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Monetary incentives and green employee behaviour in the Sri Lankan hospitality industry

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Abstract
One of significant contributors to the economy of the Sri Lankan economy is the hotel industry which however has its share of environmental challenges such as high consumption of energy, wastage and emission of greenhouse gases. Using Structural Equation Modeling (SEM), this paper aims explores the impact of Monetary Incentives and Green Employee Behaviour as one of the means of promoting green behavior among employees. Adopting a quantitative research design, data was collected through the use of standardized questionnaire, which was applied on 383 Colombo hotel employees. The research attests that monetary incentives positively impact on both in-role and extra-role green behavior and confirms that monetary incentives trigger environmentally friendly work behaviour. The paper reveals the need to develop incentive systems based on the specific socio-cultural and economic realities in Sri Lanka. It also indicates in the study that monetary rewards should be implemented as part of the comprehensive Green Human Resource Management mechanism in motivating long term environmentally sound behavior. The study has implications to hotel policy and managers in that effective monetary incentive schemes can have a role to play in the sustainability of tourism and the environment in Sri Lanka. Future researchers are advised to explore the role of non-financial rewards and assess the long-term sustainability of monetary incentive programmes in fostering green behaviour.

Keywords Eco-friendly practices, Green employee behavior, Hospitality industry, Monetary incentives, Sustainability

1 Introduction

Tourism and hospitality sector is a key driver of Sri Lanka's economy, contributing over 13% to Gross Domestic Product (GDP) in 2018, with 2.3 million international arrivals [24]. There is also the challenge of an increasing environmental concern like the high consumption of energy, generation of waste, and the production of greenhouse gases and these highlights the seriousness of the need to adopt sustainable practices in the industry. For example; based on a study of five Colombo suburb hotels revealed annual carbon emissions exceeding 7000 tons primarily from electricity, highlighting the need for systematic tracking and reduction of these emissions [1]. A Green Employee Behaviour

(GEB) is one of the strategies that have been used to minimize such impacts, and it has been defined by activities that support environmental sustainability. To attain the business sustainability objectives, there is need to promote such practices among employees bearing in mind that more focus is now being placed on environmentally friendly tourism across the world. In order to address a considerable gap in research and offer some helpful recommendations to promote the environmental stewardship in this important business, the present study examines the potentiality of applying the instrument of financial motivation as a means of promoting GEB in the hospitality business sector in Sri Lanka. GEB in the hospitality sector is considered to be acts done by the staff members of the company that help to sustain the environment. This subject has gained a lot of attention due to the enormous impact of industry on the environment, and the growing demand to adopt sustainability. GEB is also often exhibited in the hospitality sector with regard to the Organizational Citizenship Behavior to the Environment (OCBE), which includes such activities as energy conservation, reducing waste, and encouraging environmentally friendly behaviors [18]. To achieve their sustainability goals and reduce their environmental footprint, a number of practices are needed by hotels. It is based on a number of factors that affect the GEB in the hotel industry. It has also been established that the Green Human Resource Management (GHRM) strategies have a direct positive impact on OCBE [18].

Even though the use of financial incentives in the hotel industry has often been used to encourage green guest behavior [11], very little has been conducted directly on the effects of financial incentives on environmentally friendly employee behavior in the hospitality industry of Sri Lanka. Instead, corporate social responsibility and employee well-being have been observed to have a positive influence on the green behavior of the hotel sector [9]. Previous studies indicate that GHRM practices, leadership, organizational commitment, and environmental attitudes, among others, are also important in assisting hospitality employees develop sustainable behaviors, although financial incentives can perhaps be one of the enablers of enhancing GEB [17]. The actual fact is that there is very little research that factors in the effects of Monetary Incentives (MI) on GEB in the hospitality industry of Sri Lanka. The relationship between green banking practices and the environmental performance of Sri Lankan banks was found to be positive and significant, and the employee-related practices contributed to this relationship [22]. This could mean that employee participation in green practices could be effective in causing an environmental performance improvement which can also be relevant in the hospitality industry. Green certificates and awards have been observed to bring a positive impact on the consumers of the hotel industry in the perceived value, satisfaction, revisit intention, and willingness to pay green premium [10]. Thus, one can rightly argue that green practices have beneficial effects on hotels that can motivate hotels to green their actions of employees. The significance of research on the influence of MI on GEB in the Sri Lankan hospitality industry resides in the fact that it can be used to achieve sustainable development and environmental protection. Sri Lanka is sensitive to environmental issues, and the hotel and tourism sector contributes a lot to its economy [16]. Advertising GEB could not only contribute to decreasing the environmental footprint of the hospitality industry, but also could contribute to better customer satisfaction and increase performance of the organization. It is important to understand how financial incentives can play an important role in foresting sustainable practices that would lead to eco-friendly tourism in Sri Lanka and enhance the contribution of the industry to the fight against environmental degradation.

The study is able to deal with the notable environmental issues affecting the hospitality sector in Sri Lanka such as high consumption of energy, waste, and greenhouse gas emissions. It is the case with hotels in Colombo that release more than 7000 tons of carbon each year due to the high level of electricity consumption, and this fact proves that sustainable practices are in high demand [1]. The industry requires such effects to mitigate through GEB, which will guide the industry to curb waste, resource efficient and generally, practice environmental friendliness. It has also been found that rewards are a major factor that motivate employees to engage in green practices but their success with respect to the Sri Lankan context has not been researched extensively. The gap in the research is the insufficient comprehension of the ways of MI specifically affecting GEB in the Sri Lankan hospitality sector. Although the world literature supports that a monetary incentive, like bonuses and monetary rewards, can be essential in boosting GEB by using employee motivation as a targetable measure of sustainability [14], most of the studies refer to the Western world. The cultural and organizational forces of Sri Lanka, although being at the center stage in the economy through hospitality, are not adequately represented in the literature. This underrepresentation demands empirical data in regards to shaping MI that is in line with the specifics of socioeconomic climate in Sri Lanka. MI is referred to as one of the most effective factors that drive employees to act in a particular manner, like GEB, in hospitality sector. With the future of the whole tourism and hospitality industry based on environmental sustainability in Sri Lanka, a good incentive system to motivate GEB will be necessary, to bring the organizational objectives in line with environmentally-friendly practices. Researchers focus on the fact that green management practices have the capacity to promote the sustainability of organizations, as well as the engagement of the employees, when they are motivated with the help of the right motivation [5]. Also, MI have been revealed to enhance environmental practices by accelerating the creation of a green psychological climate and increasing staff engagement in sustainable efforts [8].

The current research paper examines MI and GEB and therefore attempts to address the gap of knowledge in an attempt to offer practical information to managers and policymakers in the hospitality sector in Sri Lanka on how the effective financial rewards strategies lead to the promotion of green behavior and alignment to the sustainability goals and economic priorities of the sector. The study seeks to analyse the association between monetary incentives and the green behaviour of employees in the hospitality industry in Sri Lanka with the view of establishing the level of the effect.

2 Literature review

2.1 Green employee behavior in the hospitality industry

GEB has grown more important in the attainment of sustainability in the hospitality industry in which environmental concern has become a dominant aspect [12]. Hotels are increasingly focusing on motivating GEB to fulfill, corporate sustainability objectives and rising demands of tourists to be environmentally responsible [5]. In-role green behavior and extra-role green behavior are the common categories of workplace GEB, where the first type denotes environmentally positive actions that are officially part of the job description, and the latter type regards actions of employees that are voluntary and discretionary and hence stay outside the job description [3]. This categorization helps organizations to develop specific strategies to facilitate each type of behaviour, thus improving not only the compliance but also voluntary participation in environmentally friendly activities [2].

2.1.1 In-role green behavior

In-role green behaviors refer to those environmental friendliness practices that are expected by the job description. Such include energy saving, the policy of reducing waste, and compliance to green operational guidelines. Indicatively, one of the studies indicated that in-role green behaviors mostly depend on expectations about the job and performance incentives. As an example, Norton et al. [13] have determined that in cases where the expectations of green jobs are properly formulated and employees are assessed against the background of the environmental performance, they are possessing the highest chance of continuously adopting in-role green behavior. Bissing-Olson et al., [2] discovered that there is an increased likelihood of an individual employee to engage in in-role green behaviors when the employees feel that they are supported and have resources at the organizational level. This is particularly so when such employees believe that they can deliver those roles. This positive organizational structure is what promotes compliance to green practices which is normally established by certain job titles and policies.

2.1.2 Extra-role green behavior

Extra-role green behavior refers to the voluntary types of activities that employees can perform in addition to their formal job role, e.g. persuading other employees to engage in sustainable behavior or proposing changes that would lead to a smaller environmental footprint of the organization. Extra-role behaviors in contrast to in-role behaviors are not compulsory as they depend on positive organizational culture and personal drive. Explained by Dumont et al., [3], environmental training and green leadership as part of GHRM practices had great influence on extra-role green practices due to the establishment of organizational culture that facilitates valuation and sustainability initiatives.

2.2 Monetary incentives for GEB

Financial rewards such as bonus, cash compensation, and salary improvements based on performance rate are widely recognized as effective motivators towards promoting GEB in the hotel industry. These financial rewards establish a direct relationship between environmental goals, e.g. energy saving and waste minimization, and the quantifiable benefits to employees, increasing their interest in activities that relate to the tasks. Research by Elshaer et al., [5] and Nisar et al., [12] emphasizes the fact that incentive scheme based on green performance plays a vital role in encouraging employees to take part in the sustainability initiatives and develop the culture of environmental responsibility. In the same manner, Odhiambo et al. [14] indicate that the eco-awards and financial bonuses do positively affect pro-environmental behaviours by boosting motivation and incorporating green practices as part of the organizational values. Besides, financial incentives are especially effective in structured and goal-oriented contexts as they offer a direct stimulus to work in order to attain environmental objectives as well as trigger the morale and commitment of the workers. Conversely, Sittenthaler and Mohnen, [23] argue in a study that the effects of financial incentives may be gendered. It lets to believe that men would respond to financial rewards more and this raises the question about making the incentive strategies to be more aligned to the development of GEB.

The theoretical underpinning of green monetary rewards also supports their effectiveness. According to expectancy theory by Vroom (1964) states that individuals will be motivated to act when they believe that their effort will lead to a desired outcome. If green behaviors are directly associated with economic benefits, workers are more likely to adopt the behaviors. Similarly, Skinner (1953) also suggests that the learned behavior that is rewarded will most likely be repeated, supporting the idea that economic incentives can motivate sustainable business practices.

2.3 Gaps in literature

The evidence that MI has a large influence on GEB promotion is rather large. Odhiambo et al. [14] explicate that Green employee rewards are a strong predictor and positively correlated with pro environmental behavior at work. Research suggests that GHRM practices like MI, have a positive effect on the brand citizenship behavior and organizational pride of hospitality employees [5]. Karmoker et al. [7] also identified green compensation and rewards as a part of GHRM practices as having a significant role to play in green behavior of hospitality employees in Bangladesh. In a study of Ukrainian organizations, it was found that non-symbolic rewards, like higher salaries and bonuses, are effective and significant [26].

Moreover Steinhorst and Klockner [25] elaborate that monetary framing and environmental framing of information have played a positive role in long-term intentions to be pro-environmental, albeit environmental framing is more effective in increasing intrinsic motivation. In addition to that, Peng and Lee [15] emphasized that environmental benefit-sharing programs in hotels have a positive impact on the Pro Environmental Behavior (PEB) of employees and this implies that financial incentives can be used to motivate employees to behave in a more environmentally friendly manner. Based on these results, the current research project intends to introduce the cash incentive policy to reward the employees who show environmentally friendly habits on a regular basis and to encourage others to embrace greener approach at the place of work. Through monetary incentives, the program will seek to involve employees in making a positive contribution to the environmental sustainability by activities like reduction in waste, efficiency in energy utilization, and involvement in green programs. This program is aimed at supporting the importance of sustainability in the organization, as well as developing a culture where people behave in an environmentally responsible way and receive rewards. It is necessary to mention that there is less research on utilizing MI towards encouraging green behavior within the Sri Lankan hospitality sector, and this study aims to fill this gap.

3 Hypotheses and methodology

3.1 Hypotheses

It is becoming increasingly evident that MI are useful in improving the green employee behavior. Multiple reports have confirmed that GHRM practices including MI have a positive effect on brand citizenship behavior and organizational pride among the workers in the hospitality industry [5]. Green compensation and reward systems integrated into the GHRM practices of Bangladesh are observed to be significant in promoting green behavior among the hospitality employees [7]. On the same note, Nisar et al., [12] indicates that GHRM practices such as green performance management and remuneration positively affect employee pro-environmental attitudes and green behaviour. The same study in Ukrainian organizations showed that tangible rewards, salary increments and bonuses were especially a true and statistically significant way of promoting green workplace behavior.

The impact of environmental benefit-sharing programs on the PEB of employees in hotels is positive, indicating that MI can produce eco-friendly behaviors [15]. In general, such results prove that MI can promote green behaviors among employees, which is a more comprehensive approach to green management. Therefore, this study has a hypothesis that:

H_1 MI have a significant relationship on the adoption of GEB in the Sri Lankan hospitality industry.

Based on the above-mentioned information, the conceptual framework is developed and presented in Fig. 1.

3.2 Research methodology

This research is quantitative as it is aimed to examine the effects of MI on GEB in the Sri Lankan hospitality sector. With the deductive method, this study aims to test the hypothesis that MI has a great influence on GEB. A cross-sectional survey methodology was used and it was carried out through structured questionnaires that were administered to employees in Colombo based hotels within Sri Lanka.

Coachran formula was used to calculate the number of respondents, and the final sample considers a 383 respondents which depicts a 95% confidence level at a 5% margin of error.

Researchers decided to collect data from Sri Lankan hotel employees in the Western Province. The Western Province was selected as the research setting since it encompasses 19% of hotels with environmental certifications, as stated by Wickramasinghe [27]. Thus, this region is quite suitable and representative of studying sustainability practices. Focusing on this area, the study captures insights from hotels that are actively involved in green initiatives, enhancing relevance of the findings.

Researchers employed convenience sampling, one of the forms of non-probability sampling, to collect data from Sri Lankan hotel employees in the Western Province. This province is the right target area, since Wickramasinghe, [27] has also stated that nearly 19% of hotels within this province have attained environmental awards and certifications and thus is a right location for our research. The survey instrument was designed on an operationalization model with MI being defined as financial gains such as bonuses and salary increment, and GEB being defined into in-role and extra-role action. MI-based

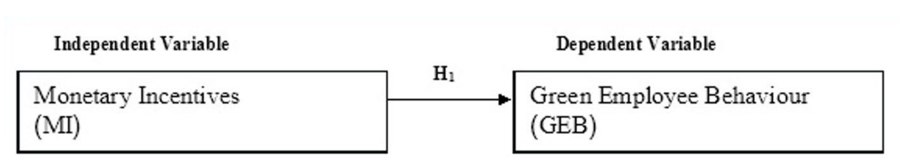

Fig. 1 Conceptual framework. *Note*. H1 = MI have a significant relationship on the adoption of GEB in the Sri Lankan hospitality industry

items were changed according to Shah, [21], and GEB items were received according to Bissing-Olson et al. [2]. All the answers were recorded based on a five-point Likert scale with values of 1 (Strongly Disagree) to 5 (Strongly Agree). Table 1 below provides the operationalization table of the research. Data was collected during the month of March,2025.

Adopted from indicators developed by [2, 21]

The researchers considered Common Method Bias (CMB) as this study employed a self-administered questionnaire and collected data from a single source at one point in time. In order to overcome CMB, following strategies were adopted. First, respondents were guaranteed anonymity and confidentiality, reducing evaluation apprehension and encouraging honest responses. Second, the questionnaire positioned items measuring the independent and dependent variables in separate sections, supporting to psychological distance constructs and eliminate consistency bias. Third, simple, clear wording was used to avoid ambiguity that could artificially inflate correlations.

3.2.1 Ethical approval and consent to participate

This research was carried out with respect to the ethical principles as described in the Declaration of Helsinki. The SLIIT Business School Undergraduate Research Evaluation Panel provided ethical clearance (Approval Number: CRP/ 2024/32). All respondents were given an informed consent form explaining the objective of the research, the voluntary nature of their participation and their right to withdraw any time before the response anonymization. The research participants were also guaranteed that their data

Table 1 Operationalization table

Variable	Indicator	Measurement	Source
Monetary Incentives (Independent Variable)	My company makes use of monetary rewards for the green accomplishments of individuals in organization	To what extent do you agree strongly disagree = 1 strongly agree = 5	Shah [21]
	My company provides financial or tax incentives to its employees		
	Our company compensates for green skills acquisition and accomplishments by individuals		
	Our company makes use of monetary rewards for contributions in environmental management such as salary increase, cash incentives, bonuses, etc		
	Our compensation system recognizes and rewards contributions to environmental protection		
	My company financial increments for learning environmental protection and green practices		
Green Employee Behavior (Dependent Variable)	I adequately complete the assigned duties in an environmentally friendly way	To what extent do you agree strongly disagree = 1 strongly agree = 5	Bissing-Olson et al. [2]
	I fulfill the responsibilities specified in my job description in environmentally friendly ways		
	I perform tasks that are expected of me in environmentally friendly ways		
	I take the initiative to act in environmentally friendly ways at work		
	I take a chance to get actively involved in environmental protection at work		

Table 2 Factor loadings, construct reliability and convergent validity. *Source*: Based on Analyzed Data

Construct	Indicator	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Monetary Incentives (MI)	MI1	> 0.70	0.879	> 0.90	0.628
	MI2	> 0.70			
	MI3	> 0.70			
Green Employee Behaviour (GEB)	GEB1	> 0.70	0.918	> 0.90	0.714
	GEB2	> 0.70			
	GEB3	> 0.70			
	GEB4	> 0.70			

Table 3 Discriminant validity: Fornell–Larcker criterion. *Source*: Based on Analyzed Data

Construct	MI	GEB
Monetary Incentives (MI)	**0.793**	
Green Employee Behaviour (GEB)	0.616	**0.845**

Table 4 Discriminant validity: HTMT ratio. *Source*: Based on Analyzed Data

Constructs	HTMT Value
MI → GEB	0.616

will be confidential and anonymous. Participation was not provided with any incentives or rewards.

4 Data analysis and presentation

The data analysis was carried out using Partial Least Squares Structural Equation Modelling (PLS-SEM) with the support of SmartPLS software. The results are presented in a structured manner, beginning with the assessment of the measurement model, followed by the evaluation of the structural model and hypothesis testing. Statistical tables are presented prior to interpretation to ensure clarity and transparency for the reader.

4.1 Measurement model assessment

The reliability and convergent validity of the constructs were assessed using factor loadings, Cronbach's Alpha, Composite Reliability, and Average Variance Extracted (AVE). The results are presented in Table 2.

All measurement items demonstrated factor loadings above the recommended threshold of 0.70, confirming satisfactory indicator reliability. As shown in Table 2, Monetary Incentives (MI) recorded a Cronbach's Alpha value of **0.879**, while Green Employee Behaviour (GEB) recorded **0.918**, indicating strong internal consistency. The AVE values for MI (**0.628**) and GEB (**0.714**) exceed the minimum requirement of 0.50, confirming convergent validity.

Discriminant validity was further examined using the Fornell–Larcker criterion. As shown in Table 3, the square root of AVE for each construct (diagonal values) exceeds the corresponding inter-construct correlation, confirming adequate discriminant validity.

To further validate discriminant validity, the Heterotrait–Monotrait (HTMT) ratio was assessed, as reported in Table 4. The HTMT value of **0.616** is below the recommended threshold of 0.85, providing additional evidence that Monetary Incentives and Green

Table 5 Path coefficients and hypothesis testing. *Source*: Based on Analyzed Data

Hypothesis	Path	β	t-value	*p*-value	Decision
H1	MI → GEB	0.581	10.742	0.000	Supported

Table 6 Measures of explanatory power, predictive relevance and model fit. *Source*: Based on Analyzed Data

Measure	Value
R^2 (GEB)	0.338
Adjusted R^2	0.336
Q^2	0.326
SRMR	0.064
RMSE	0.837
MAE	0.645

Employee Behaviour are empirically distinct constructs. Collectively, the results presented in Tables 2, 3, and 4 confirm that the measurement model satisfies the required standards of reliability and validity.

4.2 Structural model assessment and hypothesis testing

Following the establishment of a reliable and valid measurement model, the structural model was assessed to test the proposed hypothesis. Bootstrapping with 5,000 subsamples was employed to examine the significance of the hypothesised relationship. The results are presented in Table 5.

As shown in Table 5, Monetary Incentives have a positive and statistically significant effect on Green Employee Behaviour ($\beta = 0.581$, $t = 10.742$, $p = 0.000$), providing strong empirical support for the proposed hypothesis.

The explanatory power, predictive relevance, and model fit indices of the structural model are reported in Table 6.

The coefficient of determination ($R^2 = 0.338$) indicates that Monetary Incentives explain approximately 33.8% of the variance in Green Employee Behaviour. The Q^2 value of 0.326 demonstrates satisfactory predictive relevance. Model fit indices further indicate an acceptable fit, with the SRMR value (0.064) falling below the recommended threshold of 0.08. The RMSE and MAE values also confirm acceptable predictive accuracy. Overall, the structural model results confirm that monetary incentives exert a significant and positive influence on green employee behaviour in the Sri Lankan hospitality industry.

5 Discussion and implications

The findings of this study provide valuable insights into the role of money in driving GEB in the hospitality industry in Sri Lanka. The results reveal a positive and significant relationship between financial rewards and both in-role and extra-role green behaviors, underscoring the potential of MI as a facilitator for aligning employee actions with organizational sustainability goals [14]. The study contributes to the growing body of literature on GHRM by demonstrating that financial rewards can be an effective strategy for inducing green behavior in hotel employees [5]. Despite the fact that previous research has established the impacts of GHRM practices on green behavior, the current study shows the specific impact of financial incentives, addressing a research gap in the Sri Lankan hospitality industry. As the application of financial incentives has typically been utilized to promote environment-friendly behavior from customers [11], the extension of the same to workers should enhance overall environmental performance among hotels.

Although empirical research has provided substantial evidence of the positive influence of monetary incentives on employees' green behavior, it is important to consider these results within the framework of motivation and sustainability theory. In line with Self-Determination Theory, monetary incentives are considered an extrinsic motivator, connecting environmentally responsible behavior with monetary outcomes [4]. In particular, monetary incentives seem to have an important influence on in-role green behavior, which is closely related to job characteristics.

From the perspective of sustainability theory, it is important to recognize that monetary incentives could influence employees' green behavior in the short term, whereas the long-run internalization of green values is likely to be influenced by other motivational drivers. In particular, monetary incentives could effectively motivate environmentally responsible behavior, whereas other drivers of intrinsic motivation, such as personal environmental values, organizational commitment, and green organizational culture, could have an important influence on extra-role green behavior [20].

Additionally, over-reliance on monetary incentives could create the risk of crowding out other motivational drivers. According to prior research, individuals who are mainly influenced by monetary incentives to perform environmentally responsible behavior could reduce their voluntary engagement in green behavior after the withdrawal of incentives [6]. In other words, monetary incentives could create problems of sustainability. Therefore, it is important to consider monetary incentives within the framework of Green Human Resource Management. In particular, it is recommended that hospitality organisations consider monetary incentives as an entry mechanism rather than an autonomous motivational driver. In other words, monetary incentives could effectively influence employees' green behavior, whereas other drivers of intrinsic motivation could have an important influence on the long-run internalization of green values. In particular, monetary incentives could motivate employees' green behavior, whereas other drivers of intrinsic motivation could have an important influence on the transition of hospitality organisations from mere behavioral compliance to the internalization of green values.

One of the key implications of this study is the importance of embedding financial incentives within a broader, multi-dimensional sustainability framework. While financial rewards can initiate behavioral change, their long-term effectiveness may depend on the presence of complementary non-monetary drivers such as a supportive organizational culture, leadership commitment, and the intrinsic motivation of employees [25]. Existing evidence suggests that combining extrinsic and intrinsic motivators leads to more enduring pro-environmental behaviors, reinforcing the need for a comprehensive GHRM strategy. This study further emphasizes the importance of tailoring incentive structures to Sri Lanka's socio-economic and cultural context. Unlike Western economies where monetary rewards are often embedded in performance-based systems, Sri Lankan employees may respond differently due to distinct cultural values and workplace expectations [23]. Therefore, hospitality managers must design culturally sensitive and contextually relevant reward mechanisms that align with local employee aspirations and organizational realities.

Another important insight emerging from this study is the differential impact of MI on in-role versus extra-role green behaviors. In-role behaviors are tied to formal job responsibilities and operational standards [13], whereas extra-role behaviors reflect discretionary and voluntary efforts. The findings suggest that while economic incentives are effective in encouraging both types of behavior, fostering sustained participation in green initiatives may require additional organizational strategies, such as employee training, top management support, and public recognition of environmentally responsible actions [3]. Ultimately, this study confirms that while money is a powerful motivator of GEB in the Sri Lankan hospitality industry, long-term success in promoting sustainability will require a balanced approach. Financial incentives must be integrated into a broader sustainability vision supported by intrinsic drivers and structural enablers [18]. When financial rewards are placed within a total sustainability strategy, the hospitality industry can attain a culture of environmental stewardship, fostering business success as well as environmental conservation.

6 Limitations and directions for future research

The one of the limitations is the fact that the research was conducted in hotels in Colombo, thereby the generalizability of the results to the broader Sri Lanka hotel industry, specifically to smaller resorts and hotels in other areas in the country, may be limited. Future research should extend the sample to a broader range of hospitality organizations in different geographic locales. Second, the employee self-report data in this study are vulnerable to social desirability bias. Future work can supplement employee-report data with observational protocols or manager ratings to triangulate green behavior. Longitudinal research should also be conducted to look at the long-range effects of MI for GEB, as the present study only captures a cross-sectional moment. Third, while money was the central design in this study, other non-monetary incentives such as rewards programs, opportunities for advancement, and ethical leadership can be just as vital in triggering GEB. Future research should investigate how MI interact with non-monetary incentives to impact sustainable employee behavior. Ultimately, this study did not confront the risk of unintended monetary incentive effects such as overreliance on external incentives or the diminished performance of incentives with repeated use. Future research must explore the long-term sustainability of incentive-framed behavior and create mechanisms for long-term engagement in ecological behavior regardless of MI. Overcoming these limitations, future research will be able to take our knowledge forward in how best to support GEB in the hotel industry with the ultimate long-term goal of a more sustainable, environmentally conscious tourism industry. Bias.

7 Conclusion

This study investigated the impact of monetary rewards on GEB in the Sri Lankan hotel sector, providing empirical support for the fact that financial rewards have a positive effect on both in-role and extra-role green behaviors. The results support the view that monetary rewards can be a useful tool for facilitating sustainability in the workplace. Further, the study highlights the need to incorporate such rewards as part of overall GHRM practices in order to promote environmental responsibility as a cultural value. Nevertheless, it also recognizes that financial rewards are not enough for inducing long-term change in behavior. For green behavior to become truly internalized, organizations would need to foster intrinsic motivation, managerial support, and shared commitment to sustainability. The research contributes significantly to the existing body of literature by filling a significant gap in relation to the application of MI in encouraging GEB in the hospitality industry of Sri Lanka. The study offers important implications for practitioners and policymakers, emphasizing the importance of creating incentive structures that are economically and culturally suitable for the local environment. The research finally calls for a balanced strategy, utilizing financial incentives as a point of entry while integrating sustainability more deeply into the organizational culture through comprehensive approaches to facilitate employees' long-term buy-in and dedication to green initiatives.

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Please give us a discount for APC.

Author contributions
KAD., SS, SMP,RW, NR, VR, JP & ND. Wrote the main manuscript text. All authors reviewed the manuscript. All authors have read and approved the final version of the manuscript.

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Data availability
The datasets generated during and/or analyzed during the current study are available from the corresponding author on reasonable request.

Declarations

Ethics approval and consent to participate
This study was conducted in accordance with the Declaration of Helsinki ethical guidelines. The SLIIT Business School Undergraduate Research Evaluation Panel approved this study (Approval Number: (CRP/2024/32). Informed consent was obtained from all individual participants included in the study.

Consent for publications
This is not applicable.

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