

Impact of Employee Training on Achievement of Green Objectives by Luxury Hotels

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Abstract: This study focuses on the influence of employee training on achieving green objectives in luxury hotels, where sustainable practices are becoming increasingly vital for brand reputation and guest expectations. As luxury hotels face growing challenges to retain eco-certifications and achieve the ecological expectations of their most valuable clients, employees in housekeeping, food and beverage and maintenance jobs play an important role in the execution of green objectives of the organisation. This study investigates how focused employee training programs impact the employee motivation and employee productivity so that the effective adoption of sustainable practices is easily incorporated in their routine job roles. The methodology followed for this research was a quantitative approach where primary research was done through an online survey method using Google forms. Sampling was a mix of convenience sampling followed by the snowballing method. The respondents were hotel employees from several luxury hotels of Delhi- NCT. Statistical tests, hypothesis testing etc. was performed for analysing the data. A data of 90 respondents was taken as a sample. The results showed that there is strong statistical evidence that employees have a positive perception of training related to green objectives and employees demonstrate high motivation toward green objectives in luxury hotels when appropriate trainings are imparted. The result also showed that stronger personal environmental values lead to higher employee productivity on green objectives. In terms of academic implications, the impact of employee training on achievement of green objectives may add to both the field of human resources literature as well as research on sustainability. Based on the findings, the managerial implications might include role-specific training to enhance employee motivation and employee productivity w.r.t green objectives of hotels. The study aims to highlight the critical role of employee training in bridging the gap between corporate green commitments and on-the-ground execution, providing actionable insights for luxury hotel brands to improve ESG performance and maintain a competitive advantage in a sustainability-conscious market.

Keywords: Luxury Hotels, Sustainability, Employee Training, Personal Environmental Values, Green Human Resource Practices, Green Objectives, Employee Motivation, Employee Productivity

INTRODUCTION

Fostering sustainability and improving outcomes requires the training of people involved, to be better aligned with the United Nations' Sustainable Development Goals (SDGs) [1]. The sustainable development goals are, by their very nature, are quite aspirational. However, they have been partially attained in various parts of the world through the articulation of sustainability objectives and the implementation of sustainable practices [2]. Sustainable practices, also known as "Green Practices," result in benefits ranging from waste reduction to a decrease of emissions polluting the water or air and the efficient use of energy resources. Organizations that do not adopt green practices are more likely to consume extra energy and even suffer a loss of reputation.

The World Commission on Environment and Development (WCED), formerly the Brundtland Commission, also known as the UN Special Commission on

the environment in the United Nations. The Brundtland Commission's mission was to assist in guiding the world's nations toward sustainable development. The World Commission on Environment and Development (WCED) is another name for the commission. Between 1984 and 1987, it was in operation. The Brundtland report, released in 1987, included the commission's findings. After that, politicians, practitioners and planners began using the term "sustainable development" frequently (WCED, 1987). According to the Brundtland Commission report (1987), sustainable practices are activities and methods that address current demands without jeopardising future generations' capacity to fulfil their own, with an emphasis on environmental, social and economic balance.

For some-time, companies have been moving towards formulating company strategy with sustainability at its centre. The pathway to progress is by incorporating green practices into their day-to-day operations [3].

While understanding the principles of sustainability is extremely important, so is the creation and communication to all involved of the green practices required to become a sustainable business [4]. Internal communication among employees has been proven to be an effective way to influence and endorse green behaviours of employees, allowing the organization to achieve its sustainability goals [5]. Since the 1980s and up to recent times, sustainability goals have been referred to as "Green Objectives" by many authors [6,7]. In a 2024 study involving over 2000 managers, the researchers Chang *et al.* [8] proved that Human Resource Management Practices (HRMP), including employee training, were instrumental in the achievement of the green objectives of the organization.

In the case of educational institutions, it was found that students exposed to a curriculum that prioritized sustainability and global perspectives were more likely to acquire critical thinking, problem-solving abilities and ethical awareness [9]. The study highlighted the importance of technical and vocational training on green objectives with the SDGs to promote a sustainable future for the world. This shows that certificate courses as vocational and technical courses are also important to fulfil green objectives. These types of technical and vocational courses for the employees can also be done through an external agency in the organisation providing certification for the same.

According to this line of reasoning, the question of how important training is for an organization's long-term sustainability and attainment of its green goals emerges. Noe, defined employee training as the act of providing a specific set of knowledge, competencies and skills to enable employee performance and enhance employee productivity. Essentially, training allows an employee to be equipped to perform in desired ways within and outside of their job responsibilities. It is usually a continuous process that aims to improve individual and organizational performance, foster career growth and adapt to evolving business needs.

It had long been accepted that employees are one of the most valuable assets of an organization and employee training is a must for employee performance and employee productivity [10]. Without training, employees may not have a clear understanding of their roles and responsibilities. Therefore, it follows that in the case of green objectives of the organization, employee training on green objectives would be critical. Based on this premise, this paper explores the impact of employee training on the achievement of the green objectives of an organization. As elaborated in the Literature Review section that follows, an attempt has been made to identify the variables being directly impacted by employee training, which in turn ensure that the green objectives of the organization are met. For the primary research that was conducted, the focus was on the luxury hotels sector.

Listed below are some of the most important areas in which the hotel sector is fulfilling the hotel's green objectives (Table 1). These green objectives encourage sustainability while simultaneously lowering operating expenses, providing practical assistance for hotel management looking to implement similar efforts [11]. In addition to lessening their environmental effect, hotels that adopt these methods might draw eco-aware tourists who give sustainability top priority when making decisions. This is because sustainability is becoming a more significant aspect in the hospitality sector [12].

Luxury hotels employ a variety of methods to increase employee awareness and environmentally conscious behavior, including certified external courses, in-house/operational training, online e-learning, managerial leadership programs and experiential/technical workshops. Green training is both required and encouraged by external certification schemes such as Global Sustainable Tourism Council, Green Key, Earth-Check, Green Globe, ISO 14001 and LEED for buildings and academic. Peer-reviewed research indicates that when paired with supportive HR practices, green training enhances environmental performance, lowers turnover intentions and boosts guest satisfaction [13].

Literature Review

Green Objectives in Luxury Hotels: According to D'Souza [14], Indian hotels, especially those with four or five stars, exhibit an admirable dedication to environmental sustainability. They take a proactive approach to incorporating green practices into their operations by actively participating in activities that support the Sustainable Development Goals (SDGs). Sustainable green practices in hotels are becoming increasingly significant as the hospitality sector attempts to reduce its environmental effect while also contributing to the planet's well-being. When compared to smaller hotel chains, larger companies are more likely to follow sustainable practices.

These practices include conserving energy and water, reducing waste, applying environmentally friendly materials, using renewable energy sources and encouraging sustainable sourcing in food and facilities. Hotels normally try to follow the green practices related to SDG 7 (Affordable and Clean Energy), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 6 (Clean Water and Sanitation). The implementation of these green practices has resulted in a substantial number of advantages. These advantages include improved earnings, material cost reductions, a competitive edge over hotels that do not use such strategies, high client retention and a stronger sense of staff fulfilment. The study emphasises the significance of ongoing green practice training for hotel workers. This training is essential for improving hotels' competitiveness and profitability. Furthermore, raising awareness of the importance of these practices among both staff and guests is crucial for encouraging sustainability [15].

Table 1: Green Objectives Followed in Hotel

Eco-design and green buildings	Energy-efficient plans and green roofs that integrate organic features like trees and plants are common features of eco-friendly hotels and their Sustainable architecture Utilising natural resources like sunshine and wind for heating and cooling, some hotels employ passive design concepts in an effort to lower energy usage.
Eco-Friendly Transport	In response to the growing demand for electric vehicles, hotels are installing these facilities to accommodate environmentally aware tourists. Providing bicycles, e-golf carts or shuttles to visitors lessens their reliance on own vehicles.
Community and Social Accountability	As part of their moral commitment, sustainable hotels frequently place a high priority on paying employees fairly and providing them with comfortable working circumstances. To support economic growth and preserve cultural heritage, many hotels collaborate with regional artists and artisans, offer training courses or scholarships and fund community initiatives.
Innovation together with Technology	Sustainability is supported by the use of motion-sensor lights, smart -thermostats and applications that let visitors control how much energy their room uses. Greener operations also include reducing paper use through digital check-ins and check-outs
Guest Engagement	Conducting nature-based activities or encouraging local cultural experiences helps spread knowledge about sustainability. At certain hotels, guests are offered incentives for adopting eco-friendly decisions, such as recycling towels or linens while staying.
Certifications for Sustainability	Leadership in Energy and Environmental Design (LEED), Green Key and Earth -Check are just a few of the green certifications that hotels frequently work to demonstrate their dedication to sustainability. A great number of eco-labels direct holidaymakers to lodging establishments that follow environmentally friendly procedures.
Sustainable Procurement	Hotels are making an effort to get organic and locally sourced food in order to lessen their carbon impact and boost local businesses. An increasing number of hotels are using eco-friendly cleaning supplies, toiletries and furnishings constructed from sustainable materials.
Waste Management	By providing visitors with recycling containers and recycling food waste, hotels are stepping up their efforts to decrease waste. In order to decrease landfill trash, several hotels are reducing the amount of throwaway packaging they use, using biodegradable items and donating unsold food as part of their efforts to achieve a zero-waste future. Hotels are implementing measures like composting organic waste and portion control.
Preservation of Water	Installing low-flow showers, toilets and faucets contributes to a decrease in water usage. Some hotels recycle water for non-potable applications, such as irrigation, by using greywater systems.
Energy Efficiency	Using energy-efficient equipment and smart lighting, heating and cooling systems may help hotels consume less energy overall. Many hotels are investing in solar, wind, or geothermal energy to lessen their dependency on fossil fuels. In order to reduce the need for artificial lighting and air cooling, new hotels are frequently constructed using sustainable materials and designs that maximise natural light and ventilation.

Sources: Pereira *et al.* [11]. Sustainability practices in hospitality: Case study of a luxury hotel in Arrábida Natural Park. *Sustainability*, 13(6), 3164.

Green Human Resources' Management Practices for Attaining Green Objectives

According to Žunić *et al.* [16], luxury hotels use a variety of environmental initiatives, with energy-saving measures being the most commonly employed. Businesses that make training investments can improve their competitiveness by filling in performance gaps and bringing employee abilities into line with company requirements [17]. According to the findings, Green Human Resource Management (GHRM) practices have a considerable impact on employees' environmentally conscious conduct. This implies that when hotels implement environmentally friendly HR policies, their staff are more likely to engage in sustainable behaviour. Individuals' environmental values also have an important influence on motivating green conduct among hotel employees. Employees with strong environmental convictions are more likely to act in ways that promote sustainability [18]. There are studies which emphasise the need for organisations actively engaging and motivating their workers to participate in green practices. Companies may develop a sustainable culture by matching employee behaviours with organisational environmental management goals.

Employees are essential to every company's success and the results of the organization are directly impacted by their performance. To improve employee performance,

employee training and development expenditures are therefore crucial. Employee performance can be greatly enhanced by effective training initiatives. By identifying the underlying reasons of performance problems and assisting in the assessment of employee performance, the checklist enables prompt interventions through suitable training initiatives.

A study emphasises the crucial role of human resources in supporting green practices, the mutual benefits of such initiatives and the need to cultivate a sustainable culture inside organisations. Understanding and applying these principles can help organisations contribute considerably to environmental sustainability while also enhancing operational effectiveness [19]. At work, employee motivation has a big impact on production levels. Motivated employees typically generate more work and participate more actively in their jobs. Employees are better able to concentrate and pursue success when they have well-defined and attainable goals. Employee engagement with their work and a sense of ownership are increased when they participate in decision-making processes. Productivity can be increased by maximizing employee motivation, which highlights the necessity of strong leadership, efficient procedures and continual evaluation of motivational techniques [20].

Employee Training in Luxury Hotels

Training is a systematic approach used by human resource and talent development professionals to enhance employee performance in the workplace. According to the Association for Talent Development (ATD), employee training and development consist of structured activities that enable individuals to gain new competencies or refine existing knowledge and skills to improve job effectiveness (ATD). Employee skills and knowledge are greatly improved by training programs, which improves overall corporate performance [21].

An integrated model for sustainable learning can help firms improve the learning environment, streamline the learning process and improve their SL programs. Furthermore, by encouraging fulfilment of sustainable practices through green objectives of the hotel raise employee happiness and thus boosting the organization's reputation, it has been demonstrated that coordinating training with the Sustainable Development Goals (SDGs) of the UN has had a beneficial impact on organizational sustainability. Establishing long-term sustainability goals, encouraging sustainable practices and enhancing organizational competitiveness are all made possible by integrating sustainability training and green objectives of the hotel with the SDGs. Organizations that successfully incorporate the SDGs into their training programs see increases in employee productivity and company reputation, according to case studies [22].

Employee training is crucial for providing employees with the information, skills and motivation they need to effectively execute and sustain green projects. Despite its significance, the precise influence of training programs on the attainment of green objectives in luxury hotels has received little attention. There is a need to integrate environmental practices into luxury hotels, as well as support from the government and implementing a green hotel strategy has the potential to help both the environment and the hospitality business. According to the research, stronger government laws and incentives might increase the adoption of sustainable practices in the hotel sector [16]. According to Wobst and Lueg [23], good sustainability training should be examined frequently, be in line with organizational structure and strategic goals and not just be viewed as greenwashing or compliance.

Employee Training on Green Objectives in Luxury Hotels

In order to encourage sustainable practices, Employee training on green objectives in organizations takes a holistic approach that incorporates several teaching strategies and strategic goals. In order to increase employee comprehension and involvement in sustainability activities, the study emphasizes the value of Sustainability Learning (SL) in businesses and the interaction of social, experiential and transformative learning theories [24]. According to Razali and Jamil [24], sustainability learning combines social, experiential and

transformative learning theories to enable staff members to comprehend and effectively participate in sustainability projects. Employees can be given a certification of training from a third party also thus enhancing their sustainability related refreshers with the support of Human resources. When exposed to a curriculum that prioritizes sustainability and global perspectives, Employees referred to as students are more likely to acquire critical thinking, problem-solving abilities and ethical awareness [9].

Employee training can help increase knowledge and execution of these green objectives. Greater access to employee training on green objectives improves environmental performance in hotels because personnel are more qualified to implement sustainable practices. Employee knowledge is expanded and performance is enhanced through employee training on green objectives, which raises job satisfaction. Employee dissatisfaction results from many organizations' lack of clear guidelines and centralized training coordination [25].

Better environmental, social and economic performance results from training programs that are thoughtfully planned and take their approach seriously. Proper support and access to training have a positive impact on employees. The support may include managerial support, resource allocation and acknowledgement of green objectives. When employees feel supported, they are more engaged and successful in promoting environmental sustainability [26].

According to research, Sustainable Training Practices (STP) correspond with job satisfaction and organisational responsible behaviour, suggesting that well-structured employee training on green objectives can lead to happier workers who are more engaged in sustainability activities. Both employee training and work motivation together have a positive effect on employee performance. To embrace successful SD practices, hotel management should be given a useful toolkit with doable tactics. This toolkit is a useful resource for the hospitality sector since it was created to increase service quality and encourage customer loyalty [27].

Studies show that employee perception variables with regard to employee training include specific parameters. Training Comprehensiveness (TC) has been shown to be critical for training effectiveness and other favourable outcomes like organisational commitment [28]. Another important parameter of employee training emerges as Role Clarity (RC) which ensures that organisational objectives are met by employees striving to live up to clear tasks [29]. Employee performance is strongly impacted by Role Clarity (RC), which is necessary for them to truly understand their duties. According to studies, workers who understood their responsibilities are more satisfied with their jobs and perform better [30]. Training programs are critical for ensuring Role Clarity (RC), especially during major organizational changes such as company-wide system implementations. Employee turnover intentions may increase due to a lack of role clarity [31].

The competency-based approach focuses on connecting training programs with the abilities that organizations demand, thereby bridging the gap between education and job market needs [32]. Job training has a major impact on organizational performance by increasing productivity, work satisfaction and talent retention. Effective training programs can act as change agents within organizations, resulting in improved overall performance and employee engagement [33]. According to Tiwari and Nair [34], organizations are encouraged to integrate training into their long-term strategic objectives. This makes sure that training is frequent and customized to satisfy employees' professional development goals as well as their immediate job requirements. Employee retention is greatly impacted by the frequency of training, managerial assistance and development opportunities. Employee loyalty and satisfaction can be fostered through strategic training [35]. Many firms don't carry out training needs effectively, which leads to training that doesn't satisfy employee needs [36]. Employees claimed that reduced productivity resulted from irregular training sessions that were not relevant to their job tasks [37].

Employee Motivation for Green Practices

The adoption of green practices, especially through Green Human Resource Management (GHRM), has a major impact on employee engagement in firms. According to research, GHRM promotes social responsibility and improves employee well-being, which increases participation in sustainability projects. This compilation of research results emphasizes the complex connection between green practices and employee motivation. Studies in the hotel sector have shown that GHRM policies have a beneficial impact on employee motivation, with staff members reporting better levels of engagement when participating in green projects [38].

It has been established that GHRM practices in the service sector increase employee motivation, which in turn promotes long-term company success [39]. Studies have shown how important GHRM activities are in encouraging green behavior in employees. These strategies include performance management, institutional initiatives and green recruitment. It also highlights the importance of employee green pay and benefits, active engagement, training and development in enhancing these beneficial connections inside sustainability-focused firms [40].

Personal Environmental Values (PEV) enhance employee motivation for sustainability-related initiatives by delivering green practices in a more meaningful and aligned way with one-self. Employees report increased levels of job satisfaction and engagement when their PEVs are in line with company green objectives or green HR practices. This increases their willingness to adopt environmentally friendly activities at work [41-43]. In contrast to typical employee productivity indicators (output, efficiency, sales, error rates), the majority of

empirical research associates PEVs with environmentally conscious actions, engagement, creativity, or green performance. The focus of recent empirical research and reviews is on Employee Green Behavior (EGB), motivation and engagement; nevertheless, they point out that there are few direct assessments to determine whether and how PEVs affect general job productivity (as opposed to environmentally specific results). In summary, there is abundant evidence that PEVs encourage environmentally friendly behavior and motivation, but there is little concrete proof that PEVs affect worker productivity in general [41,42,44].

Personal Environmental Values and Employee Productivity on Green Objectives

There are studies showcasing that how personal environmental values change over time and also there are connections reinforcing relationship between values and practices. Social interactions and particular situations shape environmental values for an individual in most of the cases [45]. Green Human Resources Management (GHRM) and employee work satisfaction have a large and simultaneous impact on staff productivity. This suggests that these two elements work well together to increase staff productivity. Individually, both green human resources management and employee job satisfaction were found to partially and significantly affect employee productivity. This means that each factor, on its own, contributes positively and significantly to improving employee productivity [46]. Environmentally responsible attitude, green HRM and innovation are important factors that raise employee productivity. An organization's social, economic and environmental performance are all significantly influenced by this increased productivity, which in turn promotes overall organizational sustainability [47]. Although organizational culture has a direct impact on green HRM, the culture itself acts as a mediator to mainly mitigate its impact on employee performance. Establishing a culture that firmly embraces sustainability principles is essential for businesses looking to improve employee productivity through green HRM practices [48].

By encouraging staff engagement and productivity through value alignment, green HR management practices play a key role in boosting organizational performance. At the same time, they increase competitiveness, lower costs and improve product quality [49].

Numerous studies have shown that employee productivity in respect to green aims is significantly impacted by personal environmental values. Employees' attitudes and behaviors toward sustainability are shaped by their personal environmental values, which also affect how they participate in green activities at work. A culture of environmental responsibility is fostered by organizational methods, especially Green Human Resource Management (GHRM) practices.

According to Saifulina *et al.* [50], employees who have strong personal environmental values are more likely to voluntarily adopt green objectives, which improves the sustainability of the firm as a whole. According to Li *et al.* GHRM initiatives, like green recruitment and training, greatly improve employees' green behaviors by fostering a positive psychological environment. When GHRM is combined with individual environmental values, staff involvement and productivity towards green objectives are enhanced [51].

Rationale for the Study

Employee Motivation (EM) can be raised by providing Employee Training on Green Objectives (ETrGO) of the organizations, which can improve staff members' sense of purpose and alignment with the hotel's green objectives. Employee Motivation (EM) increases the likelihood that they will support sustainable practices and act in an environmentally friendly manner. Trained staff members have the ability to carry out duties effectively, such as utilizing green technologies or putting waste reduction plans into action. As a result, duties pertaining to sustainability are completed more efficiently, supporting green objectives.

According to the study, Employee Motivation (EM) and Employee Productivity (EPro) levels are significantly correlated. The success of an organisation depends on increased production, which is typically the result of higher motivation. In addition to highlighting the significance of organisational culture and customised HR tactics in cultivating a motivated workforce, the research emphasises the vital role that motivation plays in increasing employee productivity [52]. Research has been shown that employee training has a direct and positive influence on Employee Productivity (EP). This means that when employees are provided with adequate training, they are likely to perform their tasks more effectively and efficiently. Similarly, Employee Motivation (EM) was shown to significantly enhance Employee Productivity (EPro). Employees who are motivated are more likely to engage in their work, leading to improved employee productivity and job satisfaction [53].

Research Gap

Although some research focuses at how training affects employee performance, limited of it focuses on how Employee Training on Green Objectives (ETrGO) affects Employee Perceptions (Eper) of the credibility or efficiency of a hotel's green objectives. The existing research frequently concentrates on general sustainability measures, but it ignores how training affects Employees' Perception (Eper) of Employee Training on Green Objectives (ETrGO), especially in the hospitality industry.

The impact of focused Employee Training on Green Objectives (ETrGO) and the extent/degree of Employee Motivation (EM) for green objectives of luxury hotels is not well understood, despite the fact that training is acknowledged as a strategy to improve Employee

Productivity (EPro). The majority of research focuses on organizational outcomes or general motivation, paying little attention to the precise function of training in promoting Personal Environmental Values (PEV) in the hospitality industry.

Insufficient study has been done on the connection between Employee Productivity (EPro), Employee Training on Green Objectives (ETrGO) and employees' Personal Environmental Values (PEV). Although some studies have found a correlation between training and productivity, few have examined the ways in which Training on Green Objectives (ETrGO) affects Employees' Perceptions (Eper) and Employee Productivity (EPro) as a reflection of their own Personal Environmental Values (PEV), particularly in the hotel sector where sustainability is becoming crucial. Employee Training on Green Objectives (ETrGO) may have a special impact on perceptions, motivation and productivity in the hotel business because of its particular operational and customer-facing requirements. Research on hotels is, however, scarce, especially when it comes to how training initiatives might close the gap between organizational Green Objectives and Employee Productivity (EPro).

While many studies focus on either qualitative insight like employees' Personal Environmental Values (PEV) or quantitative measurements like Employee Productivity (EP), it is uncommon to combine the two in order to examine the connections described in these assumptions. Research using a combination of mixed techniques that looks at the statistical significance as well as the subtle, contextual elements affecting how training affects perception, motivation and productivity in the hotel sector is lacking.

By addressing these research questions and gaps, the study can cover important theoretical and practical knowledge gaps and advance our understanding of Employee Training On Green Objectives (ETrGO) have an impact on Employee Perception (Eper), Employee Motivation (EM) for green objectives, Personal Environmental Values (PEV) and Employee Productivity (EPro) on green objectives.

Research Questions

- **RQ1:** What is the Employee Perception (Eper) of Employee Training on Green Objectives (ETrGO)?
- **RQ2:** What is the extent/degree of Employee Motivation (EM) for green objectives of luxury hotels?
- **RQ3:** Do Personal Environmental Values (PEV) have an impact on Employee Productivity (EPro) on green objectives?

Research Methodology

Design of Research: This study used a quantitative research approach. Structured questionnaires using Google forms was used to gather the data. Advanced excel and SPSS statistical methods were used for analysis. This study used primary data. Inferential stats were used for testing the results.

Participants and Sampling

Employees from different departments of various luxury hotel organizations made up the research sample. Snowball sampling, a non-probability convenience sampling strategy, was used to select employees with different degrees of environmental training exposure. To ensure proper representation from various departments (e.g., housekeeping, front desk, food and beverage, engineering, food production, kitchen stewarding, hygiene and safety), a total of 90 responses was gathered using Google forms.

Data Collection Instrument

Data were collected via a self-administered questionnaire divided into the following sections:

- Demographics:
 - Department
 - Years of experience
 - Age
 - Qualification
- Employee Training on Green Objectives (ETrGO):
 - Training Comprehensiveness
 - Role Clarity
 - Job-role Adequacy Training
 - Frequency Of Training
 - Insufficiency Of Training
 - Training Related to Green Objectives

All these variables relate to employees perceive training related to environmental or green objectives combined as "Employee Perception of Training on Green Objectives" score (ETrGO_Score):

- Employee Motivation for Green objectives (EM)
- Employee Productivity (EPro) and Personal Environmental Values (PEV)

All Likert-scale items ranged from 1 (Strongly Disagree) to 5 (Strongly Agree) using star rating.

Hypotheses

Hyp1: What is the Employee Perception (EPer) of Employee Training on Green Objectives (ETrGO)?

- **Alternative (H₁):** Employee Perception (EPer) of Employee Training On Green Objectives (ETrGO) is positive on a statistically significant level
- **Null (H₀):** Employee perception of ETrGO is not positive on a statistically significant level

Employee Perception of Training on Green Objectives (ETrGO) includes the following variables:

- Training Comprehensiveness [28]
- Role Clarity [29-31]
- Job-role Adequacy Training [33]
- Frequency of Training [35]

- Insufficiency of Training [36,37]
- Training Related To Green Objectives [15,22]

All these variables relate to employees perceive training related to environmental or green objectives. The average of these Likert-scale responses per respondent are combined as "Employee Perception of Training on Green Objectives" score (ETrGO_Score)

Hyp2: What is the Extent/Degree of Employee Motivation (EM) for Green Objectives of Luxury Hotels?

- **Null (H₀):** The extent/degree of Employee Motivation (EM) for green objectives in luxury hotels is neutral or average (Statistically: The mean motivation score, μ , equals the neutral value on the measurement scale, e.g., $\mu = 3$ on a 5-point Likert scale)
- **Alternative (H₁):** The extent/degree of Employee Motivation (EM) for green objectives in luxury hotels is not neutral or average

The most relevant variable was chosen through a systematic evaluation of the dataset and its alignment with the study's objectives and relevant literature review. Motivated to Follow Green Practices [38,41-43].

Hyp3: Do Personal Environmental Values (PEV) have an impact on Employee Productivity (EPro) on green objectives?

- **Null (H₀):** Personal Environmental Values (PEV) do not have a significant effect on Employee Productivity (EPro) on green objectives
- **Alternative (H₁):** Personal Environmental Values (PEV) have a significant positive effect on Employee Productivity (EPro) on green objectives
- **Independent Variable:** Employee Values [41-43] and Sustainable Practices [1,2]
- **Outcome Variable:** Employee Productivity [48,46,49,51]

The variables selected for analysis represents the most relevant factor for addressing the research question.

Data Analysis

Hyp1: What is the Employee Perception (EPer) of Employee Training on Green Objectives (ETrGO)?

There were 7 variables in the instrument which together relate to Employee Perception (EPer) of Employee Training on Green Objectives (ETrGO). The mean value of the responses of the respondents was combined as the (EPer) on (ETrGO).

The average of these Likert-scale responses per respondent are combined as "Employee Perception of Training on Green Objectives" score (ETrGO_Score).

To test the hypotheses:

- **H₁:** Employee perception (ETrGO_Score) is positive (mean > neutral, i.e., >3 on a 1–5 Likert scale)
- **H₀:** Employee perception is not positive (mean ≤ 3)

One-sample t-test applied against the test value 3 (the neutral point):

Statistic	Value
Sample size (n)	90
Mean ETrGO Score	4.24
Standard Deviation	0.66
Minimum	2.33
Maximum	5.00
Test value (neutral)	3.00
t-statistic	17.81
p-value	4.41×10^{-31}

Interpretation

The neutral point (3) is significantly lower than the mean employee perception score (4.24). This difference is statistically significant, as indicated by the p-value (<0.001) and the extremely large t-statistic (17.81).

There is strong statistical evidence that employees have a positive perception of Training related to Green Objectives (ETrGO)

Hyp2: What is the Extent/Degree of Employee Motivation (EM) for Green Objectives of Luxury Hotels?

- **Null (H_0):** The extent/degree of Employee Motivation (EM) for green objectives in luxury hotels is neutral
- **Alternative (H_1):** The extent/degree of employee motivation (EM) for green objectives in luxury hotels is positive.
- **Null Hypothesis (H_0):** $\mu = 3$ (neutral motivation)
- **Alternative (H_1):** $\mu \neq 3$

The tests applied is One- sample t-test:

Statistics	Values
Sample Size (n)	90
Mean ($\bar{\mu}$)	4.44

Standard Deviation (SD)	0.89
t-Statistic	15.43
p-Value	6.99×10^{-27}
Decision ($\alpha = 0.05$)	

Interpretation

The test indicates that the mean employee motivation score ($M = 4.44$) is significantly higher than the neutral midpoint (3.00) on the Likert scale, $t(89) = 15.43$, $p < 0.001$. Therefore, employees demonstrate high motivation toward green objectives in luxury hotels. Employee motivation for green objectives in luxury hotels is significantly higher than the neutral level (Reject H_0) (Figure 1).

Hyp3: Do Personal Environmental Values (PEV) have an impact on Employee Productivity (EPro) on green objectives?

- **Null (H_0):** Personal Environmental Values (PEV) do not have a significant effect on employee productivity (EPro) on green objectives
- **Alternative (H_1):** Personal Environmental Values (PEV) have a significant positive effect on employee productivity (EPro) on green objectives
- **Independent Variable:** PEV
- **Outcome Variable:** Employee Productivity

The test applied is Correlation and Regression Analysis Personal Environmental Values (PEV) → Employee Productivity (EP):

Statistic	Value
Correlation Coefficient (r)	0.509
p-value (Correlation)	3.09×10^{-7}
Regression Slope (β_1)	0.512
Intercept (β_0)	2.095
R-squared (R^2)	0.259
p-value (Regression)	3.09×10^{-7}
Decision ($\alpha = 0.05$)	

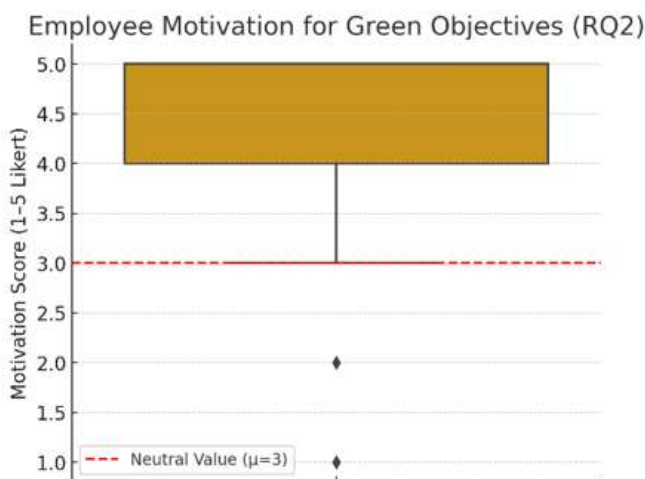


Figure 1: Shows that the Median and Most Scores are Well above the Neutral Line ($\mu = 3$), Confirming that Employee Motivation toward Green Objectives is High and Significantly above Average

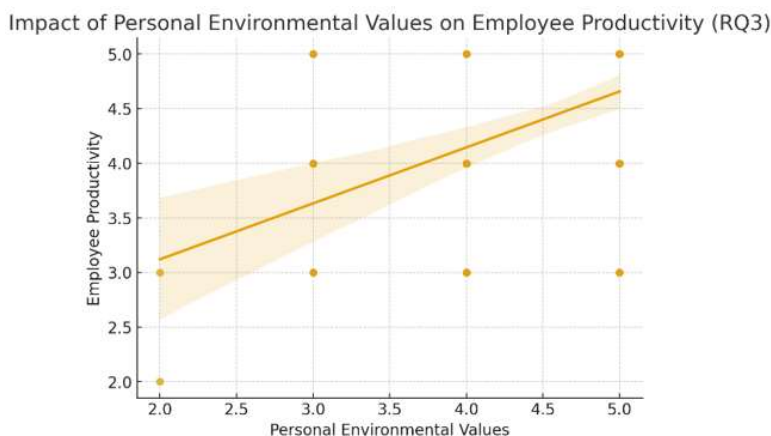


Figure 2: With Regression Line Demonstrates a Definite Positive Correlation: Employees are more Productive on Green Objectives as their Personal Environmental Values Rise. The Statistical Tests Revealed a Significant Positive Effect, which is Supported by the Regression Line's Excellent Correlation to the Data

Interpretation

A statistically significant positive relationship was found between Personal Environmental Values (PEV) and Employee Productivity (EPro), $r = 0.51$, $p < 0.001$. The regression model ($\beta_1 = 0.51$, $p < 0.001$) explains approximately 26% of the variance in productivity, indicating that stronger Personal Environmental Values lead to higher Employee Productivity on green objectives (Figure 2).

CONCLUSION

Personal Environmental Values (PEV) have an impact, but without strong organizational support and culture, they could not necessarily result in increased Employee Productivity (EPro). This emphasizes that in order to attain the intended green results, a comprehensive strategy that blends PEV with strong GHRM practices is required. The findings point to significant connections between Employee Training, support for the organization's green objectives, Employee Motivation (EM) for green objectives and the alignment of Personal Environmental Values (PEV) with Employee Productivity (EPro). According to these findings, a well-crafted employee training program can have a big impact on employees' personal values, motivation and productivity when it comes to a hotel's green objectives, especially if it stresses environmental sustainability. Each finding will be discussed in more detail below, along with its impacts and a thorough analysis of how these correlations can be used to improve organizational outcomes.

There is a Strong Correlation between Employee Training and Support for the Hotel's Green Objectives

This research suggests that training initiatives that emphasize sustainability or green practices for staff members increase their commitment to the hotel's green objectives. The hotel's dedication to sustainability, the significance of green objectives and the ways in which

different functions contribute to these objectives are probably all communicated through training.

Organizations may encourage sustainable practices, increase employee satisfaction, lessen their environmental effect and improve their reputation by integrating sustainability training with the Sustainable Development Goals (SDGs) of the UN. For long-lasting effects, regular progress reports and long-term goals are crucial [22].

Training Comprehensiveness (TC) may cover topics like waste minimization, energy conservation, environmental stewardship, or sustainable customer service techniques. Adequate green training improves a company's sustainability performance by encouraging green innovation behaviors. It works best when companies encourage flexible learning, which is the capacity to balance exploration and utilization of knowledge [51].

These frequent training programs give employees the information and abilities they need to work sustainably, which helps them feel more purposeful and in line with the hotel's green objectives. Employees might be taught about how their activities, such as using less water or fewer single-use plastics, affect the environment, which would strengthen their commitment to the company's green objectives. Employees who receive frequent and adequate training may feel more proud and more invested in helping a company that practices social responsibility. This is especially important in the hospitality sector, as employees have direct contact with guests and have the ability to affect the hotel's environmental impact through their job roles. Hotels should create interesting, useful training programs that are suited to various job roles (e.g., cleaning, front desk, management) in order to optimize this relationship. Business simulations and customized programs based on needs assessments are examples of innovative training techniques that enhance the development of sustainability capabilities and may be modified to accommodate various organizational roles and circumstances [54].

Training can be more effective if it includes Role Clarity (RC), case studies, real-world examples, or

practical exercises (such as waste audits or energy-saving simulations). Furthermore, consistent reinforcement in the form of follow-up meetings or updates on the hotel's green accomplishments can help maintain employee commitment to these objectives.

A Statistically Significant Positive Correlation between Employee Training on Green Objectives (ETrGO) and Employee Motivation (EM)

According to this finding, training not only improves employees' knowledge of green practices but also enhances their desire to embrace and apply them at work. Active participation in sustainability activities, like as recycling programs, energy-efficient operations, or guest education on green practices, is more likely to be observed among motivated employees. By enhancing operational effectiveness, resource utilization and environmental performance-particularly when combined with green supply chain practices-green training offers a long-term competitive edge to businesses [55].

A sense of contributing to a greater good in society, understanding of the environmental impact of their actions and higher self-efficacy-the confidence in carrying out green tasks-are some of the ways that training can boost motivation. Training that emphasizes the visible benefits of green objectives, such as lower carbon emissions or cost savings, for example, might motivate staff to take the initiative. Therefore, Training programs must be frequently reviewed and modified to be effective and relevant [56].

Employee Productivity (EPro) is greatly improved when incentives and effective work training are coupled, with motivation serving as a key mediating factor in this relationship. Better incentives and training both directly and indirectly increase Employee Motivation (EM), which improves organizational performance [57]. Employee Motivation (EM) can be further increased by training programs that highlight how their work supports the hotel's sustainability objectives and possibly their own career advancement. Employees that demonstrate exceptional proficiency in implementing green practices, for instance, may be recognized with awards or possibilities for career progression. Hotels could include incentive components in their training, including team-based sustainability initiatives, gamification (e.g., challenges to minimize waste), or feedback systems that let employees know how their activities affect the company. Long-term motivation can also be maintained by cultivating a culture that honors green accomplishments. Since one-time sessions might not sustain long-term motivation, managers need also make sure that training is frequent and adequate.

There is a Strong Positive Correlation between Training's Effects on Employee Productivity (EPro) and Employees' Perception (Eper) that Personal Environmental Values (PEV) should guide Employee Productivity (EPro)

Employees who feel that their productivity should align with their own values (such as environmental responsibility) are

more likely to view training as a means of increasing their productivity, according to this result. In other words, training becomes an effective instrument for raising Employee Motivation (EM) and Employee Productivity (EPro) when their Personal Environmental Values (PEV) coincide with the hotel's green objectives. Employees are more likely to react favorably to training that highlights green practices if sustainability is a top priority in their own personal values. Because of this alignment, their personal values and professional obligations feel more in line, which can improve engagement and job satisfaction. An employee who loves environmental conservation, for instance, can feel more satisfied with their work if it helps the hotel lessen its ecological footprint. Employee training has a major impact on organizational performance and productivity, according to several studies. Initiatives for employee skill development, business expansion and increased productivity and profitability all depend on training and development [58,59].

Training and productivity are regularly linked to employee engagement. The significance of creating an engaging work environment is highlighted by studies that also demonstrate that engagement mediates the relationship between training and productivity [60]. When employees receive training that aligns with their values, they will feel more productive. Employees may feel more productive in their positions if they learn how to use energy-saving strategies or educate guests about sustainable practices, for example. Higher job performance and organizational dedication might result from this view, which makes it crucial.

In order to find employees who are inclined toward sustainability, hotels should evaluate the personal values of prospective employees or those who are being hired. Green objectives can then be emphasized in training programs to highlight how they correspond with these principles. This alignment can be strengthened, for instance, by anecdotes or testimonies from employees who have effectively incorporated green objectives into their work. The relationship between training, value alignment and productivity can also be strengthened by creating an environment at work where individuals feel free to express their views.

A major conclusion from these studies is that training efficacy and productivity perception may be improved by promoting personal environmental value congruence. For hotels looking to enhance their sustainability efforts and general performance, this strategy has various strategic ramifications.

Beyond only teaching technical skills, training programs should incorporate elements that link employees' personal values to green objectives. Workshops could, for instance, discuss how sustainability relates to more general social objectives like halting climate change or protecting regional ecosystems. Include interactive components, such role-playing or

conversations, to assist employees in internalizing the link between the hotel's green objectives and their own PEV. Establishing a culture that emphasizes sustainability and encourages employees to incorporate their personal values into their job is something that hotels should do. Leadership commitment, obvious green measures (such as solar panels and waste reduction programs) and candid communication about the hotel's environmental objectives can all help achieve this. Managers should reinforce the value of sustainability by modeling eco-friendly conduct and giving employees regular feedback. Employee engagement is increased via training programs, which also have a direct and substantial impact on performance and productivity at work [61].

Employee engagement and commitment to the company are higher when they believe that their own PEV and their work are in harmony. In the hotel sector, where staff turnover is frequently high, this can lower turnover and increase employee retention. Employee engagement and motivation can be further increased by recognizing their efforts in green initiatives. Encouraged staff members who support the hotel's green objectives are more likely to share these ideals with visitors, improving their stay. For instance, staff members can inform guests about the hotel's sustainability initiatives, such as its recycling or eco-friendly facilities. Engagement, psychological empowerment and motivation to transfer learning are all intertwined and create a network of connections that make it easier to apply training to job performance [62]. A strong dedication to sustainability may set the hotel apart in a crowded market, drawing eco-aware visitors and boosting the reputation of the business.

Recommendations for Implementation of the Strategies

Hotel HR practices include role-specific modules for different job-roles and can include customized content for certification alignment. Blended delivery, which can also combine brief online courses with practical workshops and on-the-job training are also a great way of training employees. Champions of sustainability titles can be given to employees as a reward for being extra cautious to follow the green objectives. Train-the-trainer program also provide a guided pathway to make the standards easily framed and doable for the employees. These programs may include previous guest experiences.

Provide role-specific training emphasizing the ways in which every department supports green goals. Front desk employees may be trained to encourage clients to support green efforts and housekeeping workers could be educated on environmentally friendly cleaning supplies. Continued training and refresher courses should be provided to keep staff members informed and motivated. Positive reinforcement and incentives during training activities increase motivation and improve performance among learners [63]. E-learning courses, seminars, or sustainability certifications may fall under this category.

In order to create a workforce that is innately motivated to support green projects, evaluate candidates' alignment with environmental principles during the hiring process. Performance reviews could include green objectives, rewarding employees who show a dedication to sustainability.

Employee ownership and alignment with company goals can be fostered by involving them in the creation of sustainability initiatives or the formulation of green targets.

Lastly, Training is essential to a hotel's sustainability plan, as evidenced by the connections found between employee training, conviction in green aims, motivation for green activities and value-aligned productivity. Hotels may increase employee motivation, training efficacy and productivity views by creating an atmosphere where workers' own values coincide with company objectives. These results improve guest satisfaction, staff engagement and the hotel's competitiveness in the hospitality sector, in addition to promoting environmental sustainability. These findings can be maximized by putting in place customized training programs, encouraging a green culture and rewarding the achievements of staff members. This will benefit the company, its employees and the environment.

Limitations and Assumptions

Response bias may be introduced by using self-reported data. A non-random sample restricts generalizability and a cross-sectional design restricts causal inference.

Ethical Approval

Responses were anonymous and kept confidential and participation was entirely voluntary. The research complied with ethical standards for research, which include informed consent and withdrawal rights.

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