

Personal Environmental Values as a Driver of Green Performance: Evidence from Luxury Hotel Employees in Delhi-NCR



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Abstract

Why do some hotel staff members readily participate in sustainability related activities instead of others? A survey of 90 employees (housekeeping, food & beverage, and maintenance) of luxury hotels in Delhi-NCR was conducted based on Value-Belief-Norm theory (Stern, 2000) and Schwartz's theory of basic human values (Schwartz, 1992). Results reveal a significant positive correlation between PEV and Employee Productivity on green tasks ($r = 0.51, p < .001$), with PEV accounting for approximately 26% of the variance in the Employee Productivity on green tasks; however, this was not sufficient as employees also reported significantly positive perceptions of green training ($M = 4.24$ vs. neutral 3.00, $p < .001$) and significantly above-neutral motivation toward green objectives ($M = 4.44, p < .001$), indicating that organisational training serves as an important complement that translates personal environmental convictions into consistent actions in the workplace. The paper suggests that hotels aiming to achieve green performance gains should not only consider PEV as a training result, but also as a recruitment and employee engagement tool: green training to operationalise the values as investments in value alignment, rather than value alignment in investment and training.

Keywords: Personal Environmental Values, Green Employee Productivity, Value-Belief-Norm Theory, Green Human Resource Management, Employee Training, Luxury Hotels, Employee Motivation.

1. Introduction

In the hospital sector, sustainability is often approached as an organisational or managerial issue—what certifications to strive for, what technologies to install, what training programs to conduct. Much less effort has been expended on a more basic question: Why do two employees trained in the same way behave differently to a hotel's green goals? Part of the solution may be found in a growing literature in environmental psychology that suggests that the extent to which an individual values environmental protection in a personal value sense, independent of messages from organisations (Stern, 2000; Schwartz, 1992) is also important. Adoption of the green approach in the workplace, once it is based on the personal value of employees, is not yet sufficiently studied in the hotel industry in terms of the extent of translation into productivity of green tasks, and the role of organisational training in this process.

This paper repositions PEV as the central construct of interest, rather than a secondary variable alongside employee training. Building on Value-Belief-Norm theory (VBN; Stern, 2000), which holds that personal values shape beliefs about consequences, which in turn shape behaviour, we treat green workplace productivity as the behavioural outcome of interest and ask how much of it can be explained by PEV alone versus PEV operating in combination with

organisational support such as training and Green Human Resource Management (GHRM) practices.

This is a good question to have at a luxury hotel. They have direct and frequent opportunities to enact environmental values (or not) during recurring duties of their employees, especially in housekeeping, food and beverage and maintenance (water and energy usage, handling of waste, communicating about sustainability to guests, etc.). Meanwhile, luxury hotels are under business pressure to maintain their “green” certificates and to satisfy the expectations of “green” guests, and the productivity of “green” related activities are indeed a matter of concern and not of attitude.

The paper goes as follows. The literature review in Section 2 is divided into two parts—one reviews literature on personal environmental values and how this relates to workplace behaviour, and the other reviews the literature on the organisational-support literature (training, GHRM) as a complementary rather than primary driver. The rationale for the study, gap, and research questions are presented in Section 3. A methodology is provided in Section 4. Section 5 presents results. The results are presented in the context of the PEV lens in Section 6, and implications for hiring, engagement and training design are presented in Section 7.

2. Literature Review

2.1 Personal Environmental Values: conceptual foundations

Personal Environmental Values (PEV) have a long history in Environmental Psychology linking stable general values to specific pro-environmental beliefs and behaviours. Schwartz's (1992) theory of basic values places environmental concern amongst other values of self transcendence: universalism and benevolence, which lead to behaviours of benefit to others and the environment. The causal chain of interest here is formalized by Stern (2000): values influence beliefs about the outcome of the environmental conditions of valued objects, which trigger a sense of obligation (norm) to act, which in turn predicts behaviour. Personal environmental values are not permanent attributes; rather they are developed over time as a result of social interaction and situational exposure (Hards, 2011) – that is, they can be strengthened or weakened by context within the workplace.

2.2 PEV and workplace green behaviour and productivity

The majority of empirical studies on PEV and work outcomes are around environmentally specific behaviours such as recycling, energy savings and voluntary pro-environmental behaviours, but not on overall job productivity (Chen et al., 2022; Zacher et al., 2023; Al-Hawari et al., 2021).

Employees with strong personal environmental values are more likely to voluntarily adopt green objectives, improving firm-wide sustainability outcomes (Saifulina et al., 2022), and GHRM initiatives such as green recruitment and training strengthen these green behaviours by fostering a supportive psychological environment (Chen et al., 2022). However, direct evidence connecting PEV to general employee productivity — rather than environmentally specific action alone — remains comparatively scarce (Zacher et al., 2023; Chen et al., 2022; Rickaby et al., 2020), which is the empirical gap this paper targets directly by measuring PEV against a productivity outcome specific to green objectives.

2.3 Organisational support as a complement to PEV: GHRM and training

Personal values alone rarely operate in a vacuum. Green Human Resource Management (GHRM) and employee job satisfaction jointly and independently affect staff productivity (Rahma & Soegoto, 2023), and organisational culture mediates GHRM's effect on employee performance — meaning a sustainability-oriented culture is often what allows GHRM to translate into productivity gains at all (Permadi et al., 2024). Environmentally responsible attitudes, GHRM, and innovation together raise employee productivity and support broader organisational sustainability (Gazi et al., 2025), and GHRM boosts performance by

encouraging engagement and productivity through value alignment specifically (Lahmidi & Jouali, 2025) — the mechanism this paper treats as central: training and GHRM practices as the organisational lever that helps PEV convert into consistent behaviour, not as competing explanations for it.

2.4 Employee training in luxury hotels: an enabling rather than originating role

Employee training remains a well-established driver of general performance and productivity (Elnaga & Imran, 2013; Raj & Das, 2024). In the specific context of sustainability, training that is coordinated with the UN Sustainable Development Goals has a demonstrated beneficial impact on organisational sustainability outcomes, employee satisfaction, and reputation (Bilderback, 2023). Training comprehensiveness (Ehrhardt et al., 2011) and role clarity (Samie et al., 2015; Thangavelu & Sudhahar, 2017) both shape how effectively training translates into performance, and green training specifically has been shown to encourage green innovation behaviours when paired with flexible organisational learning (Zhu & Xie, 2020). In the VBN framing adopted here, training is best understood as an enabling condition — it gives employees the operational means to act on values they already hold — rather than as the origin of those values.

2.5 Employee motivation as a pathway variable

Motivation functions as a plausible pathway linking values and training to productivity. GHRM practices in hospitality have a demonstrated beneficial impact on employee motivation, with staff reporting greater engagement when participating in green initiatives (Wang et al., 2025), and motivation itself is a well-established driver of production levels more generally, particularly when supported by clear goals and participatory decision-making (Affainie & Qutieshat, 2024). Personal Environmental Values enhance motivation specifically by making green practices feel more self-aligned and meaningful (Chen et al., 2022; Zacher et al., 2023; Al-Hawari et al., 2021), positioning motivation as a plausible intervening mechanism between PEV/training and productivity, though this study — consistent with the underlying dataset — tests PEV's direct relationship to productivity rather than a full mediation model.

3. Rationale, Research Gap, and Research Questions

3.1 Rationale

If PEV genuinely drives green workplace productivity, this has direct implications for how hotels build a sustainability-capable workforce: it suggests hiring and onboarding for value alignment may be at least as important as training design. But if PEV's effect on productivity depends heavily on organisational support — training, role clarity, motivation — then hotels cannot rely on hiring alone; even values-aligned employees need the operational scaffolding

training provides.

3.2 Research gap

While the literature is replete with studies that provide evidence that PEV predicts behaviours and motivation and engagement in the environment, there is comparatively less evidence that PEV predicts more general job productivity in green-relevant tasks specifically (Zacher et al., 2023; Chen et al., 2022; Rickaby et al., 2020) – especially in the hospitality sector where employees face regular, everyday opportunities to enact their environmental values through their job. Research published in the hospitality field on training and the green outcomes usually considers training as the main lever while PEV, where measured, as a secondary or moderating one. In this paper, the roles of training/motivation and PEV are reversed, with PEV the main construct of interest and training/motivation the organisational context that affects the extent to which the value is realised in the form of productivity.

3.3 Research questions

RQ1 (primary): Do Personal Environmental Values (PEV) have a significant impact on Employee Productivity (EPro) on green objectives?

RQ2: What is the extent/degree of Employee Motivation (EM) for green objectives among luxury hotel employees, and how does it relate to the PEV-productivity link?

RQ3: What is Employee Perception (EPer) of organisational training on green objectives (ETrGO), and to what extent does it function as a complement

to PEV rather than a substitute for it?

4. Methodology

This paper reanalyses the dataset collected for Gupta and Sen Gupta (2026) through the PEV-centred framing set out above; the underlying data collection procedure is described here for completeness.

Approach: Quantitative, primary research via online survey (Google Forms); analysis in Excel and SPSS.

Sampling: Convenience sampling followed by the snowball method.

Respondents: Hotel employees (housekeeping, front desk, food & beverage, engineering, food production, kitchen stewarding, hygiene & safety) from luxury hotels in Delhi-NCR.

Sample size: $n = 90$.

Instrument: Self-administered questionnaire — demographics (department, experience, age, qualification), Employee Training on Green Objectives (ETrGO, 6 sub-variables), Employee Motivation (EM), and Personal Environmental Values (PEV) / Employee Productivity (EPro) — all Likert-scale items (1 = Strongly Disagree to 5 = Strongly Agree).

Analysis: One-sample t-tests (ETrGO, EM against neutral midpoint 3); correlation and regression (PEV → EPro).

Ethics: Voluntary participation, anonymous and confidential responses, informed consent, right to withdraw.

5. Table 1 — Green Objectives Followed by Hotels (Context)

S.No	Category	Description / Examples
1	Eco-design & Green Buildings	Energy-efficient plans, green roofs, passive design using sunlight/wind, sustainable architecture.
2	Eco-Friendly Transport	EV charging facilities, bicycles, e-golf carts/shuttles to reduce guests' reliance on own vehicles.
3	Community & Social Accountability	Fair wages, comfortable working conditions, partnerships with local artisans, community initiatives.
4	Innovation & Technology	Motion-sensor lights, smart thermostats, room-energy-control apps, digital check-in/out.
5	Guest Engagement	Nature-based activities, local cultural experiences, incentives for towel/linen reuse.
6	Sustainability Certifications	LEED, Green Key, EarthCheck, and other eco-labels demonstrating sustainability commitment.

Source: Pereira, V., Silva, G. M., & Dias, Á. (2021). Sustainability practices in hospitality: Case study of a luxury hotel in Arrábida Natural Park. *Sustainability*, 13(6), 3164. Employees in this study performed green tasks within these categories; productivity was measured against them.

6. Results

6.1 RQ1 (Primary) — PEV and Employee Productivity

H_0 : PEV has no significant effect on Employee Productivity (EPro). H_1 : PEV has a significant positive effect on EPro. Test: Correlation and regression analysis.

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}

Interpretation: A statistically significant, moderate positive relationship exists between PEV and green-task productivity ($r = 0.51$, $p < .001$); PEV alone explains approximately 26% of the variance. This directly answers the paper's primary question — PEV is a genuine, measurable driver of green productivity, not merely a predictor of attitudes or intentions — while also indicating that roughly three-quarters of the variance is explained by factors other than personal values alone, which motivates RQ2 and RQ3 below.

6.2 RQ2 — Employee Motivation for Green Objectives

H_0 : $\mu = 3$ (neutral motivation). H_1 : $\mu \neq 3$. Test: One-sample t-test.

Statistic	Value
Sample Size (n)	90
Mean ($\hat{\mu}$)	4.44
Standard Deviation (SD)	0.89
t-Statistic	15.43
p-Value	6.99×10^{-27}

Interpretation: Motivation toward green objectives ($M = 4.44$) is significantly above the neutral midpoint, $t(89) = 15.43$, $p < .001$. Read alongside RQ1, high motivation co-occurs with a moderate (not full) PEV-productivity relationship — consistent with motivation acting as one of the organisational/psychological pathways through which PEV may translate into productivity, though this dataset does not test mediation directly.

6.3 RQ3 — Employee Perception of Training on Green Objectives (ETrGO)

H_0 : Employee perception is not positive (mean ≤ 3). H_1 : Employee perception is positive (mean > 3). Test: One-sample t-test.

Statistic	Value
Sample size (n)	90
Mean ETrGO Score	4.24
Standard Deviation	0.66
Minimum	2.33

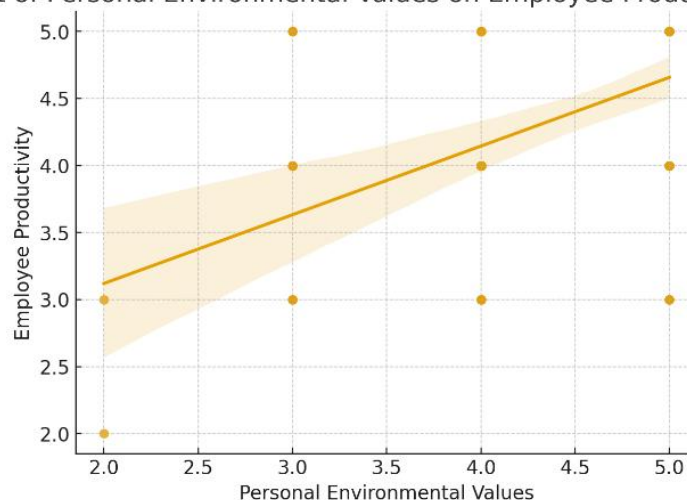
Maximum	5.00
t-statistic	17.81
p-value	4.41×10^{-31}

Interpretation: Employees perceive green training significantly positively ($M = 4.24$), $t(89) = 17.81$, $p < .001$. In the framing adopted here, this positive perception of training represents the organisational-support side of the PEV-productivity relationship — the enabling condition, not the origin, of green productivity.

7. Figures

Figure 1 — PEV and Green-Task Productivity (Primary Relationship)

Impact of Personal Environmental Values on Employee Productivity (RQ3)



Regression line shows a clear positive relationship: green-task productivity rises as Personal Environmental Values increase ($r = 0.51$, $R^2 = 0.26$).

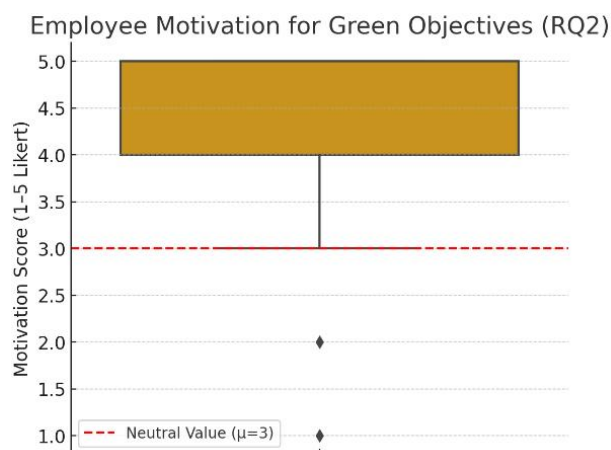


Figure 2 — Employee Motivation for Green Objectives (Organisational Context)

Motivation scores sit well above the neutral line ($\mu = 3$), indicating the organisational/motivational context within which the PEV-productivity relationship operates.

8. Discussion

The key result of this reanalysis is that Personal Environmental Values do not simply predict the green attitude or intentions of this sample but that

PEVs are moderately correlated with actual productivity on green-relevant tasks ($r = 0.51$, $R^2 = 0.26$), statistically significantly. This changes the picture from Section 3.2 as PEV has impact beyond environmentally specific behaviour to general task productivity as studied here (Table 1).

Meanwhile, PEV accounts for only about 75% of the variation in productivity. This finding is in line with the view, also expressed in the GHRM literature, that

culture and organisational support facilitate the linkage between individual-level factors and the outcomes of green performance (Permadi et al., 2024), given that a significant positive perception of training (RQ3) occurred alongside a significantly above neutral perception of motivation (RQ2).

This "rewiring" is not in conflict with the training-centred interpretation provided in the initial analysis of this data set; it highlights another, complementary mechanism. A training-first account will ask 'how do we instill the value of green objectives into employees,' a PEV-first account will ask 'how do we recruit and nurture employees who already get it? They can both be answered with the same data, and both lead to the same practical conclusion: training and value-alignment go hand in hand; they cannot be replaced by each other.

9. Managerial Implications

Recruitment and onboarding: Screen for environmental-value alignment during hiring, since PEV shows a direct, measurable relationship with green-task productivity rather than only attitudinal outcomes.

Training as reinforcement, not origination: Design green training to operationalise values employees already hold (practical skills, role clarity, waste/energy audits) rather than assuming training alone will instil values from scratch.

Motivation as a lever: Since motivation sits significantly above neutral alongside a moderate PEV-productivity link, incentive and recognition systems (e.g., "sustainability champion" schemes) may help convert latent personal values into consistent behaviour.

Role-specific design: Continue tailoring training content by department (housekeeping, F&B, front desk, engineering) so that value-aligned employees have clear, role-relevant ways to act on their convictions.

10. Limitations

This is a secondary reanalysis of an existing dataset (n = 90); it was not collected to test a PEV-first framing specifically, so some constructs (e.g., a full VBN belief/norm chain) are not directly measured.

Self-reported data may introduce response bias; a non-random (convenience/snowball) sample restricts generalisability.

Cross-sectional design restricts causal inference — the direction of the PEV-productivity relationship cannot be confirmed from this data alone.

As a reanalysis, this paper requires disclosure of the original dataset/publication to the target journal and readers (see note on page 1).

11. Conclusion

Personal Environmental Values show a genuine,

statistically significant relationship with green-task productivity among luxury hotel employees in this sample — not merely with attitudes or motivation, but with a measurable productivity outcome. Yet PEV explains only part of the picture: significantly positive perceptions of training and significantly above-neutral motivation suggest that organisational support remains essential to converting personal conviction into consistent workplace behaviour. For luxury hotels pursuing green objectives, this suggests a dual strategy — hire and onboard for environmental-value alignment, and use training to operationalise those values into role-specific action — rather than treating training as a sufficient standalone lever for green performance.

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