. The theoretical framework explains how GHRM improves employees' environmental knowledge and skills, Green Leadership promotes environmentally responsible behavior, and Green Organizational Culture embeds sustainability values into daily organizational practices. Workforce Agility is positioned as a mechanism that enables employees to respond effectively to changing conditions and management challenges in ecotourism destinations. The expected outcome is an integrated conceptual framework that can guide future empirical research and inform ecotourism management strategies. These strategies are intended to balance environmental protection, community welfare, and economic sustainability across ecotourism destinations in West Java.

Keywords: Green Human Resource Management; Green Leadership; Green Organizational Culture; Workforce Agility; ecotourism sustainability.

INTRODUCTION

Tourism plays a crucial role in driving economic expansion, generating employment opportunities, boosting local income, and fostering regional progress. Before the COVID-19 pandemic, international tourism revenue grew faster than global economic growth, highlighting the sector's importance in the global economy (Khanal et al.,2022; Seabra & Bhatt, 2022). In Indonesia, tourism plays a crucial role in economic growth by generating employment opportunities, boosting local income, and aiding in the preservation of natural resources (Brassington et al.,2024;Das et al.,2025;Goodson et al.,2023). Kemenparekraf (2020) The significance of tourism's role in bolstering the nation's economic stability is highlighted by the Ministry of Tourism and Creative Economy. Based on Figure 1, the data shows that tourism's contribution to GDP fell from 4.97% in 2019 to 2.23% in 2020, then rose to 4.0% in 2024 (Kemenpar, 2025). The strategic importance of tourism in the national economy is highlighted by this recovery.



However, an increase in tourist visits also has the potential to place pressure on the environment, such as an increase in waste, ecosystem damage, degradation of local culture, and unequal distribution of economic benefits (Brooks et al.,2023;Mtapuri et al.,2021). Consequently, the advancement of tourism should aim to achieve equilibrium among economic, social, cultural, and environmental sustainability, adhering to sustainable development principles (Rajani & Boluk, 2022;Mohan, 2022).

Ecotourism has evolved into a strategic method for combining the utilization of natural resources, the preservation of the environment, and the empowerment of local communities. West Java Province possesses significant ecotourism potential through its mountainous regions, forests, beaches, rivers, conservation areas, and tourism villages. Its proximity to population centers and the domestic tourist market also supports the development of natural tourist destinations. However, high visitor intensity can increase the risk of overtourism if not accompanied by adequate management of environmental carrying capacity, service quality, and community participation. The sustainability of a destination relies not just on its natural attractions and infrastructure but also on the organizational capacity and the caliber of the human resources (HR) responsible for its management (Prihadi et al.,2024;Sumarmi et al., 2024;Wang et al.,2024).

Human resources are a key element in translating sustainability policies into operational practices. Knowledge, skills, environmental awareness, and adaptability can help managers improve resource efficiency, service quality, and responsiveness to changing tourist needs (Gao et al.,2024;Wagenseil et al., 2022). Within this framework, Green Human Resource Management (GHRM) acts as a strategic method that incorporates environmental goals into the processes of hiring, training, assessing performance, and determining compensation. GHRM practices have the potential to strengthen employees' competencies and environmentally friendly behaviors, while also supporting the achievement of organizational sustainability goals (Nguyen et al.,2025;Zihan & Makhbul, 2024). Previous systematic reviews have also emphasized the importance of green HR practices but indicate that their mechanisms and sustainability outcomes still need to be synthesized in a more integrated manner (Legese et al.,2026;Verma et al.,2025).

Besides GHRM, both green leadership and a green organizational culture are elements within organizations that can promote sustainability. Green leadership refers to leadership that guides and motivates organizational members to support environmentally oriented goals and behaviors. At the same time, a green organizational culture embodies collective values, norms, and practices that incorporate environmental responsibility into the activities of the organization (Ak et al.,2025;Gao et al.,2025;Yousefi et al.,2025). These three determinants operate at different levels: the HR management system , leadership behavior, and the organization's collective values. By combining these three elements, a workplace can be established that reliably encourages sustainable practices.

Nevertheless, the implementation of green HR policies, the presence of green leadership, and the cultivation of a green organizational culture do not inherently guarantee the achievement of sustainability goals. Their implementation requires a workforce capable of responding to change and translating policies into concrete actions. Workforce agility is characterized by a person's capacity to take initiative, adjust, and remain efficient when encountering shifts in the workplace (Neves & Van Dam, 2024;Prieto & Talukder,2023). In ecotourism management, these capabilities are relevant for addressing fluctuations in visitor numbers, changing tourist needs, resource constraints, and conservation demands. Thus, workforce agility can be positioned as a potential mechanism linking green organizational determinants to destination sustainability.

Previous literature reveals a number of gaps that require further synthesis. First, studies on GHRM and sustainability have largely focused on organizational performance or employees' environmentally friendly behavior, whereas their application to the sustainability of ecotourism destinations still requires special attention (Chau et al.,2024;Ma et al.,2023;Wang et al.,2025). Secondly, studies on agility tend to emphasize the organizational aspect,

whereas the inclusion of individual workforce agility as a mediating factor in destination sustainability models remains limited (Idrees et al.,2022;Jing et al.,2023;Li et al.,2023). Third, ecotourism research tends to focus on environmental, destination, and community aspects; thus, the relationship between internal organizational factors, workforce adaptability, and destination sustainability still needs to be explained more comprehensively (Arsawan et al., 2025;Neupane et al.,2025).

This article seeks to integrate existing research on the connections among GHRM, green leadership, and green organizational culture with the sustainability of ecotourism, highlighting workforce agility as a possible intermediary factor. This study aims to pinpoint conceptual advancements, examine the patterns of relationships between variables, identify research gaps, and suggest future research directions, with a specific emphasis on ecotourism destinations in West Java. The anticipated contribution of this article lies in its theoretical integration of green HRM perspectives with workforce adaptability, alongside offering practical insights for destination managers to develop organizational systems that promote sustainability in economic, social, and environmental aspects.

METHOD

The research utilizes the Systematic Literature Review (SLR) technique, characterized by its systematic, organized, and clear methodology for reviewing literature. This approach aims to pinpoint, assess, and integrate past research outcomes pertinent to the research question (Al-Talib et al.,2024;Rai et al.,2025). To develop a theoretical framework and gather empirical data on how Green Human Resource Management (GHRM), green leadership, and green organizational culture relate to the sustainability of ecotourism, this method was selected. Additionally, it aims to investigate the role of workforce agility as a possible mediating factor. This approach is expected to identify conceptual developments, patterns of relationships among variables, research gaps, and opportunities for developing future research agendas, particularly in the context of ecotourism destination management in West Java, Indonesia.

It is intended that the literature review will be carried out by accessing both international and national scientific databases. These will encompass Scopus, Web of Science, ScienceDirect, SpringerLink, Emerald Insight, ProQuest, and Google Scholar. The use of multiple databases aims to broaden the scope of the literature while minimizing the likelihood of overlooking relevant studies. The search strategy involves combining keywords using the Boolean operators AND and OR, as well as quotation marks to search for specific phrases. Search keywords include "(Setiadi et al., 2025):

1. "Green Human Resource Management" OR "Green HRM" OR "Environmental Human Resource Management".
2. "Green Leadership" OR "Environmental Leadership".
3. "Green Organizational Culture" OR "Environmental Organizational Culture".
4. "Workforce Agility" OR "Employee Agility" OR "Workforce Adaptability".
5. "Ecotourism Sustainability" OR "Sustainable Ecotourism" OR "Tourism Sustainability".
6. ("Green Human Resource Management" OR "Green Leadership" OR "Green Organizational Culture") AND ("Workforce Agility" OR "Employee Agility") AND ("Ecotourism Sustainability" OR "Tourism Sustainability").

The planned publication range is 2019–2026 to capture relevant and up-to-date research developments. Articles published in 2026 will only be included if they are available online and meet the selection criteria. Articles in English and Indonesian are considered to ensure the review encompasses both international literature and research relevant to the Indonesian context. Literature search and selection are based on the alignment of the title, abstract, keywords, and full text of the article with the study's objectives. The inclusion criteria for this review include:

1. Research papers that employ quantitative, qualitative, or mixed-methods strategies, along with pertinent theoretical review papers.
2. Studies that discuss at least one main variable, namely GHRM, green leadership, green organizational culture, workforce agility, or ecotourism sustainability.
3. Publications in English or Indonesian.
4. Publications appearing in scientific journals or conference proceedings that have undergone peer review and adhere to academic criteria.
5. Publications must fall within the specified timeframe.

Research in the tourism, hospitality, conservation, and service sectors that have conceptual links to ecotourism management may also be considered to enrich the synthesis. Meanwhile, the exclusion criteria include:

1. Duplicate articles.
2. Publications unrelated to the research questions.

3. Articles that merely mention variables in the title or abstract without adequate discussion in the full text.
4. Editorials, opinion pieces, news articles, and non-scientific publications.
5. Theses or dissertations not published as scientific articles, as well as institutional reports that do not meet publication criteria;
6. Articles with methodological information or content that cannot be verified.

Conceptual articles are not inherently excluded, as they play a role in shaping theoretical frameworks and pinpointing research gaps.

The process of searching for and selecting articles adheres to the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) framework, which is divided into four primary stages.

1. Identification, which involves collecting all publication records from databases based on a predetermined search strategy.
2. Screening: removing duplicate articles and assessing the relevance of titles and abstracts.
3. Eligibility: assessing entire articles to determine if they meet the specified inclusion and exclusion criteria.
4. Inclusion: identifying articles that met all requirements as sources for the final synthesis.

To improve transparency and trace the selection process, a PRISMA flow diagram was used to document and display the number of articles at each stage. Data analysis was conducted using three approaches.

1. Descriptive analysis aims to chart the distribution of articles by examining the year they were published, the country or region where the research was conducted, the sector under investigation, the research methods employed, and the variables analyzed.
2. Through thematic analysis, essential themes are identified, including GHRM practices, the influence of green leadership, the development of a green organizational culture, workforce adaptability, and the sustainability aspects of ecotourism.
3. Conceptual synthesis, to compare research findings, identify consistencies and differences in results, and formulate conceptual relationships between GHRM, green leadership, green organizational culture, workforce agility, and ecotourism sustainability.

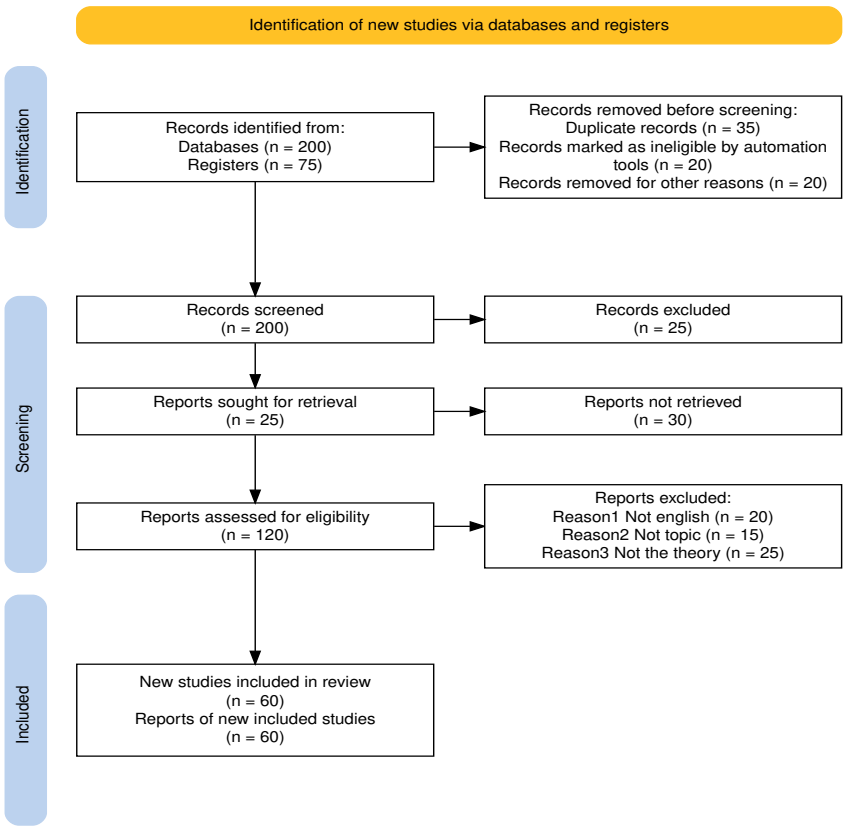


Figure 2. Prisma Research Flow Chart

RESULTS AND DISCUSSION

1. Literature Distribution

Analyzing the distribution of literature is an essential first step in comprehending how research has developed in the areas of Green Human Resource Management (GHRM), Green Leadership, Green Organizational Culture, Workforce Agility, and the Sustainability of Ecotourism. The purpose of this analysis is to discern patterns in academic interest concerning these five concepts. It also seeks to comprehend the shift in research focus from green human resource management to the adaptability of the workforce and the sustainability of ecotourism destinations. Examining the yearly distribution of publications reveals the field's developmental trends, the level of scholarly engagement, and potential avenues for future research.

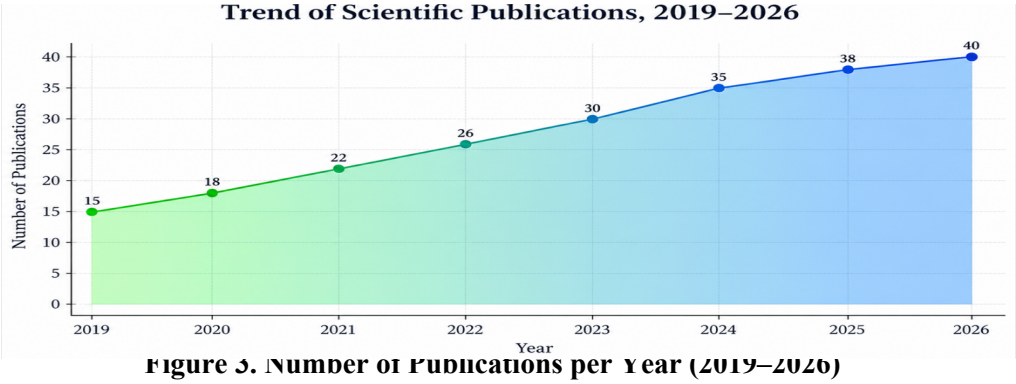


Figure 3. Number of Publications per Year (2019–2026)

As depicted in Figure 3, there is a rising trend in scientific publications from 2019 to 2026 that focus on the topics of Green Human Resource Management (GHRM), Green Leadership, Green Organizational Culture, Workforce Agility, and Ecotourism Sustainability. According to the graph, there was a rise in the number of publications, starting from 15 articles in 2019 to 18 articles in 2020. The count then climbed to 22 articles in 2021 and further to 26 articles in 2022. This increasing pattern is expected to persist, with projections indicating 30 articles in 2023, 35 articles in 2024, 38 articles in 2025, and 40 articles in 2026. There is an increasing academic focus on topics such as environmentally focused human resource management, green leadership, eco-conscious organizational culture, and the sustainability of tourism. The increase in publications also indicates opportunities to integrate organizational factors with workforce agility to support ecotourism sustainability.

2. Main Theme

A conceptual synthesis of earlier studies indicates that the sustainability of ecotourism is strongly linked to the incorporation of environmentally focused human resource management (GHRM) practices, green leadership, and a green organizational culture. The organization's internal resources and capabilities, represented by these three factors, have the potential to aid in achieving sustainability in ecotourism. However, the existence of environmentally oriented systems, leadership, and organizational values does not necessarily automatically result in sustainable actions. The workforce capability is required to respond to changes, adjust operational procedures, and translate environmental goals into concrete actions. In this context, Workforce Agility is positioned as a potential mechanism linking green organizational factors to ecotourism sustainability. The Resource-Based View (RBV) and Dynamic Capability Theory both highlight the significance of an organization's internal resources and its ability to adapt when responding to changes in the environment (Shah et al., 2021;Saeed et al., 2022;Gazi et al., 2024;Salman et al., 2024).

a. Green Human Resource Management and Environmental Competency Development

Green Human Resource Management involves incorporating environmental principles into various human resource management processes, such as recruitment, selection, training, performance assessment, and reward systems. These practices have the potential to enhance employees' knowledge, skills, and engagement in adopting environmentally friendly behaviors. Shah et al.(2021), For instance, examine how green HR practices are linked to both economic and environmental outcomes by considering the influence of a green organizational culture and a green psychological climate. Within ecotourism, GHRM can aid in cultivating workforce skills related to waste management, efficient resource use, responsible tourism services, and safeguarding the environment. Environmental training and performance evaluations that incorporate sustainability indicators can also help employees understand that ecological responsibility is part of their job. Nevertheless, the direct relationship between GHRM and ecotourism sustainability still needs to be systematically examined, as research findings from other organizations or sectors cannot always be generalized to ecotourism destinations.

b. Green Leadership and Guiding Sustainable Behavior

Green Leadership describes a leader's ability to set direction, lead by example, motivate employees, and integrate environmental goals into organizational decision-making. When leaders show dedication to sustainability, they can enhance employees' understanding of environmental conservation and motivate them to engage in improving operations. In ecotourism management, green leadership can be realized through the establishment of environmentally friendly operational standards, support for conservation initiatives, employee empowerment, and coordination with local communities. Rietze et al. (2025), in their study on transformational green leadership and the behavior of conveying green aspirations, highlight the relevance of green psychological empowerment in fostering employee engagement. Findings and arguments such as these provide a foundation for examining how green leadership can build a proactive and adaptive workforce. However, its impact on ecotourism sustainability still needs to be substantiated by research that directly tests this relationship.

c. Green Organizational Culture and the Internalization of Environmental Values

Green Organizational Culture encompasses the collective values, norms, beliefs, and practices that embed environmental responsibility within the organization's identity. This culture serves to reinforce behavioral consistency because sustainability principles are not merely based on formal instructions but also serve as guidelines for daily activities. Shah et al.(2021) examine how a green organizational culture influences the connection between eco-friendly HR practices and both economic and environmental outcomes. Within ecotourism, a green organizational culture is evident in actions like minimizing waste, keeping the area clean, efficiently utilizing resources, engaging local communities, and emphasizing conservation when making decisions. Culture that supports learning and collaboration also has the potential to create a work environment that makes it easier for employees to share knowledge and adapt their work methods when facing change. Therefore, a green organizational culture must be understood not merely as stated values, but as values that are truly embodied in operational practices.

d. Workforce Agility as a Bridge to Ecotourism Sustainability

Workforce Agility describes the workforce's ability to respond to change quickly, flexibly, and proactively without neglecting organizational goals. Saeed et al.(2022) examine how workplace spirituality is connected to workforce agility within higher education institutions, offering insight into the importance of organizational elements in understanding agility. However, the context of that study differs from ecotourism management and cannot be considered direct evidence regarding the mediating relationship proposed in this study. In managing ecotourism, the flexibility of the workforce is evident in their capacity to adjust services according to fluctuations in visitor numbers, manage operational interruptions, address environmental hazards, and devise solutions that consider both the area's carrying capacity and the needs of the community. Based on Dynamic Capability Theory, these adaptive capabilities can help translate organizational resources and support into operational actions. Therefore, it is necessary to examine Workforce Agility as an intermediary in the connection between GHRM, Green Leadership, Green Organizational Culture, and the sustainability of ecotourism. This mediating role is a research proposition requiring empirical testing, not a conclusion that can be established solely on a theoretical basis.

e. Ecotourism Sustainability and Environmental, Social, and Economic Balance

Assessing the sustainability of ecotourism requires more than just considering the increase in tourist numbers or the income generated by destinations. This idea also includes safeguarding ecosystems, conserving biodiversity, empowering local communities, honoring sociocultural values, and ensuring economic sustainability over the long term. Salman et al.(2024), highlight the importance of involving multiple stakeholders in the development of sustainable ecotourism in Asia by conducting a systematic review of the roles played by different stakeholders. Meanwhile, Samal & Dash(2024) analyze the involvement of stakeholders in the development of sustainable ecotourism using the Chilika wetland area as a case study. This literature highlights the importance of considering the destination context, governance, and community participation in understanding sustainability. Therefore, the influence of organizational factors and workforce agility must be examined while simultaneously considering environmental, social, and economic dimensions. To guarantee that operational success does not come at the cost of environmental preservation or the welfare of nearby communities, this method is crucial.

Table 1. Thematic Summary of Literature Review

Focus of Studies	Key Findings	Implications	Sample Study
Green Human Resource Management (GHRM)	Environmental factors are incorporated into recruitment, training, performance assessments, and reward systems through Green HR practices. These practices have the potential to strengthen employees' environmental competencies and support the organization's sustainability performance.	Ecotourism managers need to implement environmental training, sustainability-based performance evaluations, and rewards for environmentally friendly work behavior. The impact on Workforce Agility and destination sustainability needs to be empirically tested.	Shah et al.(2021) , Sharma et al.(2025), Ren & Chowdhury, 2025).
Green Leadership	Leadership focused on environmental concerns can guide strategy, serve as a role model, inspire, and enable employees to engage in environmentally friendly initiatives. Leadership support is also crucial for fostering green aspirations and initiatives.	Destination leaders need to integrate conservation goals into operational decisions, empower employees, and encourage innovation that prioritizes environmental sustainability.	Du & Yan(2022), Rietze et al.(2025), Ak et al.(2025).
Green Organizational Culture	A green organizational culture instills values, norms, and routines that support environmental responsibility. This culture has the potential to strengthen the implementation of green HR practices, environmentally friendly behavior, and consistency in organizational actions.	Ecotourism organizations need to foster practices of waste reduction, resource efficiency, collaboration, and environmental education so that sustainability becomes part of their daily operations.	Shah et al. (2021), Chen et al. (2022) Ak et al.(2025).
Workforce Agility	Workforce Agility refers to the workforce's ability to respond to change, adapt work methods, and act proactively. The literature on workforce agility and organizational agility provides a foundation for examining these adaptation mechanisms, although the research contexts vary.	Ecotourism workers need to possess flexibility, problem-solving skills, and responsiveness to changes in visitor numbers, operational disruptions, and conservation needs. Its role as a mediator must be demonstrated through testing of indirect effects.	Saeed et al. (2022), Sharma et al. (2024), Soomro & Soomro (2024).
Ecotourism Sustainability	Ecotourism sustainability involves safeguarding the environment, ensuring the welfare of local populations, engaging stakeholders, and maintaining economic viability.Earlier studies have highlighted the significance of sustainability indicators that correspond with the destination's attributes.	Destination managers need to measure sustainability in a multidimensional way and involve the government, local communities, workers, and businesses in ecotourism management.	Salman et al. (2024), Samal and Dash (2024), Sobhani et al. (2022).

The mapping of themes indicates that the sustainability of ecotourism is affected by several interconnected organizational factors. Through the implementation of human resource management practices, Green Human Resource Management contributes to enhancing the workforce's environmental skills and consciousness. Green

Leadership guides, exemplifies, and aids in the adoption of sustainable practices, whereas Green Organizational Culture strengthens environmental principles and standards in organizational operations. These three factors have the potential to enhance Workforce Agility that is, the workforce's ability to adapt, respond to change, and take proactive initiatives. Ultimately, the interaction of these factors is expected to support ecotourism sustainability through a balance of environmental, social, and economic dimensions. As a result, examining the connection between green organizational practices, workforce agility, and the sustainability of ecotourism is crucial through a synthesis of existing literature.

Table 2. Clusters of Frequently Related Keywords in Publications

Main Topics	Frequently Used Keywords
Green Human Resource Management (GHRM)	eco-friendly human resource management, eco-conscious HRM, eco-friendly hiring, eco-conscious training, eco-friendly performance evaluation, eco-conscious incentives, environmental skills
Green Leadership	green leadership, environmental leadership, green transformational leadership, environmental commitment, green motivation, employee empowerment, green voice behavior
Green Organizational Culture	eco-friendly organizational culture, ecological culture, sustainable organizational climate, ecological values, eco-conscious organizational identity, ecological norms, sustainable behavior
Workforce Agility	workforce agility, employee agility, workforce adaptability, employee flexibility, adaptive performance, proactive behavior, responsiveness to change
Ecotourism Sustainability	ecotourism sustainability, sustainable ecotourism, sustainable tourism, environmental conservation, biodiversity protection, community participation, destination sustainability
Organizational Environmental Performance	environmental performance, environmental management, resource efficiency, waste reduction, environmental responsibility, green innovation, sustainability performance
Community and Stakeholder Engagement	stakeholder engagement, local community participation, collaborative governance, community empowerment, sustainable destination management, stakeholder collaboration
Green Organizational Practices and Sustainability	green practices, sustainable operations, environmental management practices, green workplace behavior, conservation practices, sustainable resource management
Workforce Agility as a Mediating Mechanism	intermediary function, workforce flexibility, employee resilience, organizational strengths, adaptive capabilities, eco-friendly human resource management, sustainable results
Environmental, Social, and Economic Sustainability	environmental conservation, social responsibility, financial sustainability, threefold bottom line, regional economic advantages, environmental preservation, enduring sustainability

The keywords in the table describe groups of concepts relevant to searching for publications on GHRM, Green Leadership, Green Organizational Culture, Workforce Agility, and ecotourism sustainability. The GHRM cluster focuses on environmentally oriented workforce management practices, while Green Leadership emphasizes the role of leaders in guiding and encouraging green behavior. Green Organizational Culture relates to the values, norms, and practices that support ecological responsibility. Meanwhile, Workforce Agility encompasses the workforce's adaptability, flexibility, and responsiveness to operational and environmental changes.

The ecotourism sustainability cluster prioritizes ecosystem protection, community participation, and long-term economic benefits as key aspects. The Organizational Environmental Performance and Stakeholder Engagement clusters, in turn, broaden our understanding of the outcomes and context of implementing green practices. This mapping facilitates the creation of a research framework that investigates how GHRM, Green

Leadership, and Green Organizational Culture impact ecotourism sustainability, both directly and indirectly, with Workforce Agility serving as a mediating factor.

3. Research Gaps

Studies on the sustainability of tourism are placing growing importance on the need to incorporate environmental, social, and economic factors into the management of destinations. This is especially crucial as heightened tourism activities can exert stress on ecosystems and affect the welfare of local populations (Mtapuri et al., 2021;Rajani & Boluk, 2022;Mohan, 2022). In this context, ecotourism requires organizational management that is oriented not only toward growth in visitor numbers and revenue but also toward environmental conservation and community empowerment (Salman et al.,2024;Samal & Dash,2024). However, destination sustainability cannot be fully explained through the perspectives of natural attractions, infrastructure, and stakeholder participation without considering the organization's internal capabilities and the quality of its human resources (Prihadi et al., 2024; Sumarmi et al., 2024;Wang et al., 2024).

The initial gap pertains to the insufficient incorporation of Green Human Resource Management (GHRM), Green Leadership, and Green Organizational Culture into a unified conceptual framework for ecotourism sustainability. Studies on GHRM have examined the contributions of environmentally oriented recruitment, training, performance evaluation, and reward practices to employee behavior and organizational environmental performance (Shah et al., 2021;Nguyen et al.,2025; Zihan & Makhbul, 2024).

At the same time, the potential exists for green leadership and a green organizational culture to enhance both commitment and consistency in carrying out eco-friendly practices (Ak et al., 2025; Gao et al., 2025).

However, a more cohesive synthesis of these three factors and their impact on the sustainability of ecotourism destinations is still needed, especially concerning locations in Indonesia.

The second gap lies in the lack of adequate integration of Workforce Agility as a potential mediating mechanism. Research suggests that workforce agility involves being adaptable, taking initiative, and reacting to shifts in the workplace environment (Saeed et al.,2022). However, evidence from other organizational contexts is insufficient to confirm whether workforce agility mediates the influence of green organizational factors on ecotourism sustainability. This mediating relationship therefore requires further examination through a synthesis of empirical evidence and additional testing.

The third gap concerns geographical and sectoral contexts. Research on ecotourism has emphasized the importance of involving stakeholders and engaging communities. However, the connection between environmentally friendly HR practices, leadership, organizational culture, and the adaptability of the workforce remains to be elucidated (Salman et al., 2024). This article integrates the connections between GHRM, Green Leadership, and Green Organizational Culture with the sustainability of ecotourism, considering Workforce Agility as a possible intermediary, and outlines a pertinent research agenda for ecotourism destinations in West Java.

CONCLUSION

The significance of incorporating Green Human Resource Management (GHRM), Green Leadership, and Green Organizational Culture is highlighted in this study as crucial for promoting the sustainability of ecotourism, especially in natural tourism spots in West Java. Ecotourism sustainability depends not only on the potential of natural resources and increased tourist visits but also on an organization's ability to manage human resources, implement environmentally oriented leadership, and build an organizational culture that supports nature conservation. GHRM plays a role in developing employees' environmentally friendly competencies and behaviors through recruitment, training, performance evaluations, and rewards. At the same time, Green Leadership guides, exemplifies, and inspires staff to reach environmental objectives. Green Organizational Culture reinforces the internalization of sustainability values in the organization's policies, behaviors, and operational activities. Additionally, Workforce Agility is positioned as a potential mediating mechanism linking green organizational factors to ecotourism sustainability. A workforce that is adaptive, proactive, and responsive to change is expected to help organizations address operational challenges while meeting environmental conservation demands. Ecotourism sustainability must be comprehensively understood through a balance of environmental, social, and economic dimensions, including the involvement of local communities in destination management. This study theoretically provides a conceptual framework that combines green human resource management practices, green leadership, green organizational culture, and workforce agility to elucidate the sustainability of ecotourism. Practically, destination managers need to strengthen environmental training, sustainability-oriented leadership, an environmentally conscious organizational culture, and the workforce's adaptability. To establish the connections

between the variables and their significance for advancing sustainable ecotourism in West Java, future studies ought to empirically evaluate this theoretical framework.

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