

**Testing the Mediating Role of Job Embeddedness in
the Relationship between GHRM and Hospitality
Employees' Green Voice Behavior**

Reza Sharbaf Tabrizi

Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
February 2021
Gazimağusa, North Cyprus

Approval of the Institute of Graduate Studies and Research

Prof. Dr. Ali Hakan Ulusoy
Director

I certify that this thesis satisfies all the requirements as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Hasan Kılıç
Dean, Faculty of Tourism

We certify that we have read this thesis and that in our opinion it is fully adequate in scope and quality as a thesis for the degree of Master of Science in Tourism Management.

Prof. Dr. Osman M. Karatepe
Supervisor

Examining Committee

1. Prof. Dr. Osman M. Karatepe

2. Assoc. Prof. Dr. Dr. Mine Haktanır

3. Asst. Prof. Dr. Hamed Rezapouraghdam

ABSTRACT

The purpose of this thesis is to test the impact of green human resource management on green prohibitive and green promotive voice behaviors. Job embeddedness was used as a mediator. Data were collected from restaurant employees in the Turkish Republic of Northern Cyprus. The hypotheses in this thesis were assessed through structural equation modeling.

The findings demonstrated that green human resource management fostered green prohibitive and green promotive voice behaviors. Job embeddedness also enhanced green prohibitive and green promotive voice behaviors. These findings suggested job embeddedness as a mediator in these relationships.

On the basis of the findings presented above, management implications and limitations as well as directions for future research were provided.

Keywords: Green human resource management, Green prohibitive green voice behavior, Green promotive green voice behavior, Job embeddedness, Restaurant employees

ÖZ

Bu tezin amacı, yeşil insan kaynakları yönetiminin yeşil teşvik edici ve önleyici ses çıkarma davranışı üzerindeki etkisini incelemektir. İşe gömülmüşlük aracı değişken olarak ele alınmıştır. Bu tezde kullanılan veri, Kuzey Kıbrıs Türk Cumhuriyeti'nde restoran işletmelerindeki çalışanlardan toplanmıştır. Çalışmadaki hipotezler yapısal eşitlik modellemesi ile analiz edilmiştir.

Çalışmanın bulguları, yeşil insan kaynakları yönetiminin işe gömülmüşlüğü artırdığını göstermiştir. İşe gömülmüşlük de yeşil teşvik edici ve önleyici ses çıkarma davranışını olumlu yönde etkilemiştir. Bu bulgular, işe gömülmüşlük değişkeninin aracı rolünü ortaya koymuştur.

Yukarıda verilen bulgulardan hareketle, yönetsel belirmeler ve çalışmanın kısıtları ile gelecek araştırmalara yönelik öneriler üzerinde durulmuştur.

Anahtar Kelimeler: İşe gömülmüşlük, Restoran çalışanları, Yeşil insan kaynakları yönetimi, Yeşil önleyici ses çıkarma, Yeşil teşvik edici ses çıkarma

ACKNOWLEDGMENT

I really want to express my special appreciation to my distinguished supervisor, Professor Dr. Osman M. KARATEPE, who provided me the invaluable opportunity to do this demanding project. In all the research and writing time, his diligence, superior intelligence, and sincere advice supported me. Also a very special thanks to Dr. Hamed Rezapouraghdam who guided me all along the way to the end of this project.

I would also like to thank the Head of the Faculty of Tourism, Prof. Dr. Hasan KILIÇ, for the confidence and incentives I got during my studies.

TABLE OF CONTENTS

ABSTRACT.....	iii
ÖZ.....	iv
ACKNOWLEDGMENT.....	v
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
LIST OF ABBREVIATIONS.....	ix
1 INTRODUCTION.....	1
1.1 Research Philosophy.....	1
1.2 Purpose of the Thesis.....	2
1.2.1 Contribution of the Thesis.....	2
1.3 Methodology.....	3
2 LITERATURE REVIEW.....	3
2.1 Theoretical Frameworks.....	4
2.1.1 Social Exchange Theory.....	4
2.1.2 Social Information Processing Theory.....	4
2.2 Green Human Resource Management.....	5
2.2.1 Need for Green Human Resource Management.....	5
2.2.2 Function of Green Human Resource Management.....	7
2.2.3 Green Employment.....	9
2.3 Green Behavior in the Workplace.....	10
2.4 Job Embeddedness.....	10
2.5 Green Voice Behavior.....	12
3 RESEARCH HYPOTHESES.....	16

3.1 Model	16
3.2 Hypotheses	16
3.2.1 The Correlation Amidst Green Human Resource Management and Job Embeddedness	16
3.2.2 Job Embeddedness’s Relation to Green Promotive Voice Behavior	16
3.2.3 Job Embeddedness’s Relation to Green Prohibitive Voice Behavior	18
3.2.4 Does Job Embeddedness Mediate the Link Between Green Human Resource Management and Both Green Promotive and Green Prohibitive Voice Behavior?.....	20
4 METHODOLOGY	23
4.1 Deductive Approach.....	23
4.2 Sample and Procedure.....	23
4.3 Measurement	24
4.4 Data Analysis	24
5 RESULTS	25
5.1 Demographic Breakdown of the Sample	25
5.2 Test of the Measurement Model	26
5.3 Test of the Structural Model	27
6 DISCUSSION	31
6.1 Summary of Findings.....	31
6.2 Implications for Practice	32
6.3 Limitations and Future Research Directions.....	33
7 CONCLUSION.....	35
REFERENCES	36

LIST OF TABLES

Table 1: Demographic Breakdown of the Sample ($n = 130$)	27
Table 2: Means, Standard Deviations, and Correlations.....	28
Table 3: Structural Model Test Results.....	30

LIST OF FIGURES

Figure 1: Conceptual Model.....	16
---------------------------------	----

LIST OF ABBREVIATIONS

GB	Green Behavior
GHRM	Green Human Resource Management
JE	Job Embeddedness
SET	Social Exchange Theory
SIP	Social Information Processing Theory
TRNC	Turkish Republic of Northern Cyprus

Chapter 1

INTRODUCTION

The 21st century shows a growing attention in sustainability threats all over the world because of the many ecological challenges that the world faces (Rezapouraghdam et al., 2018). Considering the current situation, companies do need to find ways and strategies to tackle ecological footprint reduction and resolve economic issues (Arulrajah, Opatha, & Nawaratne, 2015; Karatepe et al., 2020).

To achieve sustainability in the business world and to maximize shareholders' benefit, companies now need to reflect on environmental and social aspects beside economic ratios (Daily, Bishop, & Steiner, 2007; Rezapouraghdam et al., 2019). While the green human resource management (GHRM) issue is discussed in a large number of existing literatures in order to create an utter green organizational culture, discrepancies exist correlated with the potent adoption of green strategic human resource strategies in businesses around the world. This paper explains to what degree restaurants are taking steps to support the environmental superintendence system by establishing human resource strategies and defining various approaches involving GHRM on the behavioral outcome of the employees.

1.1 Research Philosophy

The aim of this study is to investigate the effect of GHRM on restaurant employees, in particular their behavioral outcomes which are green promotive and prohibitive voice behaviors using job embeddedness (JE) as a mediator. Recognizing how GHRM

policies impact the willingness of workers to engage in environmental activities comes before how companies develop green strategies and provide incentives for staff to take part in corporate conduct to manage the environment (Ari et al., 2020; Renwick, Redman, & Maguire 2013).

This thesis uses the deductive approach to "establish a hypothesis (or hypotheses) centered on current theories and later develop a system of analysis to test the hypothesis. The data is collected in the form of quantitative research by means of questioners distributed among employees of restaurants in the Turkish Republic of Northern Cyprus (TRNC).

1.2 Purpose of the Thesis

The aim of this study is to investigate the effect of GHRM on restaurant employees, in particular their behavioral outcomes which are green promotive and prohibitive voice behaviors using job embeddedness (JE) as a mediator. A lot of recent attention has been given internationally to environmental issues and scholars are trying to find new tactics to minimize the detrimental impacts of human activities on the environment (e.g., Ari et al., 2020; Akhshik et al., 2020; Karatepe et al., 2020).

The organizational structure has a key position in the leadership of organizations in today's varying working setting. Because of their importance to efficient operation and achievement of objectives organizational structures are regarded as significant parts of organizations (Armstrong & Rasheed, 2013). Thus, the goal of this study is the creation and testing of a structural framework that analyzes interactions with GHRM, JE and employee behavioral outcome.

1.2.1 Contribution of the Thesis

Today GHRM is a vital financial approach for major companies in which departments of human resources play an active role in greening the workplace (Ari et al., 2020; Ahmad, 2015) but the topic of human resource management in the environment-friendly management of restaurants appears to be relatively unexplored (Kim, Kim, Choi, & Phetvaroon, 2019). This study, therefore, examines the effects of GHRM on behavior of employees and the environmental performance of restaurants in the TRNC.

1.3 Methodology

As mentioned earlier, this study uses a deductive approach. In other words, the researcher establishes conceptual connections between different studies using well defined theoretical foundations and collects data to assess interactions. The paper uses a non-probability sampling technique which is also known as judgmental sampling in which the researcher uses his or her expertise or skill to pick the items to be tested (Karatepe et al., 2020; Westfall, 2009).

The data was obtained from restaurant staff working in TRNC restaurants. The data was collected via a questionnaire with a cover page that contained information explaining the purpose of the research to the respondents while letting them know that their answer will stay confidential. The language of the question sheet is Turkish which is the official language of the TRNC the original questions were in English and were translated back to Turkish.

Chapter 2

LITERATURE REVIEW

This chapter continues with an outline of social exchange theory (SET) and social information processing theory (SIP), two theoretical foundations widely used in the literature. These two hypotheses support our interpretation of the relationships between research variables. The chapter continues with taking a look at the existing literature on GHRM, green voice behavior, and JE.

2.1 Theoretical Frameworks

The theoretical framework describes the core topics in your analysis, suggests relationships between them, and addresses acceptable hypotheses based on a study of publications. This research incorporates the principle of SET and SIP theory to try to further explain the interactions between dependent and independent parameters.

2.1.1 Social Exchange Theory

The conjecture of social exchange is a psychological and sociological concept that explores social interaction in the relationship between two parties by applying a cost-benefit study to determine costs and incentives (Emerson, 1976). The principle also concerns economic partnerships. The study of cost-benefit happens when each party has items that are desired by the other parties (Roedelein, 2006). SET implies that these equations are as straightforward as talking with a client at the checkout in

intimate partnerships, marriages, working relationships, and ephemeral relationships (McRay, 2015).

SET's theory implies that if the cost is higher than the rewards, such as if a great deal of time or cash is invested and not consummated in a relationship, then the relationship should be ended or discarded (Emerson, 1976). Businesses that use strategies to promote social exchange with their workers are looking for a longer association with them and are worried about the emotional well-being and potential job growth of their employees (Tsui, Pearce, Porter, & Tripoli, 1997).

2.1.2 Social Information Processing Theory

The theory of SIP is a theory of human communication theory and media studies introduced by Joseph Walther in 1992. The theory of SIP discusses online human contact beyond nonverbal signs and how individuals build and sustain relationships in a world driven by computers (Walter, 1992). Walther claimed that the same or even greater social aspects and qualities (intimacy) as typical face to face (FtF) relationships can be illustrated by online interpersonal relationships. However, it can take longer to accomplish than face to face relationships due to the restricted network and data (Jarvenpaa, & Leidner, 1999).

2.2 Green Human Resource Management

GHRM can be defined as the set of policies, processes and systems that facilitate the green behavior (GB) of employees to build an environmentally sustainable, energy-saving, socially accountable workplace (Ari et al., 2020; Ahmad, 2015). Because of the harmful effects of manufacturing pollution and waste materials, counting dangerous substances governments around the world advocate laws and policies that

hold back and even counteract to a degree the degradation of natural resources and their detrimental impacts on humans and society (Shrivastava, & Berger, 2010).

Considering the current circumstances, companies do need to find ways and strategies to tackle ecological footprint reduction in addition to addressing economic issues (Ahmad, 2015). To achieve success in the business society and to promote shareholders' earnings, organizations now are required to focus on financial and economic influences as well as environmental and social aspects (Daily, Bishop, & Steiner, 2007).

Protecting the natural world has been a major concern in recent decades. Nearly every company has adopted policies related to environmental conservation (Kim, Kim, Choi, & Phetvaroon, 2019). The majority of industrial firms focus on minimizing waste produced throughout the manufacture and distribution of their goods and thus improving corporate efficiency (Melnik et al., 2003). GHRM is needed to provide environmentally sustainable goods and practices, handle corporate sustainability policies efficiently, and resolve corporate environmental program implementation challenges (Milliman & Clair, 1996). Distinctive recruitment, performance evaluation, training and growth strategies, employee relationships and incentive schemes are considered effective tools to align workers with the company's environmental policy (Renwick et al., 2008) and GHRM would also contribute unequivocally to successful environmental protection (Jackson et al., 2011).

Effective environmental management in an organization, according to the Rothenberg (2003), requires contributions from managing human resources. Jabbour and Santos (2008) have claimed higher efficiency in the environment includes human resources

activities to promote the incorporation and preservation of environmental management in the structures of corporations. Organizations that can match HRM strategies with environmental management goals will be effective on the path of corporate environmental management (Jabbour, 2011).

The secret to success or failure in an organization's eco-activities is the employees (Rezapouraghdam et al., 2018). In reality, not just at level of the organization, but also at the interpersonal level, GHRM is applicable. GHRM activities are the real GHRM initiatives, procedures and strategies that are currently introduced in organizations to minimize harmful ecological effects or increase the favorable environmental consequences of organizations (Ari et al., 2020; Arulrajah, Opatha, & Nawaratne, 2015).

Multiple sections of an institution like human resource, communications, information technology, capital, and so on are coming together to make a positive collaborative attempt to accomplish every corporate environmental program, the most significant component is the unit for human resources management (Ahmad, 2015). During the past two decades there has been an international agreement around the proactive management of the environment (González-Benito & González-Benito, 2006). And GHRM activities seek to improve the organization's sustainable environmental efficiency. (Arulrajah, Opatha, & Nawaratne, 2015).

2.2.1 Need for Green Human Resource Management

There is no question that the environmental effect of manufacturing organizations is a rising challenge that contributes to demands for sustainability activities that meet environmental, social and economic concerns. (Abdullah & Zulkifli, 2015; Hussain, 2018). Moreover, all organizations are now "required" to do more to balance in

specific, for those with societal, strategic and regulatory pressures, their financial, public and environmental performance (Ayuso et al., 2014). It is viewed as a complex and, in some cases, divisive challenge to achieve this balance (Haffar, and Searcy, 2017). With regard to the service sectors such as restaurants, their green initiatives consist of the control of wastes, the use of water and energy in operations, and the perception of guests and workers (Zaid, Jaaron, & Bon, 2018).

GHRM is indeed a tool that helps to create friendly staff within an organization that can suggest and value the green background, such a green program will maintain its sustainability targets during the human resource management procedure of employing and seasoning, reimbursing, enhancing and improving the organization's knowledge networks (Dutta, 2012). The human resource department of an organization will play an essential role in cultivating the culture of sustainability throughout the organization (Harmon et al., 2010). Human resource systems play a significant part in the transformation into practice of green human resource strategy (Renwick, 2008); thus, human resource and their supervision are essential in achieving environmental management goals (Hersey, 1998).

The convergence of biodiversity, the control of the natural world and human resource are emerging fields of accelerated growth and thus not defined within a completely established collection of scriptures (Jackson et al., 2011). Ulrich, Brockbank, and Johnson (2009) note that such human resource practices are needed to be coordinated with one another to optimize the ability for the company to enforce its strategy. In their research, Cherian and Jacob (2012) established that recruiting, preparation, employee engagement and compensation are essential human dimensions that contribute to improve the application of green management principles among employees. To ensure

that the company hire the correct staff green inputs and the correct staff green work outputs, it is indeed essential that human resource management roles are updated or adapted to become green. (Opatha, & Arulrajah, 2014).

As already stated, very few studies are investigating GHRM practices in developing countries. Nonetheless, systematic studies regarding green practices tend to be a fairly recent project (Zaid, Jaaron, & Bon, 2018).

2.2.2 Function of Green Human Resource Management

GHRM is a forum that helps develop green workers inside an organization that can understand and support the green movement (Ahmad, 2015). Such a green program will uphold its sustainability targets all the way via recruiting, hiring and training, compensation, growth and enhancement of the human resources of the business (Dutta, 2012). Recently many corporations have planned new jobs or positions concerned with the environment to concentrate strictly over the organizations' treatment of the environmental elements (Arulrajah, Opatha, & Nawaratne, 2015). A company's human resource department is able to play an unprecedented part in developing the conservation culture inside organization (Harmon et al., 2010). HR systems present a great part in the transformation of GHRM procedure to implementation (Renwick, 2008).

In their study Cherian and Jacob (2012) established that hiring, improving, inspiration of employees and incentives are significant human factors that contribute to strengthening the application of green management concepts for employees. It indeed is important that human resource management justifications are modified or changed

to become green to ensure that the company gets the best green inputs for workers and the right green work outcomes for employees (Opatha, & Arulrajah, 2014).

2.2.3 Green Employment

A main HR obstacle in the "war for talent" is recruiting high-quality personnel (Renwick et al., 2013). Holtom, Mitchell, Lee, and Eberly (2008) in their research on employee retention and turnover conclude that the two important benefits of HR and sustainability standards are placement and fulfillment. Companies are now starting to understand that cultivating recognition as a green entrepreneur is a successful method of attracting new personnel (Phillips, 2007; Stringer, 2009). Additionally, some corporations use collaboration and cross-functional people to effectively manage the ecological issues of the business as work design strategies (Jabbour, Santos, & Nagano, 2010).

Green employment is a program that focuses on environmental value and making it a central factor within the company (Ahmad, 2015). Recruiting applicants with a green frame of mind makes it possible for businesses to attract practitioners who are aware of environmental practices and already know basics such as recycling, conservation and creating a more rational environment (Ahmad, 2015). Through HRM's viewpoint, protection of the environment is genuinely a beneficial initiation and practice. In addition, several businesses have been interested in more environmentally sustainable construction of their current employees by introducing environmental-centered duties and responsibilities (Arulrajah, Opatha, & Nawaratne, 2015).

2.3 Green behavior in the workplace

Organizational professionals are obsessed with environmental concerns (Starik & Marcus, 2000) today, they agree that "going green" makes financial sense (Holme &

Watts, 2000). In addition, as Unsworth, Dmitrieva, and Adriasola (2013) note, there is evidence that the effectiveness of corporate strategies for ecological protection relies on the actions of human workers. For instance, study shows employee behavior attempting to make important offerings to environmental company conduct (Boiral, Talbot, & Paillé, 2015), reduction of excess and money savings (Tam & Tam, 2008), and competitive advantage (Del Brio, Fernandez, & Junquera, 2007). The recent experience of Volkswagen AG (2015) is a fascinating illustration of how staff behavior and practices can undermine a company's ecological and economic performance (The Economist, 2015). In perspective, Ones and Dilchert (2012a) has stated on management researchers to evaluate GB of employees, in the sense of work that leads to sustainability, which they describe as actions. More recently, the need to examine GB and its personal and organizational predictor variables from a multi layered perspective has been stressed by researchers (Kim, Kim, Han, Jackson & Ployhart, 2017).

In line with the public alarm businesses around the globe are actively working to strengthen environmental protection and governance of the long-term impacts of environmental degradation and climate change, and also the challenges facing economic growth and development. (Aguinis & Glavas, 2012). Operations promoting ecologically responsible businesses are usually called "green" procedures for administration among organization and management scholars (Renwick, Redman, & Maguire, 2013), and green habits are also pointed to as "green" practices and human behaviors compatible with environmental protection. (Andersson, Jackson, & Russell, 2013).

Sales growth and brand identity acceptance generally benefits businesses which have in effect solid green initiatives (Wee & Quazi, 2005; Yang, Hong & Modi, 2011) and favorable results for workers (Salem, Hasnan & Osman, 2012). As workers are the representatives who enforce green organizational strategies, companies need to encourage employee behaviour and eventually improve it in order to align such behavior with green organizational objectives (Daily, Bishop & Govindarajulu, 2009; Ones & Dilchert, 2012; Ramus & Steger, 2000). Institutions are gradually implementing HRM to encourage employee sustainability conduct on the workforce (Renwick, Redman, & Maguire, 2013). Kramar (2014) describes GHRM as "HRM practices which produce positive environmental results" (p. 1075). Given the increased rate of conceptualization in scholarly literature, the causal relationships among both GHRM and GB in the workplace (e.g., Jackson & Seo, 2010; Renwick et al., 2013), this connection has not been thoroughly addressed scientifically.

2.4 Job Embeddedness

JE is what an employee is incorporated in his or her job and is the result of multiple contextual forces (link, fit and sacrifice) in the organization and populace operating on a primary staff (Lee et al., 2014). Links are the amount of interactions a person has with the surrounding area. and the institution itself (formal or informal), Fit is the worker's "apparent integration or comfort level" with the business and surroundings, and finally, sacrifice corresponds to 'the presumed expense of physical or emotional gains that can be abandoned by leaving a job' (Mitchell et al., 2001). While JE concept was introduced to describe voluntary staff replacement (Mitchell et al., 2001), eventual findings have demonstrated that JE is often correlated with non-turnover effects, such as patterns of corporate citizenship, deliberate absenteeism and key work engagement. (Burton et al., 2010; Lee et al., 2004). JE is a fairly evolving concept in recent literature

that focuses on the collective efforts that keep employees in their jobs (Karatepe, & Vatankhah, 2014). More such exploratory study on JE-life fulfillment relationship supervisors and intermediaries is needed to improve our comprehension of the relationship and to reinforce the capacity of supervisors to favorably influence the relationship in operation in order to continuously enhance research on the relationship between JE and life satisfaction. (Ampofo, Coetzer, & Poisat, 2018).

In the hospitality market, frontline workers are the key participants in service management and customer complaint procedures (Karatepe, 2013). This is not unusual, as frontline workers have significant responsibilities about the overall level of service for consumers (Karatepe, 2013). Proper management of the employees' voluntary turnover is a major concern for businesses as not only it is disparaging but also very costly for the establishments (Nguyen, Taylor, & Bergiel, 2017).

Frontline workers in the hospitality industry face struggles in the work-family connection because of the inaccessibility of a family- empathetic work atmosphere (Magnini, 2009). That is, as most hospitality organizations lack family-friendly initiatives and perks, employees are not in a position to walk a fine line between their job (family) and their family (work) part (Karatepe, 2013). The existence of employment services (e.g., social work assistance, job autonomy) improves employee involvement within an organization (Karatepe, & Ngeche, 2012). Engaged workers are rooted in their work, as they feel that their potential career aspirations and ambitions suit the corporate ethos and the expectations of their jobs (Karatepe et al., 2012).

Service quality performance is crucial to organizational sustainability and growth, and front-line workers with frequent face to face or voice to voice customer experiences play a major role in this pursuit (Babakus, Yavas, & Karatepe, 2008). Such an understanding is essential, particularly for organizations involved in life satisfaction of employees and aimed at attracting and retaining talented employees who often struggle to balance job and home demands (Wolfram and Gratton, 2014). High workload and family-to-work system problems, combined with emotional fatigue, hinder employee productivity and result in poor service delivery (Karatepe, 2013). Therefore, it is barely shocking that staying of staff is of serious importance to both management teams and organizational academics (Nguyen, Taylor, & Bergiel, 2017).

2.5 Green Voice Behavior

A medium by which workers assist their companies evolve and adjust effectively to changing market conditions is via "voice" an expression of positive thoughts, worries, or views on work-related questions (Van Dyne, Ang, & Botero, 2003). Nevertheless, the voice of workers regarding changes to current work process problems has been related to successful organizational results such as team development and enhanced work processes and creativity (Liang, Farh, & Farh, 2012). Organizations rely on their employees' ideas and feedback and a common opinion is that workers must speak up to be viewed as constructive participants and progress their occupations (Chamberlin, Newton, & Lepine, 2017).

Recognizing the crucial part of the voice in attaining corporate efficiency and preventing possible troubles, researchers have tried to apprehend the human, encouraging and structural aspects that elevate or impede voice (Liang, Farh, & Farh, 2012).

It should come as no surprise that researchers have done a great deal of idea study, given the apparent significance of voice to workers and organizations (Chamberlin et al., 2017). Much of the voice study is centered on promotive expression, or staff feedback on incentives and strategies to enhance anticipated operation of company (Liang et al., 2012). Additionally, study on prohibitive voice or contact with employees has also been undertaken to resolve past or existing issues and challenges that may result in negative consequences for the company (Liang et al., 2012). Liang, Shu & Farh (2019) conclude that member of the team's promotive voice improves team creativity through the use of team expertise, while team member Prohibitive voice improves team innovation by nonlinear relationships. Provided the evident variations in these two modes of voice, statements from previous studies, which traditionally considered voice as indecipherable, may be unreliable or inconclusive (Chamberlin et al., 2017). This study based on the aforementioned literature defines green prohibitive voice as advising other coworkers against unfriendly behaviors that might hinder the environmental performance of the workplace. Additionally, green promotive voice is defined as proactive suggestions that are made for issues that may affect the environmental decisions of the workplace.

Chapter 3

RESEARCH HYPOTHESES

This paper explores GHRM's mediating role in the correlation between JE and green promotive and green prohibitive voice behaviors amongst restaurant employees.

3.1 Model

In figure 1, the proposed framework and possible hypotheses are shown.

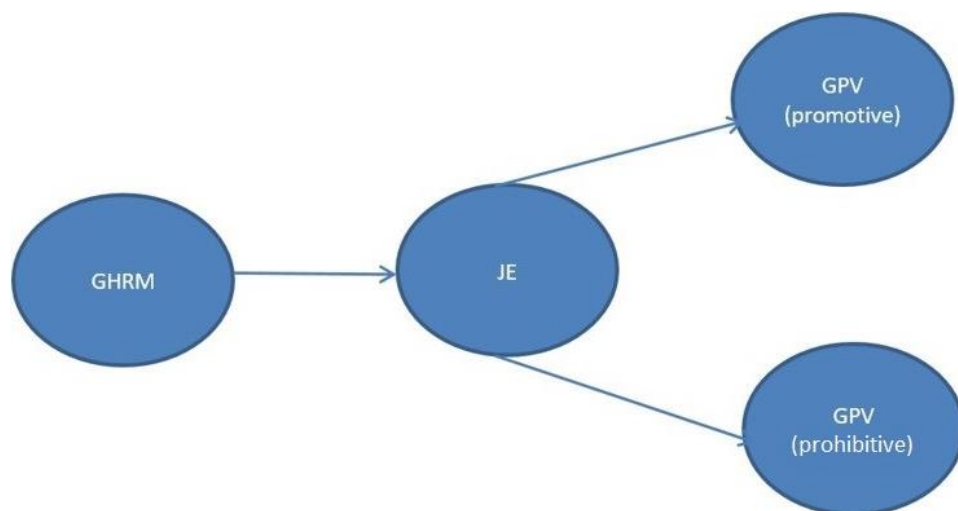


Figure 1: Conceptual Model

3.2 Hypotheses

3.2.1 The correlation amidst green human resource management and job embeddedness

Study in employee relations and HRM aims to concentrate on the institutional processes and frameworks by which employee preferences are mutually articulated,

and the macro-level forces that affect these structures (Wilkinson, Dundon, Donaghey, & Freeman, 2014). HRM and organizational behavior (OB) are needed to combine both macro and micro voice viewpoints, so such integrations can produce comparatively modern ideas that let us to comprehend how macro parameters (e.g. HRM procedures) influence cognitive processes to enable the listening of muted voices (Mowbray, Wilkinson, & Tse, 2015).

Past literature shows that socially responsible HRM activities affect employee work habits through a mechanism of social identity, so that when the company operates in a socially responsible way, workers associate more closely with their organization, and this identification in turn promotes good work actions and JE (e.g. Shen & Zhu, 2011).

Green human resources strategies allow workers to engage in environmental conservation and different control programs during the operating period (Huo et al., 2020). An inspection of existing literature indicates that human resources strategies can be tailored to green HR practices, such as recruiting and placement, preparation, emancipation, or engagement of employees (Ari et al., 2020; Yong et al., 2019). Strategic human resource management (HRM) researchers have continually stressed the influence of corporate practices on organization performance, such as high-performance job practices (Becker & Huselid, 1998). HRM activities, such as teaching and awarding, improve workforce fitness by fostering desired habits and developing the requisite skills and expertise (Hom et al., 2009). Skill-enhancing organisations also encourage the relation of workers to professional peers and societies, thus extending their extra-organizational networks (link) and incorporating them into professions (Kiazad et al., 2015). Skill-enhancing activities create career sacrifices and if one switches jobs, accrued human capital assets (training, rewards...) will be wasted (Blau,

2003). Employees see human resource policies and management trustworthiness as representative of the loyalty of the company to them, based on SET theory. Employees, in essence, respond with acceptable mind-sets and practices (Zacharatos, Barling, & Iverson, 2005, p. 78). It is also possible to establish the connection between GHRM and JE utilizing SET (Cropanzano & Mitchell, 2005) and SIP system (Salancik & Pfeffer, 1978). Primarily, Pursuant of SET, in reaction to GHRMs (e.g., green selective staffing, green benefits, green empowering) offered by the organization, people would be embedded in their employment. In order to perceive events and establish acceptable behaviors, SIP theory implies that people depend on clues emerging from their surrounding work environment. Workers would be incorporated into their work as a part of GHRM, and they recognize that the company cares about the quality of life of its employees and the well-being of the society as well. In the GHRM method, green recruiting and choosing, green preparation, green emancipation, green incentives, green success appraisal and green engagement in deciding processes can be studied (Renwick et al., 2013; Tang et al., 2018). This hypothesis is then suggested by this study:

H1: GHRM positively influences restaurant employees' JE

3.2.2 Job embeddedness's relation to green promotive voice behavior

Because JE, a term that represents Why do individuals keep their jobs has been brought into the organizational conduct area (Mitchell et al., 2001), scholars have been involved in exploring its influence over workers and management of human capital (Tan, Loi, Lam, & Zhang, 2019). Organizations need to effectively retain staff who are able to exchange feedback to enhance the operation of the organization or unit (Morrison, 2011). Indeed, the voice of workers on enhancements or current debacles

in the job procedure has been related to positive operational effects e.g. group learning (Edmondson, 1999).

Remembering the composition of thoughts and ideas that are designed to alter the workplace atmosphere in a manner that helps the company (Maynes & Podsakoff, 2014). Staff members that use voice for this reason can attempt to enhance organizational operation by voicing innovative concepts that expand on possibilities for change and also by declarations based on circumstances or shortcomings that are dissatisfying (Chamberlin, Newton, & Lepine, 2017).

The promotive voice is an indication of new ideas or feedback by workers to enhance the general operation of their work sector or company (Liang et al., 2012). Employees' green promotive voice is often defined as constructive recommendations that are made on problems that can impact the workplace's environmental decisions. Embedded workers appear to feel that they will live with their company in the future based on the JE principle and therefore think for the organization's success and the work sector in the enterprise (Ng and Feldman, 2007).

Links apply to the relationships of an individual with people in and out of the company on the basis of this principle and as part of JE, and involve the large associations amidst a member of staff and his or her peers, out of work associates, the society, etc. (Harris et al., 2011). Fit represents the integration of the work purpose and technical expertise of an employee with the corporate importance and work requirements (Wheeler et al., 2010). Sacrifice describes the potential risks of quitting the present occupation, counting the lack of peers, income, job protection and group cohesion (Swider et al., 2011). When they have formed relationships with individuals, workers become highly

integrated when they believe they match well with the work requirements and corporate culture, and when they think they would lose a lot if they leave (for a study, see Zhang et al., 2012). This framework forecasts essential effects in human capital, such as staff engagement, keeping in and success. They wish their sector and company will keep on thriving.

And survive enough that they can benefit from them in the long term in an intensely competitive world. In other words, while they benefit from the activity of their workgroup and company, embedded workers are empowered to make useful and realistic recommendations (Tan et al., 2019).

Therefore, we hypothesize:

H2: JE positively influences restaurant employees' green promotive voice behavior

3.2.3 Job embeddedness's relation to green prohibitive voice behavior

Prohibitive voice contains the gestures of workers meant to support the company by minimizing undesirable effects. The origin of prohibitive voice output is perplexity addressed (Morrison, 2011) Since it stresses detrimental or improper, failing, or improper work procedures that occur at that moment (Liang et al., 2012).

Prohibitive voice signals to avert harm, thus avoiding "process losses" from having harmful consequences in a timely manner (Liang et al., 2012). Green prohibitive voice as warning other peers about unfriendly actions that might impair the workplace's environmental efficiency. It may provoke negative reactions when the voice expresses a desire to question the power structure (Liang et al., 2012). This can cause unfavorable responses (Burriss et al., 2013; Whiting et al., 2012). Thus, being rooted in their business will have a workforce a sense of stability and the courage to handle the

organization's instability. In specific, workers with strong work integration suits in with their work and is respected in the perspective; they also possess good relations with those around (Ghosh and Gurunathan, 2015; Kiazad et al., 2015).

The prohibitive voice may be promoted by conscientiousness or personal ambition and all styles of voice rely on thoughtfulness and the ability to go beyond role prerequisites to delegate commitment on account of the company (Chamberlin, Newton, & Lepine, 2017). Staff members intentionally determine to either speak out or not, if their speech will be productive and if they will be disciplined for speaking out, all of these matters are largely unknown (Morrison, 2011).

Therefore, being embedded into their organization will give staff a sense of stability and the courage to withstand the uncertainty of the company. In particular, workers with strong JE suits in with their positions and is respected in the framework; they have strong ties with those around them as well. (Ghosh and Gurunathan, 2015; Kiazad et al., 2015).

Prohibitive voice calls for stopping damage, thus avoiding "process losses" from having harmful consequences in a timely manner (Liang et al., 2012). Green prohibitive voice as warning other peers about unfriendly actions that might impair the workplace's environmental efficiency. Embedded employees' social attractiveness and social capital can cushion the threat induced by their voice behavior.

H3: JE positively influences restaurant employees' green prohibitive voice behavior

3.2.4 Does job embeddedness mediate the link between green human resource management and both green promotive and green prohibitive voice behavior?

Retaining trained workers in frontline service occupations is a primary concern for organizations in hospitality (Karatepe, & Ngeche, 2012). JE is a retention vector between GHRM and green voice behavior (GVB) that can act as a mediator. The accessibility of GHR activities will encourage the JE of employees because strategic green staffing, green recruitment, green empowerment, green promotions and others help employees to develop and sustain relationships with peers and bosses (Karatepe, 2013a; Mitchell et al., 2001). The aforementioned activities give signals to workers that their goals, values and expertise for potential career planning align in with the work and corporate culture criteria. These activities encourage people to be rooted in their employment and by quitting the company, employees do not want to risk them, they are better matched to the organization's needs, and they are connected to other peers and system employees. Such incorporation also allows them to engage in the actions of green voices (promotive and prohibitive).

As they want to safeguard the business in which they are integrated. In addition, they have ties with other workers and in this situation they are not afraid to speak up and express their views on the concerns and challenges they have received signals of importance from their company through GHRM (Ghosh and Gurunathan, 2015; Kiazad et al., 2015). This study thus suggests the subsequent hypothesis:

H4: JE mediates the effects of GHRM on green promotive voice behavior and,

H5: JE mediates the effects of GHRM on green prohibitive voice behavior

Chapter 4

METHODOLOGY

This section includes facts around the methods of empirical research. This chapter discusses, generally speaking, questions related to the deductive method and the justification for following this approach in this study.

4.1 Deductive Approach

In deductive theory, the structures are the key foundations as the researchers develops and assesses deductions from empirically validated structures based on a hypothesis (Graziano & Raulin, 1993).

This study therefore uses two deep-rooted theories, including SIP theory and SET, as well as scientific proof, to assess relationships and create hypotheses. Present literature uses cross-sectional evidence collected from a group of restaurant staff members in TRNC.

4.2 Sample and Procedure

Judgmental sampling is exercised in this observational analysis. A non-probability control group methodology is judgmental sampling. "The sample elements are selected in this survey as they are thought to be representative of the general population of interest" (Churchill, 1995, p.582). Consequently, this paper acquired information from staff members of 11 restaurants from the town of Famagusta in TRNC. The Managers of all of abovementioned restaurants were contacted in person to agree upon

distributing questionnaires among their employees. 130 filled questionnaires were collected back from the employees of the 11 participating restaurants.

4.3 Measurement

The questionnaires consist of 23 questions that are answered on a 1 to 5 basis, 1 being (strongly disagree) and 5 being (strongly agree). 7 of these questions are asking about JE and are developed by Crossley et al. (2007). Another 6 questions are about GHRM which are developed by Kim et al. (2019). And the remaining 10 questions are concerning voice developed by Liang et al. (2012). Another 6 questions were designed to collect data on age, gender, education, marital status, work experience and place of birth.

4.4 Data Analysis

In order to report the topic profile, frequencies were used. To report the correlations of observed variables, the Pearson product-moment correlation was carried out (e.g., sexuality, GHRM). IBM SPSS Statistics 20 was used for analysis.

The magnitude elements were investigated to report plausibility (i.e. computable and integrand efficacy) and dependability (i.e. coefficient alpha) problems by confirmatory factor analysis (Anderson & Gerbing, 1988). Structural equation simulation, the hypotheses were tested. The Sobel test confirmed the importance of the mediating effects (Karatepe et al., 2020).

For this dissertation, the preceding suit stats were used: ' χ^2 / df , comparative fit index (CFI), parsimony standardized fit index (PNFI), root mean square approximation error (RMSEA) and standardized root mean square residual (SRMR)' as the fit statistics (e.g., Karatepe et al., 2020, 2021).

Chapter 5

RESULTS

5.1 Demographic Breakdown of the Sample

Prior to the presentation of the data in several ways, normality of the data was tested based skewness. The results showed that the skewness value for each item was below 3.00. That is, the skewness value for q1, q2, q3, q4, q5, q6, q7, q8, q9, q10, q11, q12, q13, q14, q15, q16, q17, q18, q19, q20, q21, q22, and q23 was -0.636, -0.619, -1.417, -1.034, -1.337, -1.313, -1.239, -1.057, -1.544, -1.290, -1.737, -1.706, -2.095, -0.588, -0.708, -0.873, -0.539, -0.708, -0.724, -1.019, -0.476, -1.183, and -1.121. These findings indicated that there was no evidence of non-normality (Kline, 2011).

Table 1 shows the demographic breakdown of the sample. The overwhelming majority of the respondents (117 respondents) were aged between 18 and 37 years. Two respondents were aged between 38 and 47 years and one respondent between 48 and 57 years. The sample included 93 males and 37 females. Ninety respondents had four-year college degrees and 27 had two-year college degrees. Three respondents had secondary school education and 10 had graduate degrees. The majority of the respondents was single or divorced (84 respondents) and the rest were married with or without children. Fifty-nine respondents had less than one-year tenure and 61 had tenures between one and five years. The rest had tenures longer than five years.

Table 1: Demographic Breakdown of the Sample ($n = 130$)

	<u>Frequency</u>	<u>%</u>
Age		
18-27	93	71.5
28-37	34	26.2
38-47	2	1.5
48-57	1	0.8
Total	130	100.0
Gender		
Male	93	71.5
Female	37	28.5
Total	130	100.0
Education		
Secondary and high school	3	2.3
Two-Year College Degree	27	20.8
Four-Year College Degree	90	69.2
Graduate Degree	10	7.7
Total	130	100.0
Organizational Tenure		
Less than 1 year	59	45.4
1-5	61	46.9
6-10	8	6.2
11-15	2	1.5
Total	130	100.0
Marital status		
Single or divorced	84	64.6
Married	46	35.4
Total	130	100.0

5.2 Test of the Measurement Model

The findings of confirmatory factor analysis showed that several standardized loadings below 0.50. Therefore, one item each from job embeddedness and green promotive voice behavior were removed. The four-factor measurement model fit the data acceptably ($\chi^2 = 189.47$, $df = 183$, $\chi^2 / df = 1.04$; CFI = 0.96; PNFI = 0.69; RMSEA = 0.017; SRMR = 0.062). One of the loadings was 0.47 and the rest were > than 0.50. In addition, all of the loadings were significant ($t > 1.96$). These findings provided evidence for convergent validity (Anderson & Gerbing, 1988).

The findings in Table 2 showed that all correlations among the observed constructs were lower than 0.90, presenting evidence for discriminant validity (Karatepe & Ekiz, 2004). Means and standard deviations were also given in Table 2.

Table 2: Means, Standard Deviations, and Correlations

Variables	1	2	3	4	5	6	7
1. Gender	-						
2. Organizational tenure	0.035	-					
3. Green human resource management	0.021	0.021	-				
4. Job embeddedness	-0.098	-0.048	0.538	-			
5. Green promotive voice behavior	0.021	-0.022	0.333	0.505	-		
6. Green prohibitive voice behavior	0.013	-0.016	0.387	0.557	0.628	-	
7. Place of birth	-0.001	-0.059	0.129	-0.020	-0.006	-0.052	
Mean							
Standard deviation							

Notes: All correlations (in bold) are significant ($p < 0.01$).

As presented in Table 2, the correlations among the study variables were significant. None of the control variables was significantly associated with green human resource management, job embeddedness, green promotive voice behavior, and green prohibitive voice behavior. In addition, the partial correlations results showed that when the market variable, place of birth, was controlled, the significance of the correlations remained the same. As a statistical remedy, this showed that common method variance was not a problem in this research (Podsakoff et al., 2003).

5.3 Test of the Structural Model

The fully mediated model ($\chi^2 = 224.93$, $df = 219$) demonstrated a better fit than the partially mediated model ($\chi^2 = 224.82$, $df = 217$) based on the chi-square difference

test ($\Delta\chi^2 = 0.1$, $\Delta df = 3$, $p > 0.05$). As a result, the fully mediated model fit the data well: ($\chi^2 = 224.93$, $df = 219$ $\chi^2 / df = 1.03$; CFI = 0.96; PNFI = 0.66; RMSEA = 0.014; SRMR = 0.062).

Hypothesis 1 suggested that green human resource management is positively related to job embeddedness. As given in table 3, the structural equation modeling results supported this linkage ($\beta_{21} = 0.66$, $t = 4.82$) and therefore hypothesis 1. Hypothesis 2 suggested that job embeddedness is positively related to green promotive voice behavior. The results demonstrated that high levels of job embeddedness enhanced employees' green promotive voice behavior ($\beta_{32} = 0.66$, $t = 4.37$). Hence, hypothesis 2 was supported. Hypothesis 3 was also supported because job embeddedness positively influenced green prohibitive voice behavior ($\beta_{32} = 0.66$, $t = 4.37$).

The Sobel test findings in Table 3 indicated the green human resource management positively affected green promotive voice behavior (0.44, $z = 3.84$) and green prohibitive voice behavior (0.50, $z = 4.14$) through job embeddedness indirectly. Overall, these results suggested a full mediation. Hence, hypotheses 4 and 5 were supported.

Table 3: Structural Model Test Results

Hypotheses	Path estimate	t-value
H1 Green human resource management → Job embeddedness	0.66	4.82
H2 Job embeddedness → Green promotive voice behavior	0.66	4.37
H3 Job embeddedness → Green prohibitive voice behavior	0.76	4.82
	Indirect effect	z-value
H4 Green human resource management → Job embeddedness → Green promotive voice behavior	0.44	3.84
H5 Green human resource management → Job embeddedness → Green prohibitive voice behavior	0.50	4.14
R ² for job embeddedness 45%, green promotive voice behavior 43%, green prohibitive voice behavior 0.57		
Fit statistics: $\chi^2 = 224.93$, $df = 219$ $\chi^2 / df = 1.03$; CFI = 0.96; PNFI = 0.66; RMSEA = 0.014; SRMR = 0.062		

Notes: All hypotheses were supported ($t < 1.96$, two-tailed test). CFI = Comparative fit index; PNFI = Parsimony fit index; RMSEA = Root mean square error of approximation; SRMR = Standardized root mean square residual.

The findings explained 45% of the variance in job embeddedness, 43% in green promotive voice behavior, and 57% in green prohibitive voice behavior. None of the control variables was significantly related to the study constructs. The findings regarding the significance of the direct and mediating impacts did not change without the control variables.

Chapter 6

DISCUSSION

This chapter explores the empirical results of the research performed with restaurant employees in TRNC. Using the observational results recorded in this analysis, operational considerations is regarded valuable for both restaurant administration and staff are discussed. This is subsequent to the shortcomings of observational study and possible analysis paths.

6.1 Summary of Findings

In this study data was collected from 130 restaurant staff members via questionnaires. A clear picture of the relationships between research structures was given in the results and the following description of the empirical findings is presented. One of the aims of this research was to discover that if GHRM positively influences employees' JE. the analyzed data supports this hypothesis indicating that employees who work in an environment under GHRM are better embedded in their position. In the restaurants where the management follows the protocols of GHRM the employees enjoy their security of jobs, preparation, partnership, emancipation, and job opportunities. The staff find out that the management of the restaurant guarantees job security and are often rooted in their employment are often rooted in a phase of targeted hiring to recruit the correct individual.

The results also suggest that JE positively influences restaurant employees' green promotive voice behavior, which means that the employees who feel embedded in their

position are likely to speak up to improve work practices and procedures (Liang, Farh, and Farh, 2012). When an employee is embedded in the job and is enjoying the benefits of job security he/she is willing step towards the betterment of work environment which usually happens by speaking up and promoting the solutions.

The results suggest that JE positively influences restaurant employees' green prohibitive voice behavior. The restaurant employees embedded in the job use green prohibitive voice as warning to other peers about unfriendly actions that might impair the workplace's environmental efficiency. The social appeal and social capital of embedded workers will mitigate the danger caused by their voice actions. This means the embedded employee is willing to raise a cautionary voice in order to prevent their peers from damaging or threatening the work environment.

According to the results JE mediate the link between GHRM and green promotive voice behavior and green prohibitive voice behavior. GHRM supports employee JE because strategic green recruiting, green empowerment, green incentives and others help employees build and retain relationships with colleagues and managers. Such participation also enables them to share in the behavior of green promotive and protective voices.

6.2 Implications for Practice

The results of this research have many applications for restaurant administration and its staff. First, it is necessary to build and sustain a working environment where the benefits of GHRM can be taken advantage of by the employees. This is crucial since the findings of this paper indicate that the existence of GHRM benefits employees' JE.

Restaurant managers should also ensure that there are educational systems that concentrate on growing employees' expertise, talents, and skills. It will encourage employees to learn how to use motivation to work within a group and as a team. If a strict hiring advance is made by restaurant managers, employees detect that the company is dedicated to the standard of service delivery, as it seeks to recruit the right individual for customer service.

Second, the administrator of the restaurants should know about the employees' level of JE. This is crucial for such input can help management consider whether workers will build positive relationships with their colleagues, which is in part is necessary for the employees to feel embedded and motivated enough to take part is green promotive and prohibitive voice behavior towards the betterment of the restaurants' work environment.

Finally, the results indicate that JE mediates the effects of GHRM on green promotive voice behavior and green prohibitive voice behavior. Thus, the staff want to support the business in which they are embedded. In addition, they have relations with other employees and are not afraid to speak up and share their opinions on the problems and challenges they have received important signals from their business via GHRM in this situation.

6.3 Limitations and Future Research Directions

Some shortcomings exist in this study which should be illustrated. First, this research was done with TRNC restaurant workers. That is, the findings originated from a single one-country sector. Future research could use diverse sectors (e.g. hotels) for the topic

of generalizability by using a cross-national analysis (e.g., data is to be gathered from developed and developing countries).

Second, this paper gathered information from restaurant employees only once. Accordingly, potential future studies should routinely collect data (e.g. every 3 months), And have a stronger discourse on the subject of causal relationships.

Finally, the findings that have not gained analytical consideration in the present literature are the financial success of the restaurants. That is, there is a lack of analytical data about JE's mediating position in the GHRM-financial success partnership. This interaction may be explored by future studies.

Chapter 7

CONCLUSION

This paper makes contributions to the literature accordingly. First, it investigates the relationship between GHRM and JE and proves that GHRM positively influences the employees' JE. Second, it examines the correlation between JE and both promotive and prohibitive voice behaviors and in turn demonstrates that JE positively influences both green promotive and green prohibitive voice behaviors. Finally, the study proves that JE mediates the effects of GHRM on both green promotive and green prohibitive voice behaviors.

This study offers valuable implications for restaurant managers and employees using the abovementioned finding. This study also poses constraints and provides potential avenues for future studies.

REFERENCES

- Abdullah, L., & Zulkifli, N. (2015). Integration of fuzzy AHP and interval type-2 fuzzy DEMATEL: An application to human resource management. *Expert Systems with Applications*, 42(9), 4397-4409.
- Aguinis, H., & Glavas, A. (2012). What we know and don't know about corporate social responsibility: A review and research agenda. *Journal of management*, 38(4), 932-968.
- Ahmad, S. (2015). Green human resource management: Policies and practices. *Cogent business & management*, 2(1), 1030817.
- Ampofo, E. T., Coetzer, A., & Poisat, P. (2018). Extending the job embeddedness-life satisfaction relationship. *Journal of Organizational Effectiveness: People and Performance*, 5(3), 236-258
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological bulletin*, 103(3), 411.
- Andersson, L., Jackson, S. E., & Russell, S. V. (2013). Greening organizational behavior: An introduction to the special issue. *Journal of Organizational Behavior*, 34(2), 151-155.

- Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A Conceptual Model for Green Human Resource Management: Indicators, Differential Pathways, and Multiple Pro-Environmental Outcomes. *Sustainability*, 12(17), 7089.
- Armstrong, O. E., & Rasheed, A. (2013). Structural Dimensions and Functions of Structure Influencing Agribusiness Enterprises: Mechanistic Vs Organic Systems Approach. *Journal of Business and Management*, 6(6), 1-63.
- Arulrajah, A. A., Opatha, H. H. D. N. P., & Nawaratne, N. N. J. (2015). Green human resource management practices: A review. *Sri Lankan Journal of Human Resource Management*, 5(1).
- Ayuso, S., Rodríguez, M. A., García-Castro, R., & Ariño, M. A. (2014). Maximizing stakeholders' interests: An empirical analysis of the stakeholder approach to corporate governance. *Business & society*, 53(3), 414-439.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P., & Taris, T. W. (2008). Work engagement: An emerging concept in occupational health psychology. *Work & stress*, 22(3), 187-200.
- Becker, B. E., & Huselid, M. A. (1998). Human resources strategies, complementarities, and firm performance. SUNY Buffalo: Unpublished manuscript.

- Bibi, P., Pangil, F., & Johari, J. (2016). HRM practices and employees' retention: The perspective of job embeddedness theory. *Asian Journal of Multidisciplinary Studies*, 4(5), 41-47.
- Blau, P. M., & Scott, W. R. (2003). *Formal organizations: A comparative approach*. Stanford University Press.
- Boiral, O., Talbot, D., & Paillé, P. (2015). Leading by example: A model of organizational citizenship behavior for the environment. *Business Strategy and the Environment*, 24(6), 532-550.
- Burris, E. R., Detert, J. R., & Romney, A. C. (2013). Speaking up vs. being heard: The disagreement around and outcomes of employee voice. *Organization Science*, 24(1), 22-38.
- Burton, J. P., Holtom, B. C., Sablinski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. *Journal of Vocational Behavior*, 76(1), 42-51.
- Byrne, Z. S., Miller, B. K., & Pitts, V. E. (2010). Trait entitlement and perceived favorability of human resource management practices in the prediction of job satisfaction. *Journal of Business and Psychology*, 25(3), 451-464.
- Chamberlin, M., Newton, D. W., & Lepine, J. A. (2017). A meta-analysis of voice and its promotive and prohibitive forms: Identification of key associations,

distinctions, and future research directions. *Personnel Psychology*, 70(1), 11-71.

Chamberlin, M., Newton, D. W., & Lepine, J. A. (2017). A meta-analysis of voice and its promotive and prohibitive forms: Identification of key associations, distinctions, and future research directions. *Personnel Psychology*, 70(1), 11-71.

Cherian, J., & Jacob, J. (2012). Green marketing: A study of consumers' attitude towards environment friendly products. *Asian social science*, 8(12), 117.

Churchill, G. A., & Iacobucci, D. (2006). *Marketing research: methodological foundations*. New York: Dryden Press.

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900.

Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243-256.

Daily, B. F., Bishop, J. W., & Steiner, R. (2007). The mediating role of EMS teamwork as it pertains to HR factors and perceived environmental performance. *Journal of Applied Business Research (JABR)*, 23(1).

- Del Brío, J. Á., Fernández, E., & Junquera, B. (2007). Customer interaction in environmental innovation: the case of cloth diaper laundering. *Service Business*, 1(2), 141-158.
- Dutta, D. (2012). Greening people: A strategic dimension. *ZENITH International Journal of Business Economics & Management Research*, 2(2).
- Dyne, L. V., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of management studies*, 40(6), 1359-1392.
- Dyne, L. V., Ang, S., & Botero, I. C. (2003). Conceptualizing employee silence and employee voice as multidimensional constructs. *Journal of management studies*, 40(6), 1359-1392.
- Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative science quarterly*, 44(2), 350-383.
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 2(1), 335-362.
- Feldman, D. C., & Ng, T. W. (2007). Careers: Mobility, embeddedness, and success. *Journal of management*, 33(3), 350-377.

- Ghosh, D., & Gurunathan, L. (2015). Do commitment based human resource practices influence job embeddedness and intention to quit? *IIMB Management Review*, 27(4), 240-251.
- Ghosh, D., & Gurunathan, L. (2015). Do commitment based human resource practices influence job embeddedness and intention to quit? *IIMB Management Review*, 27(4), 240-251.
- González-Benito, J., & González-Benito, Ó. (2006). A review of determinant factors of environmental proactivity. *Business Strategy and the environment*, 15(2), 87-102.
- Graziano, A. M., & Raulin, M. L. (1993). *Research methods: A process of inquiry*. HarperCollins College Publishers.
- Haffar, M., & Searcy, C. (2017). Classification of trade-offs encountered in the practice of corporate sustainability. *Journal of business ethics*, 140(3), 495-522.
- Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and embeddedness in predicting job performance and intention to leave. *Work & Stress*, 22(3), 242-256.
- Harmon, R., & Demirkan, H. (2010). The next wave of sustainable IT. *IT professional*, 13(1), 19-25.

- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX–outcomes relationships. *The Leadership Quarterly*, 22(2), 271-281.
- Hersey, K. (1998). A close look at ISO 14000. *Professional safety*, 43(7), 26.
- Holme, R., & Watts, P. (2000). Corporate social responsibility: making good business sense. WBCSD.
- Holtom, B. C., & O’Neill, B. S. (2004). Job embeddedness: A theoretical foundation for developing a comprehensive nurse retention plan. *JONA: The Journal of Nursing Administration*, 34(5), 216-227.
- Holtom, B. C., Mitchell, T. R., Lee, T. W., & Eberly, M. B. (2008). 5 turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future. *Academy of Management annals*, 2(1), 231-274.
- Hom, P. W., Tsui, A. S., Wu, J. B., Lee, T. W., Zhang, A. Y., Fu, P. P., & Li, L. (2009). Explaining employment relationships with social exchange and job embeddedness. *Journal of Applied Psychology*, 94(2), 277.
- Hu, X., & Jiang, Z. (2018). Employee-oriented HRM and voice behavior: a moderated mediation model of moral identity and trust in management. *The International Journal of Human Resource Management*, 29(5), 746-771.

- Huo, W., Li, X., Zheng, M., Liu, Y., & Yan, J. (2020). Commitment to Human Resource Management of the Top Management Team for Green Creativity. *Sustainability*, 12(3), 1008.
- Hussain, A. (2018). Green Human Resource Management (GHRM) Practices in Organizations: A Comprehensive Literature Survey. *Journal of Management Research and Analysis (JMRA)*, 05 (02 (1)), 112, 117.
- Jabbour, C. J. C. (2011). How green are HRM practices, organizational culture, learning and teamwork? A Brazilian study. *Industrial and Commercial Training*, 43(2), 98-105.
- Jabbour, C. J. C., & Santos, F. C. A. (2008). The central role of human resource management in the search for sustainable organizations. *The International Journal of Human Resource Management*, 19(12), 2133-2154.
- Jabbour, C. J. C., Santos, F. C. A., & Nagano, M. S. (2010). Contributions of HRM throughout the stages of environmental management: methodological triangulation applied to companies in Brazil. *The International Journal of Human Resource Management*, 21(7), 1049-1089.
- Jackson, S. E., & Seo, J. (2010). The greening of strategic HRM scholarship. *Organization Management Journal*, 7(4), 278-290.
- Jackson, S. E., Renwick, D. W., Jabbour, C. J., & Muller-Camen, M. (2011). State-of-the-art and future directions for green human resource management:

Introduction to the special issue. *German Journal of Human Resource Management*, 25(2), 99-116.

Jarvenpaa, S. L., & Leidner, D. E. (1999). Communication and trust in global virtual teams. *Organization science*, 10(6), 791-815.

Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97(5), 1077.

Kakkar, H., Tangirala, S., Srivastava, N. K., & Kamdar, D. (2016). The dispositional antecedents of promotive and prohibitive voice. *Journal of Applied Psychology*, 101(9), 1342.

Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132-140.

Karatepe, O. M. (2013). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*.

Karatepe, O. M. (2013). The effects of work overload and work-family conflict on job embeddedness and job performance. *International Journal of Contemporary Hospitality Management*. 25(4), 614-634

- Karatepe, O. M., & Ekiz, E. H. (2004). The effects of organizational responses to complaints on satisfaction and loyalty: a study of hotel guests in Northern Cyprus. *Managing Service Quality: An International Journal*, 14(6), 476-486
- Karatepe, O. M., & Ngeche, R. N. (2012). Does job embeddedness mediate the effect of work engagement on job outcomes? A study of hotel employees in Cameroon. *Journal of Hospitality Marketing & Management*, 21(4), 440-461.
- Karatepe, O. M., & Vatankhah, S. (2014). The effects of high-performance work practices and job embeddedness on flight attendants' performance outcomes. *Journal of Air Transport Management*, 37, 27-35.
- Karatepe, O. M., Rezapouraghdam, H., & Hassannia, R. (2020). Job insecurity, work engagement and their effects on hotel employees' non-green and nonattendance behaviors. *International Journal of Hospitality Management*, 87, 102472.
- Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: A multifoci theoretical extension. *Journal of Applied Psychology*, 100(3), 641.
- Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management*, 43(5), 1335-1358.

- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93.
- Kline, R. B. (2011). Convergence of structural equation modeling and multilevel modeling.
- Kramar, R. (2014). Beyond strategic human resource management: is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069-1089.
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of management journal*, 47(5), 711-722.
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of management journal*, 47(5), 711-722.
- Liang, J., Farh, C. I., & Farh, J. L. (2012). Psychological antecedents of promotive and prohibitive voice: A two-wave examination. *Academy of Management journal*, 55(1), 71-92.

- Liang, J., Shu, R., & Farh, C. I. (2019). Differential implications of team member promotive and prohibitive voice on innovation performance in research and development project teams: A dialectic perspective. *Journal of Organizational Behavior*, 40(1), 91-104.
- Magnini, V. P. (2009). Understanding and reducing work-family conflict in the hospitality industry. *Journal of Human Resources in Hospitality & Tourism*, 8(2), 119-136.
- Maynes, T. D., & Podsakoff, P. M. (2014). Speaking more broadly: An examination of the nature, antecedents, and consequences of an expanded set of employee voice behaviors. *Journal of Applied Psychology*, 99(1), 87.
- McRay, J. (Ed.). (2015). *Leadership glossary: Essential terms for the 21st century*. Mission Bell Media.
- Melnyk, S. A., Sroufe, R. P., & Calantone, R. (2003). Assessing the impact of environmental management systems on corporate and environmental performance. *Journal of operations management*, 21(3), 329-351.
- Milliman, J. F., Neck, C. P., Clair, J., & Manz, C. C. (1996, July). Directing Employees To Proactive Environmental Management: A Self Leadership Theory Perspective. In Proceedings of the International Association for Business and Society (Vol. 7, pp. 673-684).

- Morrison, E. W. (2011). Employee voice behavior: Integration and directions for future research. *Academy of Management annals*, 5(1), 373-412.
- Mowbray, P. K., Wilkinson, A., & Tse, H. H. (2015). An integrative review of employee voice: Identifying a common conceptualization and research agenda. *International Journal of Management Reviews*, 17(3), 382-400.
- Nguyen, V. Q., Taylor, G. S., & Bergiel, E. (2017). Organizational antecedents of job embeddedness. *Management Research Review*. 40(11), 1216-1235
- Ones, D. S., & Dilchert, S. (2012). Employee green behaviors.
- Ones, D. S., & Dilchert, S. (2012). Environmental sustainability at work: A call to action. *Industrial and Organizational Psychology*, 5(4), 444-466.
- Phillips, L. (2007). Go green to gain the edge over rivals. *People Management*, 23(9), 1-9
- Podsakoff, P. M., MacKenzie, S. B., Lee, J. Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *Journal of applied psychology*, 88(5), 879.
- Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee "Ecoinitiatives" at leading-edge European companies. *Academy of Management journal*, 43(4), 605-626.

- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1-14.
- Renwick, D., Redman, T., & Maguire, S. (2008). Green HRM: A review, process model, and research agenda. University of Sheffield Management School Discussion Paper, 1, 1-46.
- Rezapouraghdam, H., Alipour, H., & Arasli, H. (2019). Workplace spirituality and organization sustainability: a theoretical perspective on hospitality employees' sustainable behavior. *Environment, Development and Sustainability*, 21(4), 1583-1601.
- Rezapouraghdam, H., Alipour, H., & Darvishmotevali, M. (2018). Employee workplace spirituality and pro-environmental behavior in the hotel industry. *Journal of Sustainable Tourism*, 26(5), 740-758.
- Roeckelein, J. E. (Ed.). (2006). Elsevier's dictionary of psychological theories. Elsevier.
- Rothenberg, S. (2003). Knowledge content and worker participation in environmental management at NUMMI. *Journal of management studies*, 40(7), 1783-1802.
- Salancik, G. R., & Pfeffer, J. (1978). A social information processing approach to job attitudes and task design. *Administrative science quarterly*, 224-253.

- Salem, M. A., Hasnan, N., & Osman, N. H. (2012). Balanced scorecard: Weaknesses, strengths, and its ability as performance management system versus other performance management systems. *Journal of Environment and Earth Science*, 2(9), 1-9.
- Shrivastava, P., & Berger, S. (2010). Sustainability principles: *A review and directions. Organization Management Journal*, 7(4), 246-261.
- Starik, M., & Marcus, A. A. (2000). Introduction to the special research forum on the management of organizations in the natural environment: A field emerging from multiple paths, with many challenges ahead. *Academy of Management Journal*, 43(4), 539-547.
- Stringer, L. (2010). *The green workplace: Sustainable strategies that benefit employees, the environment, and the bottom line*. St. Martin's Press.
- Swider, B. W., Boswell, W. R., & Zimmerman, R. D. (2011). Examining the job search–turnover relationship: The role of embeddedness, job satisfaction, and available alternatives. *Journal of applied psychology*, 96(2), 432.
- Tam, V. W., & Tam, C. M. (2008). Waste reduction through incentives: a case study. *Building Research & Information*, 36(1), 37-43.
- Tan, A. J., Loi, R., Lam, L. W., & Zhang, L. L. (2019). Do embedded employees voice more? *Personnel Review*. 48(3), 824-838

- Tan, K. L., Lew, T. Y., & Sim, A. K. (2019). An innovative solution to leverage meaningful work to attract, retain and manage generation Y employees in Singapore's hotel industry. *Worldwide Hospitality and Tourism Themes*, 12(2), 1-17
- Tang, G., Chen, Y., Jiang, Y., Paille, P., & Jia, J. (2018). Green human resource management practices: scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31-55.
- Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: does investment in employees pay off. *Academy of Management journal*, 40(5), 1089-1121.
- Ulrich, D., Brockbank, W., & Johnson, D. (2009). The role of strategy architect in the strategic HR organization. *People & Strategy*, 32(1), 24-32.
- Unsworth, K. L., Dmitrieva, A., & Adriasola, E. (2013). Changing behaviour: Increasing the effectiveness of workplace interventions in creating pro-environmental behaviour change. *Journal of Organizational Behavior*, 34(2), 211-229.
- Walther, J. B. (1992). Interpersonal effects in computer-mediated interaction: A relational perspective. *Communication research*, 19(1), 52-90.

- Wee, Y. S., & Quazi, H. A. (2005). Development and validation of critical factors of environmental management. *Industrial management & data systems*, 105(1), 96-114
- Westfall, L. (2009). *Sampling methods*. The Certified Quality Engineer Handbook.
- Wheeler, A. R., Harris, K. J., & Harvey, P. (2010). Moderating and mediating the HRM effectiveness—intent to turnover relationship: The roles of supervisors and job embeddedness. *Journal of Managerial Issues*, 22(2), 182-196.
- Whiting, S. W., Maynes, T. D., Podsakoff, N. P., & Podsakoff, P. M. (2012). Effects of message, source, and context on evaluations of employee voice behavior. *Journal of Applied Psychology*, 97(1), 159.
- Wilkinson, A., Dundon, T., Donaghey, J., & Freeman, R. (2014). *Employee voice: Charting new terrain*. The handbook of research on employee voice: *Participation and involvement in the workplace*, 1-16.
- William Lee, T., Burch, T. C., & Mitchell, T. R. (2014). The story of why we stay: A review of job embeddedness. *Annu. Rev. Organ. Psychol. Organ. Behav.*, 1(1), 199-216.
- Wolfram, H. J., & Gratton, L. (2014). Spillover between work and home, role importance and life satisfaction. *British Journal of Management*, 25(1), 77-90.

- Wood, J. A., Boles, J. S., & Babin, B. J. (2008). The formation of buyer's trust of the seller in an initial sales encounter. *Journal of Marketing Theory and Practice*, 16(1), 27-39.
- Yang, M. G. M., Hong, P., & Modi, S. B. (2011). Impact of lean manufacturing and environmental management on business performance: An empirical study of manufacturing firms. *International Journal of Production Economics*, 129(2), 251-261.
- Yavas, U., Babakus, E., & Karatepe, O. M. (2008). Attitudinal and behavioral consequences of work-family conflict and family-work conflict. *International Journal of Service Industry Management*.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212-228.
- Zacharatos, A., Barling, J., & Iverson, R. D. (2005). High-performance work systems and occupational safety. *Journal of applied psychology*, 90(1), 77.
- Zaid, A. A., Jaaron, A. A., & Bon, A. T. (2018). The impact of green human resource management and green supply chain management practices on sustainable performance: An empirical study. *Journal of Cleaner Production*, 204, 965-979.

Zhang, Q. F., & Pan, Z. (2012). Women's entry into self-employment in urban China:
The role of family in creating gendered mobility patterns. *World Development*,
40(6), 1201-1212