Impact of Green Human Resource Management Practices on the Environmental Performance of Green Hotels in Turkey

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ABSTRACT

This research aims to investigate whether green hotels' environmental performance might improve through staff environmental commitment and green process innovations. Data were obtained from a survey questionnaire conducted with employees of 409 green hotels operating in Turkey. The PLS-SEM technique was adopted using Smart-PLS software to examine the proposed hypotheses. The results verified that green human resource management (GHRM) practices produce a higher level of environmental performance when employee environmental commitment and green process innovations are deployed. Therefore, this study suggests that green hotel management should promote GHRM practices throughout their organizations to enhance employee involvement in environmentally sustainable activities. It adds particularly to a new line of study focused on understanding the essential role of GHRM practices in improving the environmental performance of green hotels.

Keywords: GHRM practices, employee environmental commitment, green process innovation, environmental performance, green hotels, Turkey.

ÖZ

Bu çalışmanın amacı, yeşil insan kaynakları yönetimi uygulamalarının, otel çevresel performansı üzerinde etkili olup olmadığını ortaya koymaktır.Yukarıdaki ilişkiye ek olarak, çalışanların çevresel bağlılığı ve yeşil süreç yeniliğinin aracılık rolü araştırılmıştır. Bu amaçla, anket oluşturulmuş ve toplamda 409 yeşil otel çalışanından anketler toplanmıştır. Toplanan veriler SmartPLS programı ile analiz edilmiştir. Çalışmanın sonuçları, yeşil insan kaynakları yönetimi uygulamalarının otel çevresel performansı ile pozitif ilişkili olduğunu göstermektedir. Ayrıca bu çalışma, çalışanların çevresel bağlılığı ve yeşil süreç yeniliğinin yeşil insan kaynakları yönetimi uygulamalarının ve otel çevresel performansı arasındaki ilişkiye aracılık ettiğini göstermiştir. Bu nedenle, bu çalışma, yeşil insan kaynakları yönetimi uygulamalarının, çalışanların çevresel bağlılığı, yeşil süreç yeniliği ve otelin sürüdürülebilir ve çevre dostu performansını artırdırğı ve bu değişkenler üzerinde öncül rol oynadığı görülmüştür. Buna ek olarak bu çalışma, yeşil insan kaynakları yönetimi uygulamalarının otel çevresel performansı üzerinde etkili olduğu ve ağırlama literatürene yeni bir kazanç olarak değerlendirilmiştir.

Anahtar Kelimeler: Yeşil insan kaynakları yönetimi uygulamaları, otel çevresel performansı, çevresel bağlılık, yeşil süreç yeniliği, yeşil oteller, Türkiye.

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LIST OF ABBREVIATIONS

EEC	Employee Environmental Commitment
EP	Environmental Performance
GDP	Gross Domestic Product
GHG	Greenhouse Gases
GHRM	Green Human Resource Management
GPI	Green Process Innovation
IPCC	Intergovernmental Panel on Climate Change
SDG	Sustainable Development Goals
SIT	Social Identity Theory
UN	United Nations
UNWTO	United Nation World Tourism Organization
WTTC	World Travel & Tourism Council

Chapter 1

INTRODUCTION

1.1 Overview

Tourism contributes 10.4% of the global gross domestic product (GDP), placing it among the biggest industries and a core element in developing economies worldwide. Seven percent of global exports and 10% of jobs are directly related to the tourism industry (WTTC, 2018). 2020 is predicted to have the travel and tourism industry contribute $5.5% of global GDP.

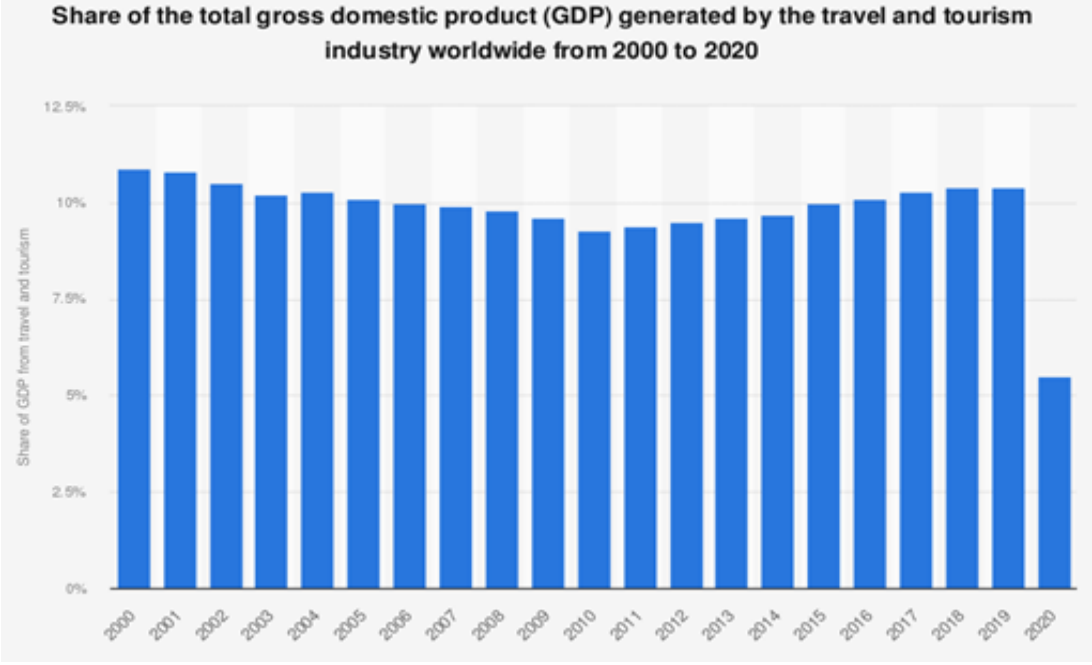

Figure 1: GDP generated by travel and tourism during 2000-2020
Source: WTTC. (June 28, 2021). Retrieved February 21, 2022, from https://www.statista.com/statistics/1099933/travel-and-tourism-share-of-gdp/

Nevertheless, tourism development adversely affects the environment by consuming natural resources, leading to an 8% increase in greenhouse gases (GHG), contributing to environmental degradation (Pang et al., 2013; Wei & Sun, 2021). Its carbon footprint jumped from 3.9 to 4.5 billion tons between 2009 and 2013 (see Figure 2) (Lenzen et al., 2018). Gössling and Peeters's (2015) study predicted that in 45 years, activities associated with the tourism sector would double its natural resource consumption. Tourism and global warming are closely linked, and tourism is one of the industries threatened by global warming (Merli et al., 2019).

The interruption to travel and industrial activities resulted in a significant reduction in world emissions. Many of the first lockdowns went into effect in early 2020, resulting in some of the most drastic reductions.

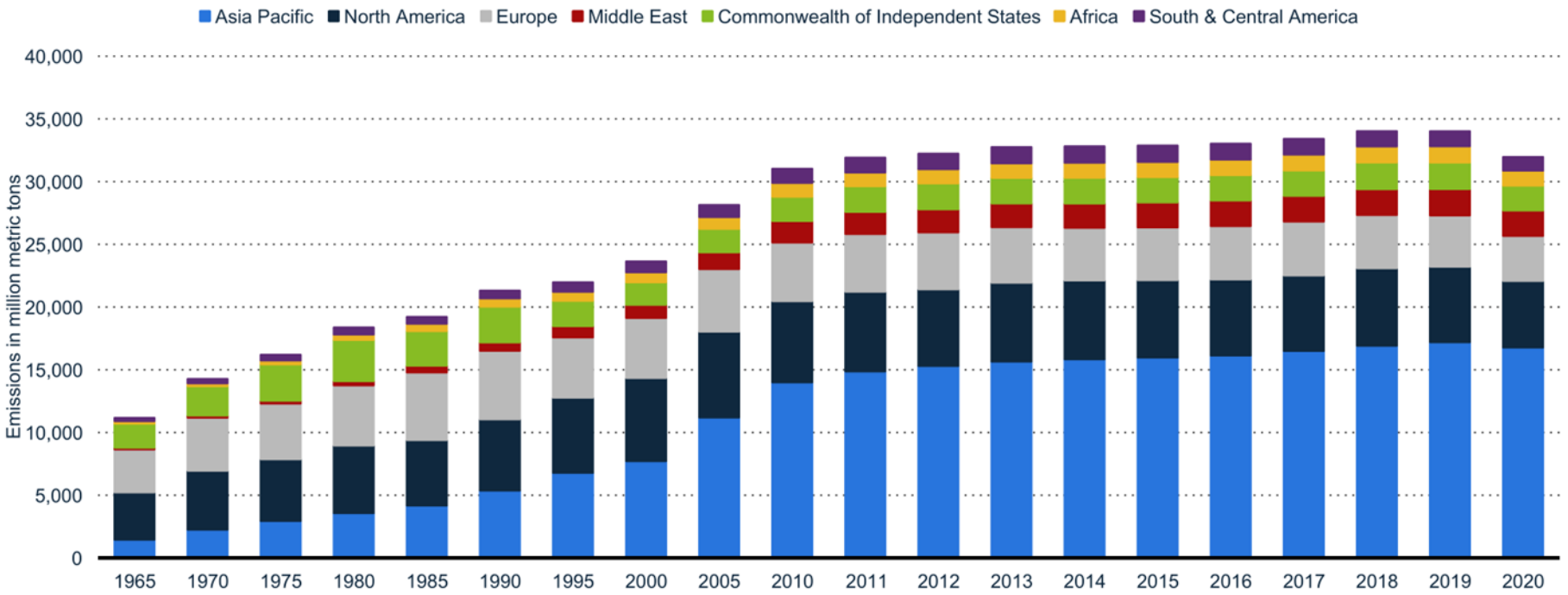

Figure 2: Carbon dioxide emissions worldwide

Source: BP. (July 8, 2021). Carbon dioxide emissions worldwide from 1965 to 2020, by region* (in million metric tons of carbon dioxide) [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/205966/world-carbon-dioxide-emissions-by-region/

1.1.1 Hotels and their role in sustainability

The number of people searching for an overnight stay and the appeal of a place frequently influence hotel demand (UNWTO 2030). Consequently, as a region's tourist demand grows, so does the need for hotels (Nag et al., 2022). As a result, ethical hotel development and sustainable tourism practices (that link social, cultural, and economic issues) are critical for long-term cultural preservation and the economic stability of host communities (Nag et al., 2022).

As knowledge becomes more widely accessible, individuals become more aware of sustainable hotel operations. Seventy-one percent of global tourists would be more inclined to book an eco-friendly hotel, and fifty-five percent are more inspired to make sustainable travel choices than the previous year, according to Booking.com's Sustainable Travel Report 2019. Sustainability is a broad term that refers to activities taken to safeguard a particular resource. The followings are the instructions of SDGs:

- Identify key departmental activities (for example, cleaning, sales and marketing, and customer service) that may impact the SDGs.
- Create new KPIs to cover additional topics linked to the SDGs. On the other hand, Hotels may enhance existing KPIs with extra factors. These KPIs will be essential for tracking and discussing progress.

Therefore, applying the aforementioned SDGs guidelines provides several possible advantages (Ali et al., 2020). First, they achieve the SDGs connected to corporate growth at the macro level. Second, making a market more stable indicates that the investment is less hazardous. Third, to accomplish the SDGs, different stakeholders need to wise financial support the programs.

As people become more environmentally concerned, the need for eco-friendly properties will increase. For example, 70% of worldwide visitors feel they would be more likely to book eco-friendly housing, and more than half believe they would be more dedicated to environmental conservation activities (Nag et al., 2022).

Tourism-related transportation accounted for 5% of global carbon emissions in 2016. By 2030, CO2 emissions from tourism-related transportation are estimated to account for 5.3 percent of all man-made emissions worldwide (see Figure 3).

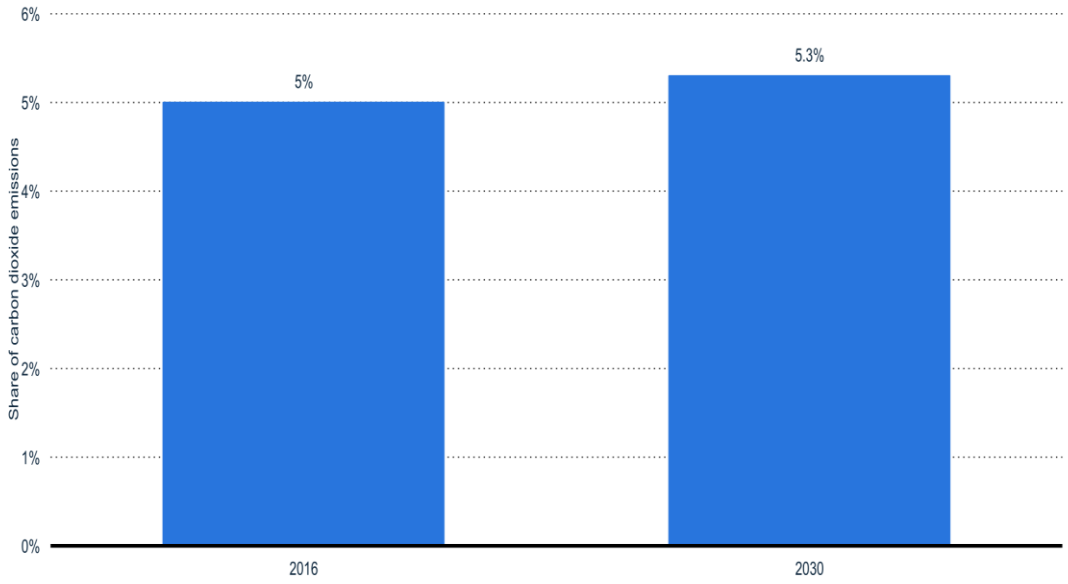

Figure 3: Predicting the carbon dioxide emission

Source: UNWTO. (December 13, 2019). Share of carbon dioxide emissions coming from tourism-related transport worldwide in 2016, with a forecast for 2030 [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1222827/global-carbon-emission-share-of-tourism-related-transport/

Figure 4 illustrates that tourism-related transportation accounted for 5% of global carbon emissions in 2016. By 2030, CO2 emissions from tourism-related transportation account for 5.3 percent of all man-made emissions worldwide.

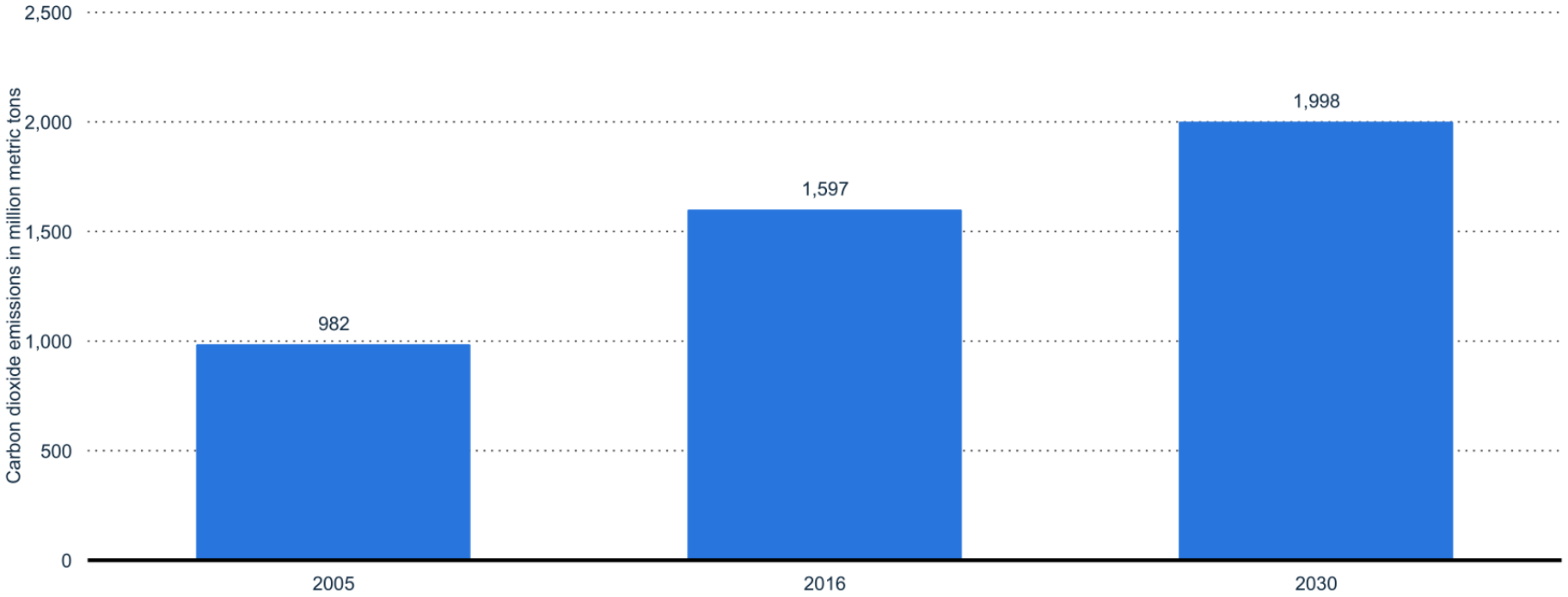

Figure 4: Comparing the carbon dioxide emissions

Source: UNWTO. (December 13, 2019). Carbon dioxide emissions from tourism-related transport worldwide in 2005 and 2016, with a forecast for 2030 (in million metric tons of carbon dioxide) [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1222798/carbon-footprint-of-tourism-related-transport-worldwide/

Air travel was responsible for the most significant transport-related carbon dioxide emissions from foreign visitor arrivals globally between 2005 and 2016. This trend is expected to continue in 2030, with emissions exceeding 616 million metric tons of CO2. Rail, for example, has the lowest carbon footprint of any method of transportation (see Table 5). As illustrated in Table 6, Vehicle travel was responsible for the most significant transport-related carbon dioxide emissions from domestic tourist arrivals worldwide between 2005 and 2016. This trend is expected to continue in 2030, with emissions exceeding 627 million metric tons of CO2. Rail, for example, has the lowest carbon footprint of any method of transportation.

In 2018, the United Nations Intergovernmental Panel on Climate Change (IPCC) issued a special report claiming that the world has little over a decade to limit global warming to 1.5°C over pre-industrial levels, beyond which the risk of floods, droughts, and excessive heat would drastically intensify. People are becoming more ecologically conscientious as they become more aware of climate change. According to the report, 83 percent of tourists globally feel that sustainable travel is vital as of March 2021 (Table 7). Sustainable tourism is a kind of travel that focuses on reducing negative environmental implications. According to a 2020 worldwide study, 48 percent of respondents felt that choosing environmentally responsible travel alternatives is crucial. In contrast, just 12% of respondents thought it was essential to choose an environmentally friendly method of transportation (Table 8).

According to a 2020 global research, Gen Z and millennial travelers are the most concerned about the importance of choosing an environmentally friendly travel option. Those in the Generation X and Baby Boomer generations, on the other hand, were less enthusiastic about eco-friendly travel (see Figure 9).

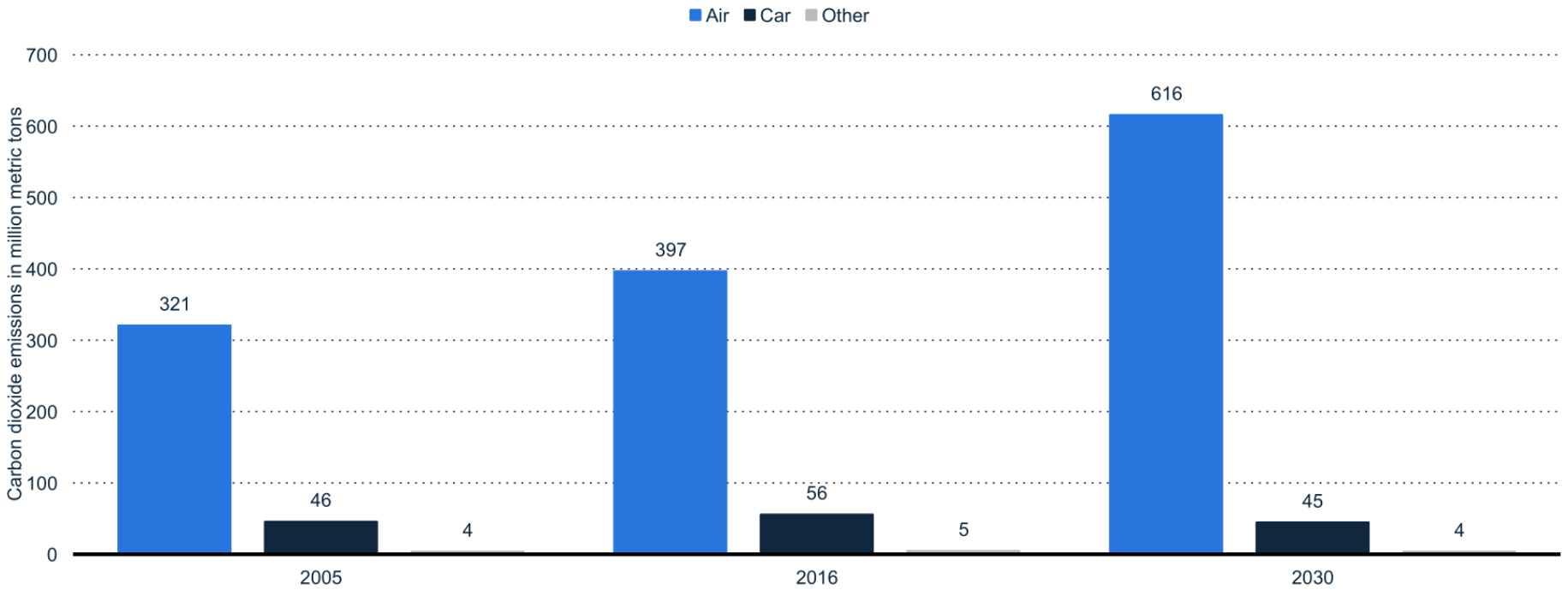

Figure 5: Comparing the carbon dioxide emissions from 2005 to 2030

Source: UNWTO. (December 13, 2019). Transport-related emissions from international tourist arrivals worldwide in 2005 and 2016, with a forecast for 2030 (in million metric tons of carbon dioxide), by mode of transport [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1222838/carbon-footprint-of-international-tourism-transport-worldwide/

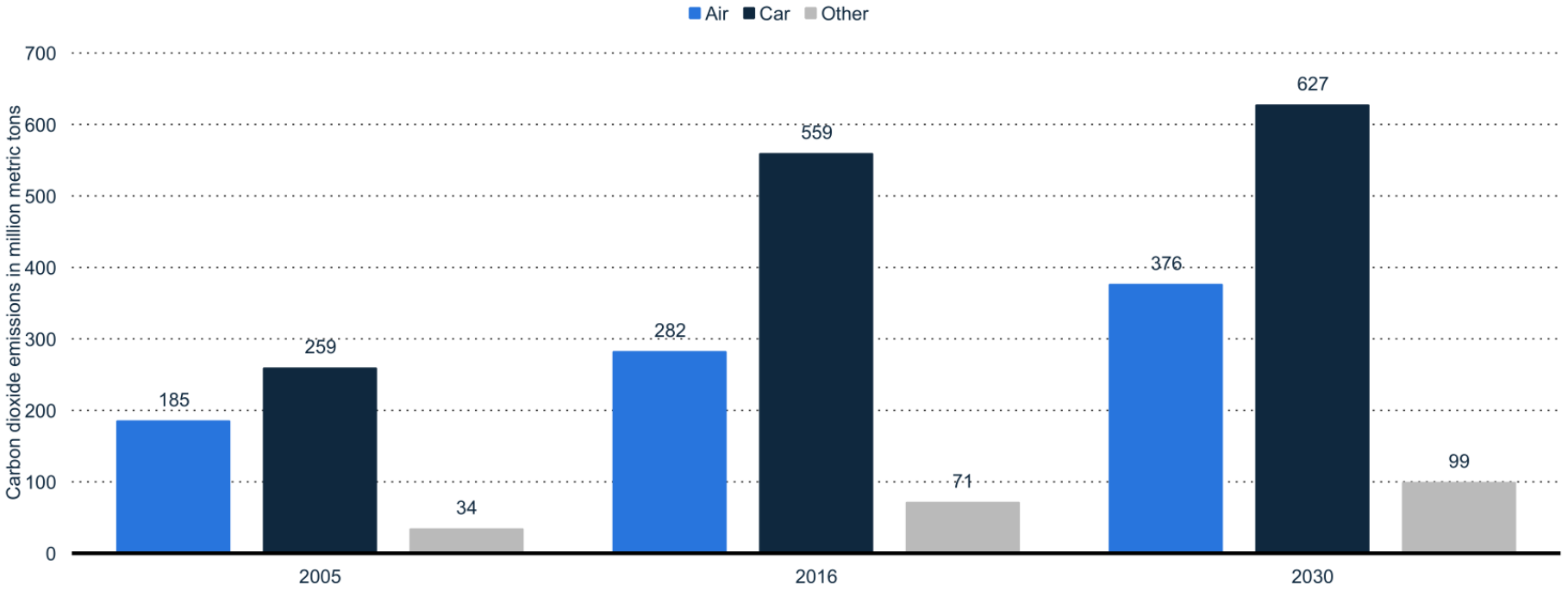

Figure 6: Transport-related emissions from domestic tourist arrivals

Source: UNWTO. (December 13, 2019). Transport-related emissions from domestic tourist arrivals worldwide in 2005 and 2016, with a forecast for 2030 (in million metric tons of carbon dioxide), by mode of transport [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1222847/carbon-footprint-of-domestic-tourism-transport-worldwide/

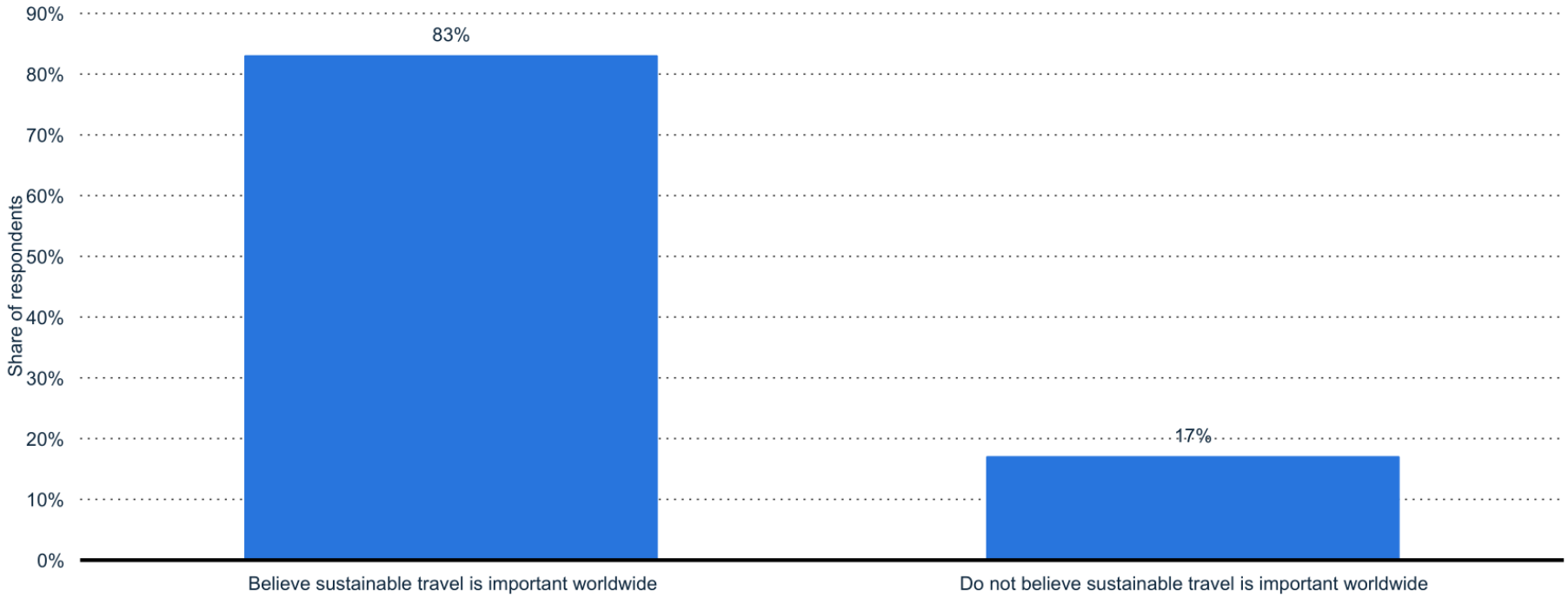

Figure 7: Tourist willingness toward eco-friendly hotels

Source: Booking.com. (June 3, 2021). Share of travelers that believe sustainable travel is important worldwide in 2021 [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1126996/traveler-attitudes-sustainability/

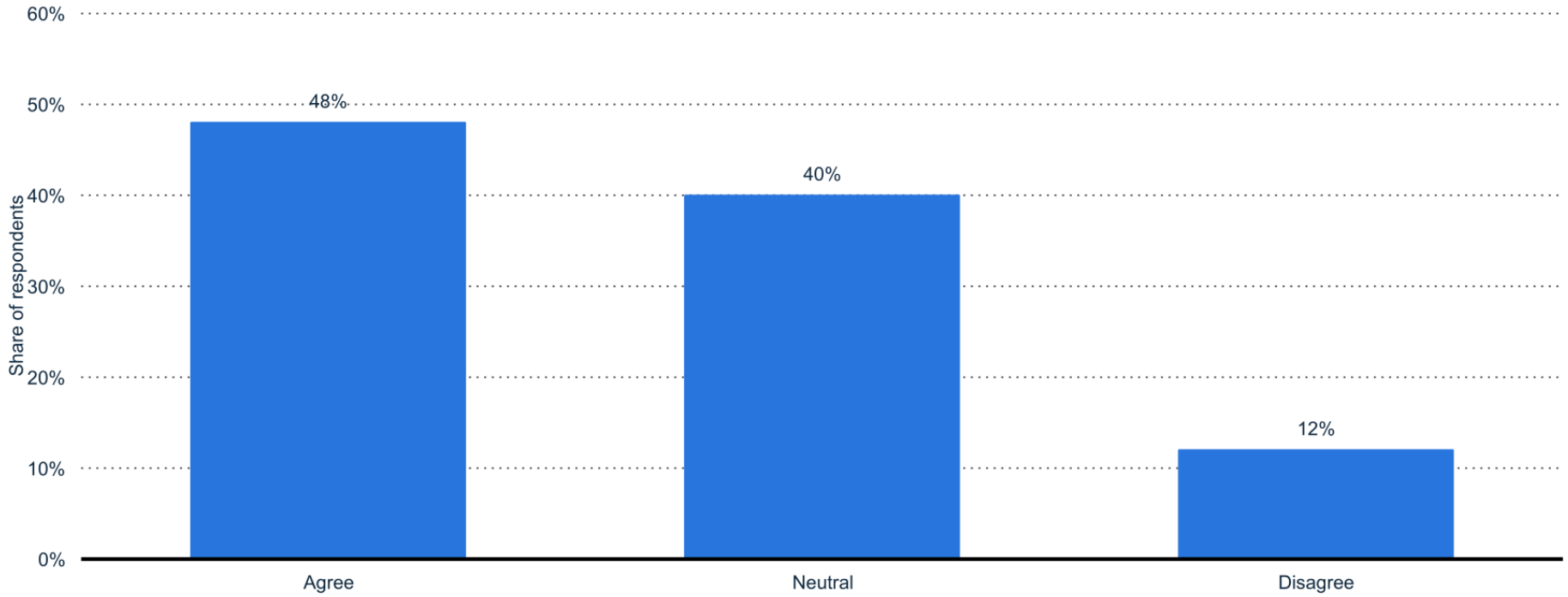

Figure 8: International tourist attitude toward eco-friendly travel

Source: Hotel Management. (February 21, 2020). Share of travelers that believe choosing an environmentally-friendly travel option is important worldwide as of January 2020 [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1221043/travelers-opinion-on-sustainable-travel-worldwide/

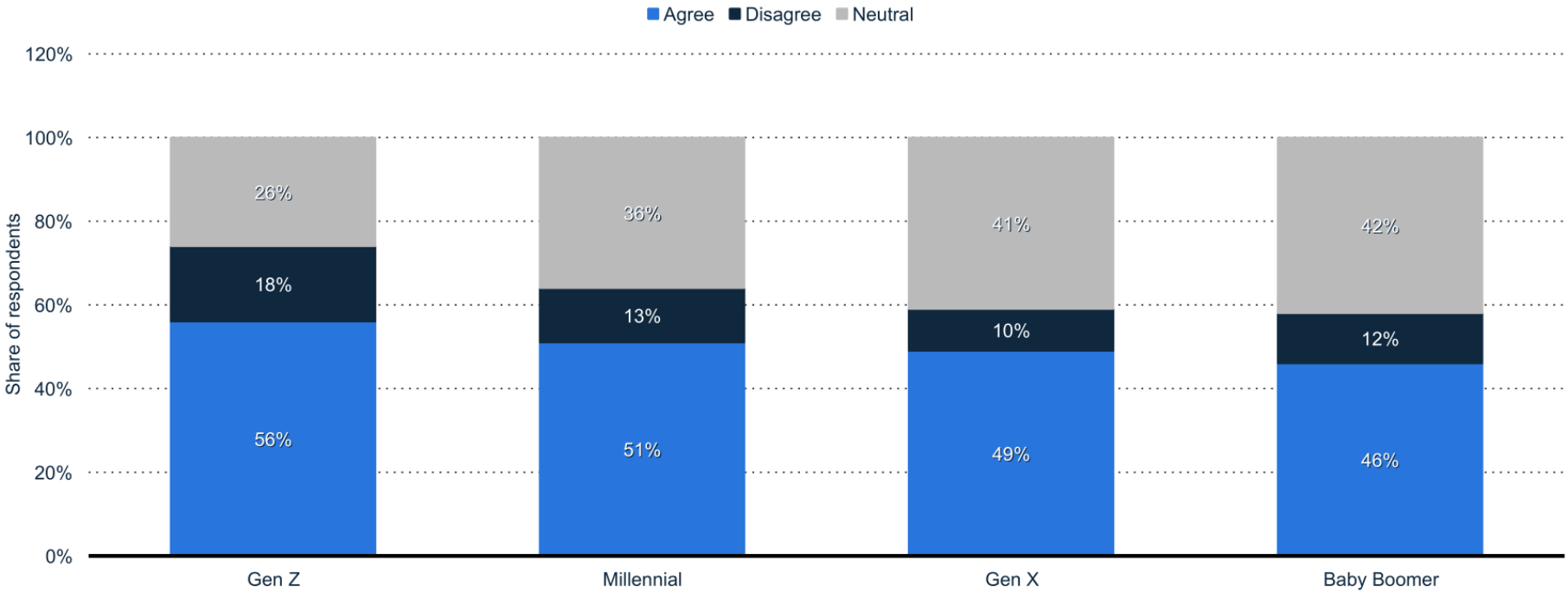

Figure 9: International tourist attitude toward eco-friendly travel according to different age groups

Source: Hotel Management. (February 21, 2020). Share of travelers that believe choosing an environmentally-friendly travel option is important worldwide as of January 2020, by generation [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1221050/travelers-opinion-on-sustainable-travel-importance-worldwide-by-age/

Thus, environmental sustainability management plays a crucial role in the hospitality industry's future success (Bramwell & Lane, 2008; Xie et al., 2019). Almost 20% of tourism emissions come from the hospitality sector (Merli et al., 2019).

1.1.2 Paris agreement

The Paris Pact is a legally enforceable agreement on climate change. It was agreed by 196 Parties at COP 21 in Paris on December 12, 2015, and went into effect on November 4, 2016 (UNFCCC, 2022). Its objective is to keep global warming considerably below 2 degrees Celsius, ideally 1.5 degrees Celsius, relative to pre-industrial levels (UNFCCC, 2022). Countries aspire to accomplish this long-term temperature objective by peaking global greenhouse gas emissions as soon as feasible to establish a climate-neutral planet by mid-century (UNFCCC, 2022).

The Paris Agreement is a watershed moment in the international climate change process. For the first time, a binding agreement binds all countries together in a common cause to undertake aggressive measures to battle and adapt to the consequences of climate change (UNFCCC, 2022).

1.1.2.1 Paris agreement work procedure

Implementing the Paris Agreement necessitates economic and societal transformations based on the most significant available knowledge. The Paris Agreement is based on governments' five-year cycle of progressively aggressive climate action (United Nations Climate Change, 2022). Countries must submit their climate action plans, known as nationally determined contributions, by 2020 (NDCs).

Countries describe steps they will take to decrease greenhouse gas emissions to meet the Paris Agreement's targets in their NDCs. Countries also describe activities they will take to enhance resilience to adapt to the effects of increasing temperatures in their

NDCs. The Paris Agreement urges nations to design and submit long-term low greenhouse gas emission development policies by 2020 (LT-LEDS) to outline long-term efforts further (UNFCCC, 2022). The NDCs benefit from the long-term perspective provided by LT-LEDs. They are not required, unlike NDCs. Nonetheless, they situate the NDCs within the framework of nations' long-term development plans and goals, offering a vision and direction for future growth.

1.1.2.2 Countries support toward paris agreement

The Paris Agreement establishes a framework for providing financial, technical, and capacity-building assistance to needed nations (Dasandi et al., 2021). The Paris Agreement maintains that rich nations should take the lead in providing financial help to less endowed and vulnerable countries while encouraging voluntary contributions from other Parties for the first time (Maibach et al., 2021). Mitigation requires climate financing because large-scale expenditures are necessary to cut emissions considerably. Climate finance is also vital for adaptation since considerable financial resources are required to adjust to the negative consequences and mitigate the impacts of climate change.

The Paris Agreement expresses a goal of fully implementing technological development and transfer to strengthen climate resilience and lower GHG emissions (Maibach et al., 2021). It creates a technological framework to offer overall direction to the Technology Mechanism. The mechanism is hastening technology development and transfer through its policy and execution arms.

Many of the difficulties posed by climate change are not adequately addressed in all developing nations. Consequently, the Paris Agreement lays a strong focus on climate-related capacity-building for developing nations and calls on all rich countries to

increase their assistance for capacity-building initiatives in developing countries (Maibach et al., 2021).

1.1.2.3 Paris agreement achievement

Although considerable changes in climate change are required to meet the Paris Agreement's objectives, the years since its coming into effect have already spawned low-carbon solutions and new markets (Huang & Zhai, 2021). Carbon neutrality objectives are being established by an increasing number of governments, regions, towns, and businesses. Zero-carbon solutions are becoming more competitive in economic sectors that account for 25% of emissions (Huang & Zhai, 2021). This trend is evident in the electricity and transportation industries, opening several new commercial possibilities for early adopters. By 2030, zero-carbon solutions might be competitive in sectors that account for more than 70% of global emissions (The Paris Agreement | United Nation Climate Change (UNCC), 2022).

1.1.3 World travel & tourism council

This agreement resulted in the first global summit of industry leaders in 1989 in Paris (Huang & Zhai, 2021). One significant takeaway from the conference was a forceful message from Henry Kissinger, who said that the attendees constituted the world's most significant industry. However, it was not recognized due to its fragmentation. The Council had 32 members at its initial annual general meeting in Washington, D.C., after the Gulf War in 1991 (Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC), 2022). This was the first formal meeting to establish the WTTC's objectives and critical concerns to be addressed.

1.1.3.1 World travel & tourism council today

Today's World Travel & Tourism Council is a vastly grown organization that maintains the same core ideals and objectives that it did when it was created (Travel

& Tourism Economic Impact | World Travel & Tourism Council (WTTC), 2022). The three core topics of the Council are congruent with the purpose of the CEOs who founded it in 1990:

- Travel and tourism have been deemed a top priority by governments worldwide.
- It is creating a work environment that considers people, culture, and the environment.
- Long-term progress and prosperity are common goals.

WTTC Members are still the main factor behind the organization's activities and policy.

1.1.3.2 World travel & tourism council economic impact reports

In addition to its Insights reports, WTTC publishes travel and tourism impact analyses for 185 nations and economies, as well as 25 geographical or economic sectors (Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC), 2022). Using these papers in collaboration with Oxford Economics, they can demonstrate the massive value that travel and tourism give to the economy, allowing politicians and investors to make decisions that benefit our business (Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC), 2022).

Prior to the outbreak, Travel & Tourism was responsible for one-fourth of all new employment created in the world, 10.6 percent of all jobs, and 10.4 percent of global GDP (US$9.2 trillion) (Travel & Tourism Economic Impact | World Travel & Tourism Council (WTTC), 2022). Foreign visitors spent a total of $1.7 trillion in 2019 in total (UNWTO, 2020). These statistics show which countries rely the most on tourism, how

much tourism adds to GDP, and why tourism is so vital to the economy of a country or area.

1.1.4 Sustainable hotel management

Climate change and the pandemic, as well as the ensuing health and economic challenges, are pushing the global agenda ahead. Businesses worldwide are debating how to cope with public and political pressure while also aligning their systems and operations with the aims of the Paris Climate Agreement, which aspires to limit global warming to less than 2°C, preferably 1.5°C (Maibach et al., 2021). Hotels, in particular, must reduce their emissions by 90% by 2050 or risk closure (The Paris Agreement | United Nation Climate Change (UNCC), 2022). Aside from hotels, transportation, food and beverage, and other businesses all contribute significantly to greenhouse gas emissions, which contribute to global warming (Huang & Zhai, 2021). As a result, hotel management must find solutions to the problems at hand, not only because it is their moral mission but also because it makes perfect commercial sense.

Long-term management provides efficiency, brand loyalty, and personnel retention returns (Aleksandrovna et al., 2021). Consumers will increasingly support firms with a strong sense of purpose in the future, and employees and travelers are among the most significant and influential customers in history. Even small organizations may include sustainability into their management practices and general mentality with the aid of various cost-effective and easily accessible solutions (Aleksandrovna et al., 2021). From building design to recycling and food waste reduction, hospitality management may take a methodical approach to decrease greenhouse gas emissions and help to meet the Paris agreement targets (Huang & Zhai, 2021).

Hoteliers at every stage of their sustainable journey may learn from and be inspired by those who have already made sustainability a part of their hotel's DNA (Aleksandrovna et al., 2021). The SAM Corporate Sustainability Assessment ranked hotel chains with the best environmentally friendly practices in 2019.

For example, a boutique hotel brand in the United States promotes sustainability from the start, creating buildings responsibly and employing salvaged wood furnishings. Likewise, businesses in the food and beverage industry promote seasonal and locally sourced ingredients and urge their consumers and staff to become familiar with sustainable practices.

1.2 Problem statement

Hotels are the accommodation sector's central pillar, and their routine operations require significant energy and water consumption, but consequent environmental degradation risks hotel organizations' reputations. Therefore, customers seek "green consciousness" in hotel operation management (Casado-Díaz et al., 2020; Yi et al., 2018).

Hoteliers are adapting to this "green wave," emphasizing the eco-friendly attributes of their services and transforming into "green" or "environmentally-friendly" hotels (Han et al., 2018; Singh et al., 2020). Green hotels are lodging properties that implement green initiatives such as efficient energy and water usage to promote pro-environmental behaviors toward sustainable tourism development (Green Hotel Association, 2020; Han et al., 2018). However, as the hotel industry has grown exponentially over recent years, pressure has also grown to become more environmentally conscious by adopting environmentally friendly practices that are not

detrimental to the environment. Figure 10 illustrates that in 2019, the worldwide hotel and resort market was worth 1.47 trillion US dollars.

Because of the coronavirus (COVID-19) outbreak, the market plummeted to 610 billion US dollars in 2020 (Onyeaka et al., 2021). However, in 2021, the market was predicted to increase to almost 950 billion US dollars (Onyeaka et al., 2021). Generally, companies with a firm green policy increase their benefits in terms of more income and emphasizing their brand recognition in the competitive market (Wee & Quazi, 2005; Yang et al., 2011). In addition, organizations adopt green human resource management (GHRM) practices to embed the green behavior among their employees (Renwick et al., 2013). Kramar (2014) defined GHRM as HRM activities that conserve natural resources.

Although there are enough studies in the literature about the correlations among the GHRM and employee workplace green behavior, the linkage still has not been explored empirically (Jackson et al., 2011; Renwick et al., 2013). The contribution of different stakeholders of the tourism industry, particularly tourists and employees, is needed to obtain sustainable tourism. Tourists can contribute to the tourism and hospitality industry organizations through their perceptions that could be positive or negative. Therefore, conserving the environmental attractions will be beneficial for tourists and hosts.

Green human resource management (GHRM) practices should be implemented to create a win-win scenario for firms operating in the hospitality sector to preserve the environment (Aboramadan et al., 2021a). GHRM practices influence the entire

organization's operations and predict environmental management aspects such as environmental performance (Benevene & Buonomo, 2020; Olya et al., 2020).

GHRM practices include recruiting, remuneration, incentives, and leave policies that promote green policies and procedures (Aboramadan & Karatepe, 2021; Nisar et al., 2021). An innovative transformation approach toward greening organizations requires management and employee participation. It occurs not just due to GHRM-inspired activities but also from encouraging green behaviors among an organization's members (DuBois & Dubois, 2012).

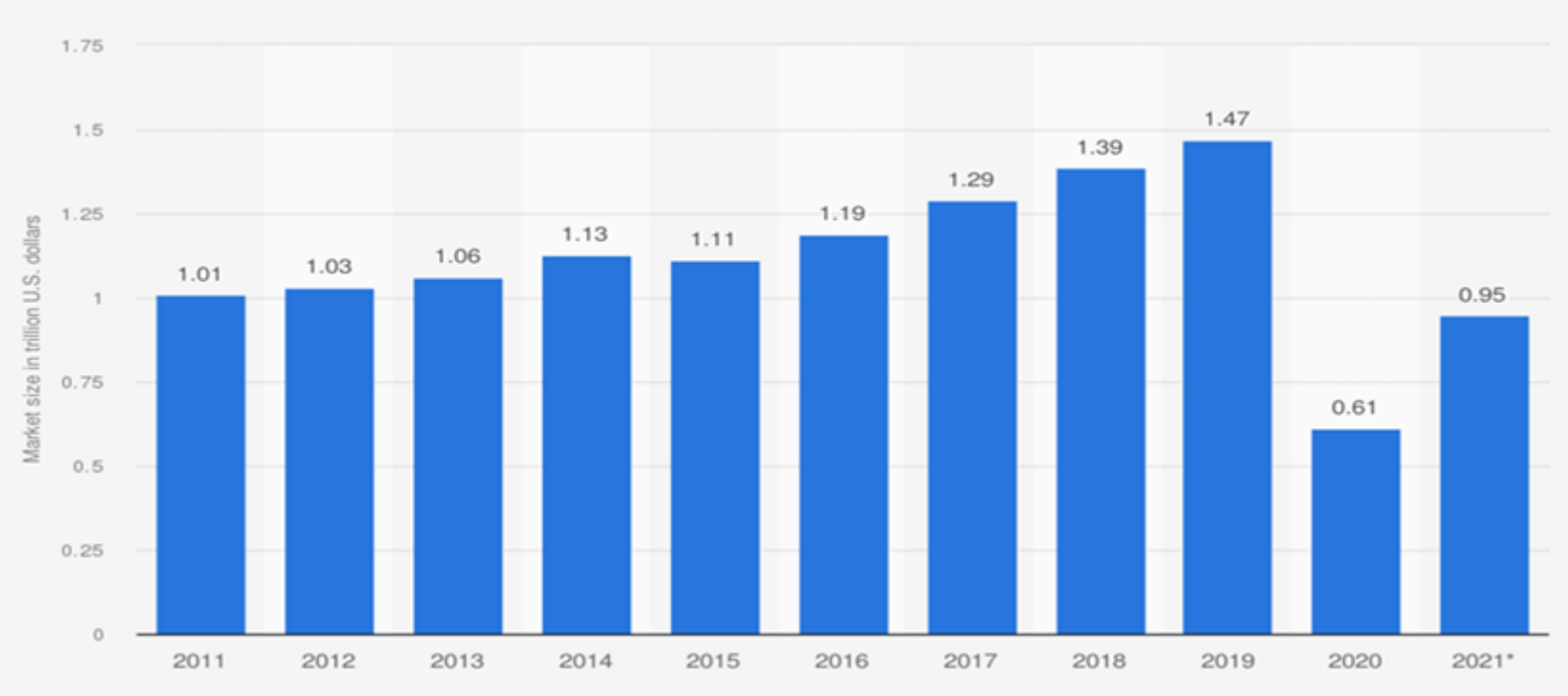

Figure 10: Market size of the hotels and resort industry

Source: IBISWorld. (June 14, 2021). Market size of the hotel and resort industry worldwide from 2011 to 2020, with a forecast for 2021 (in trillion U.S. dollars) [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1186201/hotel-and-resort-industry-market-size-global/

The link between GHRM and employee environmental commitment (EEC) is in its early stages – additional study is needed (Paillé & Valéau, 2020). As Pinzone et al. (2019) stated, EEC increased through GHRM practices deployment and engaged employees in environmental conservation initiatives that enhance environmental performance. In addition, EEC is considered a driving factor to improve environmental performance (Jiang et al., 2012). Previous research suggests that green process innovation is a performance predictor of organizations operating in the hospitality sector (Chan et al., 2016; Cheng et al., 2014; Wei & Sun, 2021; Wong, 2012; Xie et al., 2019).

Moreover, investigating EEC and green process innovation as mediators between the GHRM practices and environmental performance relationship based on social identity theory (SIT) has been suggested (Abid et al., 2020; Nuryakin & Maryati, 2020). Other studies have also recommended studying EEC concerning green process innovation (Awan et al., 2021; Nuryakin & Maryati, 2020). A study by Xie et al. (2019) found that little research has been done on the environmental effect of green process innovation, indicating that additional research is needed. They pointed out that because green process innovation is a new concept, it is not well-known among academics and practitioners.

Therefore, its potential to benefit the environment needs to be explored. In addition to previous studies examining GHRM practices and hotel environmental performance, a more comprehensive understanding and theory-based inquiry approach to hoteliers is required for sustainable tourism development (Amrutha & Geetha, 2020; Yusoff et al., 2020). According to Yadav and Ramaswamy (2020), Organizations may

enhance their environmental performance by expanding the scope of their GHRM practices.

1.3 Safe and green tourism certificate

Turkey's safe tourism certification program defines and recommends a comprehensive set of measures for all Turkish citizens and international visitors spending their vacations in Turkey and the well-being and health conditions of passengers/guests and employees working at touristic facilities ("Bakan Ersoy açıkladı: Güvenli ve Yeşil Turizm Sertifikası geliyor", 2022). The safe tourism certification program, one of the first of its kind, was developed with the assistance of the ministries of health, internal affairs, foreign affairs, and all industry stakeholders ("Bakan Ersoy açıkladı: Güvenli ve Yeşil Turizm Sertifikası geliyor", 2022).

Accreditation institutions are authorized to inspect accommodation facilities, food and beverage facilities, tour and transfer vehicles, culture, art, and congress facilities, theme parks, ski lifts, and sea tourism facilities in order to issue Safe Tourism Certification Program verification, conduct hygiene, and health inspections, and compliance assessments based on various international standards and criteria. Following the inspections and evaluations, the institutions consolidate their findings in reports and send inspectors to facilities that have applied to the program regularly to ensure that the services are being delivered in line with the criteria.

Turkey's Culture and Tourism Ministry signed the Paris Agreement ("Bakan Ersoy açıkladı: Güvenli ve Yeşil Turizm Sertifikası geliyor", 2022). They also collaborated with the Ministries of Environment and Urbanization and Forestry ("About Safe Tourism Certification Program | TGA", 2022). After a defined transition time, the

collaboration culminates in a change as a Safe and Green Tourism Certificate ("About Safe Tourism Certification Program | TGA", 2022). This will happen based on a set of parameters. Several state punishments will be imposed on organizations that do not match their policies with the safe and green tourist certificate. Airlines that fail to follow the guidelines will be taxed. Countries that break the rules will be taxed. Visitors to these countries will be required to deposit additional funds.

1.4 Purpose of the study

In a nutshell, this study aims to understand better underlying mechanisms that explain how GHRM practices influence the emergence of EEC and green process innovation. Understanding these mechanisms determines whether all such practices affect environmental performance in hospitality. The research sheds light on and highlights circumstances in which applying GHRM practices solely does not ensure improved environmental performance. Green hotels must nurture employees who are firmly committed to environmental preservation and innovation in a green framework to ensure positive green hotel achievements.

1.5 Contributions to current knowledge

This study contributes to the current literature on hospitality threefold. To the best of our knowledge, this is the first research to evaluate the environmental performance of all of Turkey's green hotels. First, this study extends the Cop et al. (2020) work by exploring the different roles of GHRM practices and their impacts on organizational outcomes by collecting data from all full-time green hotel employees in Turkey, not only those in Istanbul.

Second, this study produces a research framework, beheld from the viewpoint of SIT, to stimulate environmental performance, commitment, and innovation. It entails

investigating green innovation management, a relatively new idea not covered by traditional HRM methods (Mishra, 2017). The influence of GHRM practices has been thoroughly studied in developed countries, but not enough research has been carried out in developing countries (Noronha et al., 2016).

Third, the current study examined the effects of GHRM practices on the environmental performance of hospitality employees while taking EEC and green process innovation into account as mediators. It appears that few studies have examined EEC and green process innovation in the green context (Khan et al., 2021; Pham et al., 2020; Xie et al., 2019). Though there are few studies in hospitality research to consider EEC and green process innovation simultaneously as mediators (Chan et al., 2016; Pham et al., 2020; Ren et al., 2018) on the GHRM practices and environmental performance link, the current hospitality literature is still bereft of evidence of whether EEC and green process innovation boost the links mentioned above.

Practically, testing the effect of GHRM practices among the employees has implications for managers of organizations in the tourism and hospitality industry. The buoyant aids of implementing GHRM practices on environmental performance through EEC and green process innovation are helpful for several sectors such as governmental and non-governmental organizations working in tourism and hospitality (Jung & Yoon, 2016). The management can implement green behaviors to conserve the natural environment. Furthermore, the government can encourage the decision-makers to adopt pro-environmental behaviors to have less pollution and obtain sustainability in the tourism and hospitality industry.

1.6 Organization of the study

This dissertation has five chapters: an introduction, a literature review, methods sections for studies A and B, results from sections for both studies A and B, and conclusion sections for both studies A and B. The next chapter will go through the available literature on GHRM practices and their effects on the environmental performance of green hotels in Turkey and the observed variables, theoretical framework, and hypothesis construction. The dissertation's research strategy is discussed in the third part, and the results of the analysis, discussion, and conclusion are presented in chapters four and five.

1.7 Definition of the terms

GHRM practices include green policies and processes in hiring, compensation, incentives, and leave policies (Aboramadan & Karatepe, 2021). An innovative transformation strategy to greening firms requires management and employee engagement. It happens not just because of GHRM-inspired initiatives but also because of fostering green practices among an organization's members.

Environmental performance impacts a business by encouraging it to meet and surpass public objectives that promote a natural environment according to laws and norms (Ahmed et al., 2021). It entails being aware of the biological processes of resource depletion to apply the most appropriate norms to lessen natural burdens (Nisar et al., 2021).

Employee environmental commitment refers to an individual's point of view, duties, obligations, and the ideas, rules, and procedures in place to prevent and manage environmental effects in business operations (Raineri & Paillé, 2016).

Green process innovation is defined and described as the process adopted by the firms to reduce pollution and apply innovation to conserve the environment through innovative practices (Wang et al., 2021).

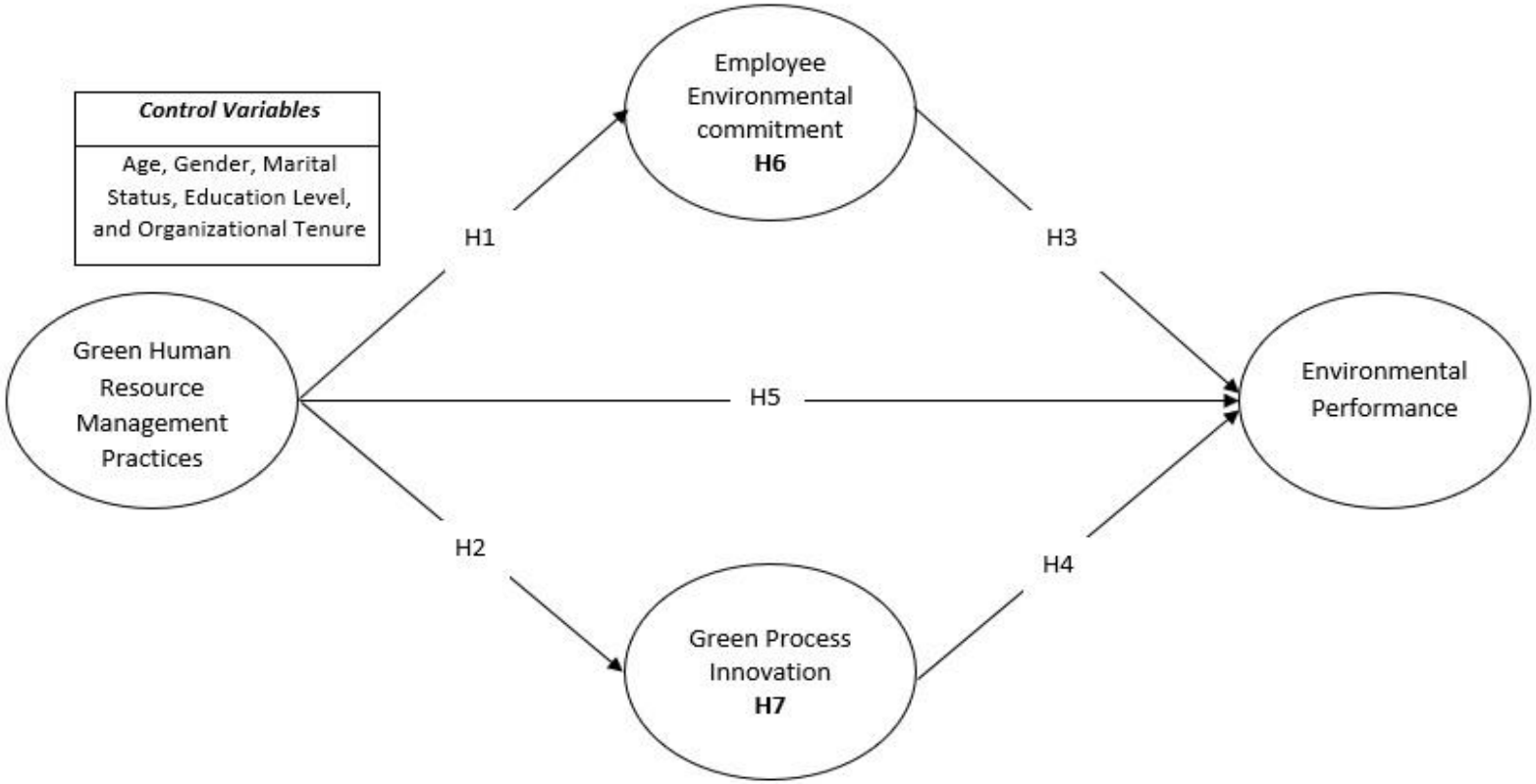

Figure 11: Research model for study A

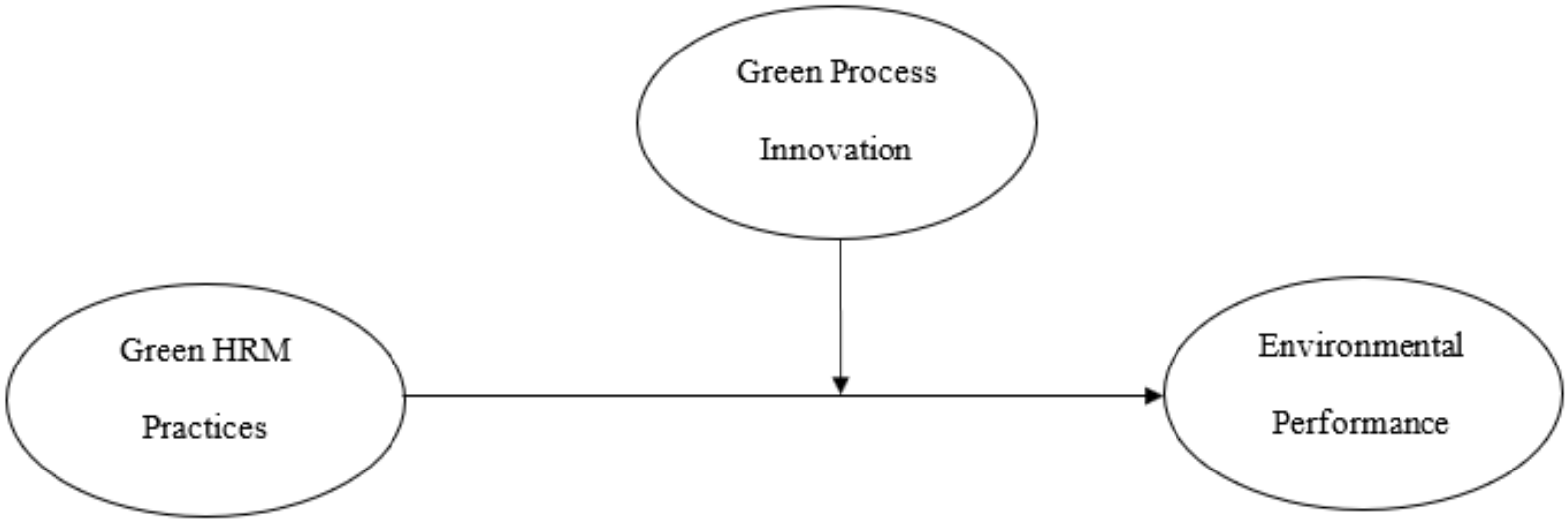

Figure 12: Research model for study B

Chapter 2

LITERATURE REVIEW

2.1 Hospitality industry

The hospitality industry is a subset of the more extensive travel and tourism sector (Schwepker & Dimitriou, 2021). The travel and tourism industry is a diverse group of businesses united by a common goal: to provide necessary or desired products and services to travelers. Hospitality is defined as a deliberate, planned, and sustained effort to establish and maintain mutual understanding between an organization and the general public, also known as the business of making and keeping friends and promoting a better understanding atmosphere (Ntounis et al., 2022). According to the Oxford Dictionary, hospitality is defined as "the reception and entertainment of guests, visitors, or strangers with liberality and goodwill." Hospitality is derived from the Latin word Hospitalities (hospitality noun - Definition, pictures, pronunciation and usage notes | Oxford Advanced Learner's Dictionary at OxfordLearnersDictionaries.com, 2022).

The travel and tourism industry can be divided into five major segments, each with its own set of sub-components (hospitality noun - Definition, pictures, pronunciation and usage notes | Oxford Advanced Learner's Dictionary at OxfordLearnersDictionaries.com, 2022). The hospitality industry includes lodging and food and beverage operations and institutional food and beverage services that do not serve the traveling public. Lodging operations differ from other travel and tourism

businesses in that they provide overnight accommodations to their customers. Many lodging establishments offer food and beverage services, recreational activities, and other amenities.

The hotel sector is one of the most advanced in the world. Tourists are part of the company's overall business plan. This industry provides a wide variety of services to meet the needs of today's travelers (Ahmed et al., 2021). "Hospitality" refers to a kind greeting extended to strangers and friends alike (hospitality noun - Definition, pictures, pronunciation and usage notes | Oxford Advanced Learner's Dictionary at OxfordLearnersDictionaries.com, 2022). The bond that arises between a visitor and their host. Service is fundamental to the hotel sector. Hospitality is defined as "making guests feel at ease and safe by treating them with warmth and compassion." Travelers, pilgrims, wanderers, tourists, and other visitors need hospitality.

Since its origin, hospitality has played an essential role in enhancing tourists' experiences via consistent service quality (Guerra-Montenegro et al., 2021). According to British law, a hotel is a location where a genuine visitor may have food and shelter if he can pay for it and is in good enough health to do so ("Hotel Proprietors Act 1956", 2022). There are both perishable and intangible items for sale here. A hotel is essentially a business facility that supplies travelers with lodging, food, and other amenities (Ntounis et al., 2022). Hotels vary from basic or restricted facilities to excellent services.

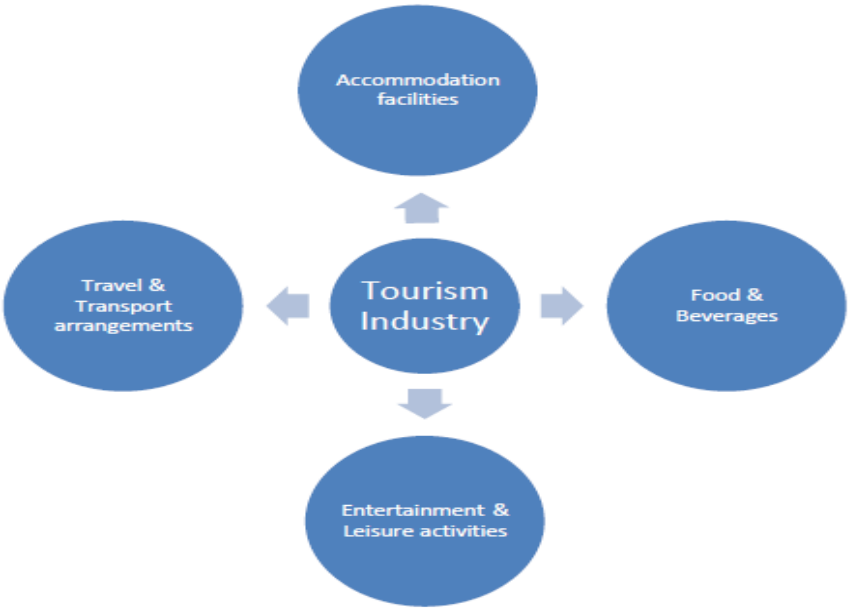

Figure 13: Different components of the tourism industry

2.2 Hotel industry development worldwide

The growth of the tourism and travel sector had a considerable influence on the hospitality industry's founding, expansion, and development. Therefore, hospitality and tourism are mutually dependent. To meet this requirement of travelers, the notion of inns and lodging houses arose. The earliest known inns were built about 500 B.C ("Hotel Proprietors Act 1956", 2022). They exemplified the earliest kind of hospitality. They were constructed in the houses of locals who earned a livelihood by offering lodging and other services.

Road travel became less popular in England throughout the Industrial Revolution by introducing rail services and steamships ("Hotel Proprietors Act 1956", 2022). Travelers preferred to travel by train because it was more convenient, faster, and safer, and the amount of business at inns decreased. Some were compelled to close their doors, while others adapted their product for the local market and opened bars. As

railway links improved, new towns and cities sprung up, and hotels rose around train stations.

2.3 Eco-friendly hotels concept

We hear a lot these days about environmental preservation, natural resource conservation, incorporating eco-friendly practices into our daily lives, and so on. Various sectors are also striving to position themselves as environmentally friendly to build a devoted following among these more concerned customers. The hotel sector is no exception. Most hotels claim to encourage green techniques in their everyday operations to attract these consumers.

The worldwide movement toward sustainability has permeated all fields. We can see that governments and non-governmental organizations, businesses, and consumers are becoming more aware of the need to live in harmony with their surroundings and reduce their environmental footprints. The hotel business is no exception, and the concept of sustainability is gaining ground in this sector. With this as a background, it is evident that travelers have become considerably more sensitive to the environment in which they dwell over the previous ten years (Nilashi et al., 2019).

The movement toward ecologically responsible tourism has swept the world over the last decade. However, the many ways being used are different from the countries in which they are applied. Rising energy costs, political pressure, consumer expectations, and a competitive climate push hotel companies to consider sustainability (Nilashi et al., 2019). Consequently, they are increasingly supporting ecologically beneficial activities while also emphasizing sustainability in terms of both growth and operational practices. This entails taking steps to incorporate green practices into all

aspects of their day-to-day operations, or at least those that can be accomplished. This attention on environmental issues is not a passing trend, and it is likely to remain for a long time.

2.3.1 Green hotel certifications

As the hotel and tourism businesses become more aware of environmentally friendly operations and their customers demand green practices, various green certification schemes for the hospitality industry have emerged (Nelson et al., 2019). Hotels may participate in several such schemes, each with benefits and drawbacks. In addition, hotels may choose from some classifications. Some of the most well-known certificates are as follows.

2.3.1.1 Green key global

They are then instructed to reduce their operating costs and environmental impact, enabling them to earn additional keys ("Green Key — Green Key programme", 2022). Energy, water, solid waste, hazardous waste, indoor air quality, community outreach, building infrastructure, and land usage are all included in the Green Key audit.

2.3.1.2 Green globe international

A hotel is assessed on-site by an independent third-party auditor who verifies the facilities and merchandise to get this worldwide certification ("Green Globe certification levels — Green Globe", 2022). To ensure that the highest standards are maintained, hotels must reapply for recognition on an annual basis.

2.3.1.3 Energy star

It has been established in the United States to reduce energy consumption. This rating is appropriate for a wide range of commercial constructions, with hotels being only one of them.

2.3.1.4 Audubon green leaf

The Audubon Green Leaf Program was founded in 1998 to help the hotel industry offer high-quality services to clients while reducing its environmental effect ("Audubon International's Web Site", 2022). Hotels initially do a self-evaluation of their facilities and operations, followed by a Green Leaf assessment and survey.

2.3.1.5 Leadership in energy & environmental design (LEED)

In the United States, the LEED certification serves as a standard for green building construction ("LEED rating system | U.S. Green Building Council", 2022). The building is certified as silver, gold, or platinum-based on the number of points it obtains. It is one of the world's most respected green certification schemes.

2.3.1.6 Eco rooms & eco suits

For the premises to be certified, eight essential requirements must be satisfied. As a result, certification under this program is very tough. Among the requirements are the use of Green Seal products, a linen reuse program, energy-efficient lighting, bathroom amenities dispensers, efficient plumbing, a smoke-free hotel, and so on.

2.3.1.7 Sustainable tourism eco-certification programme (STEP)

Sustainable Travel International, a non-profit organization, began this program in 2007 ("Sustainable Tourism Eco-Certification Program (STEP) - Green Travel Index", 2022). It corresponds to the ideas established in the Global Sustainable Tourism Criteria, which are guidelines for tourism industry players to follow to embrace ecologically responsible practices. It is used to accredit hotels in the United States, the United Kingdom, Asia, and Australia.

2.3.1.8 Ecotels

This is an environmental certification for the hospitality industry, intending to create a completely green and ecologically friendly hotel. It intends to do this not just via

construction but also through all elements of operations ("About Ecotels | Eco Friendly Travel Booking", 2022). HVS Services, which has operations in India and the United States, is in charge.

2.4 Green globe

Green Globe was established 29 years ago. Over the previous three decades, they have developed to become the world's leading certification for the sustainable operation and administration of travel and tourism worldwide ("Green Globe certification levels — Green Globe", 2022). They certify hotels, resorts, conference centers, and attractions, making them the safest and most secure tourism businesses globally.

Green Globe Members:

- Pledge to operate at the highest level of sustainability feasible.
- Reduce energy and water use to aid in material reuse and recycling.
- Invest in the cultural and historic preservation of their host destination.
- Make a concerted effort to implement a multi-tiered approach to environmental and social responsibility.
- Encourage their workforce to be open and diverse while also considering cultural differences.
- Respect and support worldwide agreements that promote equality, health, well-being, and human rights, as well as those that ban the exploitation and abuse of children.

2.4.1 Background of green globe institution

The phrase "sustainable tourism" was in its infancy in the early 1990s ("History of Green Globe — Green Globe", 2022). However, special interest tourism was frequently branded after pioneering tourist operators concerned about the environmental effect of their activities and how to evaluate that impact correctly.

Green Globe Accreditation was established in 2002 to assure the quality of assessment services given by internationally renowned certification firms like SGS (globally), AJA (globally), Groupa Mendez (Mexico), and GT Certification (South America). Assessors were trained to do local assessments on four continents.

The first airport to get Green Globe certification was Leeds Bradford International Airport. The first educational institution to receive Green Globe accreditation was Le Roche Hotel Management School in Bluche, Switzerland.

Green Globe Certification, which began in 2008, has established a worldwide headquarters for certification and verification services in Los Angeles, California ("History of Green Globe — Green Globe", 2022). With the establishment of the Green Globe Academy, these services have swiftly expanded to include education and training. Communication and marketing services were developed to assist Green Globe members in better publicizing their sustainable accomplishments.

Green Globe Certification established a network of experienced auditors in more than 80 countries. This professional network provides Green Globe members with local experience, connecting their activities to local and regional government sustainability policies and actions. In addition, this network is used by central hotel and resort companies such as Club Med and Mövenpick, which utilize Green Globe to accredit all of its sites globally ("History of Green Globe — Green Globe", 2022).

In response to the worldwide COVID 19 pandemic in 2021, the Green Globe International Standard for Sustainable Tourism V2.0 was established, which included criteria and indicators that would enable members to certify their activities as COVID Safe.

2.4.2 Green globe members

The Green Globe membership, which is global and adheres to the highest environmental and social sustainability requirements, includes more than 80 countries. Despite their differences in cultures, nationalities, and languages, the members are connected by their passion and outstanding accomplishments. Turkey is designated as a Middle East area member, and there are seven hotels and resorts that are members of Green Globe and are deemed green lodging ("History of Green Globe — Green Globe", 2022). Figure 14 presents the presence of Turkey's aforementioned green hotels and resorts.

Figure 14: Turkey’s green globe member distributions

2.5 Green hotels and green management

As defined by the green hotel association (2020), green hotels are generally supported and promoted to reduce pollution, preserve natural resources, and save water and energy. Similarly, green hotels are establishments with a responsible organizational attitude toward the local community, culture, personnel, and the environment (Kasim, 2004). Green hotels strive to foster the same environmental awareness in their

guests by reminding, encouraging, and making it easy to collaborate (Agag & Colmekcioglu, 2020; Rahman et al., 2020).

The organization's green hotel concept has been implemented to promote ecologically friendly operations (Han et al., 2020). To be considered fully green, hotels must use green thinking and decision-making at all levels of the process. However, although this description is generally acknowledged in the literature, there is no single universal method to determine whether a hotel is a green hotel (Choi et al., 2015).

Green management is described as actions used by an organization to minimize, eliminate, and avoid the negative environmental impact of its operations (Cooper, 1998). Environmental concerns have been the subject of conflict since the 1970s (Gilmore & Simmons, 2007; Han & Yoon, 2015).

The preservation of the environment has also been extended to the hotel business (Amrutha & Geetha, 2020). According to the Green Hotels Association (2008), green hotels are ecologically friendly establishments that provide environmentally sustainable services that help safeguard the environment. Hotel guests are continually becoming more concerned about the hotel industry's environmental impact (Han, 2020). Hotels' management must adapt to address society's environmental concerns as the number of green customers grows (Manaktola & Jauhari, 2007). To tackle the existing challenges, hotels are implementing eco-friendly operations in terms of services and products (Claver-Cortés et al., 2007; Ham & Han, 2013).

The UN Intergovernmental Panel on Climate Change (IPCC) issued a special report in 2018 stating that the world has just over a decade to limit global warming to 1.5°C

above pre-industrial levels, after which the risk of floods, droughts, and extreme heat will worsen significantly. People are becoming more environmentally conscious as their awareness of climate change grows. According to the source, when looking ahead to March 2021, 81 percent of travelers intend to stay at least once in eco-friendly or green accommodation, increasing from the previous year (Figure 15).

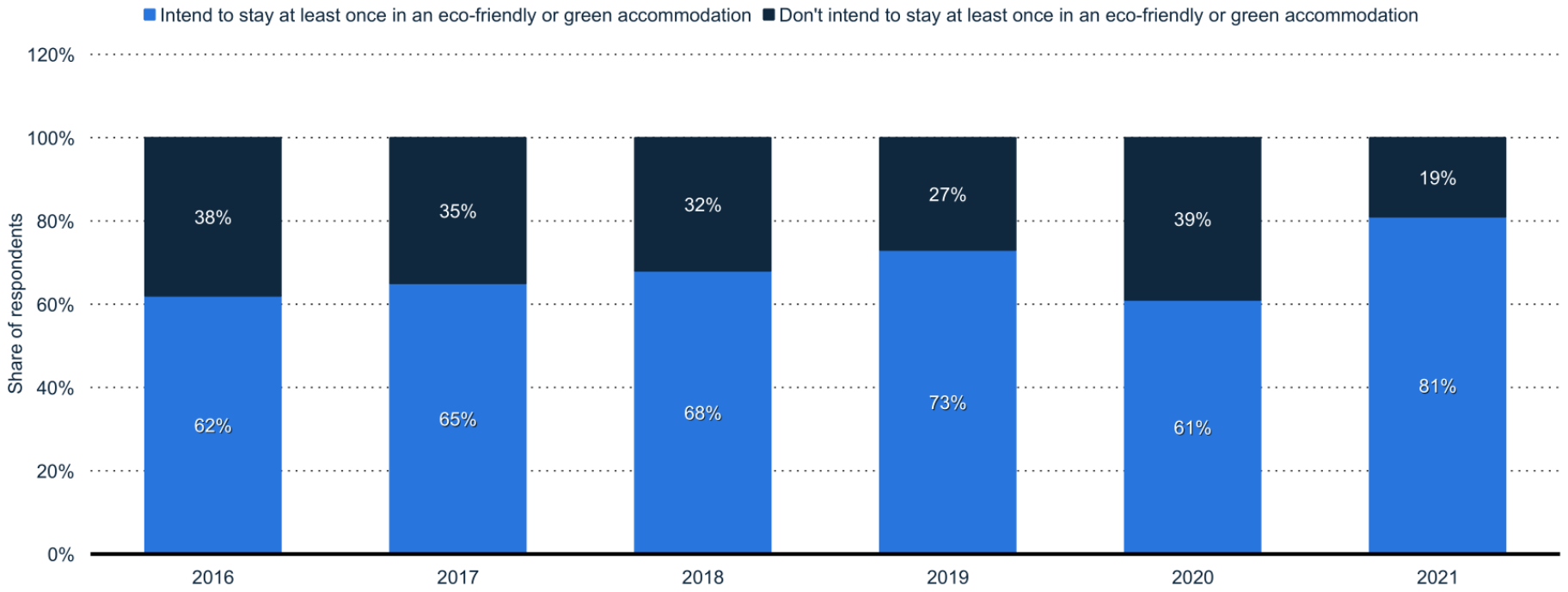

Figure 15: Global travelers who intends to stay in green accommodations (2016-2021)

Source: Booking.com. (June 3, 2021). Distribution of global travelers intending to stay at least once in an eco-friendly or green accommodation when looking at the year ahead from 2016 to 2021 [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/1055777/sustainable-travel-travelers-staying-in-green-lodging-in-the-next-year/

2.6 Study context

2.6.1 Turkish tourism industry

Turkey has made significant expenditures in infrastructure and superstructure during the previous two decades ("Turkish Tourism Industry Today | TÜRSAB", 2022). Transportation infrastructure includes airport and air terminal renovations, refurbishment, and new construction. Domestic flights to all major cities and tourist locations in Turkey are accessible, as are international airports in major towns and resort areas. Traveling in Turkey is simple and fun, owing to the country's roadways and frequent luxury bus services and coach excursions. The transportation infrastructure, service efficiency, and innovative communication network system meet contemporary tourist criteria.

Currently, the hospitality business offers a wide variety of facilities, including high-end, ultra-modern luxury category hotels and vacation complexes, boutique hotels, and low-cost alternatives. Although city hotels, summer resort hotels, and vacation complexes account for most accommodations, ski, winter resort, and spa hotels may be found across the nation. The majority of high-end hotels and vacation resorts provide a choice of leisure and entertainment options. There are a few international-standard golf courses dispersed around the country as well.

Turkey is a yachting haven. Marinas and accompanying infrastructure are available in Istanbul and other famous vacation locations around the Aegean and Mediterranean beaches. Because there is still much space for growth in yacht tourism, there is an effective plan in the works to increase capacity to meet expanding demand.

Turkey has a worldwide reputation for hosting the world's most significant events and conferences. As a result, most high-end hotels provide meeting and convention facilities and high-quality conference halls with large capacities and cutting-edge technology.

Attractions in major cities and resort areas; world-renowned Turkish cuisine as well as international cuisines, restaurants, bars, entertainment life, and cultural events may all draw visitors from across the world.

Turkey currently offers a broad range to select from, from the most discriminating visitor to the richest and cosmopolitan traveler, and an efficient and active tourist sector capable of meeting the expectations of all market sectors, thanks to its vast tourism potential.

There is widespread agreement, backed up by research data that Turkish tourism will continue to expand faster than the European and global averages, and the long-term prospects seem to be rather promising.

Turkey is a well-known tourist destination worldwide, particularly in the Middle East (UNWTO, 2020). According to UNWTO's (2020) statistics, the tremendous increase in international tourist arrivals was recorded in the Middle East region, and Turkey was among the top ten destinations. Figure 16 shows that in 2019, France, Spain, and the United States received the most international tourist arrivals.

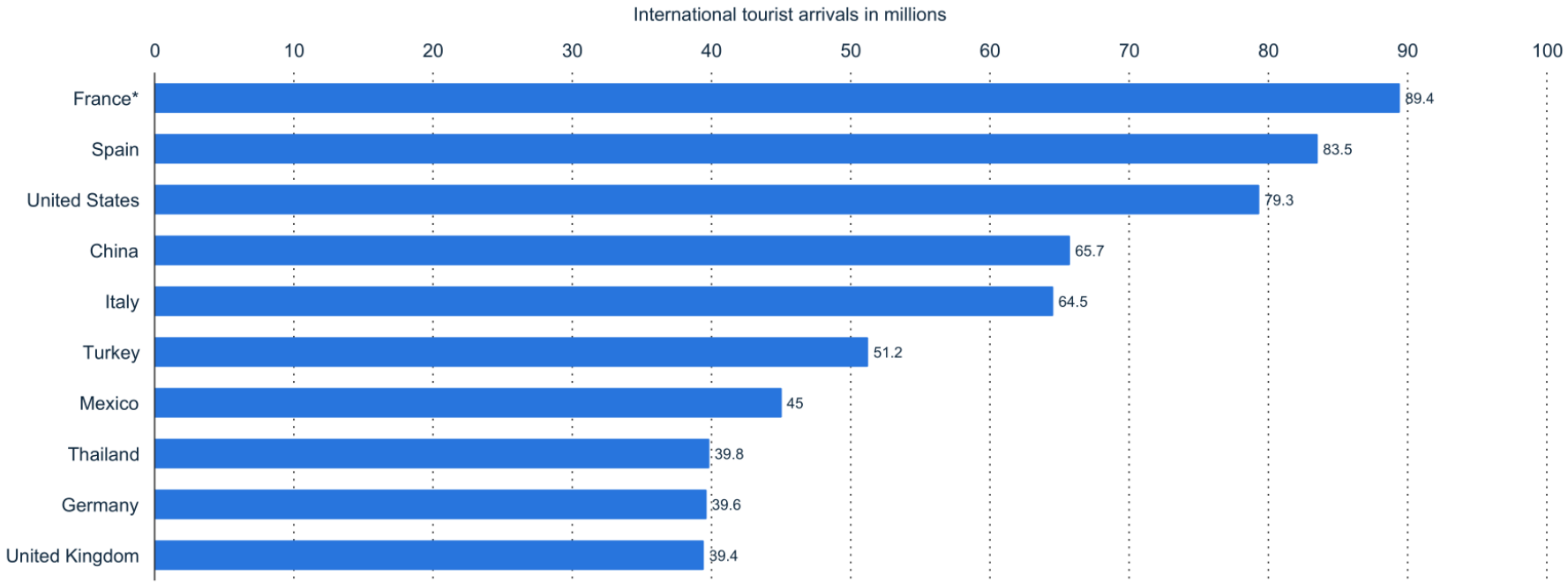

Figure 16: Tourist arrival for countries with highest amount

Source: UNWTO. (December 17, 2020). Countries with the largest number of international tourist arrivals worldwide in 2019 (in millions) [Graph]. In *Statista*. Retrieved February 21, 2022, from https://www.statista.com/statistics/261726/countries-ranked-by-number-of-international-tourist-arrivals/

Recent research has confirmed that the hospitality and tourism industry is economically advantageous to Turkey and contributes to GDP (Yarimoglu & Gunay, 2020).

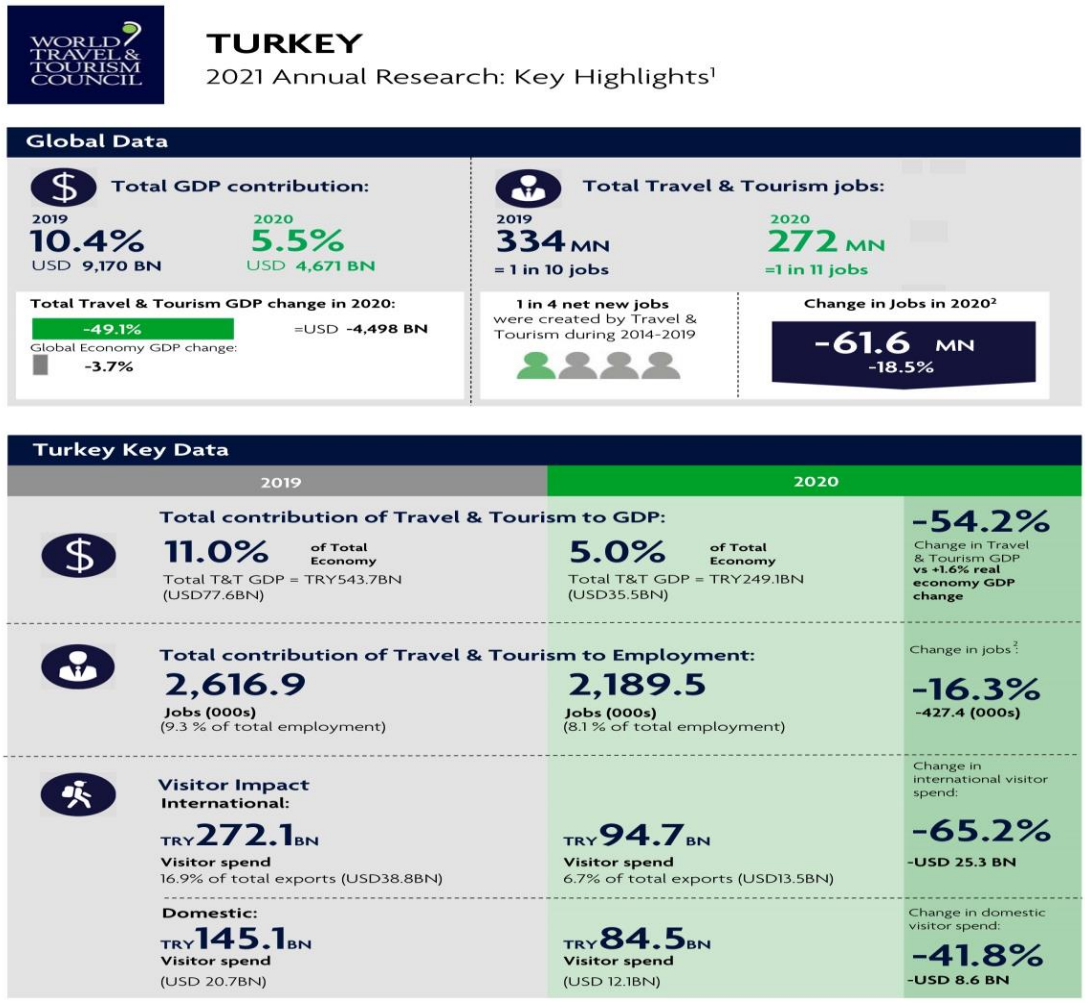

Figure 17: Total GDP contribution of Turkey
Source: WTTC, Economic Impact Records

These statistics have drawn attention to the prominence of the hotel industry in Turkey. The hospitality and tourism industry is a substantial contributor to the country's economic prosperity ("Türkiye Turizm İstatistikleri | TÜRSAB," 2021), and the government strongly endorses it as a plan for moving toward long-term economic growth (Yarimoglu & Gunay, 2020).

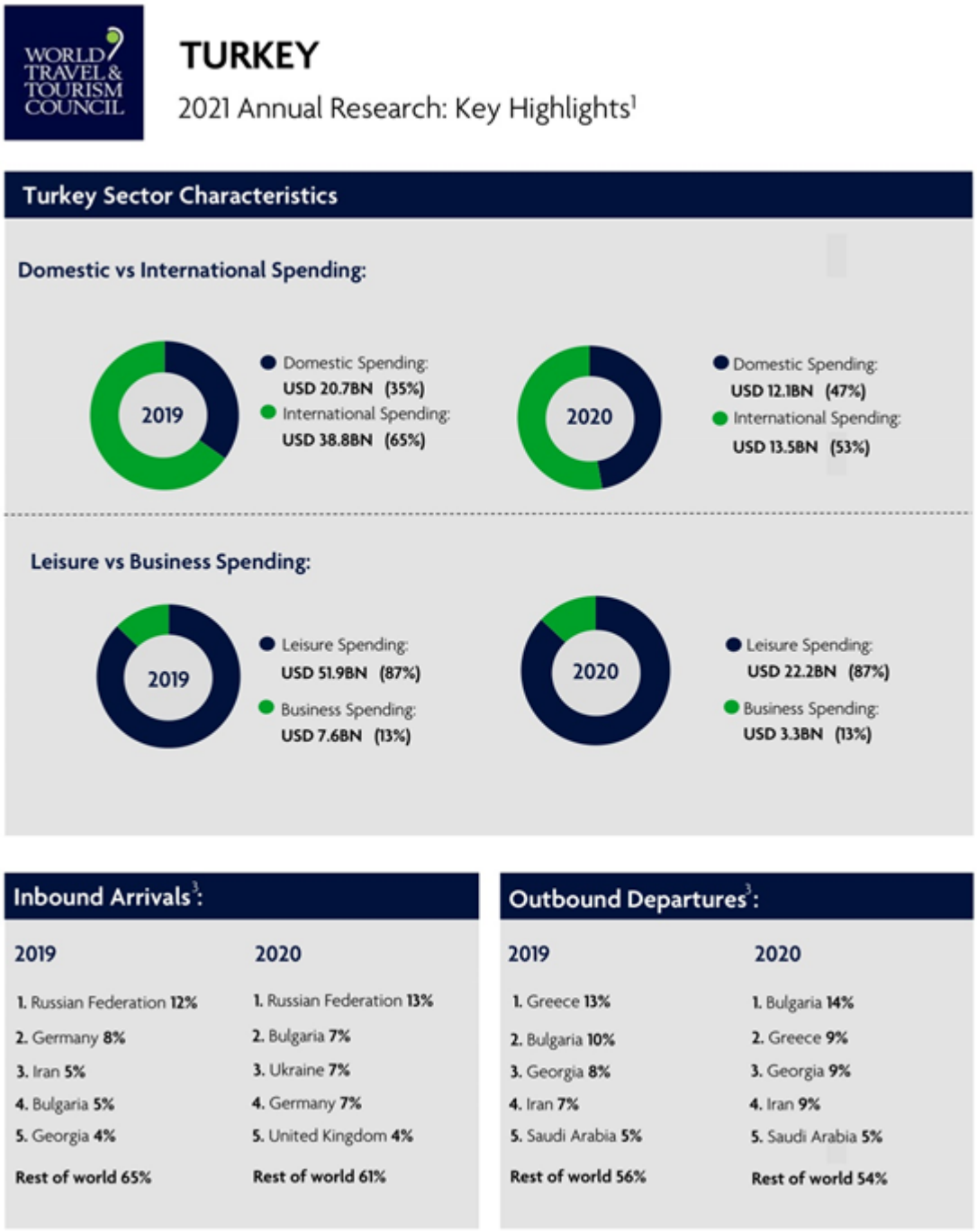

Figure 18: Tourism revenue of Turkey
Source: WTTC, Economic Impact Records

In particular, tourism and hospitality are considered the most promising Turkish development industries, contributing around 34 billion USD to the gross domestic product ("Türkiye Turizm İstatistikleri | TÜRSAB," 2021). According to the facts

presented above, hospitality has significantly benefited the global and Turkish economies (Irani et al., 2021a).

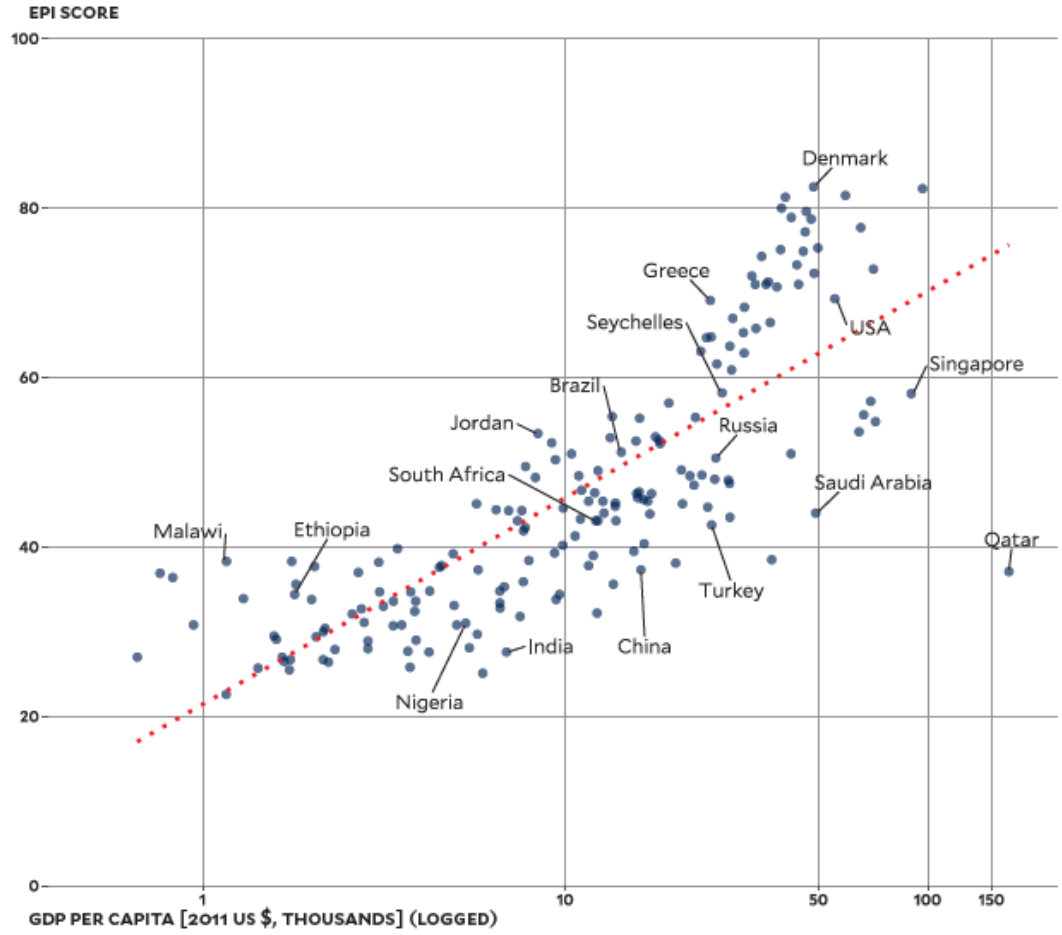

Figure 19: GDP per capita distribution
Source: Assets.ey.com. (2022). Retrieved 21 February 2022, from https://assets.ey.com/content/dam/ey-sites/ey-com/en_tr/pdf/ey-turkey-tourism-market-overview-2020.pdf

Furthermore, there is a mismatch between environmental consciousness and environmentally friendly hotel operations; there is a lack of awareness regarding hotel management's environmental concerns and environmentally friendly hotel operations (Yarimoglu & Gunay, 2020). Turkey ranks 99 on the Environmental Performance Index (2020), behind the top five countries such as Denmark, Luxembourg, Switzerland, the United Kingdom, and France regarding environmental trends and

advancements. Despite considerable advances, Turkey remains a developing country of ecotourism. Although hotels' green activities are limited in quantity and quality, Turkey hosts many green tourists. As a result, analyzing the causes and effects of green hotel intentions is essential to understand green workers' actions, expand hotels' environmentally friendly activities, and urge them to become green and meet green aims alongside their financial objectives. This study is essential to assess employees' attitudes toward environmental sustainability and recommend green hotels. To enhance green outcomes, commitment and innovation among the hospitality industry's employees will be analyzed.

2.6.2 Turkey hospitality industry

Antalya has the most major tourist operation licensed room numbers per city in Turkey, with 213.305 rooms, according to the Republic of Turkey Ministry of Culture and Tourism, followed by Istanbul and Mula, which have 60.568 and 50.988 rooms, respectively, as of 2019 ("Turkey's Tourism Potential And Resources | TÜRSAB", 2022). The Ministry of Culture and Tourism of the Republic of Turkey recorded 473.609 rooms in Turkey.

According to Fitch Solutions' Turkey Tourism Report from March 2020, the total number of hotel rooms in Turkey during the COVID-19 epidemic was 175.710. The room number was not included in the report. According to Fitch, the number of hotels and lodging establishments will grow. The occupancy rate, number of hotel rooms, and total overnight stays are predicted to rise between 2020 and 2024.

The average length of stay for guests in 2018 was 3,8 nights, while it was 3,9 nights in 2019. It is expected to reach 4,0 nights per visitor in 2020, then fall to 3,7 nights per

tourist between 2020 and 2024. These statistics, however, were projected before the COVID-19 outbreak.

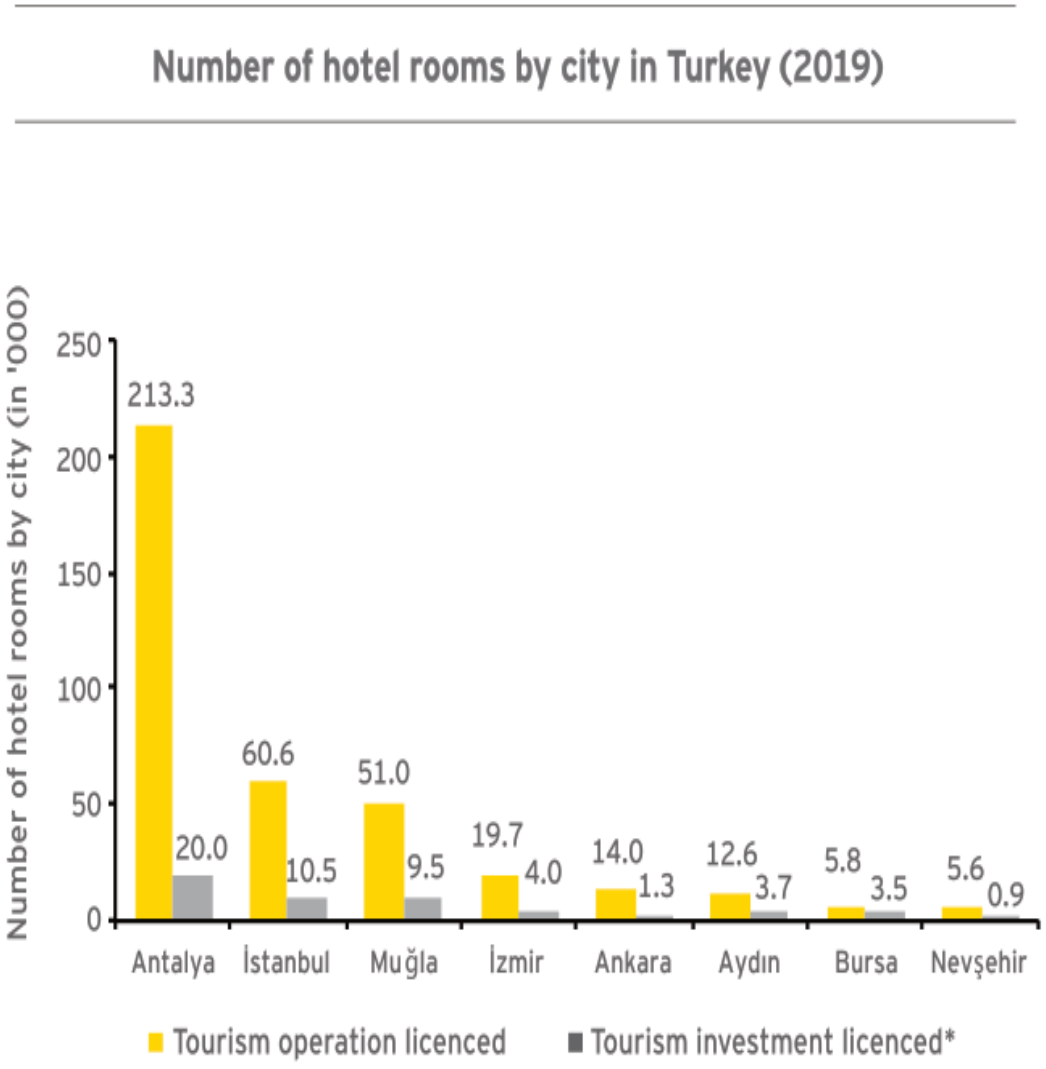

Figure 20: Number of hotel rooms by city in Turkey (2019)
Source: Assets.ey.com. (2022). Retrieved 21 February 2022, from https://assets.ey.com/content/dam/ey-sites/ey-com/en_tr/pdf/ey-turkey-tourism-market-overview-2020.pdf

Turkey's hotel data (2018 - 2024)
(Fitch Solutions estimations before COVID-19)

	2018 E	2019 E	2020 F	2021 F	2022 F	2023 F	2024 F
Number of hotels and establishments, '000	5.66	5.88	5.97	6.13	6.31	6.45	6.63
Total overnight stays, '000	95.109	106.769	111.272	117.368	122.336	126.845	132.510
Average length of stay, nights	3.8	3.9	4.0	3.8	3.8	3.7	3.7
Hotel rooms, '000	166.34	175.71	183.16	189.81	196.24	201.60	208.90
Occupancy rate, %	53.0	53.7	54.4	55.2	55.6	55.9	56.2

Figure 21: Turkey's hotel data (2018 – 2024)
Source: Assets.ey.com. (2022). Retrieved 21 February 2022, from https://assets.ey.com/content/dam/ey-sites/ey-com/en_tr/pdf/ey-turkey-tourism-market-overview-2020.pdf

Turkey's hotel industry is rapidly expanding, with numerous major management companies striving to expand their presence in the country. While regional insecurity remains a concern, according to Fitch Solutions, global hotel companies have recognized Turkey's long-term potential and have continued to push through projects in Turkey. Significant investment in supporting transportation infrastructures, such as Istanbul New Airport and the Galataport Project, which will provide a new port facility with increased capacity for cruise ships, is projected to benefit the tourism sector. Galataport will be home to Turkey's first Peninsula Hotel, adding to Istanbul's array of luxury hotel brands.

Top global hotel groups operating in Turkey

Global hotel group	Presence in Turkey	Hotel brands present in Turkey
Accor Hotels	Operates 57 hotels across Turkey, including 24 hotels in Istanbul. 14 of them are under Ibis brand and 10 are under Mercure brand.	Ibis, Mercure, Novotel, Swissotel, Fairmont, Raffles, Rixos, Mgallery, Mövenpick, Pullman
Best Western	Operates 12 hotels in Turkey, 3 of which are located in Istanbul.	Best Western, Best Western Plus, Best Western Premier, ViB Best Western
Radisson Hotel Group	Operates 30 properties and 3 of pipeline project across Turkey, including 16 in Istanbul.	Radisson Blu, Park Inn by Radisson, Radisson
Hilton	Operates around 69 hotels in Turkey, including 23 in Istanbul and 5 in Izmir.	Conrad, Doubletree by Hilton, Hilton Hotels & Resorts, Garden Inn, Hampton
Hyatt	Operates 10 hotels in Turkey, catering to the luxury travel market. The brand have one more pipeline project (161 rooms) in İzmir with Orjin Group	Grand Hyatt, Park Hyatt, Hyatt Regency, Hyatt Centric, D-Resort Göcek, Ariana Sustainable Luxury Lodge, The Marmara Bodrum, Nish Palas, Hyatt House, Tomtom Suites
InterContinental Hotels Group	Operates 32 hotels across Turkey, including 17 in Istanbul. Six Senses Kocatas Mansions opened at the end of 2019.	Crowne Plaza, Holiday Inn, Holiday Inn Express, InterContinental, Six Senses Kocatas Mansions
Marriott & Starwood	Marriot group merged with Starwood in 2016, adding 20 hotels to its portfolio, operating a total of 34 hotels 20 of which in Istanbul, 3 in Ankara, 4 in Izmir and remaining hotels are located in various cities.	JW Marriott, Marriott, Renaissance Hotels, Ritz-Carlton, AC Hotel by Marriot, The Luxury Collection, Edition, Autograph Collection, Courtyard by Marriott, Design Hotels, Le Meridien, Aloft, Sheraton, St Regis, Four Points by Sheraton, W Hotels
Wyndham	Operates 80 hotels across Turkey across a range of brands including 28 in Istanbul. The group expanded by 17 hotels in 2014.	Ramada, Ramada Encore, Ramada Plaza, Wyndham, Wyndham Grand, Hawthorn Suites, TRYP, La Quinta by Wyndham

Figure 22: Top global hotel groups operating in Turkey

Source: Assets.ey.com. (2022). Retrieved 21 February 2022, from https://assets.ey.com/content/dam/ey-sites/ey-com/en_tr/pdf/ey-turkey-tourism-market-overview-2020.pdf

2.7 Theoretical framework

Study A utilizes SIT (Tajfel et al., 1979) to support the conceptual model and justify positive perceptions of GHRM practices by workers, which leads to employee organizational identification and workplace outcomes. Then, we extend SIT to get theoretical insights into why the beneficial impact of perceived GHRM practices on corporate identification depends on the extent of organizational support for workers. SIT is built on three essential cognitive components: social categorization, social identification, and social comparison.

Individuals often seek to maintain a robust social identity by maintaining their superior social standing over relevant out-groups. To promote self-concept, individuals identify and differentiate themselves from their communities (Tajfel et al., 1979). Ashforth and Mael (1989) stated that societal associations could form people's self-concepts. According to SIT, associating with communities with a positive status can increase satisfaction (Ashforth & Mael, 1989) since belonging empowers people's self-concept that derives from their connection with society (Tajfel & Turner, 1986).

The employees' tendency toward organizations can be explained using SIT (Peterson & Seligman, 2004). Furthermore, beneficial contact between employees and companies impacts individuals' behavioral attributes, such as commitment. Some researchers suggest that employees who incorporate their organization's constructive practices and ideals show a more profound commitment (Ashforth & Mael, 1989; Turker, 2009). GHRM practices reinforce employees' self-concept regarding their organization's pro-environmental initiatives and enhance organizational outcomes.

For instance, employees' positive perception of corporate social obligation fosters a higher commitment toward their organization (Brammer et al., 2007).

Similarly, a high level of organizational commitment was found among employees with a positive perception of pro-environmental activities. Further, SIT presumes that employees' commitment toward their organization corresponds with their actions (Meyer & Allen, 1991). El Akremi et al. (2018) proposed that a higher level of organizational commitment accelerates the efficiency of employees. In turn, an optimistic attitude toward the environment promotes environmental performance.

The AMO theory is widely applied in diverse disciplines, particularly in the HRM context (Boselie et al., 2005). The AMO theory's potential is identified to enhance organizational employees' behavior, contributing to the organization's performance (Appelbaum et al., 2000). The AMO comprises collective interests and willingness to research an individual's actions in the light of sustainability toward organizational development (Marin-Garcia & Tomas, 2016). A variety of studies have examined GHRM practices in different sectors (i.e., Singh et al., 2020; Yu et al., 2020). The AMO theory has been used in various studies to explain the contributions of GHRM practices on EP, but there is a lack of adequate studies that employed the AMO framework in their studies (Anwar et al., 2020; Ragas et al., 2017).

The integration of GHRM practices and environmental protection systematically shapes a new avenue to implement remunerative management options that benefit managers, workers, customers and businesses, and other stakeholders in the organization (Jackson et al., 2011). When stakeholders coordinate their efforts to promote environmental sustainability, and the process is built on partnerships focused

on equal sharing, a win-win system occurs (Gursoy & Kendall, 2006; Mitchell & Jolley, 2012).

According to a recent finding derived from a related environmental literature analysis, individuals who see a boost from environmental conservation are more inclined to contribute back by seizing chances to improve organizational EP (Temminck et al., 2015). The position of GHRM practices received less recognition. In contrast, previous studies in broader management literature have demonstrated, by adopting AMO theory, that GHRM behaviors, combined with support from organizations, put up the personal motivation to compensate for the admiring interest of the managers of organizations in the sense of environmental growth (Cheema & Javed, 2017; Tremblay et al., 2010).

2.8 Green human resource management practices

The GHRM initiatives are described as innovations, policies, and procedures that organizations imply to reduce the negative impacts and simultaneously increase the positive impacts on the environment (Arulrajah et al., 2016; Kim et al., 2019). That is to say, GHRM practices are to train employees who are capable of adopting pro-environmental behaviors toward the environmentally sustainable development of their organizations. Therefore, various actions form an organization's human capital, such as recruiting applicants with green attitudes, training, green empowerment, and reward (Arulrajah et al., 2016; Irani et al., 2020). GHRM practices are among the most critical determinants in an organization striving toward environmentally sustainable practices that motivate employees (Ren et al., 2018).

Recently, the work process of the HRM system made headway to new forms in which the employee's involvement level increased in more participation and support approaches (Lengnick-Hall et al., 2009; Masri & Jaaron, 2017), which resulted in opportunities to adopt skills, knowledge, and attitudes by the employees (Singh et al., 2019). In a period of risen understanding of environmental sustainability and natural resource development, green human resources management corresponds to HRM activities aiming at the environment and economic implications of organizations (Roos & O'Connor, 2015) and is related to a coherent environmental approach and green behavior of employees (Cavicchi, 2017; Renwick et al., 2013; Yusoff et al., 2020). The study contends that GHRM practices are crucial for HRM literature centers on efficient natural administration applications (Dumont et al., 2017). Wherever GHRM attends as a tool to correlate human resource practices to the organizational environment's administration actions.

2.9 Employee environmental commitment

In the work-related study, the natural environment has lately arisen as a subject of commitment. Employee environmental commitment is defined in the related literature (Cantor et al., 2012; Raineri & Paillé, 2016). Thus, it becomes natural to assume that an employee exhibits environmental commitment when they want to discuss, identify with, and care about their firm's environmental issues. Furthermore, sharing environmental concerns fosters a feeling of belonging, motivating employees to support business objectives and behave in line with the company's environmental orientations. Furthermore, identifying the company's environmental values contributes to society's approval of the time and effort put in by people to achieve environmental goals. Finally, employees concerned about environmental concerns are more likely to try to contribute to environmental sustainability.

2.10 Green process innovation

Green innovation is defined as a procedure to develop environmentally sustainable products and services by conducting actions that help conserve the environment the adverse effects through replacing greener raw materials and renewable energies with conventional procedures (Agyabeng-Mensah et al., 2020; Albort-Morant et al., 2018). Different research emphasized that organizations with a higher level of innovation in green activities obtain better overall performances than other competitors, leading them to achieve competitive advantages (Albort-Morant et al., 2016; Allameh & Khalilakbar, 2018; Rahimizhian & Irani, 2020). Green innovation is related to the organization's strategy for environmental sustainability. Green innovation improves the environmental performance; in turn, greener product and process advancement decreases the organization's adverse environmental effects and enhances the organization's social and economic aspects by minimizing waste and costs (Weng et al., 2015).

2.11 Environmental performance

The EP involves organizational programs intended to fulfill and surpass public standards of the natural world in a way that goes beyond pure compliance with laws and regulations (Arda et al., 2019). It includes the impacts of the environment according to environmental requirements legislation (Dubey et al., 2015). Prior research indicates EP would rely on the quality of green goods, green technologies, technological developments, and merging into company activities and product growth of sustainability toward environmental development (Darnall et al., 2008; Pham et al., 2020). EP is defined as protecting the environment (Paillé et al., 2014; Roscoe et al., 2019) through an organizational commitment by illustrating the importance of conserving the natural resources (Dubey et al., 2015).

Increasingly, companies in all sectors are adopting strategic environmental performance plans to gain a competitive advantage (Yusoff et al., 2020). The improvement of the environment was seen as a costly endeavor by various organizations. However, other organizations argue that environmental success should positively influence corporate performance since consumers and financial markets reward green businesses (Malarvizhi & Matta, 2016). As a result, environmental rules and market factors have led to a rise in environmental performance in the workplace.

Alternatively, creating environmental performance efforts has benefited many firms in reducing emissions, greenhouse gasses, hazardous waste, and solid waste. For example, due to growing environmental consciousness, several hotel firms created environmental performance plans to attain environmental performance (Han et al., 2009). As a result, the hotel industry has shown an increased interest in environmental performance programs to address environmental concerns, as these programs provide numerous benefits.

Environmental performance has been more relevant in practice and business research over the last decade due to the fast depletion of natural resources in developed nations and the relevance of corporate social responsibility in firms (Gholami et al., 2013). Professionals and academics should, for the most part, research how firms react to environmental concerns since doing so may lead to improved overall company success. Organizations have established a variety of environmental performance metrics due to this. Various new measurement methods, such as the corporate environmental scorecard and reporting from firms on their efforts to decrease their environmental footprints, were also implemented.

There are a variety of indicators that may be used to gauge how well an organization is doing in terms of protecting the environment. For example, an EMS like ISO 14001 certification that integrates HRM and environmental management to this degree might improve environmental performance (Mishra, 2017). However, effective environmental performance implementation is only possible if the firm is staffed by people who have the necessary credentials and abilities.

2.12 The influence of green human resource management practices on employee environmental commitment

GHRM techniques are often characterized as the human resource management part of environmental management (Jabbour & de Sousa Jabbour, 2016). At the same time, GHRM may be seen as a new research endeavor to better understand environmental management via HRM techniques in enterprises (Aboramadan et al., 2021b; Gupta & Barua, 2017; Zaid et al., 2018). Employee commitment toward an organization is an HRM result reflected in an employee's interested attitude, sharing its values, accepting its aims, and exerting considerable effort in their work (Paillé et al., 2014). This shows an employee's drive and responsibility beyond the organization's work criteria. Perez et al. (2009) examined employee internal motivation in the green context, describing EEC as "an internal, obligation-based, motivator" in favor of the environment.

Similarly, Raineri and Paillé (2016) identified workers' connection to and responsibility for environmental concerns. They reported that this idea represents employees' internal motivation and reflects their discretionary commitment to the environmental component (Luu, 2019). Additionally, employees' reactions based on their perception regarding HRM practices shape their EEC (Katou et al., 2014). Finally, according to relevant literature on the environment, emphasizing effective

environmental management improves employees' green attitudes toward natural purposes (Perez et al., 2009).

Using SIT, this research is aimed at the direct impact of GHRM activities on EEC among green hotel staff. According to SIT, people define their self-concepts by their relationships with social groups or similarities between themselves and their organizations (Tajfel, 1982). When workers sense a good fit between themselves and their company, they often share the same self-definitional traits. Their standard features contribute to their excellent responses to various GHRM activities. Furthermore, via classification, comparison, and identification, workers prefer to choose projects and practices that align with salient components of their identities and advocate for firms representing those identities (Ashforth & Mael, 1989). Engagement is higher among employees who feel connected to the organization (Rich et al., 2010), participate in good work behaviors (Hekman et al., 2009), and increase EEC (Luu, 2019).

To inspire green culture goals throughout the organization, management should adopt GHRM practices to affect the employees' norms, values, and mindsets (Aboramadan et al., 2021b; Hameed et al., 2021). Employees' attachment, responsibility, and awareness regarding environmental issues require a high level of commitment (Ben Haobin et al., 2021; Pinzone et al., 2019). Pham et al. (2020) showed that GHRM practices increased EEC. Other studies have confirmed that GHRM practices create an atmosphere that allows employees to share knowledge and interact widely, resulting in EEC (Ren et al., 2018). Similarly, Daily and Huang (2001) asserted that EEC is continuously driven by employee participation in pro-environmental activities. The above argument is supported by findings of an empirical study that showed the

significant positive influence of GHRM on EEC (O'Donohue & Torugsa, 2016). Based on SIT and a considerable number of former studies, Hypothesis 1 was developed as follows:

H1: GHRM practices positively influence EEC.

2.13 The influence of green human resource management practices on green process innovation

Green innovation is described as the sustainable development of processes and products that help protect nature by adopting a GHRM strategy and policy that uses greener raw materials to reduce emissions and consumption and design a method to conserve natural resources (Singh et al., 2020). Several previous studies recommend that firms with green innovativeness are highly effective and have higher performance than their competitors since their green resources and proficiencies react immediately and appropriately to consumers' requirements and bring elusive advantages to the company (Del Giudice et al., 2018; Irani et al., 2021). Moreover, the latest investigations propose that HRM positively affects process and product innovations (Bamberger et al., 2014). In addition, the GHRM actions that promote commitment rather than compliance have a beneficial effect on an organization's innovative orientation (Li et al., 2020).

Moreover, Singh et al. (2020) revealed that HRM practices positively affect organizational efficiency by adopting green product innovation. Similarly, in a review of prior studies on HRM practices and innovativeness correlated with product and process innovation, green process innovation received less attention (Hadi et al., 2020; Verburg et al., 2007). Accordingly, prior studies give mixed verdicts on the connection between HRM and organizational innovation. In line with SIT, an organization that

values and relies on its implicit resources, including human resources, should systematize GHRM approaches that aim to push and pull and aid in deploying green process innovation skills through green human resources. Thus, Hypothesis 2 was developed as follows:

H2: GHRM practices positively influence green process innovation.

2.14 The influence of employee environmental commitment on environmental performance

Environmental psychologists have applied various methods to clarify the determinants that shape pro-environmental traits (Steg & Vlek, 2009; Yu et al., 2019). EEC is considered such a factor. EEC can promote organizational environmental performance and hospitality industry performance from two perspectives. First, previous studies have discovered that EEC is a useful inherent urge that plays a decisive function in raising firms' engagement in environmental protection and intensifying competitiveness (Cop et al., 2020; Delmas & Toffel, 2004). Second, organizations with a higher level of EEC may grow their customer base and achieve a better grasp of unmet environmental needs.

Yu et al. (2019) pointed out that individuals' feeling of responsibility toward environmental protection may lead to adopting pro-environmental activities in terms of green products and processes to lessen pollution and adverse effects on the environment, and the enthusiasm regarding their obligations to adhere to governmental policies among the employees translates to environmental commitment. Similarly, improvements to environmental friendliness occur with a higher level of EEC (Ajzen, 2002). Hence, EEC improves organizational performance. Therefore, Hypothesis 3 was developed as follows:

H3: EEC positively influences environmental performance.

2.15 The influence of green process innovation on environmental performance

Environmental performance influences corporate behavior to adhere to and exceed public goals favoring a natural environment that corresponds with laws and conventions (Chen, 2019). It comprises awareness of the biological processes of resource depletion so that the most relevant conventions can be enacted to reduce natural burdens (Agyabeng-Mensah et al., 2020; Gelderman et al., 2021; Irani et al., 2021b; Rojo et al., 2018). Early investigations propose that environmental performance relies on green innovation in product and process (Dubey et al., 2015) and consolidation of ecological sustainability concerns within trade operations and product advancement (Xie et al., 2019). Green innovation drives environmental performance and leads to green innovation and an organization's management models (Chen, 2019).

Moreover, green innovation mainly decreases the hospitality industry's contradictory adverse natural influences and enhances the organization's efficiency by reducing the degradation of natural resources (Adegbile et al., 2017). Prior research suggests considering green process innovation as a procedure to foster expanding intent and practices in enhancing environmental performance (Kratzer et al., 2017). Instead, green process innovation is a crucial resource that organizations use to improve environmental performance. Hence, the following hypothesis was developed:

H4: Green process innovation positively influences environmental performance.

2.16 The influence of green human resource management practices on environmental performance

According to HRM studies, employees' attitudes and behaviors affect organizational performance (Becker & Huselid, 2006). GHRM policies encourage workers to engage in environmentally responsible conduct to protect the environment (Cherian & Jacob, 2012). Green environmental awareness increases among workers via GHRM activities, which improves their actions and helps them build environmentally friendly approaches in their personal and professional lives. Saeed et al. (2019) stated that GHRM encourages environmentally-friendly activities by involving workers in such activities. Environmentally friendly human resource management techniques increase efficiency, cut costs, and foster stronger employee relationships, allowing firms to operate environmentally responsibly (DuBois & Dubois, 2012; Hameed et al., 2021). Organizational environmental management initiatives, programs, and activities should seek to establish green policies to achieve their environmental objectives (Roscoe et al., 2019). This research contends that GHRM activities positively impact environmental performance, compatible with SIT. According to SIT, organizational goals are perceived by employees via external signals and impact their degree of involvement (Shen & Benson, 2016; Tajfel et al., 1979).

Consequently, workers are more likely to describe themselves as employees of companies that practice high levels of environmental responsibility which strongly identify with such companies. Environmental sustainability-related GHRM policies and practices benefit an organization's external image and reputation as a valuable corporate citizen leads reputation improves employees' self-concept and self-esteem, increasing their involvement with the company (Chaudhary, 2019).

Furthermore, implementing GHRM practices by cultivating a green mentality among workers will improve their abilities and prompt them to participate in green activities (Luu, 2019; Shen & Benson, 2016). Employees are more inclined to select actions that coincide with their organizational identification, according to SIT (Ashforth & Mael, 1989). Employees who engage in high GHRM activities report a stronger psychological attachment to their employers and a vital concern for environmental goals and sustainable development. As a result, they are more likely to engage in other voluntary green activities that benefit their firms. According to social theory, when workers identify with their company, they will put more effort into discretionary actions, contributing to their long-term objectives.

Many researchers have observed a significant link between GHRM and organizational performance (Pham et al., 2020). They have posited that implementing GHRM initiatives results in positive outcomes and better corporate performance by creating value and controlling resources (Kim et al., 2019). HRM practices have been linked to improved business performance (Gursoy, 2018; Pinzone et al., 2019). Recent studies have affirmed that HRM practices are essential for enhancing organizational efficiency (Pham et al., 2019). Pham et al. (2019) found that GHRM policies boosted workers' desire to participate in green activities. Shafaei et al. (2020) examined GHRM at both individual and organizational levels and found a positive effect on the hotel's environmental performance. These investigations indicated the need for prospective studies with a more empirical research approach. Consequently, GHRM is an essential factor in obtaining a competitive advantage; hence, Hypothesis 5 was developed as:

H5: GHRM practices positively influence environmental performance.

2.17 The mediating role of employee environmental commitment

A study by Nelissen and Klinkers (1996) revealed that employees' involvement in their organizations' adoption process improved employees' awareness and knowledge related to environmental concerns. Thus, environmental practices influence EEC positively, but there is still ambiguity on how EEC interacts with green practices in an extant context (Cantor et al., 2012). Tremblay et al. (2010) stated that organizational support for GHRM practices positively influences the level of EEC. According to the SIT framework, commitment among employees due to their attitudes may mediate the impact of GHRM on an organization's environmental performance (Awan et al., 2021; Zagenczyk et al., 2020).

In addition, when employees have a favorable view of GHRM initiatives, they feel that the success of those initiatives depends on their contribution, thus improving their organizational environmental behavior at work (Katou et al., 2014; Kehoe & Wright, 2013; Pham et al., 2020). Therefore, an efficient GHRM policy will promote employee attitudes and actions toward green practices from an environmental viewpoint and boost environmental efficiency (Ren et al., 2018). Hence, the following hypothesis was developed:

H6: EEC mediates the association between GHRM practices and environmental performance.

2.18 The mediating role of green process innovation

Adopting GHRM activities increases awareness, green innovativeness, and green organizational performance toward sustainable environmental development among employees (Renwick et al., 2016). Unluckily, there is a lack of adequate literature on various stakeholders' engagement. However, existing literature indicates that

organizations should recruit employees whose personality traits, such as attitudes, values, and knowledge, meet a selection system's requirements to ensure green environmental principles (Renwick et al., 2016); considering GHRM, determinants such as green process innovation support greater environmental performance.

Various studies have confirmed that systematically implementing GHRM initiatives positively influence organizational innovations (Verburg et al., 2007; Wei et al., 2011). Therefore, this study put forward that GHRM initiatives significantly affect innovation in organizations in the hospitality industry. GHRM practices increase organizational process innovation by emphasizing employee commitment (Verburg et al., 2007). On the other hand, Zhou et al. (2013) say that dedication and collaboration-oriented HRM strategies have a different effect on organizational innovation. The former strengthens internal creative potential and stimulates creativity by creating and cultivating social networks with external outlets. One of the organization's strategic resources is green process innovation to ensure environmental performance (El-Kassar & Singh, 2019). The green process innovation decreases adverse environmental impacts and simultaneously increases organizational social, economic, and environmental performance (Del Giudice et al., 2018; Singh et al., 2019). Thus, Hypothesis 7 was developed as:

H7: Green process innovation mediates the association between GHRM practices and environmental performance.

2.19 The moderating role of green process innovation

Previous findings have shown that GHRM practices positively affect GPI (Jimenez-Jimenez & Sanz-Valle, 2008; Wei et al., 2011). GHRM practices targeted at improving an atmosphere of engagement rather than compliance positively impact the

organization's creative direction (Das et al., 2018). Likewise, strategic GHRM practices enhance the GPI of the organizations, which develops the organizational structure (Wei et al., 2011). Meanwhile, previous studies relevant to HRM innovation have received less attention among scholars and practitioners (Bos-Nehles & Veenendaal, 2019). Furthermore, integrated findings on the association between GHRM and innovation in green processes at organizations are scarce. By utilizing AMO, this study intercepts that providing and enhancing the determinant that fosters the opportunities to green human resources are required to imply the green innovations into the entire organizational sectors.

H7: Green process innovation moderates the association between GHRM practices and environmental performance.

Chapter 3

METHODOLOGY

The research aims to study the effect of GHRM practices on the environmental performance of green hotels. The purpose of this chapter is to go through the research approaches and methodology employed in this study in detail. This chapter focuses on the research approach, sampling, population, data collection, and construct measurements. Finally, this section describes how the research outcome will be achieved according to the study's objective.

3.1 Research approach

A deductive approach and a quantitative method were employed in the inquiry for this work. Before constructing a research approach to examine such assumptions, the deductive approach supports hypotheses based on existing theory (Wilson, 2014). It is the dominant research technique in the natural sciences, where rules serve as the basis for the explanation, allowing for event prediction, predicted recurrence, and control. The deductive approach was used to examine if a particular theory's causal relationships of the research model were valid. There are six stages that a deductive technique will go through (Blaikie, 2009).

- To build a theory, start with a basic concept, premise, and hypothesis.
- To assess the concepts or variables, gather and analyze pertinent data to test the hypothesis.
- It supports the theory when the results meet the criteria.

It is critical to recognize that deduction has some essential characteristics. The first is to explain the causal relationships between concepts and variables. For example, the hypothesis can be developed that there is a relationship between absence, worker age, and tenure of service after reading about absence patterns in the academic literature. Consequently, constructing a variety of hypotheses, including one indicating that absence is much more common among younger employees and another claiming that absenteeism is significantly more likely among individuals who have only been hired by the firm for a short length of time—collecting measurable evidence to put this idea to the test (Blaikie, 2009). It is conceivable that work is arranged differently in different repositories, as a result, describing precisely the conditions under which the hypothesis is likely to hold and acquire relevant data under these parameters. Another essential component of the deduction is that concepts must be operationalized to define facts, often quantitatively. The last characteristic of the deduction is a generalization (Blaikie, 2009). To generalize, we must carefully choose our sample and guarantee that it is of sufficient size.

The positivist research philosophy is most likely to support the deductive method since it focuses on the structure, quantification, generalizability, and testable hypotheses.

3.2 Research philosophy

The term "research philosophy" refers to a collection of assumptions and beliefs about how new knowledge is created in the scientific field, and it is one method of scientific inquiry (Blaikie, 2009). To learn more about a specific subject, which is precisely what research is, is a process. No matter how little contribution to knowledge is, solving a particular problem inside a firm still counts as new knowledge generation.

Assumptions are formed at every stage of an inquiry. During the research, academics will come across several assumptions people have about the world and themselves that are both ontological and epistemic (axiological assumptions). Preconceived notions color the study questions, methods, and findings (Crotty et al., 1998). Without well-considered and consistent assumptions, it is hard to have a robust research approach. This data might help develop a systematic and complete study approach. Business and management research is highly dependent on philosophical commitments.

While most students have some idea of what they want to know about the world, they do not think to ask themselves whether or not it is crucial to separate themselves from their data before taking a research technique (Crotty et al., 1998). As with examining other people's ideas, one must be able to examine own in the same way that would other people's to uncover and grasp own unique research philosophy (Haynes, 2012). We all do regularly when we make mistakes and then learn from them. Therefore, the ability to identify and actively modify the relationship between one's philosophical position and one's research methodology is crucial for researchers to master.

Possibly, it is unsure of where to begin this journey of introspection. As a result of these practical considerations, it is difficult to conduct a thorough analysis of philosophical perspectives and the subsequent construction of a unified research method without first addressing these concerns (Crotty et al., 1998). However, the two steps listed below might help to take a more active role in intelligent decisions going forward:

- Begin by questioning research beliefs and assumptions.
- Getting acquainted with crucial business and management research ideas.

According to Creswell (2002), a quantitative approach evaluates objective hypotheses by investigating the relationship between variables. These variables may then be quantified, often using tools, and the resultant numerical data can be statistically evaluated. The final written report adheres to a predetermined structure that comprises an introduction, literature review, theory, methodology, findings, and conclusion. The importance of data in quantitative research cannot be overstated. There are several quantitative research methodologies, the most common of which is survey research, employed in all quantitative research processes and investigations.

In addition, Kerlinger (1973) defines survey research as a social scientific study of people, their key facts, beliefs, views, attitudes, motives, and behavior. Furthermore, there are three basic tenets in survey research; namely, the survey is used to quantitatively describe a sectional aspect of a given population, which involves studying the relationship, data are obtained from people in survey research method, and finally, the survey sample a part of the population that is later used to generalize the entire population (Gable, 1994; Kraemer, 1991; McCusker & Gunaydin, 2015).

The term "survey" is derived from the Anglo-French word "surveer," which means "to look over," according to Merriam-Webster Dictionary. Furthermore, the dictionary defines survey as

- Examining a state, scenario, or value appraisal.
- Questioning (someone) to gather data to examine some feature of a group or region.
- Determining and delineating the shape, size, and location of (as a parcel of land) by collecting linear and angular measurements and using geometry and trigonometry concepts.

- Seeing or analyzing in-depth.
- To inspect, scrutinize.

3.3 Study A

3.3.1 Measurement tool

Some well-researched items were derived from the extant literature. The items included were adopted from multiple sources to minimize bias (Podsakoff, 2003). Precisely, GHRM practices were assessed using eight items derived from Shafaei et al. (2020), EEC was gauged using eight items adapted from Raineri and Paillé (2016), and a short version of three items was adapted from Singh et al. (2020) to measure green process innovation. The environmental performance was measured by five items adapted from Singh et al. (2020). The preliminary version of the survey was designed in English. Two independent experts who are professionals in the English and Turkish languages translated the English version into Turkish and vice versa to avoid misunderstandings. Lastly, both versions were assessed to check for the inconsistencies and, the translators sorted out the differences.

The instrument's content validity was verified by presenting it to five specialists, including two hotel human resources managers and three academics who have specific training in hospitality management. In response to their suggestions, several minor modifications were made. A pretest was conducted to verify the survey's clarity, and surveys were sent to 30 respondents for their feedback. The questionnaires did not need any adjustments. A 5-point Likert scale was used to assess all items (from 1 point, *strongly disagree* to 5 points, *strongly agree*). Appendix provides the measuring details.

3.3.2 Sample and data collection

For the current study, data were gathered from full-time employees of Turkey's green hotels, one of the world's top ten tourist destinations (UNWTO, 2020). The list of green hotels in Turkey was extracted from a green globe institution based in the United States (Middle East–Green Globe, 2020). Green Globe members are committed to employing organizational management to enhance sustainability, encourage precise energy and water usage, and replace conventional fossil fuel energy with renewable energy sources. Likewise, financial investment should be considered in protecting the host destination's culture and heritage, engaging, empowering, and rewarding employees who show more pro-environmental behaviors at workplaces. The tourism development standard has been established with different stakeholders during the last two decades.

The research team contacted managers and human resource directors of the all green hotels in Turkey for granting permissions, four of which are classified as 5-star green hotels – two are 4-star green hotels – and one is a 3-star green hotel. These hotels have always concentrated on environmentally friendly initiatives; they implement green management practices, such as providing training to promote environmental management and eco-friendly behavior in performance evaluations, rewarding eco-friendly work behaviors, and encouraging employees to offer suggestions for environmental improvement, improving employees' green work behaviors.

3.3.3 Non-probability sampling

Non-probability sampling (also known as non-random sampling) is a kind of sample selection in which a group of persons is chosen for research using non-random approaches. There are a variety of situations in which non-probability sampling may be appropriate, including the following:

- The ability to target a certain set of people depending on their location or other characteristics. You should include people who meet these criteria to gain a decent representation of their views.
- A quick pilot study or exploratory research to determine whether new products and services can be launched may be beneficial if you intend to enter a certain industry.
- Non-probability sampling helps you to identify sample options without putting in a lot of effort if money and time are restricted.
- If members are not traditionally represented in large groups or fly under the radar, such as far-left and right-wing parties, it is critical to handle these subjects differently.

Non-probability sampling procedures, on the other hand, choose items or individuals for the sample based on your goals, knowledge, or experience. This eliminates the risk of users being picked at random, but it does not provide the same bias-reduction benefits as probability sampling. Non-probability sampling participants do not have an equal chance of being picked. Participants with appealing characteristics that fulfill your criteria, on the other hand, are more likely to be picked. Prior to sampling, non-probability sampling does not need knowing every member of the population. Some probability sampling approaches enable the sample to grow on its own (snowballing), and sample participants may be recruited from a specific setting or location (convenience), regardless of the population as a whole. wish to focus more on one industry without respect for the greater population.

Although quantitative data is limited to the boundaries of that specific group and is difficult to scale to other people in the community, qualitative data provides a greater

level of detail. Because the sample just needs the necessary number of people to begin the research, participant recruitment tactics may be more creative and varied. Furthermore, since the best candidates will have similar traits, once you know where to look for them, you can repeat the technique until you reach the desired sample size. There are several advantages to adopt non-probability sampling method as mentioned below:

- When no sample frame (full population information) is provided, this branch may be utilized.
- It provides detailed descriptions of the sample in question, hinting that non-probability sampling may reveal extra insights if the study is looking for qualitative takeaways.
- It is a straightforward and affordable procedure to carry out. It is only essential to spend a little amount of time and effort before commencing research to acquire an adequate sample size.
- It is unaffected by low response rates, which is a common issue with probability sampling methods.
- It might be a short beginning point to examine or study if there is a problem within a certain audience group or target market, leading to more investment or further research options.
- Researchers interested in understanding niche perspectives will be drawn to this project because of the possibility to interact with under-represented, hidden, or radical groups.
- Non-probability sampling becomes easier to do in an online setting since connecting with selected sample members is faster and not restricted by physical location.

- Researchers can reply in real time, enabling speedier analysis and examination of global occurrences.

The non-probability sampling classified in four techniques as convenience, quota, snowball and purposive. In this study the convenience sampling has been adopted in explored in more details in following section.

3.3.3.1 Convenience sampling

It is the most often utilized sample procedure since it is rapid, easy, and economical. Members are often available to be a part of the sample in a variety of scenarios. In large populations, researchers use a variety of sampling strategies. Most of the time, testing the whole community is almost impossible since they are difficult to contact. When extra inputs are not required for the primary inquiry, researchers utilize convenience sampling. There are no requirements to be a member of this sample. As a result, including objects in this example becomes really simple. The sample is available to all members of the population, and their participation is contingent on their proximity to the researcher. The researcher selects individuals based only on their proximity, with little regard for whether or not they reflect the whole community. This method may be used to observe actions, views, and points of view in the most basic way imaginable.

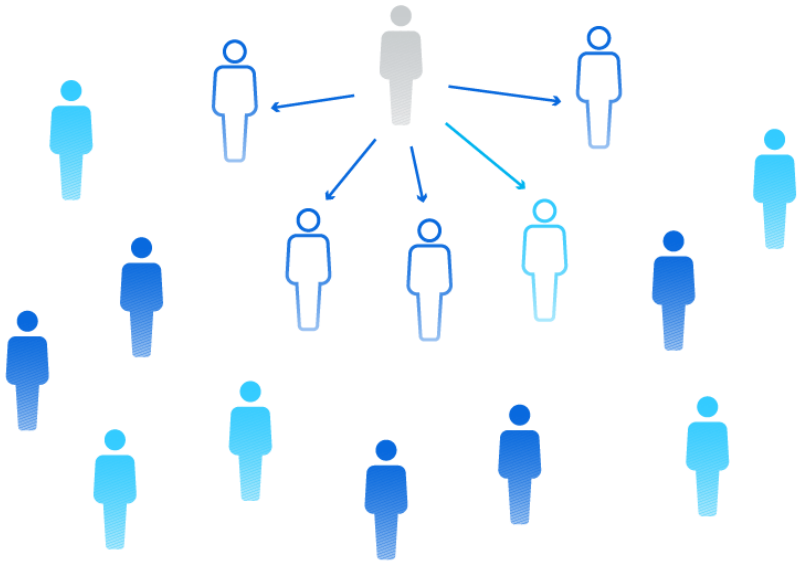

Figure 23: Convenience sampling method

Convenience sampling is used by businesses and organizations to assess market impressions of their image. Data is gathered from prospective clients in order to better understand particular problems or to affect public perception of a newly introduced product. In rare circumstances, it may be the only alternative. A university student working on a project who wants to know how many cans of soda are consumed on campus on a Friday night would most likely contact his or her classmates and friends and ask how many cans of soda they consume. Alternatively, you may go to a neighboring party and perform a quick survey. There are several advantages of conducting convenience-sampling methods as follows:

- Many researchers select this strategy for speedy data gathering when time is of the essence. When compared to procedures such as simple random sampling, stratified sampling, and systematic sampling, the requirements for getting sample items are the least difficult. Data collecting requires significantly minimal time due to its simplicity.

- The name of this surveying approach indicates how samples are generated. Elements are commonly accessible to researchers, making it straightforward to get sample members.
- The inexpensive cost of this strategy is one of the key reasons why researchers like it. When working with a restricted budget, researchers – especially students – may decide to divert cash to other elements of the study.
- The collection of data is easy and uncomplicated. The bulk of convenience sampling considers the population at hand. Samples are easily accessible to the researcher. They don't have to move around much in order to collect data. Quotas are easily met, and data collection may begin within a few hours.
- Filtering audience members does not need going through a checklist. In this circumstance, gathering essential information and data becomes easier. For example, if an NGO wants to survey women's empowerment, they may go to neighboring schools, colleges, and businesses and gather brief responses.

Figure 24: Six advantages of adopting convenience sampling

The questionnaire was designed and distributed among full-time employees of the aforementioned green hotels from the front office, housekeeping, food and beverage service, engineering and maintenance, human resource, and account and credit departments. Data were collected using a non-probability sampling technique through a convenience sampling method. Convenience sampling was used because accessing the respondents was difficult. In addition, the participating green hotels agreed to only two communications with the respondents. According to Podsakoff et al. (2003), procedural and statistical remedies were applied to minimize the potential common method bias (CMB). The employees were asked to participate voluntarily, and surveys were filled out using self-administrated questionnaires. The survey was designed in three sections. In the first section, the purpose was clarified on the cover page, and confidentiality and anonymity of the respondents' information were assured. In the following section, items were selected to be evaluated on a multiple-choice scale. The independent and dependent variables were measured in separate sections.

Further, the measurement items were slightly counterbalanced to elicit emotional states and other biases linked to the context of the inquiry. Participants were asked for their age, gender, marital status, educational level, and organizational tenure in the last section. A total of 520 copies were distributed among the respondents. Of the 520 copies, 430 surveys were received. After discarding 21 incomplete surveys, 409 valid responses with a response rate of 95% were assessed. This was done to increase the reliability of the observations as also practiced in hospitality literature (Chi et al., 2020; Ghaedi et al., 2021; Karatepe et al., 2021; Safshekan et al., 2020; Tsai et al., 2020; Ukeje et al., 2021; Xu et al., 2021). The demographic profile of responders is shown in Table 1.

Table 1: Demographic profile

Demographic Information.		
Characteristics (%)	**Frequency (N=409)**	**Percent**
Age		
21-30	56	13.7
31-40	159	38.9
41-50	162	39.6
51 and Above	32	7.8
Gender		
Female	203	49.6
Male	206	50.4
Marital Status		
Married	226	55.3
Single	168	41.1
Separated	11	2.7
Other	4	1.0
Education Level		
Master Degree	107	26.2
Bachelor Degree	149	36.4
Associate Degree	79	19.3
High School Diploma	74	18.1
Organizational Tenure		
1-3 years	98	24.0
4-6 years	132	32.3
5-7 years	76	18.6
Less than 1 year	36	8.8
More than 8 years	67	16.4

3.3.4 Outliers and missing data

Prior to data analysis, the dataset was screened for missing values; 21 surveys were excluded due to having more than 10% missing values. In addition, there were 6 cases with less than 10% missing values, which were substituted using the variable's mean (Hair et al., 2010; Huertas-Valdivia et al., 2021). The mean replacement technique was used to address missing values (<5%), and the application of this approach did not affect any of the variable means (Hair et al., 2010). By analyzing the anomaly report

using SPSS, the univariate and multivariate outliers of the responses were found to be absent. Furthermore, the minimum sample size for this research was calculated using G*Power software as 277, with power assumptions of 0.80 (for = 0.05 and f2 = 0.15), indicating that our sample size is larger than the necessary minimum sample size, which is deemed it to be representative of the population under investigation.

3.3.5 Data analysis

SPSS version 24 and Smart-PLS version 3.32 software were used to analyze the data. For descriptive statistical analysis, SPSS was utilized. Partial least square-structural equation modeling (PLS-SEM) was adopted via Smart-PLS to examine the proposed hypothesized model (Ringle et al., 2015). We followed a two-step technique suggested by Ringle et al. (2010). The first step was to test the external measurement model, and the internal structural model was evaluated in the second step. Before the measurement model, we used Smart-PLS and SPSS as statistical remedies to assess common method bias (CMB). Harman's single factor was initially used to evaluate the magnitude of CMB, and the findings revealed that a single component explained 40.45% of the total variance; thus, CMB is not severe because the result of Harman's single factor is below 50% (Hew et al., 2015).

In Smart-PLS, with individual sign changes, 5,000 bootstrapping sub-samples were adopted to obtain inference statistics for the 409 coded items (Hair et al., 2011). The study followed the Kock (2015) method, which indicated collinearity statistics; a variance inflation factor (VIF) greater than 3.3 indicates pathological collinearity and that common method bias may contaminate the model. The test for VIF in this study is reported in Table 2; all the VIFs were less than 3.3. Therefore, CMB was not severe in this study.

Table 2: Collinearity statistics (VIF)

Relationship between Constructs	Inner IVF
GHRM -> EEC	1.000
GHRM -> EP	1.978
GHRM -> GPI	1.000
EEC -> EP	2.582
GPI -> EP	2.317

Notes: EEC: Employee Environmental Commitment, EP: Environmental Performance, GHRM: Green HRM Practices, GPI: Green process Innovation.

3.4 Study B

3.4.1 Procedure and sample

The proposed hypothesis was developed based on extant literature and tested based on data gathered from Turkey's green hotel employees. Turkey stands among the top ten tourist countries with different attractions (UNWTO, 2020). The list of Turkey's green hotels was extracted from the green globe institution ("Green Globe", 2022). The green members are committed to applying organizational management to foster sustainability development, replacing the conventional fossil fuels with renewable energies, financial investment regarding environmental conservation activities, and proactive employees' involvement and motivating them to be engaged in pro-environmental initiatives. There are seven green hotels in Turkey, according to the green globe institution. There are four 5-stars green hotels, two 4-stars green hotels, and one 3-stars green hotel. The research team approached the aforementioned green hotels' HRM with a letter, including the aim and permission request for data collection. As such, the seven green hotels' HRM agreed to contribute to this empirical study.

Furthermore, phase distinction was used in this empirical study by collecting data in two different periods with the interval of 14 days between the measurement scales to

minimize the potential common method bias, which can devalue the correlations between the study variables (Podsakoff et al., 2003). Thus, two detached questionnaires were used for this survey study (e.g., phase I and II). The independent and moderator variables formed phase I and phase II was included by the dependent variable and the demographic variables. The purpose of the research was clarified to the participants after permission was granted. The participants were invited to participate as volunteers, and the study team ensured their anonymity (Hair et al., 2014). The questionnaires were filled out using a self-administrated technique and were collected sealed in separate envelopes. Those questionnaires in unsealed envelopes were discarded, and only the sealed envelopes were considered in this study (Cobanoglu et al., 2021).

Two hundred thirty-six questionnaires were distributed to employees of green hotels and resorts in Turkey. The green hotels of Turkey have been selected as the intended sample due to the high contribution of Turkey as it ranked among the first high ten countries of tourist arrivals according to UNWTO from 2020 report. A total of 236 questionnaires was distributed, the collected copies were 223, and 220 of the questionnaires were usable. The majority of the participants were male by one hundred and fourteen (51.8%), and the rest were female. The majority of the participants, with one hundred and twenty-four (56.4%) aged between 28 and 37. Approximately half of the respondents (48.9%) had a bachelor's degree. The organizational tenure of 31.5% of the respondents was between 1 to 5 years.

3.4.2 Measures

The 5-points Likert scale ranging from 1 strongly disagree to 5 strongly agree were used to measure the variables. To ensure reliability and validity, the measuring items were adapted from existing literature. The GHRM practices were measured by slightly

adapting eight items (Shafaei et al., 2020). These items measured the extent of employees' actions regarding environmental issues. GPI was measured by three items slightly adapted from existing literature (Singh et al., 2020). These items measured the extent of the hotel's policy by reducing energy usage. The EP was measured by five items slightly adapted from previous studies (Singh et al., 2020). These items assessed decreases in hazardous waste and pollution, concentrations of scrap, and improved awareness about legislation. The original version of the items (e.g., phase I and II) was in English. Since the aim was to collect data from employees of green hotels located in Turkey, the original version translated to the Turkish language as it is the official language of Turkey. The questionnaire's back-translation has been done using two independent multilingual experts who are fluent in English and Turkish languages (Parameswaran & Yaprak, 1987; Schaufeli et al., 2006).

Chapter 4

FINDINGS AND RESULTS

4.1 Study A

4.1.1 Measurement model

This section discusses how to evaluate measurement models according to Hair et al. (2010) recommendations for determining their reliability, convergent validity, and discriminant validity. As shown in Table 3, all reliability and validity results show that loadings reported are higher than 0.6, as Hair et al. (2011) specified, except GHRM7; this low loading was removed from the analysis. Internal consistency reliability was assessed using composite reliability (CR > 0.70), Cronbach's alpha (α > 0.7), (rho-A > 0.7), and convergent validity (AVE > 0.5) of the measures linked with each construct, and their discriminant validity (Fornell & Larcker, 1981; Hair et al., 2014; Henseler et al., 2009).

Furthermore, the AVE value ranged from 0.559 to 0.77. Therefore, the AVE value is appropriate; as recommended by Chin (1998) and Hair et al. (2014), the AVE value of all items exceeded 0.50. Moreover, the composite reliability (CR) exceeded the standard threshold value of 0.7, as Henseler et al. (2009) recommended. In addition, the measurement model includes loading values, Fornell and Larcker criteria, and analysis of the heterotrait-monotrait (HTMT) ratio to verify discriminant validity. Table 3 summarizes the loading values obtained from the findings; all loading values are greater than the values for the corresponding loading constructs. This

demonstrates that the loading results fulfilled the criteria established by Fornell and Larcker (1981).

Table 4 presents the discriminant validity test for each construct greater than 0.50, as Fornell and Larcker (1981) suggested that each construct's square root of AVE be greater than the constructs' and other latent constructs' correlation. Findings provided in Table 4 indicate that HTMT ratio analysis conditions met the normative threshold for HTMT values, which must be < 0.9, as Henseler et al. (2015) suggested. Therefore, Table 2, 3, and 4 results present adequate and accurate results.

4.1.2 Model fit

Hair et al. (2017) subsequently argued that fitness indices enable researchers to determine how well a model structure matches the empirical evidence. Hu and Bentler (1998) proposed the application of three criteria to assess model fit: standardized root mean square residual (SRMR < 0.08), normed fit index (NFI > 0.90), and root mean square error correlation (RMS theta < 0.12; Henseler et al., 2016). The SRMR value obtained was 0.87, as seen in Table 5 (on the border of 0.08, as suggested), which met the goodness of fit criterion. The NFI of 0.716 was obtained and is lower than the 0.9 recommended. The RMS theta value (0.184), however, does not satisfy the requirement (< 0.12).

Table 3: Scales of constructs and Indicator loadings and reliability results

Items	Loadings	Outer VIF	Cronbach's Alpha	rho_A	CR	AVE
Green human resource management practices			**0.866**	**0.873**	**0.898**	**0.559**
GHRM1	0.813	2.293				
GHRM2	0.853	3.056				
GHRM3	0.837	2.819				
GHRM4	0.740	1.852				
GHRM5	0.658	1.836				
GHRM6	0.635	1.779				
GHRM7	-	-				
GHRM8	0.664	1.372				
Employee environmental commitment			**0.898**	**0.904**	**0.918**	**0.584**
EEC1	0.751	2.899				
EEC2	0.799	3.655				
EEC3	0.802	2.877				
EEC4	0.789	2.320				
EEC5	0.695	2.193				
EEC6	0.748	2.638				
EEC7	0.756	2.191				
EEC8	0.766	2.212				
Green process innovation			**0.851**	**0.864**	**0.909**	**0.770**
GPI1	0.870	2.091				
GPI2	0.868	2.118				
GPI3	0.893	2.041				
Environmental performance			**0.849**	**0.857**	**0.891**	**0.622**
EP1	0.809	2.631				
EP2	0.756	2.161				
EP3	0.841	3.040				
EP4.	0.765	1.932				
EP5	0.768	2.023				

Notes: CR: Composite Reliability and AVE: Average Variance Extracted

Researchers have questioned whether the principle of model fit used in CB-SEM research is valuable for general PLS-SEM applications (Hair et al., 2017; Lohmöller, 1989; Rigdon, 2016). Although the model's overall fitness is not good, the PLS-SEM model fitness should be assessed concerning the significance of the path coefficient, the ability to clarify, and the ability to predict the model. Considering these factors, this model has fulfilled the academic criteria for overall model fitness.

Table 4: Discriminant validity using Fornell and Larcker and HTMT.

Construct	Mean	SD	Age	Gender	EEC	EP	GHRM	GPI
Fornell-Larcker's criteria								
Age	2.416	0.821						
Gender	1.50	0.501	0.324**					
EEC	3.905	0.115	-0.040	-0.007	**0.764**			
EP	3.706	0.802	0.044	-0.028	0.451**	**0.789**		
GHRM	3.771	0.734	0.062	0.024	0.742**	0.455**	**0.748**	
GPI	3.977	0.733	0.010	0.040	0.717**	0.452**	0.672**	**0.877**
Heterotrait-Monotrait Ratio								
Age								
Gender								
EEC								
EP					0.530			
GHRM					0.844	0.546		
GPI					0.825	0.543	0.790	

Notes: EEC: Employee Environmental Commitment, EP: Environmental Performance, GHRM: Green HRM Practices, GPI: Green process Innovation. ** Correlation is significant at the 0.01 level (2-tailed).

Table 5: Summary of model fit.

	Saturated	Estimated
SRMR	0.087	0.096
d_ULS	20285	2.739
d_G	0.778	0.824
Chi-Square	1872.371	1935.692
NFI	0.716	0.706

4.1.3 Structural model

Hair et al. (2017) stated that it is important to calculate the level of R^2 as it measures the variance and shows the amount of variance in the exogenous constructs on the models' endogenous constructs. The R^2 value lies between 0 and 1, where a higher value implies a higher explanatory power. In this study, the R^2 level of environmental performance was 0.284, indicating that 28.4% of the total variance of environmental performance was explained by direct effects from exogenous variables (EEC-H3, GPI-H4, and GHRM-H5) and indirect effects from two mediating relationships (H6 and H7). The total variations explained for EEC and green process innovation were 0.578 and 0.470, respectively, suggesting that GHRM could explain 57.8% and 47.0% of EEC and green process innovation. The R^2 levels for the respective targeted endogenous variables in this analysis (EP- R^2: 0.284; EEC- R^2: 0.578; and GPI- R^2: 0.470) were above 0.26, following the basic rules for acceptable R^2 proposed by Cohen (1988), so they were considered to have demonstrated a substantial level of variance.

According to Ramayah et al. (2018), assessing the degree of f^2 is conducted to analyze the predictor weightings on its endogenous variables. The values of 0.02, 0.15, and 0.35 correspond to the endogenous variables' small, medium, and high impact sizes, according to Cohen's (1988) recommendation. The GHRM (f^2 = 0.025), EEC (f^2 =

0.015), and green process innovation (f^2 = 0.024) had a slightly weak effect size on environmental performance (endogenous variable). Meanwhile, GHRM had a large effect size on EEC (f^2 = 1.369) and a large effect size on green process innovation (f^2 = 0.888), referring to the Cohen (1988) threshold.

Table 6: Mediation effects

IV	MV	DV	Effect of IV on MV	Effect of MV on DV	Direct effect	Indirect effect	Total effect	CI
GHRM	EEC	EP	0.760	0.174	0.216	0.132	0.348	0.017-0.248
GHRM	GPI	EP	0.686	0.200	0.216	0.137	0.353	0.054-0.234
							0.485	0.393-0.560

Notes: IV, independent variable; MV, mediating variable; DV, dependent variable, CL: Confidence Level, EEC: Employee Environmental Commitment, EP: Environmental Performance, GHRM: Green HRM Practices, GPI: Green process Innovation.

Table 8 shows the relationships among the constructs that contribute positively to environmental performance. The study results indicate that GHRM practices have a positive impact on EEC H1 (β = 0.760, p < .000), and that likewise, GHRM practices have a positive impact on green process innovation H2 (β = 0.686, p < .000). EEC has a positive impact on environmental performance H3 (β = 0.174; p < .027), and likewise, green process innovation has a positive impact on environmental performance H4 (β = 0.200; p < .001), while GHRM practices have a positive impact on environmental performance H5 (β = 0.216, p < .003). Thus, each of the five direct hypotheses has been experimentally validated. Therefore, utilizing the composite PLS-

SEM bootstrapping procedure, all original coefficients verified that the proposed model's assumptions were justified.

In this study, two mediating hypotheses (H6 and H7) were established to check the mediating role of EEC and green process innovation on GHRM practices and environmental performance links. Results show that the indirect effects of GHRM practices on environmental performance through EEC and green process innovation, H6 ($\beta = 0.132$, $p < .028$) and H7 ($\beta = 0.137$, $p < .002$), were supported, respectively. Given the findings, full-time employees in green-oriented hotels tend to associate greater ecological efficiency with EEC deployment and green process innovation.

Table 7: Predictive relevance (Q2)

	Construct Cross-validated Communality (Q^2)	**Construct Cross-validated Redundancy (Q^2)**
EEC	0.469	0.328
EP	0.429	0.167
GHRM	0.415	-
GPI	0.514	0.354

Notes: EEC: Employee Environmental Commitment, EP: Environmental Performance, GHRM: Green HRM Practices, GPI: Green process Innovation.

In addition to R^2 and f^2, the predictive relevance of each endogenous construct was tested, and all Q^2 values reported in our sample were more significant than zero (Chin, 1998, 2010). This demonstrates the ability of the path model to indirectly predict endogenous measurement items using the associated structural relationships from the prediction of its latent variables.

The model has predictive relevance for the endogenous construct environmental performance, as its value for Q^2 is = 0.167 (J.F. Hair et al., 1998). Finally, EEC and green process innovation have moderate predictive power with Q^2 = 0.328 and Q^2 = 0.354, respectively, for cross-validated redundancy. On the other hand, a cross-validated community demonstrates the ability to test the path model directly from its latent variable.

The findings show that all expected Q^2 values for PLS-SEM were more significant than zero for all constructs. Hence, both commonality and redundancy results indicate that the model has significant predictive power.

Table 8: Path coefficients assessment of the structural model

Hypotheses	β	STD.	T-value	P-value	Status	CL (2.5%)	CL (97.5)	f^2	Goodness of Fit
GHRM -> EEC	0.675	0.032	21.398	0.000	Supported	0.611	0.735	0.839	SRMR=0.075
GHRM -> GPI	0.628	0.033	19.138	0.000	Supported	0.562	0.689	0.650	SRMR=0.075
EEC -> EP	0.211	0.070	3.029	0.002	Supported	0.071	0.347	0.024	SRMR=0.075
GPI -> EP	0.185	0.062	2.984	0.003	Supported	0.063	0.311	0.021	NFI=0.800
GHRM -> EP	0.212	0.065	3.290	0.001	Supported	0.084	0.336	0.032	NFI=0.800

Notes: β: Path Coefficients, STD: Standard Deviation Error, CL: Confidence Level, EEC: Employee Environmental Commitment, EP: Environmental Performance, GHRM: Green HRM Practices, GPI: Green process Innovation.

4.2 Study B

4.2.1 Validity and reliability of the data

The constructs' internal consistency and reliability are illustrated in Table 9; the Cronbach's alpha and composite reliability threshold must be over .70 (Hair et al., 2014; Nunnally & Bernstein, 1994). Thus, the measure items of this study meet the criteria of being reliable. The average variance extracted (AVEs) and outer loadings measured by using Smart PLS.

Table 9: Results of confirmatory factor analysis

Items	Outer Loadings	Cronbach Alpha	CR	AVEs
Green HRM practices		**0.91**	**0.92**	**0.61**
GHRM1	0.67			
GHRM2	0.84			
GHRM3	0.86			
GHRM4	0.83			
GHRM5	0.79			
GHRM6	0.74			
GHRM7	0.72			
GHRM8	0.77			
Green process innovation		**0.84**	**0.90**	**0.75**
GPI1	0.80			
GPI2	0.88			
GPI3	0.90			
Environmental performance		**0.87**	**0.90**	**0.65**
EP1	0.77			
EP2	0.73			
EP3	0.81			
EP4	0.88			
EP5	0.81			

Note: HRM = Human Resource Management, GPI = Green Process Innovation, EP = Environmental Performance, CR: Composite Reliability, AVEs: Average Variance Extracted.

The convergent validity of this study's data was confirmed since the AVEs, and outer loading was above .50 (Hair et al., 2014). Therefore, as shown in Table 10, the Heterotrait-Monotrait (HTMT) values of the constructs were measured and obtained less than .90 (Henseler et al., 2016). Therefore, discriminant validity seems to be in the required criteria.

Table 10: Result of Heterotrait-Monotrait Ratio (HTMT)

Constructs	Environmental performance	GHRM practices	Green process innovation
GHRM practices	0.4042		
Green process innovation	0.2042	0.6087	
Environmental performance	0.1123	0.3102	0.4556

4.2.2 Assessment of the structural model

The moderation that is to measure and assess the differential effect of the independent variable on the dependent variable based on Baron and Kenny (1986) approach was applied. The Smart PLS tests the direct relationship between GHRM practices as an independent variable and EP as a dependent variable and the moderation effect of GPI on the association between the direct relationship between GHRM practices and EP.

Table 11 represents the results of the hypothesis testing of this study model. To examine and compare the importance of path values, this research employed the Smart PLS technique with standard bootstrapping of 5000 samples and 220 cases (Hair et al., 2014).

Table 11: Structural model assessment with moderation

Hypotheses	Beta	Sample Mean	Standard Deviation	t-value	p-value	Status
GHRM practices -> Environmental performance	0.44	0.44	0.05	7.44	.0000	Supported
Moderating Effects -> Environmental performance	0.27	0.27	0.07	3.99	.0001	Supported

Note: GHRM = Green Human Resource Management, EP = Environmental Performance

4.2.3 Moderation effects of green process innovation

The green process innovation is a moderator variable in this study. The green process innovation is expected to have a positive influence on the association between GHRM practices and environmental performance. Therefore, the findings revealed that green process innovation strengthens the link between GHRM practices and environmental performance. By using Smart PLS at 5000 samples, and the bootstrapping approach, the moderating effect of green process innovation was assessed (Hair et al., 2019). As shown in Table 11, the interaction positively influences environmental performance (0.27) while the GHRM practices' simple effect on environmental performance is (0.44). The findings showed that the average level of GHRM practices toward the dependent variable is 0.44.

The size of the interaction term adds or distracts the link between GHRM practices and environmental performance. For the more eminent levels of green process innovation, the one standard deviation unit adds to interaction term size (i.e., 0.44 + 0.27 = 0.71). By distracting the one standard deviation unit from interaction term size (i.e., 0.44 - 0.27 = 0.17), the bond between GHRM practices and environmental performance becomes more inadequate.

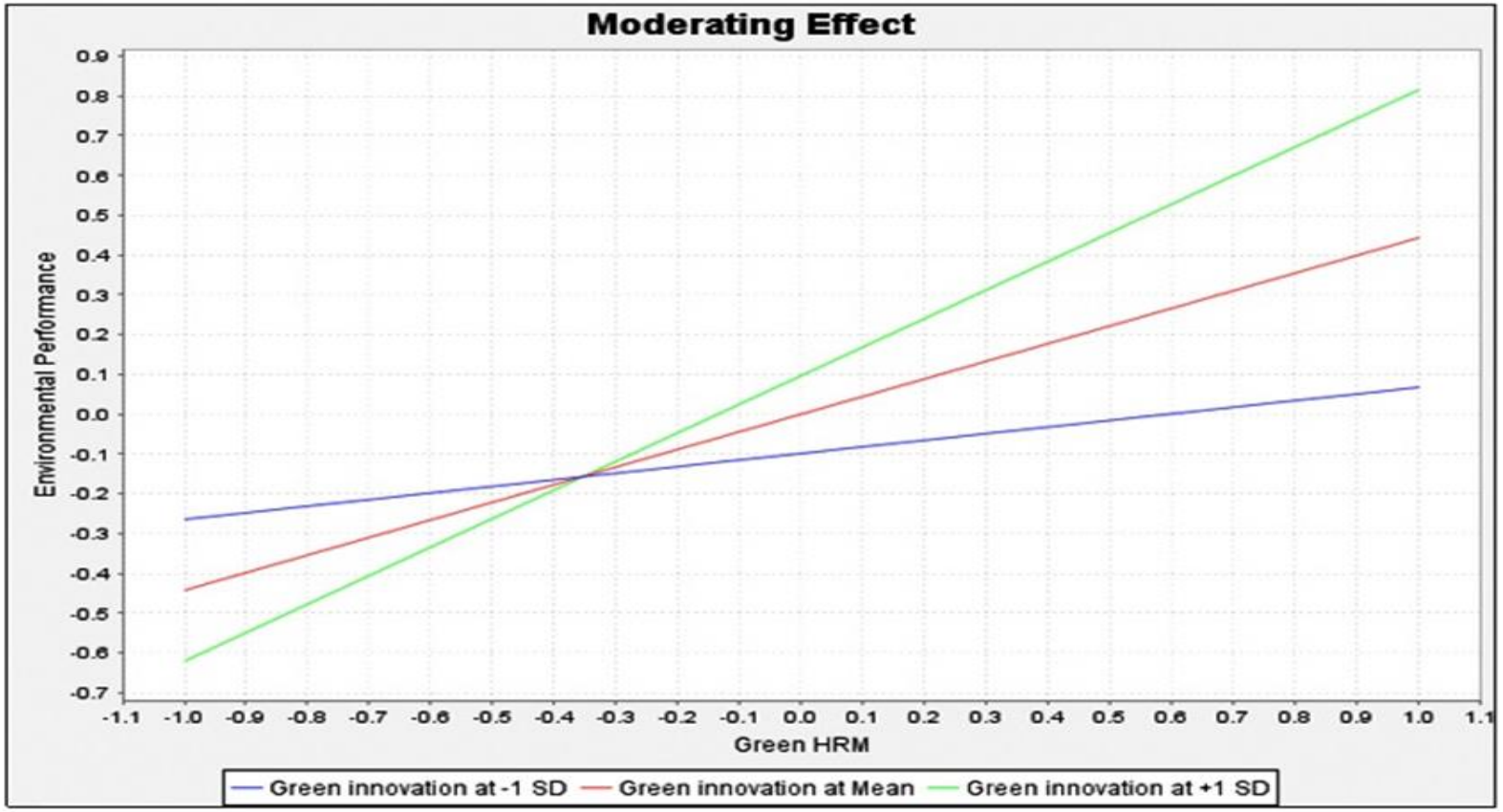

Figure 25: Simple slope analysis of green process innovation

By using Smart PLS, for interpreting the moderation finding, the simple slope analysis was used. The simple slope plot is illustrated in Figure 2 for more details regards moderation analysis. The positive slope for all three lines indicates the positive significance of GHRM practices on environmental performance. Additionally, higher levels of GHRM practices increase the level of environmental performance positively. All three lines (green, blue, and red) represent the green process innovation as a moderator that a higher level of moderator increases the level of GHRM practices and environmental performance. In case of a decrease in green process innovation level as a moderator, the level of GHRM practices and environmental performance decreases, respectively.

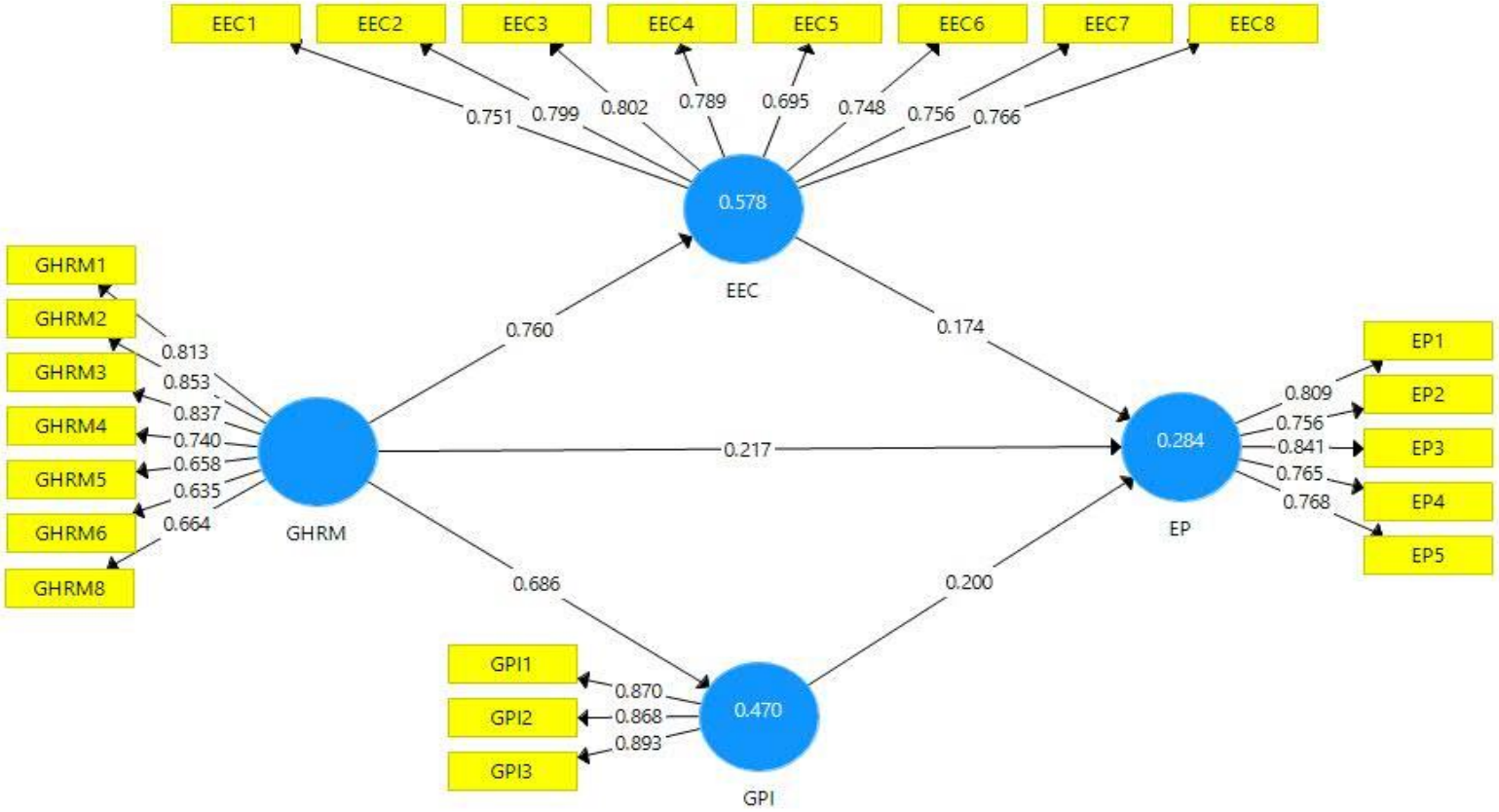

Figure 26: Results of structural model. GHRM: green human resource management practices, EEC: employee environmental commitment, GPI: green process innovation, and EP: environmental performance

Chapter 5

DISCUSSION AND CONCLUSION

5.1 Study A

GHRM practices are becoming a hotel trend due to the widespread implementation of green practices in the hospitality industry. As a result, the level of concern toward protecting the environment has increased among hoteliers and tourists. This research established and evaluated a suggested model for environmental performance in the Turkish hospitality industry. GHRM practices are associated with EEC and green process innovation and positively influence environmental performance. Further, the function of EEC and green process innovation as mediators on GHRM practices and environmental performance association are explored. Seven hypotheses were devised and tested to analyze the linkages mentioned above, and the study's results validated the direct and indirect impacts. Our findings are presented and analyzed following the research hypotheses.

In Hypothesis 1, research results verified a link between GHRM practices and EEC. The results provide strong evidence to support Hypothesis H1. GHRM practices are essential to increasing EEC in green hotel environmental operations. These results align with Liu et al. (2010) and Ren et al. (2021), SIT, and arguments – that GHRM practices are an active driving factor that encourages employees' pro-environmental behaviors at workplaces. Based on relative literature, the direct effect of GHRM practices on EEC has been rarely investigated in the hospitality context. The findings

of this research unveiled the black box of implied GHRM practices for improving organizational outcomes by emphasizing the significance of EEC participation.

In Hypothesis 2, it was presumed that green process innovation and GHRM practices would have a positive association. The research outcomes also supported the positive association between GHRM practices and green process innovation in Turkish hospitality. According to previous studies, GHRM practice components significantly impact environmental performance at an organizational level (Nisar et al., 2021; Renwick et al., 2013). However, the impact of GHRM practices on green process innovation has received little attention (Song et al., 2020). Moreover, our results reveal that GHRM practices positively affect green process innovation, meaning that green hotels can improve their green process innovation by implementing GHRM practices. As a result, we believe that GHRM practices can assist hotels in attracting, retaining, and sustaining green personnel via green process innovation (Gerhart, 2005) for long-term improved environmental performance. Consequently, our research proposes that green hotels should incorporate GHRM techniques in their multi-faceted social systems to enable human capital to adopt organization-specific features that are more helpful for their organization's green hotel than competitors in the market (Takeuchi et al., 2007). Thus, we suggest that green hotels implement a proactive GHRM strategy to recruit, train, and maintain green personnel to enhance the innovation and performance of the organizations in the green context to maintain a competitive edge in the market (Chung, 2020).

In Hypothesis 3, it was claimed that EEC has a beneficial impact on environmental performance. Findings validated the predicted association since a noticeable positive effect of EEC on environmental performance was discovered. Previous research has

shown that EEC improves hotel environmental performance (Pham et al., 2020; Ren et al., 2021), confirming the present study's outcomes. The data demonstrated that EEC is improved by ensuring compliance with environmental laws, avoiding and alleviating environmental crises, controlling employee-level environmental impact above a certain threshold, and educating peers and the public about the environment by implementing GHRM policies.

In Hypothesis 4, the data revealed a considerable favorable direct effect of green process innovation on environmental performance (El-Kassar & Singh, 2019; Singh et al., 2020), supported by current research. As a result, Hypothesis 4 gained substantial support. By implementing the green process innovation for green hotels in Turkey, hotels can respond to the demands of their many stakeholders to safeguard the environment by enhancing the environmental performance of green hotels, thereby contributing to sustainable growth. As a result, green process innovation in the hospitality industry may be regarded as a one-of-a-kind strategy for hotels to meet the need for innovation and compete successfully in the market.

In Hypothesis 5, findings elaborate varied arrangements of GHRM initiatives that impact environmental performance for green hotels. As affirmed by results, Hypothesis H5 is accepted. Given the lack of appropriate empirical research highlighting the efficiency of GHRM strategies toward environmental performance, the results indicated above are critical. Scholars and practitioners have considered sustainable tourism development and environmental conservation so that confirming integrated criteria for hospitality industry businesses was needed to formalize pro-environmental authorization mechanisms (Afolabi et al., 2020; Agag & Colmekcioglu, 2020).

In Hypothesis 6, findings confirm that EEC indirectly influences GHRM practices and environmental performance links. Therefore, Hypothesis H6 received support. Based on SIT, this study extends the existing literature by exploring the role of EEC on the link between GHRM and environmental performance. There have been few studies in the hospitality literature that have investigated the role of EEC as a mediator between GHRM practices and environmental performance (Pham et al., 2019; Ren et al., 2021), which our results are considered as a critical finding to this paper. Furthermore, this study's findings responded to the debate initiated in prior studies regarding EEC that would be influential factors to positively enhance pro-environmental behaviors of employees at workplaces (Anwar et al., 2020; Cop et al., 2020; Paillé & Valéau, 2020; Pham et al., 2020). To recap, this study demonstrates that SIT inspires employees' eco-friendly behavior. When an organization's ecological goal is aligned with its values, employees are motivated to act.

In Hypothesis 7, findings indicate that green process innovation is a mediator. As a result, Hypothesis H7 was supported. These results are consistent with prior studies (Awan et al., 2021; Kraus et al., 2020; Nuryakin & Maryati, 2020; Tweneboah-Koduah et al., 2020; Xie et al., 2019); it also implies that environmental performance may be enhanced by encouraging environmentally conscious behavior process by involving employees committed to environmental activities that would help the hotels to gain competitive advantages in the rapidly growing market. Additionally, based on these findings, green process innovation, both on its own and in conjunction with GHRM practices, was discovered to impact the environmental performance of green hotels.

5.1.1 Contributions to the literature

This research adds to the body of knowledge on environmental management in the Turkish hospitality industry. First, this study responded to a suggestion made by Cop

et al. (2020) to explore further the impact of GHRM practices on environmental performance in Turkey's green hotels. As a result, the current study examined all green hotels operating in Turkey's hospitality industry. Thus, this study examined GHRM practices from an environmental management perspective and deepened our understanding of how they contribute to initiating employee behaviors rather than directly affecting environmental performance.

Likewise, there is a scarcity of appropriate research on the drivers of pro-environmental behaviors (i.e., employee commitment; Aboramadan et al., 2021b). Thus, the current study advances the understanding of the pro-environmental behaviors such as EEC and green innovation for the environmental literature in the hospitality setting. Second, this study contributes further to the SIT in the hospitality context since limited knowledge is available about how green hotels can affect individuals' behaviors by amending their self-identity or part of their self-concept toward eco-friendly activities (Shen & Benson, 2016).

Finally, although GHRM practices have been identified as the driver to boost environmental performance of the organizations in the hospitality industry, there was a paucity of research on EEC and green process innovation as antecedent factors to explore the indirect effects of GHRM on environmental performance (Pham et al., 2019; Yusoff et al., 2019). Therefore, the current research adds to the body of knowledge on the GHRM effect on environmental performance by explaining the underlying links with the factors mentioned above and providing empirical evidence on the mechanism by which GHRM contributes to environmental performance. As a result, the direct and indirect impact of EEC and green process innovation demonstrated by the current research proposes a complete framework for studying the

proposed model. Furthermore, the present study effort also adds to the existing literature by addressing the subject of environmental performance in the service sectors, particularly the hotel industry.

Moreover, EEC and green process innovation received less attention in environmental management (Yusoff et al., 2019). Therefore, this research investigated EEC and green process innovation from an environmental management approach. As a result, it contributed to our knowledge of how they function as mediators in developing job characteristics rather than directly influencing environmental performance.

5.1.2 Contributions to the practice

Our research has several practical consequences for green hotels. First, deploying GHRM practices is one of the most successful methods for refining the environmental performance of organizations in the hospitality industry (Shafaei et al., 2020). However, to adopt GHRM practices, organizations must first establish a platform for environmental initiatives. Furthermore, top management should display their concern about the organization's ecological consequences and complete support for environmental preservation. According to our results, GHRM activities are essential for increasing EEC and green process innovation and fostering pro-environmental behaviors through employees identified as core elements for implementing organizational objectives and gaining competitive advantages (Jiang et al., 2012). As a result, green hotels are obligated to equip their staff with GHRM standards involving environmental policies and projects.

Furthermore, green hotels must create opportunities for staff to practice what they have learned through green process innovation. As a consequence of such possibilities, they will be able to advance their ecological skills and augment their capabilities to develop

pro-environmental attitudes, which lean toward enhanced green hotel environmental performance. Therefore, the study help managers to include employees in green process innovation since it provides factual information on the contribution of GHRM practices to environmental performance. Furthermore, the results assist managers in identifying and focusing on specific methods to develop pro-environmental attitudes among staff to increase green hotels' environmental performance.

Hotel management can also align their strategies to manage water consumption, garbage, and energy usage that have an environmental effect on hotels. As indicated below, sustainability will significantly influence three main hotel management concerns in 2021.

In many situations, these improvements are straightforward: lower shower water pressure, build leak-detecting water systems and rainwater harvesting systems, reduce laundry water consumption, and encourage visitors to be cautious of towel use. Simply installing water-efficient fixtures in the bathroom might lower use by 15%. Following the Ebola outbreak, many hotels may replace mini-fridges and coffee makers in each room with shared facilities. To minimize greenhouse gas emissions, it is critical to invest in energy-efficient appliances and building modifications, as well as automated energy management systems. It is unusual for these energy-saving enhancements to pay for themselves in as short as three years and yield savings ranging from 5% to 15%.

Foodservice is an essential industry for reducing waste and increasing efficiency. Unfortunately, food production is tied to deforestation, biodiversity loss, and water exploitation. While the digital revolution has been inflicting havoc on the sector for

some time, the COVID epidemic has substantially expedited the rate of change. Contactless check-ins, keyless room access, and guest messaging platforms are critical for minimizing friction and ensuring the safety of all guests. In addition, Internet applications allow customers to easily order room service, arrange spa appointments, and request extra towels when it comes to convenience.

In the long term, one of the most significant advantages of digital technology is eliminating paper and plastic waste. Every night, hotel visitors create around two pounds of waste, with paper, plastics, and cardboard accounting for half of that total. According to one study, this is the case. Using a tablet in a guest room instead of paper menus, leaflets, and directories may provide instant advantages. Guests may tailor and manage every stay element using their smartphones and Hilton's Connected Room technology. Controlling energy consumption, for example, means that hotels may turn off lights, TVs, heating, and air conditioning while visitors are not in their rooms - which is around 70% of the time.

Customers may engage in environmental activities with hotel workers who have mobile access to information. Aguardio, for example, encourages visitors to use less water by using real-time monitoring and reporting technologies. Likewise, considerate Group, using digital solutions such as flutter and Con-Serve, assists hotels in better analyzing, measuring, and controlling their energy usage, therefore reducing power, water, and fossil fuel use, as well as CO2 emissions. "What can be measured, can be governed," as the adage goes.

5.1.3 Limitations and suggestions for future study

The present study has several limitations. First, we investigated the implementation of GHRM practices associated with environmental performance in one sector and one

country setting. Further research is required to determine the generalizability of the findings through different stages (Burin et al., 2020). Second, Bloom and Van Reenen (2010) explored human resource management practices applied differently across firms and countries. However, GHRM practices may differ across organizations and in developing versus developed countries; hence, practitioners in Turkey's hospitality sector are advised to exercise caution when deriving these outcomes. The findings of this study still need to be validated in different sectors and cultural settings (Umrani et al., 2020). Third, data were gathered from non-managerial employees.

Thus, future studies might collect data from management to understand GHRM in the hospitality context. Fourth, EEC and green process innovation were mediators between GHRM practices and environmental performance. Future studies recommend using other potential mediators such as green product innovation (Singh et al., 2020) and green intellectual capital (Nisar et al., 2021).

Also, as a moderator, proactive service performance (Assaker et al., 2020) is worth investigating. Fifth, cross-sectional sampling was used in this study, limiting causal inferences. Future studies should use longitudinal designs to reduce the possibility of common method variance and facilitate causal inferences about the associations between the studied constructs. Sixth, the conceptual model was validated by collecting data from full-time employees of green hotels in Turkey, limiting the study's contributions to the aforementioned green hotels. Finally, future studies could conduct a similar study among full-time employees of non-green hotels to see if EEC and GPI can improve positive organizational outcomes.

Finally, this study focused on general GHRM practices to investigate their impact on environmental, organizational outcomes among green hotels by implementing EEC and GPI, and it yielded interesting results. Future research may focus on adopting specific types of leadership, such as servant leadership, ethic leadership, or green leadership, on being used as an independent variable to inspire GHRM practices into the organizational environment and determine whether they can be considered antecedents of GHRM practices.

5.2 Study B

This study addresses the main challenge in green innovation from the individual level, namely employees. This study aimed to explore the impact of green process innovation as a moderator on the association with GHRM practices and environmental processes. Green hotels, an emerging global challenge, have pushed hotels to constantly develop their sustainability capacity and adopt innovative green practices to protect the environment and enhance business results (Longoni & Cagliano, 2018). The collective GHRM practices variable comprehensively recognizes how GHRM practices and business impacts are interrelated (Anwar, 2018). The findings revealed a strong and positive influence of the GHRM practices on environmental performance and a moderation effect of green process innovation on the relationship between the GHRM practices and environmental performance.

5.2.1 Contributions to the literature

There are several theoretical contributions as a result of this study. Firstly, this study findings strengthen AMO's perspective on the link between GHRM practices and the organization's environmental performance (e.g., Anwar et al., 2020; Teece, 2014). Therefore, due to the growth of environmental awareness among the variety of stakeholders, this study findings explore the necessities of organization's key

competencies, namely, GHRM practices and its implementation through employee's green process innovation (i.e., skills, knowledge, and attitudes) enhance the environmental performance (Anwar et al., 2020; Chang, 2011; El-Kassar & Singh, 2019; Teece, 2014). This study contributes to broadening the AMO framework concept and suggests that hotels can improve their environmental performance by adopting GHRM practices.

Previous studies confirmed the findings of this study as implementing the AMO framework is required to shape the association throughout the organizations by enacting the employee's abilities to be involved in seizing opportunities to enhance the environmental performance (e.g., Anwar et al., 2020; Bhatti et al., 2020; El-Kassar & Singh, 2019; Jabbour et al., 2019; Pham et al., 2020; Umrani et al., 2020). Thus, the findings confirmed that GHRM practices promote environmental performance through green process innovation (e.g., Chang, 2011; Jabbour et al., 2019; Luu, 2019). Thereby, the organization's GHRM practices are the backbone for intensified environmental management at the workplace.

Finally, the purpose of adopting GHRM practices toward environmental activities is theoretically promoted, which is in line with former studies (e.g., El-Kassar & Singh, 2019; Jabbour et al., 2019). Besides, compared to Singh et al. (2020), which suggests that green process innovation acts as a mediator between GHRM practices and environmental performance, this study concentrated on green process innovation by hypothesizing it as a moderator. The findings support the claims that support the H2. Green thinking is a trend endeavor to straighten different organizations' HRM practices (Jabbour et al., 2019; Renwick et al., 2013; Singh & El-Kassar, 2019).

This study advises that GHRM practices play a notable task in reducing pollution reduction, product/service quality improvement, and enhancing the organizations' brand images. That is to say, and this study implies that GHRM practices intensify the environmental management goals of the organizations by applying green process innovation. The results also represent that green process innovation can strengthen the positive impacts of GHRM practices on environmental performance, shedding light on the contingent approach that green process innovation improves environmental performance.

5.2.2 Contributions to the practice

This research has significant strategic consequences for tackling heightened environmental tensions, as they cannot disregard core stakeholders' environmental concerns. Firstly, the organizations pursued approaches that enhance sustainable environmental development to reduce adverse effects (Hadood & Irani, 2020; Longoni & Cagliano, 2018; Yu et al., 2017). Thus, organizations should prioritize green process innovation to improve their environmental performance, mainly when resource constraints. Secondly, organizations should invest in GHRM practices and establish new strategic assets compatible with environmental management initiatives. Finally, the findings pointed out that GHRM practices reflect the organizations' strategic orientations toward environmental protection and motivate them to exhibit eco-friendly activities.

Furthermore, we believe that GHRM practices need a developmental culture and a flat organizational environment to foster and boost green innovation and gain a long-term competitive advantage. Thirdly, the findings intimate that organizations should recruit employees who meet the organizations' criteria toward sustained proactive environmental management practices, which result in environmental protection.

Moreover, this study suggests that higher-level executives should affirm a system assessment to evaluate the employee's pro-environmental behaviors at workplaces and recognize and value the employees who are embedded in conserving the environment. That is to say, the GHRM practices should be inspired by the employees who are well-known as agents to implement the organizations' strategies. Finally, green hotels must coordinate their strategy based on a safe and green tourism certificate, which offers facilities and infrastructure for the lodging industry to practice and function in the direction of environmental conservation.

5.2.3 Limitations and suggestions for future study

This study is not without limitations as well as other studies. Firstly, the perceptual measures based on the extant literature were used in this study. In further studies, the objective measure can complement the perceptual measures simultaneously to advance the results. Secondly, green process innovation was used as a moderator to examine the influence of GHRM practices on environmental performance. Future research should use other determinants such as capability, incentive, and contingency-based human resource practices to check whether they moderate the influence of GHRM practices on environmental performance. Finally, the proposed model aimed the green hotels in Turkey. However, future research should test the proposed model in an expanded context to promote the theory and its implications.

5.3 Conclusion

The environmental impact may be dramatically reduced by using green best practices in maintenance, services, logistics, commodities, and supplies. The primary focus is on reducing waste, preserving energy, and reducing water use. A hotel may become more ecologically friendly in a variety of ways. While some, such as a new HVAC system, might cost thousands of dollars to install, others, such as solar panels, will only

cost a few hundred dollars. Hotels implement different ways to go green by adopting smart toilets, solar power systems, and waste diversion, which are just a few of the environmentally friendly efforts introduced by hotels throughout the globe. What works for one hotel may or may not work for another. Hotels that go green save money, minimize their environmental effect, and attract more guests.

Sustainability is crucial in the business sector for producing growth and gratifying customers. Consumers are increasingly looking for environmentally friendly businesses and pay a premium for environmentally friendly products and services. One-third of buyers choose eco-friendly products, and the tourist sector notes. TripAdvisor, for example, established the GreenLeaders Program to highlight hotels with environmentally friendly best practices to environmentally aware travelers, such as hotels that have obtained LEED certification (Leadership in Energy and Environmental Design). By being green, hotels may also expect to save money. In order to be more environmentally friendly, management must reduce the amount of electricity and water you consume, as well as the number of people, employ for maintenance and customer support.

Instead of printing long employee manuals or recruitment forms, give links to electronic resources or on-site computer access for people who do not have home computers. Instead of requesting physical copies of resumes, direct prospective candidates to online job sites. Furthermore, the hotel's sustainability initiatives should be promoted in employment materials so that all new hires understand their importance in day-to-day operations.

The hotel industry should be wary of greenwashing when promoting sustainability stories since environmentally conscious clients react negatively to this strategy. According to studies, around 80% of hotel guests favor sustainable activities when considering where to stay. However, a majority are hesitant to return — and even boycott — a hotel that engages in greenwashing. Unfortunately, Greenwashing is a common practice. Here are a few more instances of greenwashing:

- Exaggeration: If just a few employees participate in one or two sustainability initiatives, the hotel is not green; instead, it has one or two sustainability programs.
- Ambiguity: Despite its widespread use, "eco-friendly" does not have a recognized meaning. The general public knows this and is looking for evidence to back up the hotel's use of green terms.
- When buying commodities such as sustainable room soaps, cleaning products, and organic foods, customers should examine the provider's reputation to guarantee they are real and not just utilizing self-declared "certified" or "100% organic" without proof.
- Excessive use of "green" imagery: Excessive use of unjustified green brandings, such as animal and plant photos, is a definite way to turn consumers off.
- Excessive data: Avoid overloading the audience with information or technical phrases while discussing sustainability activities. Making things excessively complex will not attract attention and may even annoy visitors.

Many of today's eco-friendly technology is becoming standard commodities as more hotels attempt to incorporate sustainable principles into their meetings, events, and

guest services. The solution to improve your bottom line is to implement green best practices now to satisfy these expectations. It will also lessen the risk of losing customers to hotels with substantial green programs.

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APPENDIX

Questionnaire (Study A)

You are invited to participate in a survey intending to understand the implications of green HR practices on employees of green hotels. This survey is being conducted as part of a research study conducted in Eastern Mediterranean University, Tourism Research Center. While participation in this survey is voluntarily, your contribution may produce valuable information. Each questionnaire is kept anonymous. An honest opinion is most important, please do consider that THERE ARE NO RIGHT OR WRONG ANSWERS.

Thank you for your precious time.

Research team

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Part A

Please indicate your level of agreement or disagreement with each of these statements.

Green HRM

Items	Strongly Disagree (1)	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree
1. My organization has a continuous environmental training program.					
2. Environmental training is a priority for my organization when compared to other types of training.					
3. In my organization, environmental training is viewed as an important investment.					
4. My organization establishes environmental objectives that each employee must accomplish.					
5. My organization evaluates an employee's contributions to environmental management improvement.					
6. Employee environmental performance appraisals are recorded by the organization.					
7. Employees in my organization are financially rewarded for their performance in environmental management issues.					
8. Employees who contribute to environmental management improvements are publicly recognized by the company.					

Employee Environmental Commitment (EEC)

Items	Strongly Disagree (1)	Disagree (2)	Neither Agree nor	Agree (4)	Strongly Agree
1. I really care about the environmental concern of my organization.					
2. I would feel guilty about not supporting the environmental efforts of my organization.					
3. The environmental concern of my organization means a lot to me.					
4. I feel a sense of duty to support the environmental efforts of my organization.					

5. I really feel as if my organization's environmental problems are my own.					
6. I feel personally attached to the environmental concern of my organization.					
7. I feel an obligation to support the environmental efforts of my organization.					
8. I strongly value the environmental efforts of my organization.					

Green Process Innovation (GPI)

Items	**Strongly Disagree (1)**	**Disagree (2)**	**Neither Agree nor**	**Agree (4)**	**Strongly Agree**
1.The operational processes of my organization effectively reduces hazardous substance or waste.					
2.The operational processes of my organization effectively reduces consumption of coal, oil, electricity or water.					
3.The operational processes of my organization effectively reduces use of raw materials.					

Environmental Performance (EP)

Items	**Strongly Disagree (1)**	**Disagree (2)**	**Neither Agree nor**	**Agree (4)**	**Strongly Agree**
1.Environmental activities significantly reduced overall costs.					
2.Environmental activities significantly reduced the lead times.					
3.Environmental activities significantly improved product / process quality					
4.Environmental activities significantly improved reputation of my organization.					
5.Environmental activities significantly reduced waste within the entire value chain process.					

Part B

Answer questions as they relate to you. For most answers, check the box (es) most applicable to you or fill in the blanks.

1. Age
(Select only one)
□ 21-30
□ 31-40
□ 41-50
□ 51 and above

2. Gender
(Select only one)
□ Female
□ Male

3. Marital Status
(Select only one)
□ Married
□ Single
□ Separated
□ Other

4. Education Level
(Select only one)
□ Master Degree
□ Bachelor Degree
□ Associate Degree
□ High School Diploma

5. Organizational Tenure
(Select only one)
□ 1-3 years
□ 4-6 years
□ 5-7 years
□ Less than 1 year
□ More than 8 years

Additional comment:

Anket (Çalışma A)

Bu çalışma, Türkiye'deki yeşil insan kaynakları uygulamaları ile ilgilidir. Anket için sağladığınız tüm bilgiler gizli tutulacak ve sadece istatistiksel amaçlarla kullanılacaktır. Ankette herhangi doğru veya yanlış cevap yoktur.

Anket ile ilgili sorularınız için lütfen foad.irani@emu.edu.tr adresine e-posta gönderebilirsiniz.

Teşekkürler.

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Bölüm A

Aşağıdaki ifadelere katılıp katılmama derecenizi belirtiniz.

Yeşil İnsan Kaynakları Uygulamaları

İfadeler	Kesinlikle Katılmıyorum (1)	Katılmıyorum (2)	Çekimser (3)	Katılıyorum (4)	Kesinlikle Katılıyorum (5)
1. Kurumumun sürekli bir çevre eğitim programı vardır.					
2. Çevresel eğitimler, diğer eğitim türlerine kıyasla kurumum için bir önceliktir.					
3. Kuruluşumda çevre eğitimi önemli bir yatırım olarak görülmektedir.					
4. Kuruluşum, her çalışanın başarması için gereken tüm çevresel hedefleri belirler.					
5. Kurumum, bir çalışanın çevre yönetiminin iyileştirilmesine katkılarını değerlendirir.					
6. Çalışan çevre performans değerlendirmeleri kuruluş tarafından kayıt altına alınmaktadır.					
7. Kurumumdaki çalışanlar, çevre yönetimi konularındaki performansları için finansal olarak ödüllendirilir.					
8. Çevresel yönetim iyileştirmelerine katkıda bulunan çalışanlar, kurum tarafından kamu tarafından ödüllendirilir.					

Yeşil Çalışan Bağlılığı

İfadeler	Kesinlikle Katılmıyorum (1)	Katılmıyorum (2)	Çekimser (3)	Katılıyorum (4)	Kesinlikle Katılıyorum (5)
1.Kurumumun çevresel politikasını gerçekten önemsiyorum.					
2.Kurumumun çevresel çabalarını desteklemediğim için kendimi suçlu hissederim.					
3. Kurumumun çevresel kaygısı benim için çok şey ifade eder.					
4. Kurumumun çevresel çabalarını desteklemek için bir görev duygusu hissederim.					
5. Kurumumun çevre sorunlarının bana ait olduğunu hissederim.					
6. Kurumumun çevresel kaygılarına kişisel olarak kendimi bağlı hissederim.					
7. Kurumumun çevresel çabalarını desteklemek için kendimde bir zorunluluk hissederim.					

8. Kurumumun çevresel çabalarına yüksek seviyede değer veririm.					

Yeşil Süreç Yeniliği

İfadeler	Kesinlikle Katılmıyorum (1)	Katılmıyorum (2)	Çekimser (3)	Katılıyorum (4)	Kesinlikle Katılıyorum (5)
1. Kurumum, tehlikeli madde ve atıkları etkili bir şekilde azaltır.					
2. Kurumum operasyonel süreçleri, kömür, petrol, elektrik veya su tüketimini etkin bir şekilde azaltır.					
3. Kurumum, hammadde kullanımını etkin bir şekilde azaltır.					

Çevresel Performans

İfadeler	Kesinlikle Katılmıyorum (1)	Katılmıyorum (2)	Çekimser (3)	Katılıyorum (4)	Kesinlikle Katılıyorum (5)
1. Çevresel faaliyetler genel maliyetleri önemli ölçüde azaltmıştır.					
2. Çevresel faaliyetler teslim sürelerini önemli ölçüde azaltmıştır.					
3. Çevresel faaliyetler ürün/süreç kalitesini önemli ölçüde iyileştirmiştir.					
4. Çevresel faaliyetler kuruluşumun itibarını önemli ölçüde iyileştirmiştir.					
5. Çevresel faaliyetler, tüm değer zinciri sürecinde israfı önemli ölçüde azaltmıştır.					

BÖLÜM B

Lütfen size uygun seçeneği aşağıdaki kutucukları seçerek belirtiniz.

1. Yaş
(Sadece bir tane seçiniz)
□ 21-30
□ 31-40
□ 41-50
□ 51 ve üzeri

2. Cinsiyet
(Sadece bir tane seçiniz)
□ Kadın
□ Erkek

3. Medeni Hal
(Sadece bir tane seçiniz)
□ Evli
□ Bekar
□ Boşanmış
□ Diğer

4. Eğitim Seviyesi
(Sadece bir tane seçiniz)
□ Yüksek Lisans
□ Lisans
□ Ön Lisans
□ Lise

5. İş Süresi
(Sadece bir tane seçiniz)
□ 1-3 Yıl
□ 4-6 Yıl
□ 5-7 Yıl
□ 1 yıldan az
□ 8 yıldan fazla