Consequences of Green Human Resource Management in the Hotel Industry

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ABSTRACT

This thesis aims to develop and test a conceptual model that investigates the consequences of green human resource management (GHRM) by observing the mediating role of work engagement. Data were collected from employees and their supervisors in the international five-star chain hotels with a one-week time lag in Turkey (in Istanbul). The relationships were tested via structural equation modeling using LISREL 8.30. The results indicated that work engagement mediated the effect of GHRM on green recovery performance and absenteeism. Moreover, it was found that GHRM decreased employees' absenteeism, while it enhanced their green recovery performance. Based on the findings, theoretical and practical implications were provided and limitations of the study with future research directions were discussed.

Keywords: Absenteeism; Green Human Resource Management; Green Recovery Performance; Hotel Industry; Work Engagement.

ÖZ

Bu tezin amacı, işle bütünleşme değişkeninin arabulucu rolünü gözlemleyerek, yeşil insan kaynakları yönetiminin sonuçlarını inceleyen bir kavramsal model geliştirip, test etmektir. Çalışmanın verisi, Türkiye'de (İstanbul'da) uluslararası beş yıldızlı zincir otellerde faaliyet gösteren işgörenler ve onların bağlı olduğu yöneticilerden toplanmıştır. Çalışmada yer alan ilişkiler veya hipotezler LISREL 8.30 programında yapısal eşitlik modellemesi kullanılarak test edilmiştir.

Çalışmanın bulugularına göre, yeşil insan kaynakları yönetimi değişkeni işe devamsızlık ve yeşil hizmet iyileştirme performansı değişkenlerini işle bütünleşme değişkeni üzerinden etkilemiştir. Bunun yanında, çalışmanın bulguları, işle bütünleşmenin işe devamsızlığı düşürdüğünü, yeşil hizmet iyileştirme performansını artırdığını göstermiştir. Çalışmanın bulgularına dayanarak yönetsel belirlemelere yer verilmiş, araştırma sınırlamaları ve gelecekteki araştırma önerileri ele alınmıştır.

Anahtar kelimeler: İşe Devamsızlık; İşle Bütünleşme; Otelcilik Sektörü; Yeşil Hizmet Performansı; Yeşil İnsan Kaynakları Yönetimi.

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Thank you,

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LIST OF ABBREVIATIONS

AMO   Ability Motivation Opportunity

AVE   Average Variance Extracted

CCE   Customer-Contact Employees

CFI   Comparative Fit Index

CR   Composite Reliability

GHRM   Green Human Resource Management

GRP   Green Recovery Performance

PNFI   Parsimony Normed Fit Index

RMSEA   Root Mean Square Error of Approximation

SET   Social Exchange Theory

SD   Standard Deviation

SIP   Social Information Processing

SL   Standardized Loading

SRMR   Standardized Root Mean Square Residual

SRP   Service Recovery Performance

WE   Work Engagement

Chapter 1

INTRODUCTION

The present chapter, which outlines this thesis, contains six sections. The first section establishes the background of the study. The second section states the problem, followed in the third section by the objectives of the study. The fourth section focuses on the contributions of the study, the fifth explains the methodology, and the sixth clarifies the organization of the thesis with regard to the other chapters.

1.1 Research Philosophy

The author in this thesis attempted to test a conceptual model that analyses the mediating role of work engagement (WE) in the relationship between green human resource management (GHRM) (training, empowering, and rewarding), green recovery performance (GRP), and absenteeism in the hotel industry. The deductive approach was used to develop and test the conceptual model. Neuman and Neuman (2006) claimed that the deductive approach tries to create objective connections among factors and then seeks to support those relationships by collecting empirical evidence. Judgmental sampling was used to select the types of hotels as well as the hotel employees and supervisors (Babbie, 1999).

Using Bagozzi's (1992) reformulation of attitude theory, the model of the research is defined by focusing on work engagement as a key mediator to understand the effects and consequences of green human resource management practices on two critical behavioral outcomes— GRP and absenteeism. According to Schaufeli, Salanova,

González-Romá, and Bakker (2002), work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p.74). In the work of Babakus, Yavas, Karatepe, and Avci (2003), service recovery performance (SRP) is defined as the insights of the staff about their individual abilities to perform the activities necessary to resolve problems and complaints (about the environmentally unfriendly activities in this study) to satisfy the customers. Absenteeism refers to the employees' non-attendance at work (Ozturk & Karatepe, 2019). The organization of employees through training, empowerment, and a reward system is considered a mechanism that can affect the employees' attitudes and behaviors at work.

1.2 Statement of the Problem

As a fundamental factor in the life cycle of tourism, hotels are entrusting organizations with the moral responsibility of maintaining the principles of sustainability (Dos Santos, Méxas, and Meiriño, 2017). There has been a lot of recent interest in global environmentalism, especially in terms of issues such as climate change or poverty and unemployment due to prominent industrial reforms (Halawi & Zaraket, 2018). This interest is very prominent in the hotel and hospitality industries (Chan & Hsu, 2016).

Turkey was used for this research because there are a number of factors that increase the importance of sustainability issues in this popular tourism destination. The growing industrialization and urban population rates of Turkey have been accompanied by an increased demand for affordable and sustainable energy (Ediger, Kirkil, Çelebi, Ucal, & Kentmen-Çin, 2018). Turkey is heavily dependent on fossil energy imports, which adversely affects the national trade deficit, security of energy

supply, prices, and environmental conditions (Ediger & Akar, 2007; Demirbaş, 2001). In order to reduce the negative impact on the environment and to advance sustainable competitive advantage, green practices should be implemented (Lozano, 2015; Okumus, Köseoglu, Chan, Hon, & Avci, 2019).

Turkey is a traditional tourist destination and the impact of the hospitality and tourism industries are clearly observable in this country. Unfortunately, in Turkey, tourism has not yet reached a stage where the environmental impacts of the industry are considered and environmental protection is given preference (Romppanen, 2010). However, international five-star chain hotels provide an opportunity (e.g., training, empowerment, and rewards) for employees to address the current environmental issues and provide ways to help protect the environment (Bohdanowicz, Zientara, & Novotna, 2011). The main goal of this thesis is to investigate the consequences of green practices. In fact, increasing the environmental awareness of the employees through green practices is one of the requirements for the sustainability of a hotel. Nolan (2002) claims that the costly service industry in hotel industry, and its achievement depends heavily on the employees' social and technical skills, ingenuity, engagement, commitment, attitudes and behaviors.

In addition, the need to have a pro-active management working with the environmental concerns in mind has increased and continues to expand throughout the world. Hence, researchers (e.g., Blankenship et al., 2009; Bali & Pradhan, 2007; Uedono et al, 1997) have analyzed management systems such as marketing, human resources, and many more to understand how management practices in these areas can help the environment (Halawi & Zaraket, 2018).

If an organization understands that the success of corporate social responsibility and environmental management are core factors in their organizational performance, human resources can be utilized as an authentic and responsible means for achieving the organization's goals. With this in mind, firms that seek to manage their employee relationships with an eco-friendly strategy must follow a precise guidance strategy to achieve this goal. Unfortunately, there is a shortage of information for human resource managers who acknowledge the importance of integrating environmental management values across the organization (Pham, Tučková, & Jabbour, 2019).

Indeed, the realization that work engagement is important for communicating and implementing ideas, policies, and any changes in the culture and behavior of the organization leads to the conclusion that it is not only the responsibility of human resources. The organization must seek these objectives. Although human resource contributes to developing the processes, employee engagement is a common responsibility. Thus, it is understood that the employees should be trained, empowered and rewarded to implement green management plans.

Lately, there have been developments in the concepts of environmental management and making the management system green through green technology, green production, and green human resource management (Yong & Mohd-Yusoff, 2016), due to the deterioration of the global environment, the decline of the human value system, and the consequential emergence of the need to be green (Pham et al., 2019). The global awareness of customers about green services and products has increased the demand from service providers to be committed to environmental protection. In response, hoteliers are trying to find ways to satisfy their customers' green needs through encouraging and training their employees to behave eco-friendly. However,

research on the organizational practices that can help hotels recover from their failed endeavors towards environmentally friendly performance is scarce. The current study aims to amend this and suggest a viable solution.

1.3 Aim of the Thesis

The implementation of green operations, such as saving energy and reducing the consumption of water, is rising in the hotel industry. To make the future even greener, hotels with a commitment to reducing energy, water, and waste are increasingly becoming sustainable, engaging with local communities, and looking at the role of technology in diminishing the environmental issues. For example, Marriott International hotel is a company that has undertaken to lessen the negative impacts on the environment. Zientara and Zamojska (2018) claim that any organization that tries to strengthen its environmental credibility as part of corporate social responsibility should encourage its employees to engage in sustainable behaviors.

The sustainability of hotels has become a strategic necessity because consumers and government policies increasingly prefer a balanced approach from businesses to the environment. Various hotels run environmental or eco-friendly programs because they are more aware of the impact of their activities on the environment and the costs connected to those impacts. An example of environmental protection and eco-friendly programs include making the hotels green (Butler, 2008; Miao & Wei, 2013).

Based on the previous studies (e.g., Rhead, Elliot, & Upham, 2015; Robertson & Barling, 2017), over the past few decades the effect of industries on the environment

has resulted in anxiousness throughout governments and organizations. Recently, researchers (Chan & Hawkins, 2012; Chan & Hsu, 2016) have cited that the increase in environmental pressures on both the market and the consumers, as well as the implementation of modern rules and regulations, has increased the awareness of the importance of environmental management in organizations, including hotels and the extended hospitality industry.

To survive and be successful in today's competitive marketplace, implementing and developing an efficient strategic plan is critical for motivating and overseeing employees' behaviors (Kaviti, 2015). Lamm, Tosti-Kharas, and King (2015) stated that although the adoption of green practices in the organization is important, the role of each staff member is correspondingly vital. Hence, implementation without active participation is impossible (Jenkin, Webster, & McShane, 2011). Despite the growing attention to organizational sustainability, further research in the hospitality industry is needed to understand the mechanisms with which employees can be encouraged to participate in sustainable behaviors (Rezapouraghdam, Alipour, & Darvishmotevali, 2018).

As Masri and Jaaron (2017) and Renwick, Redman, and Maguire (2013) recently mentioned, environmental anxieties have become an urgent issue in management studies. Their research emphasizes the integration of environmental management (EM) approaches with human resource management, which results in green human resource management (Renwick, Redman, & Maguire, 2008).

To work toward improving environmental performance, it is important to understand the inclination of employees to green behavior (Robertson & Barling, 2017), the role

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of human resource management practices and policies in bringing up green behaviors amongst employees (Dumont, Shen, & Deng, 2017; Tang, Chen, Jiang, Paille, & Jia, 2018), and how green behavior, like training, empowering and rewarding, contribute to the green recovery performance of the frontline employees (Luu, 2018).

The purpose of this thesis is to develop and test a conceptual model that examines the relationships between the GHRM practices, WE, GRP, and absenteeism. Particular emphasis is placed on the mediating role of WE in these relationships. The relationships are tested by gathering data from a sampling of the front-line employees and their supervisors in the international five-star chain hotels in Turkey.

1.4 Contribution of the Thesis

The important contribution of this thesis is that the study chose the hotel industry to investigate the consequences of green human resource management. Although previous studies have shown the importance of environmental management in terms of benefits, such as the performance of the hotel, competitive advantage, and customer satisfaction (Chan & Hsu, 2016; Robin, Pedroche, & Astorga, 2017), very few researchers (e.g., Luu, 2018; Pham et al., 2019) have investigated the consequences of green practices on the hotel industry.

This study also investigates GRHM practices by testing the mediating role of work engagement. No researcher has yet expressed the direct effects of GHRM practices on performance (Pham et al., 2019) by considering the antecedent of the GHRM effects and its consequences (GRP and absenteeism).

Furthermore, the study measures the level of adoption of the green practices and performances of the environmental management practices amongst the different

international five-star chain hotels in Turkey. With regard to the relationship between environmental management and the supply chain, Gil, Jiménez and Lorente (2001) argue that the functions performed by the hotel chain in terms of knowledge transfer are very important for environmental protection. Additionally, the adoption of eco-friendly practices by human resources (HR) in hotels—for example, environmental knowledge and consciousness (Robin et al., 2017)— is beneficial and promote green behavior and a willingness to apply environmental actions in their organizations (Chan, Hon, Chan, & Okumus, 2014), leading to green recovery performance, an area of limited study. As Andersen (1997) cited, large companies have economies of scale in terms of reusing, recycling, or evaluating waste. Hotel chains use successful methods of unitary units and distribute them amongst the chain members (Darr, Argote, & Epple, 1995).

Finally, the data was collected after a time-lag one week to lessen the possibility of the common bias method, which is another significant contribution of this thesis. A comprehensive summary of the potential sources of method biases and how to control them does not exist. Most researchers agree that the common method variance is a potential problem in behavioral research. In fact, discussions of the potential impact of common method biases date back more than 40 years (cf. Campbell & Fiske, 1959), and interest in this problem seems to have been sustained to the present day (cf. Bagozzi & Yi, 1990; Bagozzi, Yi, & Phillips, 1991; Campbell & O'Connell, 1982; Williams & Anderson, 1994).

1.5 Methodology of the Thesis

To develop and test the conceptual model in this thesis, the deductive approach was used. The deductive approach is the opposite of the inductive approach that is based

on the "grounded theory" (e.g., Glaser and Strauss, 1967) in which theory is systematically generated from data. Dubois and Gadde (2002) cited the deductive approaches are covered theories by developing them from the current study and test and evaluate them in the real world. A judgmental sampling technique was used to select the types of hotels as well as the hotel employees and supervisors. Participation was voluntary but encouraged, and the management of the hotels fully endorsed participation.

Data was collected from the employees and supervisors of the international five-star chain hotels in Turkey, Istanbul with the one-week time lag. The relevant surveys were prepared from well-established studies (e.g., Boiral & Paillé, 2012; Kim, Kim, Choi, & Phetvaroon, 2019) and conducted on 20 employees and 11 supervisors in a pilot study to receive feedback on their reliability and understandability. After providing support for the measurement model in terms of validity and reliability (e.g., Kline, 2011), the relationships were tested according to the study by Joreskog and Sorbom (1996) using the structural equation model via LISREL 8.30.

Using a one-week time lag, data on green human resource practices, work engagement, and absenteeism were collected from employees. Employees who completed the Time I questionnaires were also asked to fill out the Time II questionnaire. After collecting the TI and TII questionnaires, the supervisor questionnaires were distributed to those supervisors whose employees had answered the TI and TII. Supervisors were asked to evaluate the performances of the employees who were involved in green recovery practices. This empirical investigation proposes a research model in which work engagement is a mediator between green human resource management, the employees' absenteeism, and their

green recovery performance. Detailed information was given on the cover page of each employee and supervisor questionnaire. All the questionnaires in light of the back translation technique (McGorry, 2000) translated in Turkish.

1.6 Organization of the Thesis

The first chapter presented the thesis by providing information on the background, problems, aim, significant contributions, and methods used.

The second chapter will provide a review of the literature describing the concept of the variable in the empirical study, which will be determined in the hypothesis. In addition, chapter two will explain the theory behind the indicators, making their relationships clear.

Chapter three reveals the conceptual model based on the research hypothesis. The research hypothesis is based on the empirical study in the previous chapter and the theories.

Information on the method used and how the data was analyzed is provided in the fourth chapter. The remainder of chapter four discusses the structure and procurement of the questionnaires and their measurement.

The results are shown in chapter five, as are the discussion, theoretical and practical implications, limitations, and suggestions for future research in the chapter six. Chapter seven concludes the dissertation.

Chapter 2

LITERATURE REVIEW

The current chapter commences with an overview of the four theoretical frameworks of empirical study, which are the social exchange theory (SET) (Cropanzano & Mitchell, 2005), the ability motivation opportunity (AMO) theory (Appelbaum et al, 2000), Bagozzi's theory (Bagozzi, 1992), and the social information processing (SIP) theory (Salancik & Pfeffer, 1978). These four theories aid in the comprehension of relationships between study variables. This chapter includes further information on the variables of WE, GHRM, GRP, and absenteeism by reviewing previous research and literature.

2.1 Theoretical Framework

Cook and Campbell (1979) proved that studies should be supported by theories, which enables explorers to understand and predict consequences, even if with a low level of probability (Colquitt & Zapata-Phelan, 2007). This thesis applies to the SET (Cropanzano & Mitchell, 2005), AMO theory (Appelbaum et al, 2000), Bagozzi's theory (Bagozzi, 1992), and the SIP theory (Salancik & Pfeffer, 1978) in terms of relations between dependent and independent variables.

2.1.1 Appraisal Emotional Response Behavior Theory

Based on the theory of appraisal, emotional response, and behavior by Bagozzi (1992), mental attitudes and norms do not sufficiently determine intentions, and intentions lack adequate motivation to act, as is by the attitude's theories. Rather, Bagozzi suggested that self-regulatory processes—distinct sequences of monitoring,

appraisal, emotional responses, and coping replies—lead behavior. In particular, under the conceptualization of Bagozzi (1992), a person evaluates past, present, and future consequences (Babakus et al., 2003).

Bagozzi (1992) also argued that these consequences create specific emotions, leading to different behavioral responses and moving along the sequence of evaluation processing, emotional responses, and coping replies (Babakus et al., 2003). For example, Babakus et al. (2003) indicated that the prediction or experience of a pleasant event led employees to feel satisfied or happy, which in turn motivated individuals to undertake the necessary steps to achieve those feelings. However, the experience or prediction of an undesirable event could lead to negative emotional replies, which may result in reduced efforts or attempts to avoid such consequences. As a result, the cognitive assessment of events, results, and conditions before an individual reacts and responds emotionally plays a decisive role in individual behaviors (Babakus et al., 2003).

According to Bagozzi's (1992) reformulation of attitude theory, the research model is defined by focusing on WE as a key model mediator and understanding the effects and consequences of GHRM practices on the development and testing of two critical behavioral outcomes— green service recovery performance and absenteeism. Based on the Bagozzi theory (1992), this model's basic hypothesis is that frontline staff assessment leads organizations to make customer service commitments according to an emotional response of satisfaction fitting to the organizations and the WE. Hence, the senses of efficient commitment and engagement with work determine employee service behaviors (Bagozzi, 1992). Therefore, the impact of appraisal on behavior is completely affected by emotional response.

2.1.2 Social Exchange Theory

The SET is one of the most important conceptual criteria for understanding workplace behavior (Hopkins, 2002). One of the basic principles of the SET is that, over time, relationships will evolve into trust, loyalty, and mutual commitment (Cropanzano & Mitchell, 2005). A social exchange relationship is an example of workplace relationships that evolve when managers support employees, which subsequently causes advantageous results (Cropanzano & Mitchell, 2005). A social exchange relationship can be a mediating variable; for example, profitable and reasonable exchanges between powerful relations can create viable work behavior and positive states of mind (Cropanzano & Mitchell, 2005). Rules of exchange form standard definitions for situations taking place among, or being adopted by, the members in an exchange relationship. Reciprocity or repayment (Cropanzano & Mitchell, 2005) is a customary exchange rule (Karatepe, 2013).

According to de Lange et al. (2008), the physical, social, and organizational aspects of work can support or diminish work demands and their related physiological or psychological costs, providing opportunities to learn and develop in addition to helping achieve work goals. For instance, Karatepe (2011) and Presbitero (2017) stated that the SET describes a more theoretical foundation to explain employee engagement and elucidated that there was a mutual relationship between the two sides— employees and managers.

According to the SET, since an organization delivers social, emotional, and other resources to its employees, the employees feel obligated and want to give back to the organization (Cropanzano & Mitchell, 2005). The level of employee interaction also

depends on whether they feel pressured to be a part of an organization or whether they feel indebted and obligated to pay the organization (Saks, 2006).

According to Karatepe (2011), WE and affirmative work results are the manner in which representatives (employees) can recover advantages given by the association. In that sense, employees submit their subjective and physical advantages for their work by having abnormal amounts of vitality, being amped up for their work, and being totally inundated by their work. In addition, Karatepe (2013) indicated that employees engaged in, and contributed more towards, service delivery upon gaining power, rewards, and training from their organization. As a consequence of WE, employees responded to the organization via high performance outcomes (Karatepe, 2013).

According to the SET, when organizations provide economic and social resources via HR management practices, employees push themselves harder, feel more responsible, and show a higher level of participation as compensation (Karatepe, 2013). Hence, the SET is able to provide a theoretical basis for explaining changes in employee participation, that is, why people are more or less engaged in their work.

2.1.3 Social Information Processing Theory

The SIP theory forms another part of the theoretical framework used to understand how job attitudes take shape (Salancik & Pfeffer, 1978). The SIP theory explains what relations exist between HR practices and employee performances (Salancik & Pfeffer, 1978).

SIP theory emerged from the basic principle that people adapt their behaviors, attitudes, and opinions to their social content and adapt the past reality of their

behavior, attitude, and situation to how they are in the present. Furthermore, this theoretical framework demonstrates which behaviors originated in the past and which were adapted (Salancik & Pfeffer, 1978).

Salancik and Pfeffer (1978) indicated that, based on SIP theory, employees depended on job position clues to evaluate occasions, develop suitable attitudes, and obtain desires based on their behaviors and attitudes. Additionally, Salancik and Pfeffer (1978) claimed that SIP theory was based on the supposition that people form work behaviors using information in their social environment as opposed to individual desire. Advocates of this theory emphasized that employees are organizational entities who change their behaviors and attitudes based on their social background (Ravichandran, Gilmore, & Strohbehn, 2007). In this way, individual behavior can be improved by studying the work environment in which the behavior occurs. As workers and supervisors are part of the environment in which employee behaviors are formed, the advice, opinions, and information shared by colleagues and supervisors can change employee behavior (Ravichandran et al., 2007).

2.1.4 Ability Motivation Opportunity Theory

This study is in agreement with studies by Pinzone, Guerci, Lettieri, and Redman (2016), and Masri and Jaaron (2017), which have claimed that GHRM is in parallel with the premises of the AMO theory. Nowadays, researchers use three main components of GHRM (Jackson, Schuler, & Jiang, 2014): training employees to develop and increase their knowledge about green activities; motivating them to engage in green performance; and creating opportunities for employees to participate in green activities (Jackson et al., 2014).

Based on AMO theory, Dyer and Reeves (1995) and Jiang, Lepak, Hu, & Baer,

(2012) have reported that HR practices affect the voluntary efforts of employees in an organization (Pham et al., 2019). From a green perspective, GHRM practices can be encouraged through competencies that enhance employee abilities through training programs, incentive measures that increase employee willingness to engage in performance contributing behaviors (such as performance management), and employee participation measures that enable employees to work through direct program participation (Pinzone et al., 2016).

AMO theory claims that employee performance increases when employees have competencies (abilities), are motivated to work (wants), and can engage in behaviors (opportunity) beneficial to their organization (Jackson et al., 2014).

2.2 Green Practices in the Lodging Industry

Marriott International Hotel is a company with high aims to lessen its negative environmental impacts. At the end of 2018, Marriott undertook a new global plan for social effect and sustainability named Serve 360 (Kostuch, 2018). By 2025, Marriott aims to reduce its water consumption by 15% globally and 20% in Canada, its carbon footprint by 30% and 35% in Canada, its volume of waste disposed of in landfills by 45%, and food waste by 50% (Kostuch, 2018).

In the 2018 Green Report, Don Cleary, the President of the Marriott International Hotel in Canada said, "Based on our great footprint, we think that we have more responsibilities and a unique commitment to lessen our environmental impacts and have a positive social effect" (In press). Cleary explained that to achieve Marriott's sustainability goals, especially in Canada, the company increased the usage of low-flow showerheads, dual flush toilets, and high efficiency lighting while also

expanding the programs that recycle them (Kostuch, 2018).

From a social impact perspective, Marriott launched the Serve 360 program to focus on community participation and engagement, empowering employees and human rights development. By the year 2025, 100% of Marriott employees should be trained about human rights, such as human trafficking awareness, and Marriott should have completed 15 million volunteer hours from their employees around the world, including 510,000 volunteer work hours in Canada (Kostuch, 2018).

Hilton, another highly successful international hotel chain, has saved nearly 1 billion dollars since 2009 through eco-friendliness and sustainability by focusing on reducing energy and water utilization as well as waste generation (Kostuch, 2018). Hilton has pursued effective objectives, including its assurance to drinking water in 2025. In partnership with the World Wildlife Fund (WWF), Hilton has tried to protect more water in areas where it operates, using water management strategies to ensure continuous water management (Kostuch, 2018).

Innovation has also played a major role in green efforts with the Hilton company planning to launch a platform named the "connected room" in 2019 (Kostuch, 2018). The platform lets guests control every single aspect of their rooms through mobile devices, including light levels and room temperature. A connected room can reduce hotel energy consumption by shutting down devices in unoccupied rooms (Kostuch, 2018). Furthermore, Hilton launched its Gallery of Innovation recently, an incubator for new products and solutions for all aspects of the business (Kostuch, 2018). One of the components is the "dark room", an elegant, modern room designed to demonstrate technologies that make the room more durable. For example, a recycled

carpet will retain a "living wall" that cleans the air, reduces noise, diminishes allergens, and brings nature indoors (Kostuch, 2018).

2.3 Work Engagement

Although the term "work engagement" is used in both businesses and academics (Lee & Ok, 2016), the lack of a clear meaning for the concept has led researchers to investigate how they could measure it. For instance, Leiter and Maslach (1997) suggested that WE has one dimension, which is the opposite of burnout. By contrast, Schaufeli et al. (2002) stated that WE has multiple dimensions. They accepted the original dimension proposed by previous researchers, but also indicated that WE and burnout can occur in the same work situation (Schaufeli et al., 2002). Understanding employee welfare without having to work as an employee is a critical concept that companies should consider because those who are engaged have high levels of energy and high commitment (Karatepe, 2011, 2013; Karatepe & Demir, 2014) to assigned tasks (Schaufeli, Bakker, & Salanova, 2006). According to Schaufeli et al. (2002), WE is not a short-lived state, but an effective, continuous, and inclusive cognitive mode that is not present in any behavior, object, or event.

Schaufeli et al. (2002) noted that academic literature defined employee engagement as a positive, energetic, and subjective work situation that becomes apparent with intensity (vigor), commitment (dedication), and attraction (absorption). Hence, Mackay, Allen and Landis (2017) mentioned that there is positive relationship between employee engagement and performance. In addition, Schaufeli et al. (2002) and Bakker and Demerouti (2008) defined vigor as a quality demonstrated by employees with an abnormal state of vitality and mental adaptability at work who are willing to invest in and maintain barriers. Dedication is defined as a person's WE,

which results in senses of pride, enthusiasm, and importance (Schaufeli et al., 2002). Absorption is identified as "being mentally motivated" (p.74); people who are attracted to their work become so involved that time at the workplace passes quickly, creating work separation problems (Schaufeli et al., 2002).

WE is generally defined as the emotional commitment of employees to work or an organization to achieve organizations'' goals (Ferrer, 2005). In other words, employees that care about their responsibility to the organization for which they are working are engaged. They do not work just for payment or to improve their own situation; they also care about what their organization wants to achieve. Hence, WE leads to an increase in service productivity and quality levels (Lee & Ok, 2016). A result of a more elevated amount of services is that customers become progressively happy with the services, product sales increase, and an organization gains more profit. According to Kahn (1990), first scholar to conduct research on the concept of WE, employees should take on positive thoughts to produce positive results, both at the individual level as well as the organizational level.

WE is defined as employee levels of commitment, participation, and value to their organization and goals. An employee engaged with an organization is familiar with its field of business. Discourse with employees' colleagues can improve organization performance and be beneficial. This positive view of employees toward an organization and its worth is represented by the physical, cognitive, and emotional roles the employee is engaged in (Lee & Ok, 2016). Organizations should work toward developing and engaging with nature, which requires a mutual relationship between organizations and their employees (Lee & Ok, 2016).

Individuals engaged with their work believe that engagement is an incredible test, as it deals with employee work experiences and how they are recognized by organizations. This topic is very sensitive and is linked to a lower life of success in a company.

Karatepe and Demir (2014) have argued, WE is more worthwhile in the hospitality industry than in other industries, because the hospitality and hotel industries rely on employees and labor power. Nevertheless, understanding the processes by which employees engage affects employee reactions and frames of mind is still in the fundamental stage.

2.4 Green Human Resource Management

Jackson and Seo (2010) as well as Jabbour, Jugend, de Sousa Jabbour, Gunasekaran, and Latan (2015), have stated that HR management is the branch that promotes the most green behaviors in people through the roles of the management. O'Donohue and Torugsa (2016) indicated that such green management improves organizational sustainability. Green practices generally produce benefits at both the individual and organizational levels, as well as for society and the environment.

Previous researchers (Collins & Clark, 2003) have found that organizations achieve success and sustainability in green action when the HR practices are adopted correctly. However, HR management is significantly distinct and different from environmental management (Jabbour, Santos, & Nagano., 2010). In addition, HRs are the key to engaging with employees to promote GHRM practices, such as recycling and saving energy (Ahmad, 2015).

Human resource management (HRM) practices, organizational systems, company

policies, and organizational activities that are arranged based on management environments, are ever-growing areas of research. According to Ambec and Lanoie (2008), there is an urgent and necessary need for managing the green environment, yet being green and knowing an organization's position are some of the main factors to growing environmental performance. Following that, Alfred and Adam (2009) analyzed organizations wanting to focus on green subjects, and provided suggestions based on extending the integrating strategy of GHRM toward management performance.

Wright (2008) has also stated that HR management and its position in management requires improvement in the professional status of HR, which includes re-establishing its role as "business partners" or "internal consultants" in promoting a competitive company (p.1063). In addition, Rimanoczy and Pearson (2010) held that HR management is a catalyst for promoting environmental sustainability in an organization and that it affects the daily activities of employees. In other words, environmental management is a main part of the HR management (Jackson et al., 2014).

Jabbour et al. (2010) linked HRM with environmental management (EM) and included an array of measurements called "green human resource practices". All the evaluation items in these practices are environmental aspects of HR processes, such as describing and analyzing a job, selection and recruitment, training and performance evaluation, providing gratuity and reward, and exit. As stated by Yong and Mohd-Yusoff (2016), HR support is required for any organization to shift to green practices. Strategic organizational skills and the HR professionals are also required for the promotion of green practices (Yong & Mohd-Yusoff, 2016).

GHRM practices are an important part of organizational management because practices affect all business sectors and departments. The definition of GHRM is training, empowering, and using a reward system to encourage environmentally friendly behaviors in an organization (Luu, 2018). Tang et al. (2018) stated that GHRM practices should be created based on employees' environmentally friendly values and behaviors, allowing sustainability strategies to be implemented. In addition, studies by Cherian and Jacob (2012) as well as Dumont et al. (2017) mentioned that, to become a tool for influencing employee behavior towards effectiveness in their positions, GHRM practices should conduct programs that increase employee knowledge and awareness, help employees understand the value of the environment, and change their attitude in a positive manner. GHRM should also enable employees to apply environmental values in shaping environmental behaviors and interactions in terms of engagement, as well as making sustainable contributions to the environmental initiatives of the organization for recognition and reward (Dumont et al., 2017). GHRM. Thus, the employees are persuaded to know about the pro-environment values when the level of their knowledge is increased by training, when they are empowered, and when they get rewarded because of their green behaviors, which acts as an incentive to engage more with the organization.

2.5 Green Recovery Performance

According to Babakus et al. (2003), GRP is based on the definition of SRP and can be regarded as the understanding of service staff about their abilities as well as how to deal with non-environmental (unfriendly) activities in terms of satisfactory customer service. According to the concept of recovery, Babakus et al. (2003) stated that the green recovery function can be understood as educating frontline employees about their abilities and the actions they can take to solve an indirect non-

environmental activity to ensure client satisfaction. This is in accordance with Dumont et al. (2017), Renwick et al. (2013), and Renwick, Jabbour, Muller-Camen, Redman, and Wilkinson (2016), who stated that GHRM practices are able to impart the value of eco-friendliness by regulating the projection of an organization in the self-perception of its employees.

As said by Tajfel and Turner (1979), the factors that are able to change the self-perception of employees in an organization are also able to change the employee behaviors. Hence, when employees feel that the form of an organization includes distinguished features, such as maintaining a commitment to the environment, they tend to participate in the organization according to the image of their self-perception, and tend to commit to environmental operations, engaging with green behavior or GRP in an organization's activities.

One of the positive impacts of HR management practices is that the employees tend to make an organization sustainable by focusing on the GHRM practices (which also affects the green strategy of the organization), and they participate in green activities, especially in terms of GRP.

2.6 Absenteeism

Many aspects affect employee attendance (such as morale, personal involvement, work conditions, training, satisfaction, HR opinions, and employees' expectations) according to previous studies researching these factors in the hotel industry (Pizam & Thornburg, 2000). Nguyen, Groth, and Johnson (2016) have argued that absenteeism is a sophisticated and multi-factor phenomenon affected by various aspects. Hassan, Wright, and Yukl, (2014) mentioned that job absenteeism can be voluntary (under

the control of the employee) or involuntary (not under the control of the employee).

In general, as stated by Johnson, Holley, Morgeson, LaBonar, and Stetzer. (2014), absenteeism is a regular, common, and costly phenomenon in many organizations (Mahy, Rycx, & Volral, 2016; Sandal, Click, Dowling, & Guzik, 2014). These direct and indirect costs are incurred through hiring and replacing an absentee with another person, which also costs time to train the replacement in the goals of the business. Waiting for absent colleagues' forces others to work overtime, which causes work dissatisfaction, decreases service quality, and can cause delays (Kocakulah, Kelley, Mitchell & Ruggieri, 2016). According to Mahy et al. (2016), when employees are absent, an organization loses productivity and performance, a low level of benefit.

Marzec, Scibelli and Edington (2015) argued that the full cost of absenteeism is difficult to understand as there are many factors that affect behavior. Kocakulah et al. (2016) found that employees are absent from their work for nine days every year, and that 52 percent of these leaves are related to work circumstances, satisfaction, and other variables connected to the workplace as opposed to personal problems.

Chapter 3

RESEARCH HYPOTHESIS

This study investigates how WE works as a mediator in the relationship between GHRM, GRP and absenteeism among hotel employees. This chapter discusses the relationship between GHRM, WE, GRP, and absenteeism.

3.1 Model

Figure 1 shows a conceptual model indicating that training, empowering, and rewarding are used as GRHM indicators. According to previous studies (e.g., Youn, Lee & Lee, 2018; Pham et al., 2019; Luu, 2018) and the potential hypothesis in Figure 1, employees who observe green activities in their workplaces will engage more in their jobs. Furthermore, they tend to participate in eco-friendly activities. As a result, GRP increases and employees enjoy going to work, which has a positive impact on attendance. In simple terms, the WE of employees acts as a mediator by perceiving the effects of GHRM, which leads to a higher level of GRP and a lower level of absenteeism.
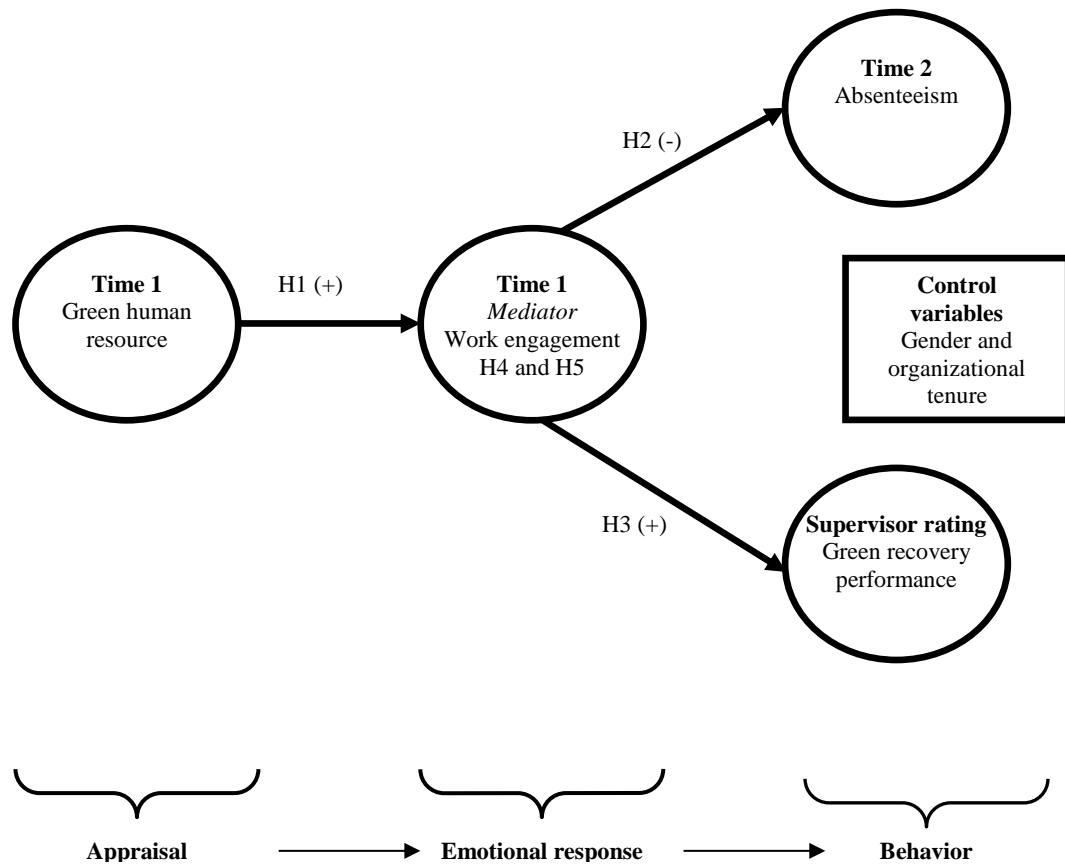
Figure 1: A research model on work engagement as a mediator of the effect of green human resource management on absenteeism and green recovery performance.

3.2 Hypothesis

3.2.1 Green Human Resource Management and Work Engagement

An employee's engagement is defined as the engagement of someone very interested and keen about a job who, thus, tries to act positively toward the company goals and reliability (Lakshmi Kothiswari, 2018). There are some advantageous factors to employee engagement, such as the most common and largest advantage of an increase in the level of the employees, employee participation in the decision-making process, and encouragement to work well because of the appreciation received from the company for good work (Renwick et al., 2013). Hence, when employees are motivated by their organization, they try to increase their performance for the growth of that organization.

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Anderson, Potočnik, and Zhou (2014) mentioned that an HR manager should participate in strategic decision-making with other senior executives and give more opportunities to coordinate organizational goals, strategies, and philosophies with corporate goals by implementing a business strategy (Budhwar & Budhwar, 2000). Further, Buyens and De Vos (2001) emphasized HR as a strategic associate of a company and that HR strategies can be applied in a variety of ways by contributing to the formulation of strategy than just implementing strategic decisions.

GHRM attracts more attention amongst the green practices of organizations. Shifting to green practices in any organization demands the support of the human resources (Yong & Mohd-Yusoff, 2016). A critical role of HR professionals in green practices is seen in previous studies (Jabbour et al., 2010, Jabbour, 2015; Jabbour, Santos & 2008). There will always be always people who will not do their best, regardless of how hard HR managers try to engage with them (Yong & Mohd-Yusoff, 2016). Nevertheless, most employees want to have a commitment to their organization because doing so fulfills a strong and basic need to help in something important (Yong & Mohd-Yusoff, 2016).

WE is a suitable relationship between an organization and its employees (Lakshmi Kothiswari, 2018). Additionally, Aragón-Correa, Martín-Tapia, and Hurtado-Torres (2013) and Renwick et al. (2013) mentioned that one dimension of green practices adopted by HR for embedding in an organization is the engagement and commitment of the employees working in the organization. When employees are trained, HR can contribute to the development of engagement (cf. Avey, Wernsing, & Luthans, 2008). If employees are rewarded by their organization, positive valuation of work outcomes results (Kalleberg, 1977) and they are empowered by the organization to

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solve and handle delivery services and customer problems (Babakus et al., 2003; Babakus, Yavas, & Karatepe, 2008; Bouzari, & Karatepe, 2017; Karatepe, 2013). This will cause employees to push themselves into their work, showing engagement (Lee & Ok, 2016).

As stated by Dumont et al. (2017) and Renwick et al. (2013, 2016), when employees receive green value education through training, empowering, and rewards for environmental collaboration, they will want to be more committed to greening. As mentioned above, the results of WE are that employees commit to their organizations and want to work more for more than just monetary benefit. Therefore, with a higher level of employee satisfaction and expectation, the level of motivation for environmentally friendly behavior increases. To build green competence by applying green practices, employees are motivated to provide extra effort towards environmental activities and organization engagement (Pinzone et al., 2016).

Ashforth and Mael (1989), Carmeli (2005), and Peterson (2004) have all pointed out that employees likely to assimilate positive organizational values tend to show stronger organizational commitment (Turker, 2009). Further, Bhattacharya, Korschun, and Sen (2009) claimed that employees are more likely to link themselves to implementing their environmental management plans, especially GHRM, when they are concerned about protecting the environment. When employees emotionally interfere in their company, it may increase their level of organizational commitment to the company, increasing engagement. Subsequently, Balfour and Wechsler (1996), Carmeli (2005), and O'Reilly and Chatman (1986) claimed that organizational commitment is an essential part of an employee's attitude. Hence, this encourages employees to be engaged in pro-social or selfless behavior (Liden, Wayne, Kraimer,

& Sparrowe, 2003).

Hypothesis 1: Green human resource management positively affects work engagement.

3.2.2 Work Engagement and Absenteeism

Darr and Johns (2008) claimed that absenteeism is defined as the failure of the employees to report for work. This is a failing work pattern in which regular employees are often absent (Christianson, 2018). Martimo (2006) indicated that absenteeism is a notable obstacle that affects colleagues and supervisors directly in an organization. By implementing certain strategies, such as open communication and providing incentives for employee engagement, management can reduce absenteeism. (Christianson, 2018).

Several studies have found that employee engagement includes psychological factors, such as the desire to leave, staff satisfaction, and organizational commitment (Kang & Busser, 2018; Karatepe & Karadas, 2015; Paek, Schuckert, Kim, & Lee, 2015).

According to research by Steel and Rentsch (1995), there are numerous reasons for leaving work, many of them related to the workplace as opposed to personal issues, such as release, low morale, childcare issues, burnout, stress, shortage of flexibility, and illness. Occasional injury or illness is inevitable, but most of the time, a lack of employee engagement means that the employees avoid work because they are not satisfied and find more enjoyment in absenteeism (Christianson, 2018). Although a lack of engagement and absenteeism can be due to individual factors (such as laziness, a lack of interest, or issues with other workers), a high level of non-

attendance is related to individual disengagement, which may have negative impacts and increase absenteeism (Christianson, 2018). Schaufeli et al. (2002) conceptualized the meaning of engagement in an organization as a factor that has a direct effect on attendance. When employees are engaged at work, they are organized and understand the significance of their work, which leads to happy organizational engagement.

Hypothesis 2: Work engagement negatively affects absenteeism.

3.2.3 Work Engagement and Green Recovery Performance

Although, green practices are important for keeping an organization sustainable, and HR is the source for applying activities, GRP and behaviors should also be considered when resolving environmental actions unfriendly to the hotel industry. When employees understand that their organization is different because of eco-friendly activities or environmental commitment, they tend to commit to green behaviors in the services by understanding the concepts to achieve the environmental goals and engaging more with GRPs. In other words, highly motivated employees, enthusiasm, energy, and flexibility (Rich, Lepine, & Crawford, 2010) tend to push themselves to commit to the organization and engage more in contributing to the organization to increase company performance through GRP. According to Steg and De Groot (2010), some behaviors help to handle problems related to the environment and while motivating organizations to become sustainable. Robertson and Barling (2017) suggested that employee participation in green behaviors is necessary for developing and improving environmental performance.

In addition, Babakus et al. (2003) and Choi, Lotz, and Kim (2014) argued that there is a positive relationship between the emotional commitment of employees (Bakker & Demerouti, 2008) and SRP. Therefore, ecological commitment and responsibility

among employees may empower them to react to tourist feedback, complaints about the insignificant care given by the tourism industry to the environment, and even their own anti-environmental activities (Babakus et al., 2003).

WE is critical in the hospitality industry, particularly in hotels, because elevated amounts of employee engagement increase performance levels (Karatepe & Karadas, 2015). Therefore, when a hotel delivers high quality service, both customers and employees are satisfied. Employee engagement helps hotels to promote their brand, improve their services, and support loyal customers. Hence, a hotel can achieve its highest level of benefit by engaging more with its employees and altering their behaviors for greener performance. This is followed by a research hypotheses derived from SET, empirical evidence, and a clue based on the study by Cropanzano and Mitchell (2005), which claimed that when an organization supports its employees, it promotes a social exchange relationship that increases positive outcomes and jobs. Based on SET, studies by Takeuchi, Lepak, Wang, and Takeuchi (2007) and Tang and Tang (2012) stated that when employees receive work practices from an organization (such as training, empowerment, and rewards), they return through their level of WE. If employees believe that access to work practices has emerged from management commitment to service, they are more engaged in their work and contribute more to the service delivery process (Tang & Tang, 2012). Additionally, Armstrong-Stassen and Ursel (2009) stated that employees tend to repay benefits and opportunities received from the organization through continuous functioning performance when they realize that the organization supports them through various HR activities

Hypothesis 3: Work engagement positively affects green recovery performance.

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3.2.4 Work Engagement as a Mediator

3.2.4.1 Work Engagement as a Mediator between Green Human Resource Management and Absenteeism

Previous researchers (e.g., Ozturk & Karatepe, 2019) have mentioned that the most important factors that affect absenteeism are those related to the workplace, such as engagement and the relationship with employers and managers. These expectations can be fulfilled by training, empowering and rewarding (Pizam & Thornburg, 2000). Absenteeism can be reduced by offering employees rewards (Martimo, 2006), including financial incentives (Barmby, Ercolani &, Treble, 2002). By offering financial incentives, employees are more likely to become motivated to come to work, which decreases absenteeism rates.

According to Schlesinger and Heskett (1991), a new service model should replace previous models, and companies should invest in people more than machines and technology. Training, empowering, and rewarding frontline employees makes them more satisfied at work. Schlesinger and Heskett (1991) also found that if organizations provided insubstantial training, employee expectations would subsequently decrease. A collapse in employee expectations may then lead to lateness or leaving work early (Ozturk & Karatepe, 2019).

By employing a system of training, empowering, and rewarding while also adopting ecofriendly activities (Pinzone et al., 2016), organizations can show a higher level of performance (Ozturk & Karatepe, 2019 and mitigate absenteeism (Bouzari & Karatepe, 2017). According to Chen, Aryee, and Lee (2005), employees who understand that their organization cares for and trusts them feel obliged to respond with a higher level of results. This relationship can also positively influence

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attendance for a higher level of performance (Prentice & Thaichon, 2019) due to employee trust in the organization, commitment, organizational citizenship behavior for the environment, a tendency towards voluntary work, satisfaction (Chen et al., 2005; Karatepe et al., 2018; Ozturk and Karatepe, 2019 and employees expecting to achieve values from their work.

Schaufeli and Bakker (2004) proved that job resources in WE are the main cause of growth, training, and employee development for achieving favorable performances and outcomes. Hence, WE mediates the impact of GHRM practices on employee performances and outcomes. Additionally, Martimo (2006) claimed that improving attendance incentives while communicating and engaging can strengthen organizational policies and reduce absenteeism. Martimo (2006) also stated that offering rewards to employees reduced absenteeism while providing more work satisfaction, encouraging employees to achieve the organizational goals.

Hypothesis 4: Work engagement mediates the linkage between green human resource management and absenteeism.

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

GHRM practices are designed to create environmental behaviors and values between employees (Tang et al., 2018) that can be used to fulfill sustainable strategies and tactics (Renwick et al., 2016). When employees understand that their organization has distinct characteristics, such as an environmentally viable commitment, they take on the green enterprise image, commit themselves to environmental missions, and engage in green behavior and GRP (Luu, 2018). Studies by Daily, Bishop, and Govindarajulu (2009) and Lo, Peters, and Kok (2012) claimed that company's

environmental management should depend on employee-oriented constructive behavior for success, because that behavior improved environmental performance. For a company to achieve environmental sustainability, it must understand how GHRM affects employee behavior, which in turn affects environmental performance (Kim et al., 2019) as employees can work together on work-related problems. The employees who actively participate in meetings can help distribute information in a company, and staff who learn new skills can improve their company's ability to adapt to environmental changes (Kim et al., 2019).

Researchers, such as Chan and Hsu (2016) and Molina-Azorín, Tarí, Pereira-Moliner, Lopez-Gamero, and Pertusa-Ortega (2015) have claimed that management plays a key role in making a sustainable environment while enhancing environmental performance and maintaining a competitive advantage in the hotel industry. Dumont et al. (2017) established a relationship between green HR practices and GRP. The effects of GHRM practices on GRP focus on causal attributions that individuals place on discovering their behaviors (Luu, 2018). In addition, Robin et al. (2017) claimed that green practices have been beneficial for hotel employees, providing environmental knowledge and how to adopt sustainable environmental practices. Furthermore, Chan et al. (2014) built on previous study to state that improving employee knowledge motived employees to implement green activities in the organization, which led to green performance.

According to Katou and Budhwar (2010), HR management strategies are based around ability, motivation, and opportunity theories. All HRM practices are outlined because of improvements in theory variables, which can alter and enhance individuals and their optional behaviors.

Based on the theory of AMO, Appelbaum, Bailey, Berg, and Kalleberg (2000) claimed that HR management practices affected employee performance. Furthermore, studies by Cochran and Wood (1984) and Jiang et al. (2012) claimed that performance has multiple dimensions. In addition, Weiner (1985) mentioned that individual characteristics can systematically alter the impact of their influences, motivations, recognitions, perceptions, and behaviors. Personnel behavioral and attitude responses in HR practice are based on the inferences they make about the purpose of management in implementing HRM (Nishii, Lepak, & Schneider, 2008).

Employees who intend to create a sustainable environment with respect to management should focus on GHRM practices that affect the green strategy of their organization while participating in green activities, especially in the context of GRP (Luu, 2018). Hence, empirical evidence proves a relationship exists between GHRM and GRP.

Employee attitudes and how employees react to HR practices are completely related to the implementation of management objectives in the HR management. According to Dumont et al. (2017), when employees receive green activities from their organization (such as training, empowerment, and reward), they are more willing to be authoritative about their green commitment. The authority which employees receive from their organization for sustainability and eco-friendly activities (by focusing on green human resource practices) has a positive impact on how employees engage with the organization and participate in activities, especially activities that deal with environmental problems (GRP).

Hypothesis 5: Work engagement mediates the relationship between green human

resource management and green recovery performance.

Chapter 4

METHODOLOGY

This chapter addresses concerns about the deductive approach and the reason for adopting this approach in the thesis. Furthermore, this chapter presents information regarding the sample and procedure, the measurements used in the Time 1, Time 2, and supervisors' questionnaires.

4.1 Deductive Approach

The deductive approach has been used in this thesis to develop and test the conceptual model. The deductive approach is used to create recommendations based on the present hypothesis or speculations and to make them testable in reality (Dubois & Gadde, 2002). Graziano and Raulin (1993) argued that "the deductions are empirically tested through research, and thus support or lack of support for the theory is obtained" (p. 37). This thesis examines the proposed research model (Fig. 1) and attempts to establish WE as a mediator in the relationships mentioned above. The hypotheses have been developed based on the appraisal, emotional response, and behavior theory; the social exchange theory (SET); the social information processing (SIP) theory; the ability motivation opportunity theory, as well as the empirical evidence elucidated in the literature. To explore these hypotheses, information was collected from the employees and their direct supervisors at the international five-star chain hotels in Turkey, Istanbul.

Wahab and Pigram (2005), Mauforth and Munt (1998), and Gil et al. (2001)

indicated that despite the growing popularity of environmental management (e.g., eco-friendly activities) in hotels, only the grand hotels are at the vanguard of environmental management. Mauforth and Munt (1998) attributed this to the fact that small- and medium-sized residential firms do not have the capital resources or internal structures to take the lead in such environmental management. The age of the facilities, the facilities available at each chain, and the environmental pressure provided by the shareholders continue to affect the hotels' environmental practices (Mensah, 2006).

Researchers (Aragón-Correa, 1998; Fineman & Clarke, 1996) claimed that most of the investigations in corporate environmental management have been done in large companies due to the presumed relationship between the size of companies and environmental management. Gil et al. (2001) claimed that large companies are considerably relieved of environmental pressure from shareholders because their environmental impact is visible, the control of concentrated pollution is easier, and the dispersed units and large companies are considered as industry leaders and are thus models for imitation. Additionally, Andersen (1997) mentioned that with large corporations there are economies of scale in terms of reusing, recycling, and evaluating waste.

When studying the relationship between environmental management and the supply chain, Gil et al. (2001) argued that the functions performed by hotel chains, in relation to knowledge transfer, are imperative for environmental protection issues. Hotel chains have successful methods for units and distribute these methods to the chain members (Darr et al., 1995).

This thesis tests the relationship between (a) the effects of GHRM practices on work engagement, (b) the impact of work engagement on absenteeism and green recovery performance, and (c) work engagement as a mediator in these relationships. These relations are evaluated with data gathered from the employees and supervisors at international five-star chain hotels in Turkey, Istanbul.

4.2 Sample and Procedure

The target sample in this thesis is full-time, front-line employees from international five-star chain hotels in Istanbul, Turkey. Judgmental sampling was used to select the types of hotels as well as the hotel employees. Those selected are thus considered to be representative of the whole population and are "assumed to be the errors of judgment in choosing, tend to be in balance" (Judd, Smith, & Kidder, 1991, p. 136).

Based on recent studies (Karatepe & Olugbade, 2016; Prentice, Ma, & Wong, 2019), there are three reasons for preferring these employees: First, the attitude and behavior of front-line employees toward customers affect service quality and customer satisfaction. Second, as Alexandrov, Babakus, and Yavas (2007) claimed, part-time employees contribute less to work than full-time employees and consider themselves outsiders. In this situation, evaluating part-time employees in relation to green human resources management (GHRM) practices at the hotel may not be as efficient as assessing full-time employees. Third, five-star international hotels, such as the Hilton and Accor Hotels, appear to be investing more in environmental sustainability.

At the time of data collection, Istanbul had 56 international chain hotels, based on the information retrieved from the "Hotel Chain Overview for Istanbul, Turkey" (accessed February, 2019). In the first stage of the study, based on the

aforementioned source, the researcher created a list of the international five-star chain hotels in Istanbul, including their addresses and contact information. Subsequently, the HR managers of these hotels were contacted and provided with a permission letter that outlined the study's aims and objectives and its authorization by the Faculty of Tourism at Eastern Mediterranean University. Out of the 56 hotels, 11 agreed to participate in the study and collaborate with the researcher. The researcher arranged a mutually convenient time with the managers to begin Time I Stage. Subsequently, with the help of the HR managers, the researcher distributed questionnaires to the hotel employees. Each questionnaire was accompanied by a letter that ensured the employees of both confidentiality and anonymity and requested a response to the questionnaire.

Data were distributed to the employees and supervisors of the international five-star chain hotels in Istanbul with a one-week time lag to diminish the possibility of any common method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). The threat of common method variance is controlled by means of procedural remedies, such as using a time-lagged survey design and multiple sources of data (Podsakoff et al., 2003). Recent studies have used this method (Etehadi & Karatepe, 2019; Prentice & Thaichon, 2019).

The questionnaires assigned identification codes to each employee, so that the TI and TII responses could be coordinated. This way of matching questionnaires for the time-lagged method is essential for its proper implementation and for dealing with privacy and anonymity issues.

On the cover page, detailed information was provided for each employee and

supervisor questionnaire, such as "Participation is voluntary but encouraged" and "There are no right or wrong answers in this questionnaire." The employees and supervisors were given an assurance of anonymity, and each employee and supervisor returned the questionnaire in a sealed envelope.

The Time I questionnaire included questions on the selection of the GHRM practices and on work engagement, as well as questions on demographic variables. The questionnaires were distributed to the front-line employees and supervisors with a one-week time lag to control the possibility of the common method bias (Podsakoff et al., 2003). The employees and their supervisors accepted and returned the questionnaire in a sealed envelope. The Time II questionnaire included absenteeism. Employees who completed the TI questionnaire were also asked to complete the TII questionnaire.

After the TI and TII questionnaires (employees' questionnaires) were collected with the help of the HR managers, the supervisors of the employees who had filled out the TI and TII questionnaires were identified by their codes and given the supervisors' questionnaire. The supervisors' questionnaire contained questions about their employees' green recovery performance. The Time I, Time II, and supervisors' questionnaires were collected and matched based on the identification codes.

At Time I, 220 questionnaires were distributed to the employees, and 206 were returned. Subsequently, 206 questionnaires were distributed to the same employees at Time II, of which 182 were returned. Due to managerial support and the employees' own inclination to participate, the researcher acquired a good response rate. Forty-nine supervisors rated their employees' green recovery performance. All

the questionnaires were matched through the identification codes. Consequently, 182 usable questionnaires were processed for evaluation and analysis (82.7%). Table 1 shows the profiles of the respondents.

4.3 Measurement

The features of GHRM for this study were assessed using six items derived from Kim et al. (2019), which are as follows: "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." The GHRM ratings were on a five-point scale, ranging from "strongly agree" to "strongly disagree."

Work engagement was evaluated using a nine-item scale derived from Schaufeli et al. (2006); "At my job, I feel strong and vigorous" and "I am enthusiastic about my job" were two of the sample items utilized. Several practical studies utilized this scale to make work engagement operational (e.g., Lee & Eissenstat, 2018; Lee & Ok, 2016). Work engagement was assessed using the items, with responses ranging from "6 (always)" to "0 (never)."

The evaluation of employee absenteeism used two items derived from Autry and Daugherty (2003). Absenteeism has been operationalized in some recent studies using this scale (e.g., Ozturk & Karatepe, 2019). Some of the items included the following: "How often have you been absent from the job because you just didn't feel like going to work" and "How often have you taken a day off to do something else." Responses ranging from "always" to "never" (seven-point scale) were utilized to measure absenteeism.

Employees' green recovery performance was measured using five items derived from Babakus et al. (2003). Identical items were also used in a recent study for measuring this construct (Luu, 2018). The following are among the sample items: "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." Responses ranged from "5 = strongly agree" to "1 = strongly disagree." To avoid statistical confounds (Menguc, Auh, Fisher, & Haddad, 2013; Ozturk & Karatepe, 2019), gender and organizational tenure were controlled in this study.

The back-translation method was used for the aforementioned scale items, which were originally prepared in English and then translated into Turkish (McGorry, 2000). In congruence with recent studies (e.g., Lee & Ok, 2016; Ozturk & Karatepe, 2019), prior to this study, a pilot study was conducted with 20 employees and 11 supervisors to make sure that they could read and understand the questionnaires. As a result, the respondents did not have any difficulty understanding items on the questionnaires. Therefore, no changes were made to the questionnaires. The relevant surveys were prepared based on well-established studies (e.g., Boiral & Paillé, 2012; Kim et al., 2019).

4.4 Data Analysis

This thesis used a two-step approach to test the factor structure of the model and assess the hypotheses. The initial step included the assessment of the four-factor estimation model in light of the discoveries from confirmatory factor analysis. In this progression, both the convergent validity and discriminant validity of the measures,

as well as their composite reliabilities, were determined (Jiang, Klein, & Carr, 2002; Yin, Du, & Chen, 2019). The subsequent advance comprises the evaluation of the basic linkages through basic condition demonstrating. In this stage, we used the maximum likelihood estimation by means of LISREL 8.30 (Joreskog & Sorbom, 1996).

This investigation also used the Sobel test for indirect effects to assess the significance of the mediation (e.g., Kong, Okumus, & Bu, 2019; Yoo & Arnold, 2016). Furthermore, the research used various fit indices, such as "$\chi 2/df$, comparative fit index (CFI), parsimony normed fit index (PNFI), root mean square error of approximation (RMSEA), and standardized root mean square residual (SRMR)," to evaluate the structural models and measurements (e.g., Etehadi & Karatepe, 2019; Hair, Black, Babin, Anderson, & Tatham, 2010).

Chapter 5

RESULT

5.1 Respondents' Profile

Table 1 shows a demographic analysis of the sample. 56% of the respondents were male, while 44% were female. 41.2% of the respondents were between the ages of 18 and 27, 35.2% were aged between 28 and 37, 17.0% were between 38 and 47, and just 6.6% were between 48 and 57. 51.6% of the respondents had four-year college degrees, while 23.1% had two-year college degrees. The remainder had graduate degrees. 47.3% of the respondents had tenures between 1 and 5 years and 36.8% had tenures of less than 1 year. The remainder had been with their hotel for more than 5 years.

Table 1. Demographic breakdown of the sample (n = 182).

Variable	Frequency	%	Variable	Frequency	%	Variable	Frequency	%
Age:			*Education:*			*Organizational tenure:*		
18-27	75	41.2	Primary school	7	3.9	Shorter than 1	67	36.8
28-37	64	35.2	Secondary and high school	33	18.1	1-5	86	47.3
38-47	31	17.0	Two-year college degree	42	23.1	6-10	17	9.3
48-57	12	6.6	Four-year college degree	94	51.6	11-15	7	3.9
			Graduate degree	6	3.3	16-20	4	2.2
						21 and longer	1	0.5
Gender:			**Male**	102	56.0	**Female**	80	44.0

5.2 Measurement Model

In the first step of the data analysis, all of the items were subjected to confirmatory factor analysis following the suggestion of Anderson and Gerbing (1988). Accordingly, the findings exhibited suitable fit to the data, indicated that the four-factor measurement model were suitable for data analysis ($\chi2 = 418.35$ df $= 201$; $\chi2 /$ df $= 2.08$; CFI $= 0.91$; PNFI $= 0.74$; RMSEA $= 0.077$; SRMR $= 0.055$). As can be seen in Table 2, loading significance ranged from 0.38 to 0.88. Moreover, 19 out of 22 loadings were higher than 0.70. Furthermore, the average variance extracted related to GHRM, WE, absenteeism, and GRP was 0.66, 0.53, 0.53, and 0.66, respectively.

Based on the fit statistics represented, as also the loadings and average variance extracted (AVE) by each latent construct (> 0.50) convergent validity was certified (Hair et al., 2010; Jiang et al., 2002).

Table 2. Construct measurement assessment through confirmatory factor analysis.

Scale items	CR	Standardized loading	AVE	t-value
Green human resource management (GHRM)	**0.92**		**0.66**	
GHRM 1		0.88		14.72
GHRM2		0.88		14.90
GHRM3		0.82		13.24
GHRM4		0.71		10.74
GHRM5		0.75		11.61
GHRM6		0.81		12.94
Work engagement (WE)	**0.91**		**0.53**	
WE 1		0.79		12.41
WE 2		0.80		12.60
WE 3		0.84		13.83
WE 4		0.87		14.48
WE 5		0.80		12.71
WE 6		0.71		10.73
WE 7		0.69		10.25
WE 8		0.56		7.96
WE 9		0.38		5.17

Scale items	CR	Standardized loading	AVE	t-value
Absenteeism (ABS)	**0.69**		**0.53**	
Absenteeism 1		0.72		7.45
Absenteeism 2		0.73		7.56
Green recovery performance (GRP)	**0.91**		**0.66**	
GRP 1		0.76		11.77
GRP 2		0.85		13.79
GRP 3		0.86		14.02
GRP 4		0.82		13.18
GRP 5		0.76		11.70

Note: All loadings are significant at the 0.05 level or better. AVE = Average variance extracted; CR = Composite reliability.

Fornell and Larcker's (1981) criteria were then used to verify discriminant validity. The square root of the AVE of each latent variable was higher than the corresponding correlation between the variables. For instance, the square root of the average variance related to GHRM was 0.81, and it was 0.73 for WE. Concerning the results, the findings pointed out that the square root of the average variance extracted of the GHRM and WE variables was higher than their correlation with 0.65. Further, the score of the composite reliability of the measures was higher than 0.60, revealing that all measures in this research study were reliable (Ozturk & Karatepe, 2019). The means, standard deviations (SD), and correlations of the study variables can be seen in Table 3.

Table 3. Observed variables: Correlations, means, and standard deviations.

Variables	Mean	SD	1	2	3	4	5	6
1. Gender	0.44	0.50	-					
2. Organizational tenure	1.89	0.95	-0.038	-				
3. Green human resource management	4.01	0.78	-0.087	0.137	-			
4. Work engagement	4.82	0.93	-0.074	0.184*	0.581**	-		
5. Absenteeism	2.06	1.01	0.081	-0.156*	-0.249**	-0.290**	-	
6. Green recovery performance	4.21	0.74	-0.043	0.147*	0.282**	0.399**	-0.331**	-

Note: SD: Standard Deviation.
* Correlations are significant at the 0.05 level. (two-tailed test).
** Correlations are significant at the 0.01 level. (two-tailed test)

5.3 Test of the Hypothesized Model

The levels of skewness (GHRM -0.715, WE -0.808, absenteeism 1.070, and GRP -1.115) and kurtosis (GHRM 0.224, WE 0.516, absenteeism 1.145, and GRP 1.679) were lower than 3.00 and 8.00, respectively, which demonstrates normal distribution of the data (Kline, 2011).

Regarding the fully mediated model ($\chi 2 = 471.97$, df = 239) which was compared with the partially mediated model ($\chi 2 = 471.43$, df = 237), the result was not noteworthy ($\Delta\chi 2 = 0.54$, $\Delta df = 2$, $p > 0.05$). Therefore, the fully mediated model was utilized to test the structural relationships. Table 4 shows the finding that the fully mediated model had an acceptable fit to the data ($\chi 2 = 471.97$ ، df = 239 ؛ $\chi 2 / df = 1.98$ ؛ CFI = 0.91؛ PNFI = 0.73؛ RMSEA = 0.073؛ SRMR = 0.055).

The second step focused on the structural relationships, which were evaluated by means of structural equation modeling as presented by Anderson and Gerbing (1988). As regards Hypothesis 1, GHRM was found to be positively related to WE. Additionally, this hypothesis expressed that the path from GHRM to WE was remarkably positive ($\beta_{21} = 0.64$, t = 8.20). Therefore, the explanations mentioned above led to support of Hypothesis 1. On the other hand, Hypothesis 2 proposed that WE was negatively linked to absenteeism. The results confirmed this linkage ($\beta_{32} = -0.35$, t = -3.40), and Hypothesis 2 was supported. WE also had a positive effect on GRP, as predicted by Hypothesis 3. The evaluation congruent to this prediction was ($\beta_{42} = 0.41$, t = 4.88), which helped support Hypothesis 3. Hypotheses 4 and 5 related to the mediating role of WE. Particularly, Hypothesis 4 suggested that WE mediated the effect of GHRM on absenteeism. Hypothesis 4 was supported by the empirical

data via the Sobel test, as the outcomes of the test agreed with this prediction (indirect effect = -0.22, z = -3.27). Lastly, Hypothesis 5 postulated that WE is a mediator between GHRM and GRP. The results from the Sobel test supported Hypothesis 5 (indirect effect = 0.26, z = 4.50).

The findings further suggested that organizational tenure had a remarkable and positive influence on GHRM (γ_{12} = 0.16, t = 2.04). Long-tenured employees appeared to have a desirable perception of GHRM in the workplace. The results illustrated a variance of 3% in GHRM, 44% in WE, 16% for absenteeism, and 19% in GRP. Notably, exclusion of the control variables did not alter the importance of direct and mediating effects.

Table 4. Structural model test results

Hypothesized paths and control variables	Standardized estimate	Values (t &z)	Hypothesis test results	R^2
H1 Green human resource management (GHRM) $\rightarrow$ Work engagement	$\beta_{21} = 0.64$	t = 8.20	Supported	GHRM = 0.03
H2 Work engagement (WE) $\rightarrow$ Absenteeism (ABS)	$\beta_{32} = -0.35$	t = -3.40	Supported	WE = 0.44
H3 Work engagement $\rightarrow$ Green recovery performance (GRP)	$\beta_{42} = 0.41$	t = 4.88	Supported	ABS = 0.16
H4 Green human resource management $\rightarrow$ Work engagement $\rightarrow$Absenteeism	indirect effect = -0.22	**z-value** = -3.27	Supported	GRP = 0.19
H5 Green human resource management $\rightarrow$ Work engagement $\rightarrow$ Green recovery performance	indirect effect = 0.26	**z-value** = 4.50	Supported	-
Control variable Organizational tenure $\rightarrow$ Green human resource management	$\gamma_{12} = 0.16$	t = 2.04	-	
				-

Note: All path estimates are significant.

Chapter 6

DISCUSSION

6.1 Summary of Findings

The motivation and purpose behind this investigation was to present and test a conceptual model that looked at the intermediate role of WE in connection to GHRM and GRP. The chosen GHRM indicators were training, empowerment, and rewards. This study collected data with a one-week time-lag from employees and supervisors of international five-star chain hotels in Turkey, Istanbul. The outcomes displayed a point by point perspective on the relationships and connections between the investigation structures. This is a summary of the findings.

The results suggest that all indicators of GHRM practices simultaneously enhance employees' WE (Dumont et al., 2017; Renwick et al., 2013, 2016) and GRP (Dumont et al., 2017; Luu, 2018) and lessen their absenteeism (Ozturk & Karatepe, 2018; Bouzari & Karatepe, 2017). It appears that employees who believe that management invests in green practices in terms of training, empowering, and rewarding are more engaged with their positions and are less likely to be absent. When employees are provided opportunities in green practices, they are more engaged in environmental issues and are motivated to use their training, abilities, green knowledge, and skills to contribute to the hotel's environmental protection activities and help in the development of eco-friendly organization activities. In turn, they are more engaged, tend to work more regularly, and use their abilities for green

performance.

According to the results, the above-mentioned indicators of GHRM practices jointly develop the WE of customer-contact hotel employees. The finding that customer-contact employees (CCEs) have higher levels of energy, are enthusiastic about their work, and are engaged in their work as a response to green practices is in agreement with the principles of social exchange theory (SET) (Cropanzano & Mitchell, 2005; Karatepe, 2013). As hypothesized, WE reduces absenteeism and stimulates GRP. As was highlighted by Karatepe (2011) and Presbitero (2017), SET provides a theoretical foundation to explain employee engagement and elucidates the mutual relationship between two sides. Hence, employees engage in and contribute more to service delivery through GHRM practices in the organization. As a consequence of WE, they respond to the organization by showing high performance outcomes (Karatepe, 2013).

The findings considering the mediating role of WE are not only in agreement with the SET, which regards WE as a full mediator, but are also compatible with other theories such as Bagozzi theory (1992), Ability-Motivation-Opportunity theory (Appelbaum et al, 2000), and social information processing theory (Salancik & Pfeffer, 1978).

The results regarding the above-mentioned relationships show that WE is a full mediator, in conformity with Bagozzi's (1992) theory. Employees have a sequence of appraisal activities and emotional responses when learning GHRM practices, which leads to changes in their behavior such as more WE and GRP and less absenteeism. The results are also compatible with Ability-Motivation-Opportunity

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theory (Appelbaum et al., 2000), as the abilities of the employees increase through training programs, and green opportunities increase the willingness of employees to engage more and to contribute to organizational performance through actions such as performance management. Employees are motivated by GHRM practices to solve environmental issues, and they utilize their abilities, leading to higher levels of WE and GRP and lower levels of absenteeism. Finally, the results are compatible with SIP theory (Salancik & Pfeffer, 1978). The employees have high engagement with GRPs in their jobs and reduced absenteeism because the employees acquire signals from the GHRM practices in the work environment that promote attitudes and behaviors based on the indications resulting from these GHRM practices. High levels of WE and GRP and low levels of absenteeism are the responses given by the employees.

The results regarding the full mediating role of WE are consonant with what has been hypothesized. WE completely mediates the impact of GHRM practices on GRP and absenteeism. CCEs feel high work engagement when they find that managers try to fulfill their GHRM practices. Such employees in turn report reduced absenteeism have better GRP in the workplace (Karatepe & Olugbade, 2016).

Furthermore, the results indicate that WE mediates the effects of GHRM practices on GRP and absenteeism. That is, GHRM practices influence GRP and absenteeism both directly and indirectly by WE. Additionally, as highlighted by Renwick et al. (2013) and current literature (Kim et al., 2019; Luu, 2018), WE can play a mediating mechanism relationship between GHRM practices and employee outcomes. Additionally, the results of this study present support for the mediating role of WE.

6.2 Implications

6.2.1 Theoretical Implications

Due to the negative contribution of tourism to environmental issues, hotels are increasingly under pressure to demonstrate their commitment to sustainable development and sustainability (Rezapouraghdam, Alipour, & Arasli, 2018). In this regard, customers have also been conscious of environmental performance and the eco-friendly activities of hotels. However, to date few studies in tourism and hospitality have focused on the link between GHRM and employees' GRP. In line with a previous study, this research demonstrates that the combination of environmental and human resource management is a key factor behind the success of organizations going green (Pham et al., 2019). In addition, this study was conducted in Istanbul, Turkey, which is a popular tourism destination and provides one of the first samples for the study of GHRM and GRP in the region.

Additionally, this study used WE as the mediator mechanism through which GHRM practices are associated with effective and functional outcomes but also have organizational outcomes. Moreover, this study is a response to recent studies (Karatepe, 2014; Lee & Ok, 2016) that called for further research on the antecedents and results of WE in front-line service jobs through strong theoretical backgrounds (Karatepe & Olugbade, 2016). Finally, this study is also one of the first to observe the role of GHRM as an antecedent for employee absenteeism. As Karatepe and Karadas (2014) claimed, looking into the factors that affect employees' attempts to be absent from work is important because absenteeism hinders efficient service delivery and the process of handling complaints and affects the morale and motivation of employees (Karatepe & Olugbade, 2016).

6.2.2 Practical Implications

Our research on the sustainable green development of tourism organizations as well as the tourism industry has practical implications. The sustainability of tourism organizations is partly due to the GRP of employees (Luu, 2018). In order to benefit from this environmentally-friendly behavior of employees, tourism organizations such as hotels must demonstrate their commitment to the green mission through human resource practices (Luu, 2018). Managers should engage employees in training programs (such as on the value of the environment, unfriendly activities, and solutions for their role base on customer feedback). In addition, the organization should allow employees to not only engage in environmentally-friendly behaviors but also to bring environmental initiatives to a higher management level to address larger environmental issues expressed by tourists (Luu, 2018). Further, as the current study (Luu, 2018) mentioned, organizations should measure employees' GRP and provide fair rewards for eco-friendly activities based on individual performance indicators. In addition, a green performance indicator assists in fostering environmentally-friendly values and behaviors by supporting employees through training and empowering.

Some previous researchers (e.g. Lin, Yu & Chang, 2018) claimed that corporate responsibility has long been considered a key measure of sustainability that may lead to changes in the behaviors of employees (Youn, Lee & Lee, 2018). Therefore, hotel managers should carefully consider the benefits gained from investing in GHRM practices, as such investments are likely to enhance environment-friendly behaviors in their organizations (Pham et al., 2019). Accordingly, hotel managers should promote eco-friendly behaviors by providing education on environmental activities

that focus on strengthening the skills, knowledge, and abilities of the employees, such as by an activity that informs them about the significance of energy saving and waste classification. Moreover, empowering employees and using reward programs will assist them in being more engaged in caring about environmental activities. All three GHRMs should be applied simultaneously because the lack of any one of them could cause a decrease in the employees' participation in voluntary activities and a low level of engagement. This is not just beneficial for the environment but also has strong benefits for the financial performance of the company.

The results of this study have other implications for the management of employees and supervisors. First, it is important that management should consider environmental and eco-friendly activities by investing in regular GHRM practices, consisting of training, empowering, and reward programs. This is significant because the results of this study indicate that the existence of GHRM practices improves employees' WE. Additionally, hotel managers should appropriate a survey that aims to gather feedback regarding the employees' level of WE. This is important because such feedback will assist managers in understanding whether (a) the employees are able to engage with the work, (b) the training and empowerment of the employees fit with eco-friendly activities, and (c) the employees are satisfied with the rewards provided by the organization to motivate them.

Finally, the findings of this empirical investigation provide hotel managers with implications for how they can increase their employees' WE and GRP, as well as reduce absenteeism.

6.3 Limitations and Future Study

This study has several limitations that should be considered. First, this study was conducted on employees and supervisors of international five-star chain hotels in Istanbul; therefore, the results are from a single industry in a single country and, thus, may not be generalizable to other industries or areas. Hence, future research should conduct a cross-national study that includes data collected from different industries, such as airlines, from both developing and developed countries.

Second, the study gathered data from employees with a one-week time-lag. While a one-week time-lag diminished common method bias, it can be deemed short. Hence, future studies can gather data over longer periods of time to facilitate a better discussion on the issue of causality.

A third limitation of this study is that although two factors of performance were investigated, others factors which affect organization performance—such as turnover intention and financial performance through organizational citizenship behaviors related to the environment—were not considered. Therefore, in future studies, researchers should focus on how GHRM can impact turnover intention and financial performance by mediating WE.

Finally, as Adler, Doktor, and Redding (1986) claimed, GHRM practices are different in diverse cultures because people with different cultures may have different attitudes and reactions to a situation. Hence, the behaviors of the managers and employees in one culture may misrepresent the behaviors of another culture (Adler et al., 1986). Therefore, it is recommended for future studies in the hotel sector to replicate the model used in this study to allow more generalizable findings.

This is in line with the current study's (Ryan, 2018) emphasis on the importance of cultural differences, which continues to be a research topic for tourism studies.

Chapter 7

CONCLUSION

The adoption of GHRM is important and beneficial for an organization (Lamm, Tosti-Kharas, & King, 2015; Robin et al, 2017). This dissertation was structured in the following manner: first, it examined the consequences of Green Human Resource Management (GHRM) practices by using data collected from employees and their supervisors in international five-star chain hotels in Turkey, Istanbul; second, it examined the mediating role of WE in the relationship between GHRM practices (as demonstrated by training, empowerment, and reward programs), GRP, and absenteeism. Understanding the mutual relationship between the organization and the employees is vital (Lee & Ok, 2016) because when the rates of WE (Renwick et al., 2013) and GRP (Dumont et al., 2017) among employees are high, rates of absenteeism are low (Ozturk & Karatepe, 2018). The researcher collected data from the employees and their supervisors with a time-lag of one-week to minimize the common bias. In empirical studies on the hospitality and tourism industry, the aforementioned practice is rare.

According to the results detailed in this study, training, empowerment, and reward programs, as indicators of GHRM practices, increase WE and GRP and reduce absenteeism. In other words, they jointly enrich WE and GRP and decrease absenteeism. The results also suggest that WE plays a fragmentary mediating role in the relationship between GHRM practices, GRP, and absenteeism. Based on the

above results, this study has beneficial implications for managers and employees. Finally, the dissertation presents the limitations of the study and suggests directions for future research.

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