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Benchmarking Green Jobs Implementation in Tourism: Lessons from Global Best Practices for Indonesia

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Abstract

The tourism industry plays a vital role in global economic growth while simultaneously exerting significant environmental pressures, including carbon emissions, waste generation, and ecosystem degradation. Addressing this duality, this study examines how green jobs can function as a strategic mechanism for enhancing tourism competitiveness through improvements in service quality, innovation, destination image, and compliance with sustainability standards, which collectively influence destination performance and visitor satisfaction. This research employs a qualitative descriptive approach based on a structured document analysis. A total of 68 policy documents, strategic plans, labor market reports, and certification frameworks (2015–2024) were analyzed across ten leading countries in the Travel & Tourism Development Index (TTDI) 2024—namely the United States, Spain, Japan, France, Austria, Germany, the United Kingdom, China, Italy, and Switzerland. Data were systematically coded using NVivo 15 to identify key themes related to policy frameworks, workforce development, certification systems, and institutional coordination. Cross-country comparison was conducted using a standardized thematic matrix to ensure analytical consistency. The findings indicate that advanced tourism economies have institutionalized green jobs through integrated governance structures, including national tourism strategies, certification schemes, and public-private partnerships that connect employment creation, digital transformation, and environmental management. In contrast, Indonesia's current approach remains fragmented, with limited inter-ministerial coordination and insufficient integration of green competencies into vocational and higher-education systems. The study contributes conceptually by proposing a Tourism Green Jobs Policy Readiness Framework, which integrates key dimensions of governance coordination, workforce development, certification systems, and financing mechanisms, and provides practical insights for Indonesia's transition toward a sustainable, low-carbon tourism economy.

KEYWORDS

human capital; green jobs; sustainable tourism; tourism competitiveness.

Introduction

The tourism industry plays a crucial role in driving global economic growth through job creation, foreign exchange earnings, and social development. However, despite its economic significance, tourism also contributes to environmental pressures, including ecosystem degradation, carbon emissions, and excessive resource consumption (Gössling & Hall, 2019). These challenges highlight the urgent need for a structural transformation toward more sustainable tourism practices to maintain the balance between economic progress and ecological integrity.

Within this context, green jobs are defined as employment that contributes to the preservation and restoration of environmental quality (UNWTO & ILO, 2014). In the tourism context, green jobs refer to tourism-related occupations that incorporate

measurable sustainability functions or competencies, including roles in accommodation operations, transport services, tour guiding, destination management, and conservation-based activities (Baum et al., 2016; ILO, 2023). These positions are characterized by responsibilities such as resource efficiency, waste reduction, environmental education, and ecosystem protection (UNWTO, 2018). By integrating these functions, green jobs serve as a key instrument for aligning economic, social, and ecological dimensions of tourism development. The adoption of green jobs supports the transition to a green economy while expanding employment opportunities for individuals equipped with green skills in energy efficiency, waste management, biodiversity conservation, and environmental education (Buhalis & Amaranggana, 2015). Consequently, developing green jobs in tourism can be understood as a systematic strategy to enhance destination competitiveness while minimizing ecological footprints. In advanced economies, the implementation of green jobs has become an integral component of sustainable tourism strategies. Countries such as Austria, Germany, Spain, and Sweden have long integrated environmental certification, green skills training, and policy incentives within their tourism sectors (Baum et al., 2016). Austria has introduced national eco-labels for hotels and tour operators, generating employment in renewable energy management and waste reduction (UNWTO & ILO, 2014). Spain's Green Employment Initiative has provided sustainability-focused training for tourism workers (Font & McCabe, 2017), while Germany has developed ecosystem rehabilitation and environmental education programs in nature-based destinations. These initiatives demonstrate that green jobs serve not only as mechanisms for environmental mitigation but also as tools for service innovation and enhanced visitor experience (Gössling & Hall, 2019).

Beyond Europe, similar trends can be observed in countries such as New Zealand and Costa Rica, global pioneers in ecotourism—which have incorporated green jobs into community-based conservation and local empowerment strategies. Meanwhile, the Maldives and Japan have applied environmentally friendly technologies across accommodation and transport systems (Liputan6.com, 2023; UNWTO & ILO, 2014). Although the scope and scale of implementation differ, these cases illustrate a consistent pattern: the integration of green jobs into tourism policy strengthens economic resilience while safeguarding environmental sustainability.

Indonesia has begun to follow a comparable trajectory. The government has introduced several strategic initiatives, including the Green Investment Guidelines for the Tourism Sector (Bisnis.com, 2025) and the integration of blue-green-circular economy principles into the National Medium-Term Development Plan (RPJMN) 2025–2029 (AntaraneWS.com, 2024). In collaboration with the International Labour Organization (ILO), the Ministry of Tourism and Creative Economy has implemented Training-of-Trainers programs to enhance green skills among homestay operators, tour guides, and rural tourism communities (Katadata.co.id, 2024). These efforts reflect Indonesia's growing commitment to mainstreaming green jobs within sustainable tourism development.

Nevertheless, several challenges persist. Awareness and literacy regarding green jobs among Indonesia's tourism workforce remain limited; a survey by Suara Mahasiswa UI and the Indonesia Cerah Foundation (2023) found that 55% of tourism students were unfamiliar with the concept. Moreover, the absence of a clear operational definition for tourism-specific green jobs and the limited scope of systematic training and certification programs (Mariska, 2024) hinder implementation. Yet, projections indicate that the green economy transition could generate up to 15.3 million new jobs in Indonesia by 2045 (indonesia.go.id, 2024). Without a

comprehensive and coordinated strategy, these opportunities may remain unrealized.

Globally, the promotion of green jobs within the tourism sector has proven essential to advancing the Sustainable Development Goals (SDGs), particularly SDG 8 (decent work and economic growth), SDG 12 (responsible consumption and production), SDG 13 (climate action), and SDGs 14 and 15 (life below water and life on land) (UNWTO, 2018, 2023). Strengthening the implementation of green jobs in Indonesia, therefore, represents a strategic pathway to ensure that tourism growth is achieved without compromising environmental and social sustainability.

Existing literature on sustainable tourism and green employment can be broadly grouped into three streams. First, conceptual studies emphasize the role of green jobs in supporting sustainability transitions and workforce transformation (Baum, 2006; Gössling & Hall, 2006). Second, single-country policy studies provide insights into institutional arrangements and training systems, but their findings are often context-specific and limited in transferability (Font & McCabe, 2017). Third, comparative studies offer cross-country perspectives but remain largely descriptive and fragmented, lacking an integrated analytical framework (Ladkin et al., 2023).

As a result, the literature does not sufficiently explain how green job policies can be systematically adapted across different governance contexts, particularly in developing countries such as Indonesia. In particular, there is a lack of integrative frameworks linking governance coordination, financing instruments, certification and training systems, and workforce classification into a coherent policy model. To address this gap, this study develops a Tourism Green Jobs Policy Readiness Framework, providing a structured and policy-transferable approach to assess national readiness and guide the adaptation of global best practices. Accordingly, this study aims to analyze best practices of green job implementation in tourism across selected countries that have successfully adopted such initiatives, and to develop a cross-country Tourism Green Jobs Policy Readiness Framework that links governance mechanisms, workforce systems, certification structures, and financing instruments to support policy transfer in the Indonesian context.

Literature review

Although prior research has explored the intersection between sustainable tourism and green workforce development (Baum et al., 2016; Font & Lynes, 2018; Hall et al., 2021), most studies remain either conceptual or focused on single-country cases in advanced economies. Few studies have examined, from a comparative perspective, how policy frameworks and implementation mechanisms can be adapted to the institutional and socio-economic contexts of developing nations. This gap is particularly significant in light of the broader literature on global labor transitions, which emphasizes the need for aligning workforce transformation, green skills development, and sectoral policy integration in emerging economies (ILO, 2022; OECD, 2022). This gap constrains a broader understanding of how best practices from top-ranked countries in the Travel and Tourism Development Index (TTDI) can be translated into actionable models for Indonesia's policy landscape.

This study addresses these gaps by developing a comparative analytical framework that integrates perspectives from public policy, green economy transition, and human resource management in tourism. Employing content analysis and thematic mapping through NVivo 15, the study proposes a Tourism Green Jobs Policy Readiness Framework linking global best practices with Indonesia's institutional capacity for policy adaptation. Theoretically, this study contributes to the literature on sustainable tourism transitions and destination

competitiveness by positioning green jobs as a structural mechanism linking environmental sustainability with tourism performance (Dwyer & Kim, 2003; Gössling & Hall, 2019). It extends existing perspectives by proposing a Tourism Green Jobs Policy Readiness Framework that integrates key analytical dimensions, including governance coordination, workforce development, certification systems, and financing mechanisms. Practically, the study provides evidence-based policy recommendations for the Indonesian government to design an integrated, adaptive, and globally competitive strategy for green job implementation in the tourism sector.

Methods

Data sources and collection

The research relied primarily on documentary and archival data, including official publications, strategic plans, statistical reports, and regulatory frameworks retrieved from the websites of national governments, tourism ministries, and international organizations. The unit of analysis in this study consists of policy documents, strategic plans, regulatory frameworks, training standards, and labor market reports related to green jobs in tourism. These sources were complemented by secondary academic materials, such as peer-reviewed journal articles, policy briefs, and institutional reports obtained from Google Scholar, ScienceDirect, and Publish or Perish databases (Bowen, 2009; Johnston, 2014).

To broaden the analytical context, grey literature including news articles, blogs, and social media publications was also reviewed to capture ongoing discourses and public communication surrounding sustainable tourism and green employment (Adams et al., 2017). However, these sources were used only as supporting contextual information and were evaluated based on their credibility, source authority, and consistency with official data. The search strategy employed keywords such as “green jobs in tourism”, “sustainable tourism employment”, “tourism policy and sustainability”, and the names of the selected countries. A total of 68 documents, ranging from five to eight documents per country, published between 2015 and 2024, were selected using purposive sampling based on relevance, policy significance, and source credibility.

Country selection was based on the top ten performers in the 2024 Travel & Tourism Development Index (TTDI), jointly published by the World Economic Forum (WEF) and the University of Surrey. These countries—namely the United States, Spain, Japan, France, Austria, Germany, the United Kingdom, China, Italy, and Switzerland—represent global leaders in tourism competitiveness and sustainability governance (WEF & University of Surrey, 2024). The inclusion of these cases provided a diverse comparative basis for understanding how different policy and institutional settings influence green job implementation in tourism (Gössling & Hall, 2019).

In addition, the study incorporated data from globally recognized organizations such as the International Labour Organization (ILO), United Nations Environment Programme (UNEP), Organisation for Economic Co-operation and Development (OECD), and the European Union (EU). These institutions regularly publish cross-national reports on green economy transitions, tourism trends, and labor market sustainability (ILO, 2022; OECD, 2022; UNEP, 2022). By triangulating these multiple sources, the study ensured both data richness and reliability.

Data analysis

The collected data were analyzed using NVivo 15, a qualitative analysis software that facilitates systematic coding, thematic extraction, and conceptual mapping of large textual datasets (Jackson & Bazeley, 2019). The analysis followed

four main steps. First, all textual data were imported into NVivo and coded inductively according to emerging themes related to green job practices, policy innovation, and tourism governance. Second, a set of categories was developed, combining deductive codes derived from the literature with emergent themes identified through iterative coding (Nowell et al., 2017). These categories were formalized into a codebook to ensure consistency and transparency in the coding process. Third, patterns and differences in green job policy implementation were analyzed across the ten selected countries to identify best practices and contextual determinants of success. Fourth, the findings were organized into a standardized cross-country comparison matrix to ensure systematic and comparable analysis across cases.

Data were cross-verified from multiple sources, including academic, institutional, and media-based data, to enhance the credibility, dependability, and confirmability of findings (Korstjens & Moser, 2018; Lincoln & Guba, 1985). The outcome of this analytical process resulted in the formulation of a Tourism Green Jobs Policy Readiness Framework, which evaluates national readiness and identifies key enabling factors for green job implementation. This framework provides a transferable model for informing policy adaptation in Indonesia’s sustainable tourism governance.

To ensure methodological rigor, this study adhered to the trustworthiness criteria proposed by Lincoln and Guba (1985), namely credibility, transferability, dependability, and confirmability. Triangulation of data sources, peer-reviewed materials, and institutional reports enhanced the robustness of interpretations, while detailed documentation of the analytical steps improved transparency and reproducibility (Nowell et al., 2017). As the study relied exclusively on publicly available secondary data, no direct human participation was involved, and therefore no formal ethical approval was required. All sources were properly cited and acknowledged to ensure academic integrity and respect for intellectual property.

Result and Discussion

To strengthen analytical rigor, the findings are interpreted not only based on keyword frequency and illustrative examples but also by examining the presence of formal policy instruments across countries. These include regulatory frameworks, funding mechanisms, institutional mandates, and measurable indicators that demonstrate the operationalization of green job policies.

Policy Support

The data analysis revealed that the most frequently occurring terms across the document corpus were tourism, plan, and green (Figure 1), indicating that the countries under study have developed strategic policy frameworks that explicitly support the development of green jobs through national tourism planning. This lexical pattern suggests a strong alignment between tourism development strategies and sustainability transition agendas.

For instance, France’s Destination France Plan (2025) focuses on sustainability, service quality, and employment generation by promoting both digital and green transformations within the tourism industry (European Union, 2025). Austria’s Plan T—Master Plan for Tourism (2019) embeds the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs) as the core framework guiding national tourism policy (OECD, 2024). In the United Kingdom, the Tourism Recovery Plan (2021) emphasizes achieving net-zero carbon emissions by 2050 and establishes the Green Jobs Taskforce, which aims to generate two million skilled green jobs across the tourism and hospitality sectors (OECD, 2024).

Similarly, China’s 14th Five-Year Plan for Tourism and

and innovative financing mechanisms, such as green bonds and blended finance, can provide long-term funding and encourage private-sector participation in green tourism infrastructure.

The findings are supported by the integration of sustainability criteria into infrastructure development, including investments in low-carbon transport, energy-efficient facilities, and waste management systems. These initiatives demonstrate the alignment between infrastructure policy and green employment creation.

Availability of skilled workforce

The dominant keywords identified in this theme were training, green, and skills, indicating that workforce development is a crucial pillar in advancing green transitions within the tourism sector (Figure 8). The findings highlight that countries with well-established tourism industries have institutionalized skill development systems to meet the growing demand for workers equipped with green competencies.

In Spain, the National Public Employment Service (Servicio Público de Empleo Estatal or SEPE) collaborates with universities and training foundations such as FUNDAE to provide continuous education and subsidized training programs. These initiatives focus on upskilling tourism workers in sustainable destination management, eco-guiding, and circular economy practices (Cedefop, 2018; Fundae, 2025). Similarly, in Japan, the Japan International Cooperation Agency (JICA) partners with universities and tourism associations to deliver integrated training modules that connect participants directly with formal employment and green entrepreneurship opportunities (UNWTO & JICA, 2023). These programs ensure that green jobs are not only conceptual but operationally embedded within the tourism labor market.

The analysis underscores that the success of green workforce development depends on alignment between educational institutions, labor market demands, and tourism policy frameworks. Green jobs require workers from various educational backgrounds, making flexible and inclusive training systems essential. Countries such as Spain and Japan demonstrate that dual governance—where labor and education authorities share responsibility for technical and vocational education and training (TVET)—is effective in building long-term capacity (Cedefop, 2018).

In contrast, Indonesia has initiated several reskilling and upskilling programs for tourism workers, but their scale and coverage remain limited. The quality of trainers and the availability of industry-linked certification systems also vary across regions. Although Indonesia's Ministry of Manpower and the Ministry of Tourism and Creative Economy have begun to incorporate sustainability topics into vocational curricula, integration with green tourism frameworks remains partial.

To strengthen national competitiveness, Indonesia must institutionalize green tourism competencies into vocational and higher education curricula and link them with internationally recognized certification systems such as the Global Sustainable Tourism Council (GSTC) framework. This integration will enhance workforce readiness, align human resource policies with global tourism sustainability standards, and contribute to long-term employment resilience in the tourism sector.

The results show alignment between education systems, labor market policies, and industry needs, particularly through the integration of green competencies into vocational and higher education curricula. This alignment indicates a systematic approach to workforce readiness.

Policy Innovation

The textual analysis revealed that the most frequently

occurring keywords were tourism, green, ecolabel, and platform (Figure 9). These terms highlight that innovation in policy design—particularly through the use of digital technologies and sustainability certification frameworks—has become a central instrument for accelerating the green transition in tourism.

In Japan, the Green Tourism/Farmstay and Experiential Rural Tourism Program, supported by the Ministry of Agriculture, Forestry and Fisheries (MAFF) and the Japan National Tourism Organization (JNTO), represents a key innovation in rural-based green tourism. The initiative distributes tourist flows to rural areas (noukou) to create decentralized employment opportunities, such as eco-guides, organic farm hosts, and cultural heritage interpreters (TTGAsia.com, 2023).

In France, the France Tourisme Durable digital platform serves as an innovative self-assessment tool for tourism businesses—including hotels, restaurants, and tour operators—to evaluate their sustainability performance. The platform facilitates access to financial support and training programs while promoting uniformity of sustainability standards across the tourism value chain (OECD, 2024). Austria has also pioneered the Plan T Masterplan for Tourism and the Austrian Ecolabel, both of which integrate green certification with resource efficiency and service quality improvement in tourism enterprises (Federal Ministry Republic of Austria for Sustainability and Tourism, 2019).

Similarly, Germany's "Future of Tourism" platform provides an interactive policy innovation space that connects tourism stakeholders with policymakers to develop digital tools, low-carbon mobility projects, and funding opportunities for small and medium-sized tourism enterprises (GNTB & Bundestag, 2023). In China, the All-for-One Tourism (AFT) initiative launched in 2017 represents a comprehensive approach to integrating culture and tourism at the local level, supporting the creation of community-based jobs and the diversification of green economic activities (CGTN, 2020).

These cases demonstrate that policy innovation in tourism sustainability is characterized by the convergence of three elements: (1) the adoption of digital ecosystems for monitoring and self-assessment; (2) the institutionalization of ecolabels as performance standards; and (3) the use of financial instruments to incentivize green transformation.

In Indonesia, policy innovation has begun to take shape through the introduction of green bonds and blended finance mechanisms; however, their application in the tourism sector remains limited. Emerging initiatives—such as the Green Skills



Figure 8. Dominant keywords of skilled workforce availability in green tourism

Destination Management Organization (DMO) system. The adoption of Green Destination Certification and Ecotourism Labeling models—adapted to provincial and district characteristics—would enable consistent implementation of sustainability standards across regions. Establishing a centralized monitoring system and recognition platform for certified destinations could further incentivize local governments and tourism businesses to adopt green practices.

The results indicate that successful practices are supported by standardized certification systems, policy frameworks, and institutional learning mechanisms that enable replication across regions. This demonstrates the potential for policy transfer and adaptation in different governance contexts.

Comparative synthesis and implications for Indonesia

The comparative analysis indicates that the top-ranked countries in the Travel and Tourism Development Index (TTDI) have successfully integrated green job creation strategies within their broader national green economy frameworks (Baum et al., 2016; Font & McCabe, 2017). These integrations extend beyond labor policies to encompass financial mechanisms, human capital development, and incentive systems for tourism industries adopting sustainability principles. The alignment between tourism competitiveness, environmental governance, and workforce development reflects a mature policy ecosystem where green growth is

institutionalized at both national and destination levels (see Table 1).

In contrast, Indonesia remains in the stage of macro-policy formulation and institutional consolidation concerning the implementation of green jobs in tourism (Mariska, 2024; Nasri et al., 2024). Although the country has established several foundational regulations—such as the Harmonized Tax Law (UU HPP) and the Presidential Regulation on Ecotourism—their implementation remains fragmented and lacks a specific focus on tourism-related green employment.

Nonetheless, significant opportunities exist through emerging national initiatives such as the Green Skills Development Fund, Green Bonds, and Blended Finance Schemes (Bappenas, 2025). These instruments hold potential as strategic enablers to strengthen the green workforce, mobilize innovative financing, and promote sustainable investment across the tourism value chain. Moving forward, Indonesia's strategic direction should focus on three core priorities: (1) Investing in vocational and technical education to develop green skills and competencies across all tourism subsectors; (2) Enhancing inter-ministerial coordination, particularly among the Ministry of Tourism and Creative Economy (Kemenparekraf), the Ministry of Manpower (Kemenaker), the Ministry of Environment and Forestry (KLHK), and Bappenas, to ensure integrated policy alignment; (3) Expanding public-private partnerships (PPPs) to facilitate green investment, accelerate innovation, and promote the practical adoption of sustainable tourism practices.

Table 1. Comparative analysis of green jobs implementation in Top TTDI countries and Indonesia

Analytical Dimension	Findings from Other Countries (Top 10 TTDI 2024)	Indonesia's Current Condition / Plan	Strategic Implications for Indonesia
1. Policy framework	Countries such as France (<i>Destination France Plan</i>) and Austria (<i>Plan T Masterplan for Tourism</i>) have integrated green jobs into national tourism strategies, targeting digital and green transitions (European Union, 2025; OECD, 2024).	The National Green Jobs Action Plan and the Sustainable Tourism Roadmap remain under development; no specific policy yet integrates green jobs into destination planning (Bappenas, 2025).	Integrate green job indicators into the <i>RPJMN 2025–2029</i> and the <i>National Tourism Master Plan (RIPPNAS)</i> to provide a coherent legal and strategic foundation for sustainable tourism governance (Bappenas, 2025).
2. Types of green jobs	The United States and Japan have mapped occupations such as eco-guides, sustainability managers, and green consultants recognized nationally (Indeed.com, 2025; World-unite.de, 2025).	Green job classifications in tourism are not yet officially defined; available data are largely indicative from online job postings.	Develop an official <i>Green Occupation Classification</i> in the tourism sector based on SKKNI and ILO frameworks to enable consistent measurement and reporting (ILO, 2023; Kemnaker, 2025).
3. Training and certification schemes	Japan and Austria have implemented internationally recognized training and certification programs (GSTC STTP, Austrian Ecolabel).	Vocational and certification programs remain limited to general tourism; the <i>Green Skills Development Fund</i> is still in the planning stage.	Strengthen linkages between vocational training and green industry needs by adopting internationally recognized certification systems such as GSTC (Katadata.co.id, 2024; UNWTO & JICA, 2023).
4. Environmental and social impacts	European countries show improved quality of life and environmental awareness through green transition policies (EIB, 2022; Global Deal, 2024)(EIB, 2022; Global Deal, 2024).	Environmental and social impacts are not yet systematically measured; focus remains on tourism economic growth.	Establish impact assessment frameworks for tourism-related green jobs using SDG indicators for decent work, sustainable consumption, climate action, and ecosystem protection (Bappenas, 2025; UNDP Indonesia, 2023).
5. Regulatory and institutional support	Japan and China have enacted specific regulations such as the <i>Green Tourism Act</i> and <i>Carbon Peaking Action Plan</i> .	National regulations remain partial (e.g., the <i>Carbon Tax Law</i> , <i>Presidential Regulation on Ecotourism</i> , <i>Kemenparekraf Regulation on Sustainable Destinations</i>) and lack cross-ministerial integration.	Form an <i>Inter-Ministerial Coordination Body</i> (Kemenparekraf, Kemenaker, KLHK, Bappenas) to align fragmented green job regulations and strengthen implementation capacity (Bappenas, 2025; Nasri et al., 2024).

Analytical Dimension	Findings from Other Countries (Top 10 TTDI 2024)	Indonesia's Current Condition / Plan	Strategic Implications for Indonesia
6. Community and private sector participation	In Italy and Japan, local communities play an active role through <i>satoyama</i> and slow tourism models, while private sectors implement green CSR initiatives (Jin et al., 2022).	Community participation remains top-down; public awareness and market demand for green tourism are still limited.	Implement <i>community-driven tourism</i> models and introduce fiscal incentives for MSMEs adopting green business practices (Bappenas, 2025; Jin et al., 2022).
7. Green infrastructure	The U.S., U.K., and France have developed low-carbon transport, ecolabeled hotels, and sustainable urban parks (Cedefop, 2019; EPA US & Source Control Branch, 2017).	Renewable energy and green infrastructure projects remain at the pilot stage in select regions.	Prioritize investments in low-carbon transport and green tourism infrastructure through <i>Public-Private Partnerships (PPP)</i> and <i>green bond</i> schemes (Otoritas Jasa Keuangan (OJK), 2024; PT Sarana Multi Infrastruktur (SMI), 2023).
8. Skilled workforce availability	Spain and Japan conduct continuous industry-driven training through SEPE, JICA, and universities (Cedefop, 2018; UNWTO & JICA, 2023).	Reskilling and upskilling initiatives for tourism workers have begun but remain small in scale and uneven in instructor quality.	Integrate green tourism competencies into vocational and higher education curricula to strengthen reskilling and upskilling programs (Bappenas, 2025; Cedefop, 2018).
9. Policy innovation	Austria and France have introduced digital innovations such as <i>Tourisme Durable</i> and <i>Austrian Ecolabel</i> platforms (OECD, 2024).	Indonesia has begun developing <i>green bonds</i> and <i>blended finance</i> schemes but not yet specific to the tourism sector.	Promote digital and financial innovation through self-assessment platforms, eco-rating systems, and green financing mechanisms for tourism enterprises (Kemenkeu, 2024; OECD, 2024).
10. Integration with development programs	Spain and the U.K. have linked green job policies with regional development initiatives (NextGenEU, England Coast Path) (Natural England, 2020; OECD, 2024).	Cross-sector programs remain limited; there is no unified budget mechanism for tourism-related green jobs.	Align green job initiatives with <i>Regional Development Plans (RPJMD)</i> and <i>Special Allocation Funds (DAK)</i> in the tourism sector (Bappenas, 2025; OECD, 2024).
11. Long-term sustainability	The U.K., Austria, and Spain have implemented sustainability taxes and long-term certification systems as permanent funding sources (Higgins-Desbiolles, 2018).	No permanent financing mechanism exists for green jobs; current programs rely heavily on the state budget and external grants.	Establish a <i>Tourism Sustainability Fund</i> as a long-term financing mechanism to support training, certification, and innovation in green tourism (Higgins-Desbiolles, 2018; OECD, 2024).
12. Replication and adaptation models	The U.S. and Japan have replicated national park management and certification systems internationally (Killen, 2023; JSTC-D, 2024)(Killen, 2023; OECD, 2024).	Indonesia remains in the policy adoption phase and lacks tested best-practice models for replication.	Localize and adapt <i>Green Destination Certification and Eco-Labeling</i> frameworks to provincial and district contexts within Indonesia (BMNT Austria, 2019).

Countries with the highest rankings in the Travel & Tourism Development Index (TTDI) 2024 have systematically integrated green jobs into their national tourism strategies. This institutionalization contributes to tourism competitiveness by enhancing workforce quality, improving service standards, strengthening environmental performance, and reinforcing destination image, which collectively influence visitor satisfaction, operational efficiency, and market positioning (Dwyer & Kim, 2003; Gössling & Hall, 2019). While these mechanisms are supported by policy alignment and governance structures identified in this study, their direct impact on competitiveness outcomes requires further empirical validation. Nations such as France, Austria, and Spain have embedded the concept of sustainable employment within their tourism master plans, emphasizing digital transformation, energy efficiency, and environmental resilience (European Union, 2025; OECD, 2024). These documentary patterns suggest a policy convergence across advanced tourism economies, where environmental sustainability and economic competitiveness are positioned as mutually reinforcing priorities. In this context, regulatory frameworks, training systems, and incentive mechanisms are

aligned to support low-carbon development and inclusive economic growth.

However, it is important to distinguish between what is evidenced in the data and what can be inferred from the broader literature. While this study identifies the presence of integrated policy frameworks and governance structures, it does not directly measure their outcomes. Existing studies suggest that sustainability-oriented tourism policies may enhance competitiveness, service quality, and destination attractiveness (Font & McCabe, 2017; Gössling & Hall, 2019). Nevertheless, such relationships remain context-dependent and require further empirical validation.

Within the Indonesian context, these insights are particularly relevant. Previous studies by Eddyono (2022) and Eddyono et al. (2020b) emphasize that tourism competitiveness depends not only on economic resources and infrastructure but also on institutional quality, innovation capability, and human resource readiness. In this regard, green jobs can be understood as a strategic mechanism for strengthening these dimensions through the integration of conservation practices and digital innovation in destination management.

Empirical studies by Eddyono et al. (Eddyono, 2022;

Eddyono et al., 2020a, 2021, 2025) highlight the importance of conservation-based policies, community engagement, and workforce quality in enhancing tourism competitiveness. These studies suggest that improvements in workforce certification, sustainable resource management, and community-based tourism participation are associated with increased tourist arrivals, higher visitor satisfaction, and growth in non-tax state revenue. While these indicators point to the potential contribution of green job development, their magnitude and consistency may vary across contexts and therefore require further empirical validation.

Moreover, the optimization model of e-ecotourism developed by Eddyono et al. (2025) highlights the role of digital innovation in expanding employment opportunities in green sectors, including environmental education, community-based tourism, and smart destination management. The model suggests that tourism competitiveness in the digital era is closely linked to the availability of a skilled and adaptive workforce capable of responding to technological and environmental changes.

From a policy perspective, Indonesia remains at an early stage in integrating green jobs into its tourism governance. The current regulatory framework is still fragmented and lacks coherence among ministries and agencies responsible for tourism, labor, and environmental management (Bappenas, 2025). Compared with the European Union, where employment, climate, and tourism policies are more closely integrated, Indonesia's initiatives tend to be project-based and top-down. Addressing this gap requires stronger inter-ministerial coordination and the integration of green competencies into national education and vocational systems. Previous studies (Eddyono et al., 2021, 2022) further highlight that institutional collaboration and stakeholder participation are critical factors in improving competitiveness in conservation-based tourism, suggesting that similar governance approaches may be applicable to green job implementation.

Strengthening institutional frameworks, fostering innovation, and investing in human resource development will be essential for achieving a balance between economic growth, ecological sustainability, and social inclusion. These findings indicate that the transition toward green jobs in tourism requires a systemic approach that integrates policy design, workforce development, and governance structures.

This study contributes to the literature on sustainable tourism by advancing the conceptual understanding of green jobs as a structural mechanism linking environmental sustainability and destination competitiveness (Dwyer & Kim, 2003; Gössling & Hall, 2019). It introduces a Tourism Green Jobs Policy Readiness Framework that integrates governance coordination, workforce development, certification systems, and financing mechanisms into a coherent analytical model, thereby extending existing approaches beyond descriptive accounts toward a more operational and policy-transferable perspective.

The comparative analysis of leading tourism economies further indicates that the integration of green employment policies, institutional coordination, and workforce development programs constitutes an important element in advancing sustainable destination competitiveness (European Union, 2025; OECD, 2024). Countries such as France, Austria, Japan, and Spain demonstrate how structured approaches—through certification systems, digitalization, and public-private collaboration—can support both economic resilience and environmental performance, although the extent of these effects may vary across contexts.

For Indonesia, the transition toward a green tourism economy presents both challenges and opportunities. The findings suggest that national initiatives, including the Green Jobs Roadmap and Sustainable Tourism Action Plan, require

stronger institutional integration and alignment with the RPJMN 2025–2029. A coordinated inter-ministerial mechanism involving Kemenparekraf, Kemenaker, KLHK, and Bappenas is necessary to improve policy coherence and implementation effectiveness. In addition, aligning vocational and higher education systems with industry demand for green skills will be critical to enhancing workforce readiness.

Based on the cross-country analysis, several strategic priorities can be identified. These include mainstreaming green jobs into tourism planning frameworks, strengthening training and certification systems aligned with international standards, promoting innovative financing mechanisms such as green bonds and blended finance, and enhancing multi-stakeholder collaboration. These measures provide a practical pathway for operationalizing green job policies within Indonesia's tourism sector.

Finally, while this study provides comparative insights, it is important to acknowledge that the findings are based on documentary analysis and do not directly assess causal relationships between policy implementation and tourism outcomes. Further empirical research is therefore needed to validate the effectiveness of green job strategies in improving employment and destination performance.

Conclusion

This study demonstrates that green jobs have become an important policy instrument for aligning tourism development with sustainability objectives in leading tourism economies. The main theoretical contribution lies in the development of a Tourism Green Jobs Policy Readiness Framework, which integrates governance, workforce development, certification systems, and financing mechanisms into a unified analytical model. From a practical perspective, the findings highlight that Indonesia needs to prioritize institutional coordination, human capital development, and sustainable financing to accelerate the transition toward a green tourism economy.

Strengthening these dimensions will be critical to improving policy coherence and implementation effectiveness. However, this study has several limitations. First, it relies on secondary data and documentary analysis, which limits the ability to assess causal relationships. Second, the heterogeneity of national contexts may affect comparability across countries. Third, the use of textual indicators may not fully capture actual policy implementation. Finally, the inclusion of grey literature may introduce potential bias despite efforts to ensure source credibility.

Future research should focus on empirical validation through mixed-method approaches, particularly in the Indonesian context. Further studies are also needed to develop indicator-based evaluation models for training and certification outcomes, as well as to assess the impact of green job policies on employment generation and tourism destination performance.

Author contributions

All authors made substantial and equivalent contributions to all stages of the research process, including the development of the conceptual and methodological framework, research design, data collection, data analysis and interpretation, as well as the drafting and critical revision of the manuscript. All authors have reviewed and approved the final version of the manuscript for publication.

Conflict of interest

The authors declare that this study was conducted independently and represents original work. No financial or non-financial competing interests exist that could have

influenced the methodological approach, data analysis, or interpretation of the research findings. All authors have read and approved the final version of the manuscript for publication.

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