

THE INFLUENCE OF GREEN TRAINING AND GREEN MOTIVATION ON EMPLOYEE INNOVATIVE PERFORMANCE IN THE SUSTAINABLE HOSPITALITY INDUSTRY: A SYSTEMATIC LITERATURE REVIEW

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Abstract

The sustainable hospitality industry faces complex challenges in integrating environmentally friendly practices with the enhancement of employees' innovative performance. This study aims to comprehensively examine the influence of green training and green motivation on employees' innovative performance within the sustainable hospitality context. The research employs a Systematic Literature Review (SLR) following PRISMA guidelines, analyzing ten scientific articles indexed in Scopus and nationally accredited journals (SINTA 1–2) published between 2020 and 2025. The findings indicate that green training plays a vital role in developing employees' technical abilities, awareness, and knowledge of eco-friendly practices, while green motivation serves as a psychological driver that enhances engagement and pro-environmental behavior in the workplace. The synergy between the two has been shown to contribute significantly to improving innovative performance, thereby strengthening the competitive advantage and sustainability of hospitality organizations. Furthermore, this study reinforces the Ability–Motivation–Opportunity (AMO) model by emphasizing that employees' green innovation emerges through a combination of effective training, continuous motivation, and a supportive organizational environment.

Keywords: Green Training, Green Motivation, Employees' Innovative Performance, Sustainable Hospitality.

A. INTRODUCTION

The sustainable hospitality industry faces increasing pressure to address climate change and environmental responsibility. According to the UNWTO (2023), global tourism accounts for around 8% of total carbon emissions, largely from hotel energy use, water consumption, and operational waste. As travelers become more environmentally conscious, hotels are expected not only to promote a “green” image but also to embed sustainability throughout their operations. Consequently, business excellence is now defined by how effectively organizations integrate sustainability values into employee innovation and behavior.

In Indonesia, this challenge is evident in destinations such as Bali. Data from BPS (2024) show a 27% rise in eco-friendly hotels over the past three years, yet many still lack consistent employee engagement in green initiatives. Only about 42% of sustainable hotels in Bali conduct continuous environmental training, and few offer incentives for green behavior (Green Destinations Indonesia, 2024). This indicates a “green disconnect” between management policies and employee practice.

Green Human Resource Management (GHRM) offers a strategic approach to bridge this gap by integrating HR functions with environmental objectives, including green recruitment, training, performance appraisal, and rewards (Renwick et al., 2013). Guided by the Ability–

Motivation–Opportunity (AMO) framework, GHRM enhances employee capability, motivation, and opportunity to translate sustainability goals into innovative work behavior. Empirical studies (e.g., Khan et al., 2025; Setyaningrum & Muafi, 2023; Mawarni & Rastitiati, 2025) confirm that green training and green motivation are key drivers of employee innovation, though research remains fragmented—especially in developing contexts like Indonesia.

This study addresses these gaps by conducting a PRISMA-guided Systematic Literature Review (SLR) of ten empirical studies (2020–2025) from Scopus-indexed and SINTA-accredited journals to:

- (i) synthesize evidence on how green training and green motivation affect employee innovative performance;
- (ii) identify mediating factors (e.g., OCBE, organizational support, green innovation) and moderating factors (e.g., green leadership, organizational culture); and
- (iii) refine the AMO-based conceptual model with contextually relevant insights for sustainable hospitality, particularly in Bali.

B. RESEARCH METHOD

This study applies a Systematic Literature Review (SLR) to analyze the influence of green training and green motivation on employee innovative performance in the sustainable hospitality industry. Following PRISMA guidelines, the process included identification, screening, selection, and synthesis of relevant studies. Literature searches were conducted across major databases—Scopus, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis—and SINTA 1–2 accredited journals using keywords such as green training, green motivation, green HRM, innovative performance, and sustainable hospitality. From 123 identified articles, ten empirical studies (2020–2025) met the inclusion criteria and were thematically analyzed to identify trends, mediating and moderating variables, and empirical patterns. All selected articles were verified through DOI to ensure validity, resulting in a systematic synthesis of how green training and motivation enhance innovative performance in sustainable hospitality contexts.

C. FINDINGS AND DISCUSSION

This study followed the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, an international standard for literature-based research. Through four stages—identification, screening, selection, and synthesis—the review aimed to provide a comprehensive understanding of how green training and green motivation influence employee innovative performance in the sustainable hospitality industry.

In the identification stage, relevant articles were collected from major databases such as Scopus, ScienceDirect, Emerald Insight, SpringerLink, and SINTA using keywords including green training, green motivation, green HRM, employee innovation, and sustainable hospitality. From 123 initial articles, key studies such as Khan et al. (2025) and Ansari et al. (2022) demonstrated the strong relationship between green HRM, training, and innovation, forming the basis for further selection.

During screening, 35 articles that directly discussed GHRM practices in hospitality, tourism, or service sectors were retained, while conceptual or non-empirical papers were

excluded. Representative works by Tantinya et al. (2020) and Garg (2024) highlighted green training and green motivation as main drivers of eco-innovation.

At the eligibility stage, 35 shortlisted articles were evaluated for methodological quality and publication credibility, resulting in 10 final empirical studies (2020–2025) published in reputable journals with active DOIs. These articles serve as the empirical foundation for analyzing how green training and motivation enhance employee innovation in sustainable hospitality.

Table 1. Relevant Previous Research

No	Author (Year)	Research Title	Research result	Same Variables as This Research
1	Khan, K., Gogia, E.H., Shao, Z., Rehman, M.Z., & Ullah, A. (2025)	The impact of green HRM practices on green innovative work behavior: empirical evidence from the hospitality sector of China and Pakistan	Green HRM practices have a significantly positive effect on employee green innovative behavior (GIWB); mediation by GPOS and OCBE; moderation by green transformational leadership (GTL) for China, not significant in Pakistan.	Green HRM (including green training), Innovative Performance (green innovative work behavior)
2	Ansari et al. (2022)	Investing in green HRM practices goes beyond attracting the hotel & tourism sector.	Green training and green awards enhance service and product innovation in the hospitality industry; green transformational leadership amplifies the effect.	Green Training, Innovative Performance
3	Al Aufa, N., Erlina, RR, & Rusdi, ZM (2024)	The Influence of Green HRM on Environmental Performance Mediated by Green Motivation and Green Innovation.	Green HRM influences environmental performance; green motivation and green innovation are significant mediators.	Green Motivation, (Green Training as part of Green HRM), Innovative Performance (Green Innovation)
4	Tantinya & friends (2020)	Influences of Green HRM on Environmental Performance in Small Lodging Enterprises: The Role of Green Innovation.	Green HRM (ability, motivation, opportunity) directly and through green innovation improves environmental performance in small lodging businesses.	Green Training/Motivation, Innovative Performance (green innovation)
5	Garg, Z. (2024)	The impact of green HRM on green competitive advantage in tourism SMEs: The mediating role of eco-innovation.	Green HRM influences green competitive advantage through the mediation of eco-innovation.	Green Training/Motivation, Innovative Performance (eco-innovation)
6	Palupiningtyas, D., Mulatsih, R., Sulistyowati, & Sumantri, AS (2024)	The Role of Green HRM in Talent Management Development to Improve Employee Performance in Hospitality Companies.	GHRM practices such as sustainability training, rewards for green behaviors, and environmental recruitment can improve employee performance in hospitality companies.	Green Training, Innovative Performance (employee performance)
7	Sinaga, EK, & Sihombing, IH (2023)	Greening the Workforce: The Strategic Role of Green HRM in Building Engagement and Environmental	GHRM dimensions (including green training and compensation) have a significant impact on employee engagement and environmental performance.	Green Training, Green Motivation (engagement ~ motivation)

		Responsibility in Tourism.		
8	Setyaningrum, RP, & Muafi, M. (2023)	Green Human Resources Management on Business Performance: The Mediating Role of Green Product Innovation and Environmental Commitment	GHRM improves business performance through mediating green product innovation and environmental commitment.	Green Training/Motivation, Innovative Performance (green product innovation)
9	Jannah, SN, & Waskito, J. (2024)	Effect of Green HRM Practices, Employee Training on Efficiency Mediated by Employee Motivation at PT Pegadaian.	Employee training and GHRM practices do not directly affect efficiency; however, it is through employee motivation that the effects become significant.	Green Training, Green Motivation
10	Mawarni, KDP, & Rastitiati, NKJ (2025)	The Effect of Green HRM and Green Organizational Culture on Employee Green Behavior at a Resort in Bali.	GHRM and green organizational culture significantly improve employee green behavior in Bali resorts.	Green Training / Motivation, Innovative Performance (green innovative employee behavior)

A systematic literature review of ten reputable studies (2020–2025) revealed a consistent pattern that Green Human Resource Management (GHRM) practices—particularly green training and green motivation—significantly enhance employees’ innovative performance in the sustainable hospitality industry. Studies such as Khan et al. (2025) and Tantinya et al. (2020) confirmed that effective green training improves technical skills, ecological awareness, and pro-environmental attitudes, fostering innovative work behavior. In Indonesia, Setyaningrum and Muafi (2023) further demonstrated that green motivation and green innovation mediate the relationship between GHRM and sustainable business performance, highlighting its strategic impact on organizational competitiveness.

The reviewed literature consistently identifies green training as the foundation for developing employees’ abilities to innovate through sustainable practices, such as energy efficiency and waste management. Meanwhile, green motivation—both intrinsic (personal values, environmental concern) and extrinsic (incentives, recognition)—acts as a psychological driver translating knowledge into action (Palupiningtyas et al., 2024). Within the Ability–Motivation–Opportunity (AMO) framework, the synergy of these two dimensions strengthens innovative performance when supported by a conducive organizational climate (Sinaga & Sihombing, 2023).

Contextual variations also shape GHRM effectiveness. Khan et al. (2025) found that green transformational leadership moderates outcomes in China but not in Pakistan, while Setyaningrum and Muafi (2023) and Mawarni & Rastitiati (2025) confirmed that green organizational culture amplifies training impacts in Indonesia. Ansari et al. (2022) emphasized that managerial support and green reward systems further enhance innovation outcomes. Notably, in Bali’s resort context, the integration of GHRM with local cultural values such as Tri Hita Karana fosters consistent innovative behavior aligned with environmental and spiritual principles.

Overall, the synthesis highlights that sustainable innovation in hospitality depends on the continuous interaction between green training and green motivation. Training builds capability, motivation sustains commitment, and their integration within an organizational culture of sustainability generates lasting competitive advantage (Garg, 2024).

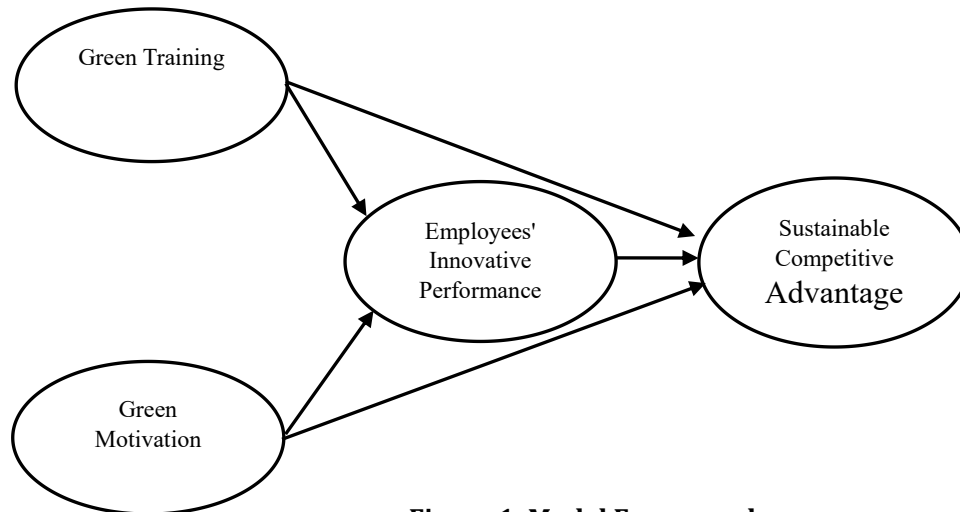


Figure 1. Model Framework

This model represents a multi-layered mechanism: green training fosters capability and awareness, green motivation drives innovative behavior, and innovation outcomes strengthen hotel competitiveness. These findings support Renwick et al.'s (2013) view that green HRM practices are a source of long-term competitive advantage when integrated into business strategy. This study identified several open research areas. First, most studies are still quantitative, cross-sectional, so the long-term causal relationship between GHRM and innovative performance has not been fully tested. Second, research in Southeast Asia, particularly in Indonesia, is still limited to four- or five-star hotels in tourist areas; yet small and medium-sized hotels have great potential to implement green concepts cost-efficiently. Third, psychological aspects such as green creativity and psychological empowerment are still rarely used as mediators. Further studies could combine qualitative and quantitative methods to capture the unique socio-cultural dynamics of the Balinese hospitality workplace.

The systematic process using the PRISMA approach provides strong evidence that the relationship between training, motivation, and innovation is inseparable. All articles analyzed demonstrate that green HRM practices are effective only when green training is accompanied by adequate motivational reinforcement. Training without motivation tends to create a knowledge gap, while motivation without training creates an execution gap. Therefore, a green HR development strategy in the hospitality industry needs to place these two variables within a mutually reinforcing framework.

Practically, these findings serve as a guide for hotel managers in designing more participatory and relevant training policies, as well as reward systems that foster a sense of pride in environmental contributions. Theoretically, this research enriches the AMO and Resource-Based View models with evidence that environmentally oriented human capabilities are a scarce resource that determines hotel competitiveness in the green economy era.

D. CONCLUSION

A systematic review of ten international and national studies (2020–2025) reveals that Green Human Resource Management (GHRM) practices—particularly green training and green motivation—play a strategic role in enhancing employee innovative performance in the sustainable hospitality industry. The findings reinforce the Ability–Motivation–Opportunity (AMO) model, where green training builds employees’ technical and cognitive capacity, and green motivation strengthens their psychological drive for innovation and pro-environmental behavior. The synergy of both dimensions fosters an organizational climate that encourages idea generation and sustainable innovation, ultimately strengthening hotels’ long-term competitive advantage. In the Indonesian context, a green organizational culture further amplifies this relationship (Palupiningtyas et al., 2024; Mawarni & Rastitiati, 2025). Conceptually, the study emphasizes that training without motivation leads to knowledge without action, while motivation without competence creates enthusiasm without direction.

This study has several limitations: (1) most reviewed research employed cross-sectional designs, limiting longitudinal insights; (2) small and medium hotels—especially in Bali—remain underexplored; and (3) psychological factors such as green creativity and psychological empowerment have been insufficiently examined. Future studies are recommended to (i) adopt mixed-method approaches for deeper contextual understanding, (ii) test the model in Bali or similar destinations to assess cultural influences, (iii) integrate psychological mediators and moderators, and (iv) conduct meta-analyses to quantify the strength of relationships among variables.

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