The Behavioral Consequences of Green Human Resource Management:
Evidence from Hotel Industry in Northern Cyprus

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ABSTRACT

The purpose of this thesis to develop and test a conceptual model which investigates green work engagement (GWE) as a mediator between green human resource management (GHRM) and employees' task related pro-environmental behaviors (TRPEBs) and green recovery performance (GRP). Data were gathered from five-star hotels in Northern Cyprus to assess these relationships via structural equation modeling.

The results demonstrated that GHRM activated GWE, TRPEBs and GRP. The results further showed that GWE fostered TRPEBs and GRP. GWE partly mediated the effect of GHRM on TRPEBs and GRP.

This study provides implications for management and implications for future research.

Keywords: Green human resource management, Green recovery performance, Green work engagement, Hotel employees, Task-related Pro-environmental behaviors

ÖZ

Bu tezin amacı, yeşil insan kaynakları yönetimi, yeşile yönelik işe angaje olma, yeşil hizmet iyileştirme ve çevre yanlısı davranışı arasındaki ilişkiyi araştıran kavramsal bir modeli geliştirip test etmektir. Çalışmanın verisi, Kuzey Kıbrıs'ta faaliyet gösteren beş yıldızlı otellerdeki işgörenlerden toplanmış ve yukarıdaki ilişkiler yapısal eşitlik modeli ile test edilmiştir.

Bulgular, yeşil insan kaynakları yönetiminin yeşile yönelik işe angaje olma, yeşil hizmet iyileştirme ve çevre yanlısı davranışı artırdığını göstermiştir. Yine bulgular yeşile yönelik işe angaje olmanın yeşil hizmet iyileştirme ve çevre yanlısı davranışı zenginleştirdiğini ortaya koymuştur. Yeşil insan kaynakları yönetimi yeşil hizmet iyileştirme ve çevre yanlısı davranışını yeşile yönelik işe angaje olma yoluyla etkilemiştir.

Bu tezde, yönetsel belirlemeler ile gelecek araştırmalara yönelik öneriler üzerinde durulmuştur.

Anahtar Kelimeler: Çevre yanlısı davranış, Otel çalışanları, Yeşil hizmet iyileştirme, Yeşil insan kaynakları yönetimi, Yeşile yönelik işe angaje olma

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LIST OF ABBREVIATIONS

GHRM	Green Human Resource Management
GRP	Green Recovery Performance
GWE	Green Work Engagement
ROA	Reformulation of Attitude
SET	Social Exchange Theory
SIP	Social Information Processing
TRPEB	Task-Related Pro-Environmental Behaviors

Chapter 1

INTRODUCTION

This thesis aims to develop and test a conceptual model which examines green work engagement (GWE) as a mediator of the effect of green human resource management (GHRM) on task-related pro-environmental behaviors (TRPEBs) and green recovery performance (GRP). The study utilizes a deductive approach through which theoretical underpinnings help the researcher concentrate on various variables and develop hypotheses for the task at hand (Ali & Birley, 1999). In this approach, the researcher creates a logical relationship among different study structures, which use well-established theoretical frameworks to collect data for reaching evidence and verifying the proposed relationships. Moreover, social exchange theory (SET) (Mitchell & Cropanzano 2005), social information processing (SIP) theory (Pfeffer & Salancik, 1978), and reformulation of attitude (ROA) theory (Bagozzi, 1992) are three theoretical frameworks used to develop the hypothesis and the relationships among study variables.

1.1 Purpose of the Thesis

As one of the largest industries (Rezapouraghdam & Karatepe, 2020), the hospitality and travel sector is a major factor of environmental pollution by over-consuming energy and water. Tourism scholars have supported the need to adopt green activities in hotels recently (Han, 2015). As a new idea in the hotel industry, green products and services were embraced by many consumers (Han & Kim, 2010). Hoteliers pay attention to environmental conservation, saving more portions of energy and water,

GHRM, and employees' environmental behavior (Su & Swanson, 2019). Green performance refers to the organization's green outcomes from eco-friendly activities implemented to decrease the negative impact on nature. Pursuant to SIP, when the employees understand the organizational support for their well-being, they participate in work positively (Blau, 1964), and SET stated that GHRM can motivate employees to focus on environmental practices by providing them with green-related human resource practices (Tsui et al., 1997). Employees tend to voluntarily engage in green activities when they understand environmental practices' benefits (Alt & Spitzeck, 2016; Paillé & Morelos, 2014). GHRM is designed to concentrate on combining the HRM with environmental management (Renwick, Redman, & Maguire, 2008). Green performance management, as one of the components of GHRM, belongs to any activities to maintain green employees and enhance the green outcomes of organization (Guest, 1997).

However, in a competitive market where several hotels pay attention to preserving the environment, it is impossible to achieve environmental sustainability goals without the involvement of employees (Karatepe, Rezapouraghdam, & Hassannia, 2020). The environmental success of an organization depends on employees' TRPEBs because their behavior enhances the green organization's function (Rezapouraghdam et al., 2019). This leads to the conclusion which employees' environmentally responsible behaviors play a critical role in enabling the company to control water and energy consumption. Employees with the same green values as the organizations may do environmental activities with enthusiasm. As the second component of GHRM, green training can motivate employees to learn green skills, improve their ability to handle environmental problems, and enhance their effort to meet the organization's expectations (Presbitero, 2017). Having GHRM practices in

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place and employees displaying GRP and TRPEBs is important (Umrani et al., 2020; Yuriev et al., 2020).

In view of the information given above, this thesis aims to investigate the interrelationships of GHRM, GWE, GRP, and TRPEBs. Broadly speaking, this thesis investigates: (a) the effect of GHRM on GWE, GRP, and TRPEBs; (b) the impact of GWE on GRP, and TRPEBs; and (c) GWE as a mediator in these relationships.

As proposed by SIP theory, if there are cues about GHRM practices in the work and/or social environment, employees are likely to be highly green work-engaged (Pfeffer & Salancik, 1978). SET posits that the presence of good relationships between the employer and employees motivates employees to display eco-friendly behaviors (Cropanzano & Mitchell, 2005). ROA theory proposes that employees' positive evaluation of the work environment in terms of GHRM practices leads to higher GWE that in turn triggers their behavioral outcomes such as GRP and TRPEBs (Bagozzi, 1992).

1.2 Contribution of the Thesis

This empirical study contributes to HRM literature. Employees have a critical position to improve the eco-friendly performance of organization (Lo et al., 2012), and so evaluating the various models which can enhance their TRPEBs and GRP at the workplace are important (Rezapouraghdam et al., 2019). However, compared to other domains, the study of hospitality, employees' TRPEBs and GRP has received less attention (Rezapouraghdam et al., 2018). This thesis uses data from hotel

employees to find out if the presence of GHRM can impact their TRPEBs and GRP through GWE.

There is a scarcity of research in the literature which measures the mediating role of GWE between GHRM and employees' TRPEBs and their GRP. Using a one-week time-lagged data collection (Podsakoff et al., 2003), this research wants to decrease the likelihood of a popular bias process which is another contribution to the environmental studies' literature. This is a vital task since the popular bias process is implicit trouble of measurement error (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003).

1.3 Proposed Methodology

This research utilizes a judgmental sample of the behavioral consequences of GHRM in this country. Judgmental sampling is the method of this research.

The back-translation technique is used for all surveys, which were made ready in English originally, and then Turkish translation was done (Karatepe, Rezapouraghdam, & Hassannia, 2020). The researcher was prepared questionnaires in English. Then, two bilingual individuals carried out the translation process, who independently participated in the task (both fluent in English and Turkish).Finally, the employee surveys were checked through a pilot sample with five employees, and the same process was applied to the supervisor surveys (similarly with five supervisors).

Time I questionnaire consists of GHRM and also items related to demographic variables (i.e., age, gender). Time II questionnaire includes GWE items. Another questionnaire for the hotel's supervisor entails their report of the employees'

TRPEBs and their GRP items in the hotels. GHRM was measured with six items (Kim et al., 2019) which were utilized in recent studies (e.g., Darban, Karatepe, & Rezapouraghdam, 2020). There are six items which were modified from Schaufeli et al. (2006) to measure GWE.

TRPEBs were measured based on three items (Bissing-Olson et al., 2013). GRP was assessed with five items (Darban et al., 2020). They were adapted from Babakus, Yavas, Karatepe, and Avci (2003). This is consistent with Luu's (2018) study.

All relationships were tested through structural equation modeling (Joreskog & Sorbom, 1996).

1.4 Outline of the Thesis

Along with the research philosophy, purpose, and contribution, this part presented information about the research's designed methodology. This part reviews the relevant literature and three.

The following part explains the deductive approach, collecting data, measurement, common method variance, and data analysis are explained. The employed data analysis method in this study is explained in this chapter as well.

Chapter five includes the result of study. The result of respondents' profile and the evaluation of measures as well as correlations among the variables are presented. The relationship is assessed through structural equation modeling. The findings, management consequences, and future study directions follow in chapter six. The last chapter, chapter seven, concludes the study.

Chapter 2

LITERATURE REVIEW

Chapter two begins with an explanation of three theoretical foundations to carry out this empirical study. These theories, namely ROA, SIP, and SET theory, are employed to better describe the relationships among the variables. This part also contains details in GWE's position as a mediator among GHRM, employees'TRPEBs, and their GRP in the hotel industry. Finally, behavioral consequences as the outcome of GHRM will be assessed.

2.1 Theories

The support of theory is a vital part of every study which makes it meaningful. Furthermore, the present chapter includes an overview of three theoretical foundations of this empirical study; reformulation of attitude theory (ROA), social information processing theory (SIP), and social exchange theory (SET). These theories help to establish the relationships among the variables of this study. Information about GHRM, GWE, and their effects on employees' TRPEBs, and their GRP are provided in this part. Finally, the connection among the objectives of this study will be discussed.

2.1.1 Reformulation of Attitude Theory

The ROA theory explains the relationship between managerial practices and job outcomes (Bagozzi, 1992). The ROA theory includes three components. The first component is related to appraisal and cognition which are based on information and knowledge. The second one is the affective/ emotional component based on feeling,

and the third one is a behavioral component which reflects how attitude impacts people's actions and behaviors. Bagozzi (1992) believed that "self-regulatory processes are related to evaluation which turns attitudes and subjective norms into intentions, and intention into operational goals that lead to achieving the goal" (p. 183). Cognitive evaluations of events and people impact their emotional reactions which in turn govern their personal behaviors. Therefore, there is a continuous process of appraisal leading to an emotional response, resulting in behavior.

"According to Bagozzi (1992), employees evaluate the work environment based on their past and current experiences as well as future expectations. If they perceive that the company invests in the development of employees' knowledge and skills, they show positive emotional reactions. These employees in turn display positive behavioral/performance consequences. In our case, the availability of GHRM (cognitive assessment) leads to GWE (emotional response), which in turn enhances employee' GRP and TRPEBs (behavioral outcomes)."

2.1.2 Social Information Processing Theory

The explanation of how mental operations affect behavioral responsiveness in social situations was suggested in SIP theory (Salancik & Pfeffer, 1978). It also explained the impact of environmental aspects on behavior. Due to SIP, employees responded to the work environment's signs by interpreting events, improving proper attitudes, and perceiving expectations about their behaviors (Salancik & Pfeffer, 1978).When employees perform in an environmentally friendly workplace, they try to collect data about their social environment and use them to improve their skill and behavior toward managerial investment in green practices (Ari, Karatepe, Rezapouraghdam, & Avci, 2020). SIP theory proposed that employees' social information affects their perceptions, behaviors, and attitudes (Salancik & Pfeffer, 1978) in the workplace.

2.1.3 Social Exchange Theory

This theory contends that social situations have a significant role in task performance, and also task performance can be facilitated by social exchanges (Zoller & Muldoon, 2018). SET can explain behavioral reactions among individuals and show how these behavioral reactions can reinforce other behaviors (Homans, 1961).

Employees perceiving that they have a good relationship with the employer base don the rules of exchange reciprocate via positive outcmes (Cropanzano & Mitchell, 2005).

2.2 Green Human Resource Management

Human resource management is considered a vital item in a successful organization (Hassannia et al., 2016). Nowadays, one of the main concerns for any organization is environmental preservation. All organizations try to do green practices to adopt sustainability and also have the responsibilities to decrease waste during production (Mitchell & Walinga, 2017; Lu & Zhang, 2016).

Nowadays, environmental issues are the top priorities of governments and organizations (Akhshik, Rezapouraghdam, & Ramkissoon 2020). Every organization has responsibilities to play a positive role toward green nature. They try to positively influence environmental issues (Rousseau, 2017) and create strategies that are beneficial for the environment (Ferraro et al., 2015). Marriot International has created an environmentally-oriented plan and a reporting instrument to figure out its development. As a result, it has managed to eliminate water consumption by 10.4% and energy usage by 13.2% s in 2015 versus 2007 (Marriott International, 2016).

GHRM is one of the hot titles widely used in organizations to motivate employees (Zibarras & Coan, 2015). Organizations without GHRM inquire whether corporate leadership is sincerely dedicated to environmental concerns (Ari, Karatepe, Rezapouraghdam, & Avci, 2020).

GHRM focuses on the connection between traditional HRM and environmental one to emphasize "green" aspect of HRM. Besides, it also works on the consolidation of policies and activities which have discussed the interests of green practice by different groups (Owino & Kwasira, 2016). GHRM plays an important role in achieving environmentally-oriented goals (Bohdanowicz et al., 2011). Milliman and Clair (1996) suggested four steps for the GHRM pattern: (1) make an ecological goal; (2) teach employees to share their eco-friendly insights; (3) develop the environmental performance of employees; (4) identify employees' environmental operations using reward programs. Renwick et al. (2013) classified the elements of GHRM into three categories. First, GHRM is concerned with the development of eco-friendly capabilities in the recruitment, selection, training, and development of green leadership. Second, GHRM motivates employees by developing their green activities. Third, GHRM is about stimulating employee involvement by empowering them and creating a green organizational culture.

In other service sector like airlines, they try to find out the way to preserve the environment, gain benefit from green technology, save more water and energy, decrease waste which help establish sustainable environmental economies (Kim et al., 2019). As a user of Sustainable Aviation Fuel group since 2011, Singapore Airlines diminishes its carbon footprint and participates in green issues by green

employee policies, reducing source and energy consumption, and green aircrafts usage (Singapore Airlines' Environmental Efforts, 2020).

Green training as an important practice in GHRM refers to organized effort and plan to raise and develop employees' information skills so that they excel in their performance as they get involved in organizational activities (Garavan et al., 1995). Due to this definition, green training which entails organizational environmental plans to create and enhance green information, skill and abilities of employees toward green matters (Jabbour et al., 2010), are applied in organizations with eco-friendly operation (Ramus & Steger, 2000).

All green strategies need employees to implement; therefore the adequate and comprehensive green knowledge and information of employees are required to implement them. It is essential to enhance employees' environmental information to find out relevant activities (Owino & Kwasira, 2016). Organizations and green managers should highlight the importance of eco-friendly behaviors and activities for employees by taking appropriate actions and depicting the landscape of environmental conservation. As a result, employees may perceive the intention of green activities, and then adopts the corresponding green behaviors (Yujing & Yilin, 2019). The organization should provide environmental information, create the opportunity to participate in environmental activities, and promote employees' need to be more transparent about the importance of green behavior and performance in the workplace. In such an atmosphere, green behavior can be contextualized through training.

Some studies on green training noticed that it might have an adverse impact on employees because it can increase the (Oppenauer &Van DeVoorde, 2018) stress and time pressure in workplace. Green training is recognized as an essential positive action of environmental management (Jabbour et al., 2010). Employees are excited to develop their performance when they learn green purpose via green training. However, green training is not the only process which can improve the productivity of employees, but it can also increase their sense of responsibility towards the green work cycle. Consequently, having adequate and comprehensive knowledge is essential for employees because inadequate knowledge exposes them to more stress and pressure (Song et al., 2017). Therefore, employees should update their knowledge and skill to link their job to their strength via green training, including new green ideas, the guideline for environmental action, and a new method for waste disposition (Akkermans & Tims, 2017).

2.2.1 Green Performance Management

Green performance management is focused on developing and evaluating employees' green performance to reach organizational goal (Jiang et al., 2012). Green performance management in the green sector can create a way to illustrate, monitor, and evaluate the environmental performance and green progress to achieve the environmental goals of the organization (Govindarajulu & Daily, 2004).

Some companies have performed this practice by integrating green performance into performance management systems (Renwick et al., 2013; Ramus & Steger, 2000) or by installing the environmental audits and management information system in the green organization (Masri & Jaaron, 2017). Besides, green performance management communicates green plans to all employees through performance management and creates a broad dialogue on green issues which motivates employees to achieve the

organizational green goal and develop their green performance. If green techniques are well planned and used, many forms of essential environmental consumption habits can be changed.

In fact, it is the major role of GHRM to communicate to strategic managers and employees to explain the green vision and strategy of the organization (Lado & Wilson, 1994). GHRM includes recruiting employees environmentally, offering green training, and considering employees' environmental partnership through performance evaluation (Guest, 1997). Employees play an essential role in enhancing the organizational image and providing useful data and feedback from customer's needs and desires for management (e.g. Babakus et al., 2003).

2.2.2 Green Employee Involvement

There is a lack of studies which relate GHRM to environmental performance via employees' involvement can be discerned (Paillé et al., 2014). Green employees' participant becomes an urgent title in GHRM. It is obvious that GHRM can incite employees to join green activities and establish a new idea (Masri & Jaaron, 2017). Employees can support pro-environmental behaviors and perform voluntarily.

The employee can enhance the green result of organization and the level of green employee involvement by sharing the environmental information, suggesting efficient solutions for vital issues (Renwick et al., 2013), and to acquire environmentally skills, knowledge in green performance (Paillé, Boiral, & Chen, 2013). Adequate green information incites employees to have higher individual green standards for voluntary environmental behavior (Chou, 2014). Moreover, green employee involvement as a component of GHRM can influence green performance and the outcome of the organization positively (Masri & Jaaron, 2017).

2.3 Green Work Engagement

Since 1990, when the term "engagement" was introduced by Kahn, many scholars have placed considerable effort conceptualizing it. Work engagement can be described as "The amount of discretionary effort demonstrated by employees in their work" or "emotional and intellectual contribution to the organization" (Saks, 2009, p.601). Work engagement varies from other similar terms such as work participation and commitment of the organization. It refers to the optimistic, satisfying, and work-related state of mind whose main characteristics are power, determination, and absorption (Xanthopoulou et al., 2009). A highly engaged employee shows a high level of energy (vigor), is strongly devoted to his/her work (dedication) which is engrossed in his/her job (absorption) (Macey & Schneider, 2008). GWE is not considered an attitude; it involves emotions, and behaviors, distinct from concepts such as commitment and job involvement (Saks, 2008).

GWE is defined as employees' energy, enthusiasm, and commitment. GWE involves the willingness to put effort at both the attraction and green level in work (Saks, 2008). GWE plays a key role to implement green activities in the workplace effectively (Karatepe et al., 2020). Moreover, as some studies have investigated, it is important to engage employees in eco-friendly activities for the sake of green management initiatives (Jabbouretal, 2008) which would contribute to the betterment of green service (Kim et al., 2019).

GWE will motivate employees to get involved in environmental issues and be committed to green-initiatives (Luu, 2019).

Some studies have shown that GWE has a strong relationship with green income growth and the overall green performance of an organization.GWE enables employees to enhance their overall green performance at work (Jang et al., 2020). However, the service industries still suffer from a rising number of disengaged employees at the bottom line (Karatepe et al., 2018). GWE brings more helpful supports from their managers and organization, leading to the right cycle.

2.4 Employees Task-Related Pro-Environmental Behavior

Employees can really implement the organization's green policy, improve green organizational performance and help the organization balance contradictions between economic and environmental priorities as well as to achieve sustainable development (Rezapouraghdam et al., 2019). Indeed, the environmental improvements depend on new behaviors and practices which employees and TRPEBs adopt are crucial to fostering employees at green work (Ren et al., 2018). Besides, environmental behavior is one strategy that companies employed to improve their green performance and success in sustainable goals. In-role green behavior in the work environment and extra-role are two models of eco-friendly behaviors (Bissing, Norton, Zacher, & Ashkanasy, 2014). In-role one is the type of behaviors that employees should do due to their own regulations, job responsibilities, and organizational reward and punishment system. Employees spontaneously initiate extra-role related to green behavior, and it is not linked to formal organizational norms; such behaviors are employees' own initiative to develop their green performance and environmental problems (Dumont, Shen, & Deng, 2017).

2.5 Green Recovery Performance

 By developing environmental awareness, many organizations and individuals have initiated eco-friendly actions (Kaiser et al., 2007) and have adapted the green

imperative (Ayuso, 2007). Under this circumstance, many organizations and industries have tried to play an active role in environmental conservation and help reduce the extent of environmental damages. Furthermore, many hoteliers have begun to support the green movement by creating eco-friendly strategies (Baloglu& Millar, 2008). One of the most important characteristics of green hotels refers to alerting their services to conserve the natural environment. However, in-service sectors, many customers experience failures that make them dissatisfied. Therefore, recovery performance is considered strategically crucial and effective in winning back discontent customers and keeping contact with them (Kuo & Wu, 2012). GRP is categorized into two groups as tangible recovery (Milleret al., 2000). Free gifts, refunds, and discounts are known as tangible recovery performance, which provides apology, empathy, and explanation to customers to decrease real damages.GRP resolves the problems resulting from the service failure, and enhances the satisfaction of clients (Kuo & Wu, 2012). The second one refers to the manner, skill and behaviors of frontline workers to achieve the satisfaction of customers (Babakus et al., 2003). GHRM should help the employee build green abilities, awareness, and attitudes (Cherian & Jacob, 2012; Dumont et al., 2017) which make them strong enough in GRP.

Chapter 3

RESEARCH HYPOTHESES

This study investigates the mediating role of GWE among GHRM, employees'
TRPEBs, and GRP in the hotel industry. This chapter discusses the relationship
among GHRM, GWE, TRPEBs, and GRP.

3.1 Conceptual Model

Figure 1 indicates the model of this research and its hypothesis. This is due to the
fact that such indicators, as indicated by a number of studies, can both increase GWE
and raise employees' TRPEBs and their GRP. Moreover, the conceptual model
suggests that GWE can increase the employees' TRPEBs and their GRP. These
relationships indicate that GWE can mediate the effects of GHRM and employees'
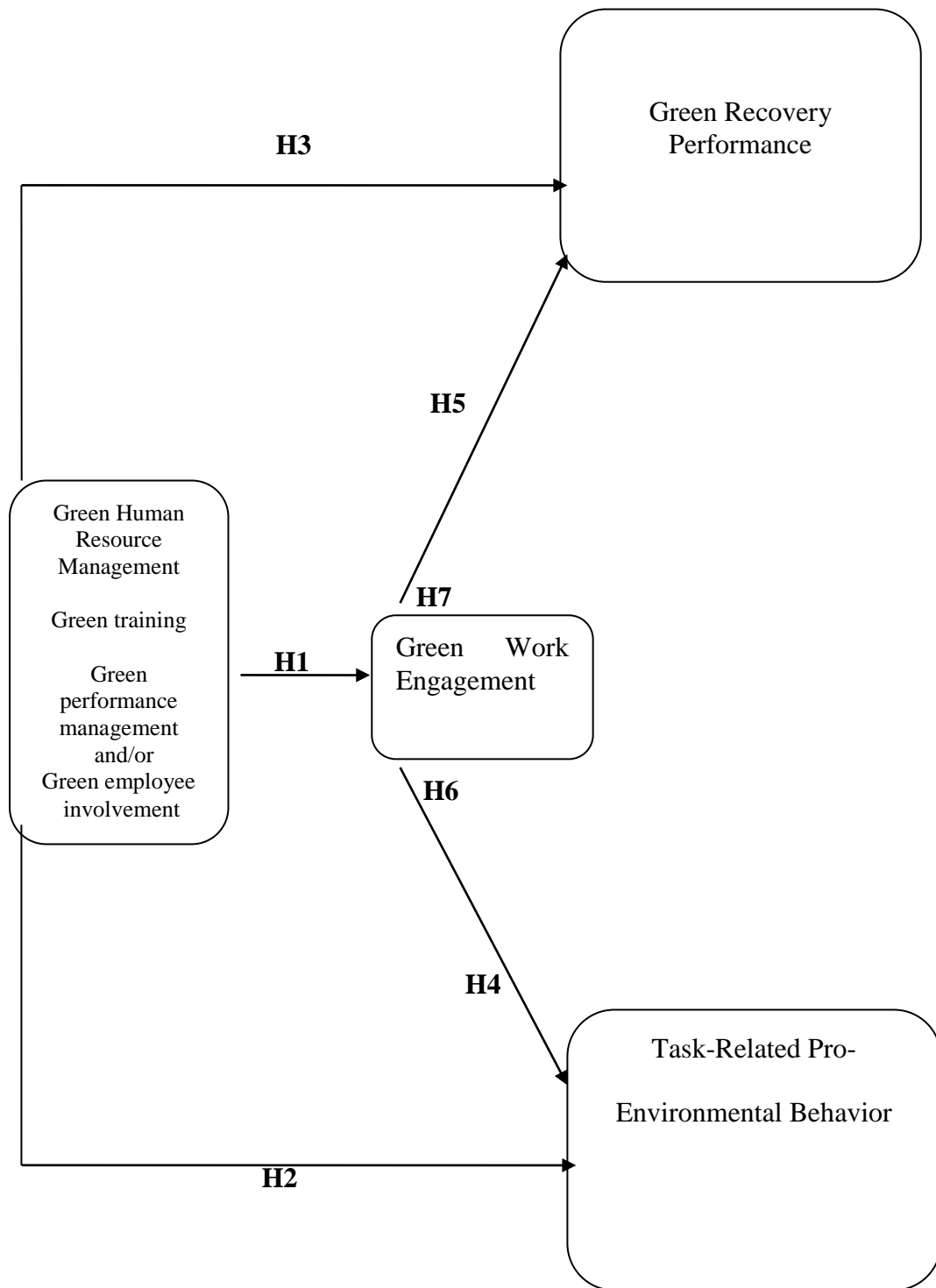TRPEBs and their GRP.

Figure 1: Conceptual Model

3.2 Hypotheses Development

3.2.1 Green Human Resource Management and Green Work Engagement

Nowadays, the environmental issues are a serious concern for many organizations (Rezapouraghdam et al., 2019). The business feels a shift from an old structure to a modern one. Therefore, many organizations around the world try to change their strategies, practices, and concepts to eco-friendly ones without making trouble for and demands of the future generation. The previous studies proposed that employees who perceive organizational investment in GHRM like environmental training and green teams had a high level of green work participation (Ari et al., 2020). Amrutha and Geetha (2020) claim that employees are interested in working where green succession planning for employees has happened.

Organizational success depends on employees' engagement and how management can hire employees who are willing to be involved in green practices (Rezapouraghdam et al., 2018).

From the SIP perspective, employees will tend to organizational green policy and strategy more and respect them when they are witness that how their organization is sensitive to the environment (Salancik & Pfeffer, 1978). According to ROA theory (Bagozzi, 1992), GHRM practices as a managerial practice have a relationship with organizational outcomes. GHRM can develop positive attitudes such as the GWE among employees. Hence, the following hypothesis is proposed by this study:

H1: GHRM positively influences GWE.

3.2.2 Green Human Resource Management and Employees' Task-Related Pro-Environmental Behavior

GHRM is the consequence of green infusion management into HRM, which may inspire employees to evaluate their attitudes and behaviors by engaging more in TRPEBs. Employees' TRPEBs as in-role green behaviors can be categorized as the helping behaviors directed towards the environment, which is a public good (Barling, Christie, & Hoption, 2010). GHRM, by retaining employees with high performance and commitment, can increase employees' TRPEBs (Luu, 2019).

Due to SIP theory, green organization and GHRM influence employees' TRPEBs. SIP theory (Salancik & Pfeffer, 1978) proposed that green management positively affects employees' perceptions, behaviors, and attitudes. As per the SET, when employees feel their organization is investing in them (training, reward…), they are apparently more willing to give back by participating in positive issues such as TRPEBs. This research offers the following hypothesis:

H2: GHRM increases employees' TRPEBs.

3.2.3 Green Human Resource Management and Green Recovery Performance

GHRM refers to planned, systematic alignment between typical HRM activities and the environmental objectives of organization (Jabbour, 2013), which can make a planned change in organizations (Sawang & Kivits, 2014). GHRM should offer job resources to employees which can enable them to develop GRP and protect their personal resources. employees can be relied on GRP and gain customer satisfaction, using their abilities and actions to resolve problems (Babakus et al., 2003).

A previous study indicated that GHRM is related to employees' GRP. When employees know that their managers appreciate a fantastic job to achieve clients'

happiness and satisfaction, they will perform green recovery productively (Ari et al., 2020).

Due to the SET, employees tend to develop a good relationship with their employer and optimize the organization's profit by engaging in their work and GRP (Cropanzano & Mitchell, 2005). Therefore, the hypothesis is designed by this research:

H3: GHRM enhances employees' GRP.

3.2.4 Green Work Engagement and Employees' Task-Related Pro-Environmental Behavior

TRPEBs refer to employees' voluntary green actions in the workplace. On the other hand, when employees face organizational support, GWE as a resource of the organization will decrease. When employees figure out the green organizational purpose, they may decrease green behaviors. Under this circumstance, a great level of engagement in pro-environmental behaviors will happen. The notion is backed by evidence that WE are a critical determinant of task performance, innovative execution, recovery action, and in-role behaviors (Karadas & Karatepe, 2019). SET explained that employees show a higher level of work-participation when they realize the organization supports them and investment in green activities (Cropanzano & Mitchell, 2005). Work engagement energizes employees to exhibit pro-environmental behaviors too. Based on the instructions provided by SIP (Salancik & Pfeffer, 1978), employees collect information from their social environment, and they use them as cues to develop their behaviors with regard to management's investment in green activities (i.e., TRPEBs). This study proposes the following hypothesis:

H4: GWE increases employees' TRPEBs.

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3.2.5 Green Work Engagement and Green Recovery Performance

More engaged employees means more effective, innovative, and more likely to make productive criticism. It also indicates a willingness to produce GRP. Employees with higher GWE levels are more excited to establish constructive exchanges with the organization (Luu, 2019). GWE excites employees to participant in recovery performance (Masri & Jaaron, 2017). ROA theory (Bagozzi, 1992) proposed that employees' positive behavior (i.e. GRP, GWE) may have roots in the green strategies of the organization. SET proposes that the organization's positive behavior will lead to the positive actions of staff (Saks, 2006). Employees feel obliged to answer the organization via WE (Saks, 2006), and focus more on their recovery performance. Therefore, this study suggests the following hypothesis:

H5: GWE enhances GRP.

3.2.6 Green Work Engagement as a Mediator between Green Human Resource Management and Employees' Task-Related Pro-Environmental Behavior

Environmental organizations create more opportunities for employees to be involved in eco-friendly practices. GHRM can also develop the green culture and green work participants among employees by indicating their positive impact on green organizational outcome (Renwick et al., 2013). GHRM entails environmental policies and concerns of the organizations (Epstein & Roy, 1997) which helps increase employees' engagement, and TRPEBs to implement the green practices.

Employee involvement will positively affect the successful execution of green practices (Bayona et al., 2020). In a similar vein, such manifestations will persuade workers to take part in voluntary green activities such as TRPEBs (Kahn, 1990). ROA theory advocated that WE can impact employees'

TRPEBs which are the organization's positive outcome (Bagozzi, 1992). Consequently, this hypothesis is designed by this research:

H6: GWE mediates the effect of GHRM on TRPEBs.

3.2.7 Green Work Engagement as a Mediator between Green Human Resource Management and Green Recovery Performance

GHRM edifies employees about the virtue of environmental management, preserves energy, makes a chance to absorb employees in green problem-solving, and increases the employees' awareness of environmental issues (Zoogah, 2011). GWE which refers to the employees' ability to share and establish modern opinions for green activities can help raise a better understanding of recovery performance (Boiral & Paillé, 2012).

The relationship between GHRM, GWE, and GRP can be enhanced via SET theory (Cropanzano & Mitchell, 2005). SET posits that green hotels' employees with a high level of GWE can recover from various failures in any sector (Hartline & Ferrell, 1996).SIP theory also deals with how employees react to the positive sign of organization and develop the attitude, understand the expectation and interpret the events toward management's investment in green human resource activities (Ari, Karatepe, Rezapouraghdam, & Avci, 2020). Hence, this hypothesis is proposed by this research:

H7: GWE mediates the effect of GHRM on GRP.

Chapter 4

METHODOLOGY

Details about the methodology of this research are given in this part. The deductive method and the reasons to use it in this study are clarified. The Information of study sample, the measures for Time I, Time II, and Time III surveys.

4.1 Deductive Approach

The deductive approach is applied in this research to evaluate and improve the conceptual model. This approach is related to proposals developed from current theory or theories, which are then tested in the real world (Dubois & Gadde, 2002). Graziano also argues it, and Raulin said (1993) that the deductions are evaluated through study, thereby gaining support for the theory. Therefore, this study improves hypotheses using three well-established theories, namely SIP, SET, and ROA theory.

The connections among collected data from hotels' employees and their supervisors are examined.

These relationships are examined in this thesis: (a) the relationship between GHRM and GWE; (b) the effect of GWE on employees' TRPEBs; (c) the effect of GWE on employees' GRP; (d) GWE mediating position between GHRM and employees' TRPEBs; and (e) GWE as a mediator between GHRM and employees' GRP. Such

relationships are evaluated in Northern Cyprus with data collected from hotels' employees and their supervisors (Rezapouraghdam et al., 2018).

4.2 Sample and Data Collection

This thesis used judgmental sampling which is assumed to represent the population (Karatepe et al., 2020). During COVID-19 pandemic, there were only six five-star hotels serving customers in Northern Cyprus. Hotel managers were contacted via a letter that includes permission for data collection. Management of the hotel coordinated the whole data collection process. The questionnaires were distributed to employees by one of the supervisors assigned by each hotel. The questionnaires were received from these supervisors in sealed envelopes.

Consistent with Karatepe et al. (2020), to control common method variance, each questionnaire had the following information:

"There are no right or wrong answers in this questionnaire", "Any sort of information collected during our research will be kept confidential", "Participation is voluntary but encouraged", and "Management of your hotel fully endorses participation." "Agreeing to fill out this questionnaire shows your consent."

Besides, data were collected from hotel's employees with a time lag of one-week, and their TRPEBs and GRP were rated by their supervisors. Identification codes were used to match the questionnaires.

The measure describing GHRM was included in Time I questionnaire. This questionnaire also included items about respondents' profiles. The Time II questionnaire was composed of GWE measure, while the employees' TRPEBs and their GRP measures were in the supervisor questionnaire.

Two hundred and thirty Time I questionnaires were distributed to employees. All of them completed the questionnaires. The same respondents were invited to complete Time II questionnaires. One hundred and eighty-five questionnaires were completed. The supervisors also rated the same number of questionnaires (185) at the end. The response rate was 80.4%.

4.3 Measurement

All of the surveys were prepared using the guidelines for the back-translation technique. That is, all of the surveys were originally prepared in English and then translated into Turkish through the back-translation technique (Karatepe, Rezapouraghdam & Hassannia, 2020). The employee surveys were checked through a pilot sample of five employees and the same process was applied to the supervisor surveys. Five supervisors also participated in the study. No changes in the scales were deemed necessary.

GHRM was measured with six items (Kim et al., 2019). These items were also used in recent studies (e.g., Darban, Karatepe, & Rezapouraghdam, 2020). Sample items are "This hotel provides adequate training to promote environmental management as a core organizational value" and "This hotel considers how well employees are doing at being eco-friendly as part of their performance appraisals". Hotel employees answered on a five-point scale ("5 = strongly agree" and "1 = strongly disagree").

Six items were adapted from Schaufeli et al. (2006) to measure GWE. Sample items are "My environmental-related tasks inspire me" and "I am proud of the environmental work that I do": Similar items were also used in a recent study

(Aboramadan, 2020). Hotel employees answered on a seven-point scale ("6 = always" and "0 = never").

TRPEBs were measured with three items (Bissing-Olson et al., 2013). Sample items are "This employee adequately completes assigned duties in environmentally-friendly ways" and "This employee fulfills responsibilities specified in his/her job description in environmentally-friendly ways". These items were also utilized in recent studies (Karatepe, Rezapouraghdam, & Hassannia, 2021). The direct supervisors of employees answered on a five-point scale ("5 = almost always" and "1 = never").

GRP was measured with five items (Darban et al., 2020). They were adapted from Babakus, Yavas, Karatepe, and Avci (2003). This is consistent with Luu's (2018) study. Sample items are "Considering all the things this employee does, he/she handles customers who are dissatisfied with the organizations' environmentally–unfriendly activities quite well" and "This employee doesn't mind dealing with customers who complain about the organization's environmentally–unfriendly activities". The direct supervisors of employees answered on a five-point scale ("5 = strongly agree" and "1 = strongly disagree").

4.4 Common Method Variance

Following the guidelines given by Podsakoff et al. (2003) and other studies (e.g., Karatepe et al., 2020), several procedural remedies were taken. First, data were gathered from hotel employees using a time lag of one week and their direct supervisors (multiple sources of data). Second, respondents were given assurance of anonymity and confidentiality. Third, management gave full support for data

collection. Fourth, voluntary participation was highlighted. Fifth, respondents were informed that "there were no right or wrong answers to the scale items. Sixth, all of the surveys were matched using identification numbers. In short, these remedies enabled the researcher to minimize the risk of common method variance.

4.5 Data Analysis

Frequencies were used to report the subject profile. The Pearson product-moment correlation was performed to report the correlations of observed variables (e.g., gender, GHRM). These were carried out in IBM SPSS Statistics 20.

The scale items were tested through confirmatory factor analysis to report the issues of validity (i.e., convergent and discriminant validity) and reliability (i.e., coefficient alpha) (Anderson & Gerbing, 1988). The hypotheses were tested through structural equation modeling. The significance of the mediating effects was confirmed through the Sobel test (Karatepe et al., 2020).

This thesis utilized the following fit statistics: "χ^2 / df, comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR)" as the fit statistics (e.g., Karatepe et al., 2020, 2021).

Chapter 5

RESULTS

5.1 Findings: Sample

The findings demonstrated that the skewness score for t1q1, t1q2, t1q3, t1q4, t1, q5, t1q6, t2q1, tq2, t2q3, t2q4, t2q5, t2q6, supq1, sup2, sup3, supq4, supq5, supq6, supq7, and supq8 was -0.885, -0.913, -0.739, -0.845, -0.856, -0.749, -0.011, -0.340, 0.017, -0.155, -0.203, -0.152, 0.024, 0.002, -0.010, 0.081, -0.160, -0.147, -0.180, and -0.180, respectively. Since each score was below 3.00, there was no evidence of non-normality of the data (Kline, 2011).

An evaluation of the findings in Table 1 showed that majority of the respondents was aged between 28 and 37 years. Forty-sixe respondents were between the ages of 18-27. The rest were older than 37 years. Sixty percent of the respondents were male. Ten respondents had secondary and high school education, while 58 respondents had two-year college degrees. Eighty-eight respondents graduated from four-year colleges and the rest had graduate degrees. The preponderance of the respondents (177) had tenures five years or less.

Table 1: Subject Profile (n = 185)

	Frequency	%
Age		
18-27	48	26.0
28-37	102	55.1
38-47	29	15.7
48-57	6	3.2
Total	185	100.0
Gender		
Male	110	59.5
Female	75	40.5
Total	185	100.0
Education		
Secondary and high school	10	5.4
Two-Year College Degree	58	31.4
Four-Year College Degree	88	47.5
Graduate Degree	29	15.7
Total	185	100.0
Organizational Tenure		
Less than 1 year	71	38.4
1-5	106	57.3
6-10	8	4.3
Total	185	100.0

5.2 Findings: Validity and Reliability

The findings of confirmatory factor analysis showed that the four-factor measurement model fitted the data well: $\chi^2 = 233.22$, $df = 157$, $\chi^2 / df = 1.49$; CFI = 0.98; PNFI = 0.79; RMSEA = 0.051; SRMR = 0.031). All standardized loadings ranging from 0.80 to 0.99 were significant. The average variance extracted for GHRM, GWE, TRPEBs, and GRP was 0.68, 0.74, 0.89, and 0.95, respectively. They were > than 0.50. These findings presented support for convergent validity (Anderson & Gerbing, 1988; Fornell & Larcker, 1981).

Discriminant validity was established by calculating the $\sqrt{}$ of each average variance extracted and reporting that each score was higher than the correlation between the corresponding pair of variables. For example, the $\sqrt{}$ of average variance extracted by

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TRPEBs and GRP was 0.94 and 0.98, respectively. The correlation between these latent variables was 0.91. Since this correlation was lower than these results, discriminant validity was confirmed (Fornell & Larcker, 1981).

In addition, coefficient alpha for GHRM, GWE, TRPEBs, and GRP was 0.93, 0.95, 0.95, and 0.99, respectively. They were larger than the cutoff level 0.70. Table 2 presented the findings regarding the correlations of observed variables. All of the correlations of the study variables were significant.

Table 2: Statistics and Correlation

Variables	1	2	3	4	5	6
1. Gender	-					
2. Organizational tenure	-0.108	-				
3. Green human resource management	0.009	-0.067	-			
4. Green work engagement	0.076	-0.061	0.292^{**}	-		
5. Task-related pro-environmental behaviors	0.088	-0.163^{*}	0.478^{**}	0.560^{**}	-	
6. Green recovery performance	0.049	-0.187^{*}	0.462^{**}	0.583^{**}	0.903^{**}	-
Mean	0.41	1.66	3.86	4.69	3.20	3.32
Standard deviation	0.49	0.56	0.85	1.34	1.06	1.05

Notes: [*] Correlations (two-tailed test) are significant ($p < 0.05$). [**] Correlations (two-tailed test) are significant ($p < 0.01$).

5.3 Tests of Hypotheses

The partially mediated model ($\chi^2 = 276.96$, $df = 189$) was compared with the fully mediated model ($\chi^2 = 299.72$, $df = 191$) based on the $\Delta \chi^2$ test. The finding was significant ($\Delta\chi^2 = 22.76$, $\Delta df = 2$). Based on this finding, direct and mediating effects were tested in the partially mediated model.

The findings from structural equation modeling showed that the partially mediated model fitted the data well: $\chi^2 = 276.96$, $df = 189$, $\chi^2 / df = 1.47$; CFI = 0.98; PNFI = 0.78; RMSEA = 0.050; SRMR = 0.031). The findings regarding the tests of hypotheses were given in Table 3.

The findings indicated that GHRM was positively related to GWE ($\beta = 0.31$, t = 4.07). Hence, hypothesis 1 was supported. An evaluation of the findings in structural equation modeling demonstrated that GHRM was positively linked to TRPEBs ($\beta = 0.34$, t = 5.53). Thus, hypothesis 2 was supported. Hypothesis 3 also received support because GHRM portrayed a positive association with GRP ($\beta = 0.31$, t = 5.06).

GWE depicted a positive relationship with TRPEBs ($\beta = 0.48$, t = 7.73). Such finding supported hypothesis 4. The findings showed that GWE positively affected GRP, supporting hypothesis 5.

Table 3: Hypotheses

Hypotheses	Path estimate	t-value
H1 Green human resource management → Green work engagement	0.31	4.07
H2 Green human resource management → Task-related pro-environmental behaviors	0.34	5.53
H3 Green human resource management → Green recovery performance	0.31	5.06
H4 Green work engagement → Task-related pro-environmental behaviors	0.48	7.73
H5 Green work engagement → Green recovery performance	0.49	7.73
	Indirect effect	z-value
H6 Green human resource management → Green work engagement → Task-related pro-environmental behaviors	0.15	3.68
H7 Green human resource management → Green work engagement → Green recovery performance	0.15	3.68
Organizational tenure → Green recovery performance ($\gamma = -0.12$, $t = -2.15$)		

Notes: All hypotheses were supported ($t < 1.96$, two-tailed test).

The Sobel test results documented that the indirect impact of GHRM on TRPEBs via GWE was significant (indirect effect = 0.15, z = 3.68). This findings confirmed hypothesis 6. The Sobel test results also showed that the indirect impact of GHRM on GRP through GWE was significant (indirect effect = 0.15, z = 3.68).

Organizational tenure was negatively related to GRP (γ = -0.12, t = -2.15). Employees with longer tenure reported unfavorable perceptions of GRP. The findings explained 11% of the variance in GWE, 49% in TRPEBs, and 47% in GRP. The significance of the findings did not change without the control variables in the model.

Chapter 6

DISCUSSION

This part explores the empirical results of research carried out in North Cyprus with hotels' employees and their supervisors. Based on this thesis's empirical findings, useful management implications are provided for both supervisors and management. This chapter also provides the limitations of analysis and the recommendations for future studies.

6.1 Summary

The present thesis aimed to test GWE as a mediator of the effect of GHRM on employees' TRPEBs and their GRP. Moreover, it tested: (a) the effect of GHRM on GWE, employees' TRPEBs and their GRP; (b) the impact of GWE on employees' TRPEBs and their GRP, and (c) GWE as a mediator in these associations. Data collected from hotel customer-contact employees in Northern Cyprus were used to test these relationships. The findings delineated support to all hypothesized associations. The findings are discussed below.

The findings reported in this thesis suggest that GWE mediates the impact of GHRM on employees' TRPEBs and their GRP. Customer contact employees with favorable perceptions of GHRM (e.g., green training, green performance evaluation) have GWE at high levels and therefore display TRPEBs such as paying attention to less consumption of energy and water and recycling and adhering to the environmental sustainability programs and GRP such as dealing with problems arising from

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environmentally-unfriendly practices in the workplace. Hotels' investment in the development of employees' knowledge, skills, and abilities about environmental sustainability enhances their perceptions of GHRM. This is consistent with Bagozzi's (1992) ROA theory that employees' cognitive appraisal (GHRM) leads to positive emotional responses (GWE) which in turn governs their pro-environmental behaviors and GRP. By reporting this finding, we believe that the present thesis enhances current knowledge due to the lack of evidence in the field of GHRM.

By alerting the organization's operation to act more environmentally, it will probably put pressure on the employees who are not familiar with eco-friendly concepts and activities. There is a need to train employees to deal with environmental practices (Renwick, Redman, & Maguire, 2013). As a process of educating that updates employee's awareness and knowledge, green training is what organizations and employees need for environmental development (Ari et al., 2020). Employees as an important actor of the organization who are considered a vital factor for job performance (Alrowwad et al., 2017), can enhance the outcome of the organization through understanding what environmental practices are of high importance to organization. Consonant with SET theory (Cropanzano & Mitchell, 2005), employees having a trusting relationship with the employer and their high level of work engagement give rise to reduced non-green behaviors and increased employees TRPEBs and their GRP. The continuation of favorable reciprocal exchanges makes employees become highly engaged in their work. As a result, such employees display the abovementioned positive outcomes.

Consistent with SIP theory, environmental work practice sends a strong signal to employees that the organization pays attention to the delivery of green services and

behavior quality, cares about, and supports its employees. Likewise, the presence of GHRM indicates that the organization invests in human resources to improve the knowledge, skills, and abilities of employees. Under these circumstances, GHRM boosts employees' TRPEBs and their GRP in the current organization through green GWE as an important factor that can help them show adherence to the rules.

The results further suggest that GWE plays a partial mediating role in the association between GHRM and employees' TRPEBs and their GRP. Specifically, hotels' employees with favorable perceptions of the indicators of GHRM practices are highly engaged in their work and therefore are more satisfied with their career in the green organization and speak up with new ideas for environmental behavior improvement.

6.2 Implications for Practice

The study findings offer some implications for the GHRM of organizations and hotels. One important implication is to establish and keep a green workplace where employees can take advantage of GHRM availability. This is important because the study results show that GHRM improves GWE. Moreover, hotel managements need to make sure that training programs concentrate on enhancing the knowledge, awareness, abilities, and skills of employees. This will help employees learn the green initiatives and also empower them to recover any failure in green sectors. Furthermore, green knowledge and skills enable employees to engage in green activities effectively and develop their TRPEBs and their GRP. These training programs will enhance the future positive and green outcomes of organizations. When employees perceive the organization's sense of commitment to the environmental issues, they try to engage in green activities voluntarily.

Second, hotel managements need to use surveys to obtain feedback about employees' green idea, behavior, failure, and customers' green demands. Such surveys are important because the feedback can help managers realize if GHRM practices develop adequate skills, abilities and motivation in the employees that may suit the needs of consumers.

6.3 Limitations and Future Research Directions

This research has limitations that need to be mentioned. As the research was carried out on five-star hotels in North Cyprus, the findings are restricted to a single sector of a single country. Hence, it is recommended that future studies use different industries (e.g., restaurants, companies) with unequal economic conditions, i.e., developing and developed countries).

Second, data for this work was gained from employees and their direct supervisors of hotels with a one-week time lag. This can be lengthened in certain cases if possible. Therefore, potential studies could then collect evidence over a longer span of time than that of this paper which might offer a better discussion of the topic.

At last, this study worked on employee's TRPEBs and their GRP as outcomes. Employees' TRPEBs and their GRP are the outcomes to which sufficient empirical attention has not been paid in the current literature. Future research may also assess the mediating role of other variables such as TIO in the relationship between GHRM and TRPEBs of employees and their GRP.

Chapter 7

CONCLUSION

This thesis participates in the literature in the forms below. First, the researcher examined the GHRM and the outcomes of GHRM using data from employees and their direct supervisors in frontline service jobs in Northern Cyprus. Second, the role of GHRM among employees' TRPEBs, their GRP, and GWE was tested. Third, the impact of GWE on TRPEBs of employees, and their GRP were examined. Forth, GWE mediates the effect of GHRM on employees' TRPEBs and their GRP was tested. Finally, due to other research in the latest literature, to eliminate traditional process bias, this analysis gathers data from the hotels' employees and their supervisor using a one-week time-lag. Among academic research in the field of the hospitality industry, such practice is unusual.

As the results reported, GHRM can increase GWE and employees' TRPEBs and their GRP. GWE enhances TRPEBs of employees and their GRP too. Additionally, GWE partly mediates the interaction between GHRM, the TRPEBs of employees, and their GRP, as indicated by the outcome.

The abovementioned results of this research provide implications, which are useful for managers and hotels' employees and their direct supervisors.

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