

Consequences of Quantitative and Qualitative Job Insecurity: Hotel Employees' Green Perspective

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ABSTRACT

Drawing on threat-rigidity and reformulation of attitude theories, this thesis proposes and examines a research model that investigates the influences of both qualitative and quantitative job insecurity *simultaneously* on green work outcomes. Data gathered from hotel employees during the COVID-19 pandemic in Turkey were utilized to test the hypothesized associations through structural equation modeling. The findings suggest that quantitative job insecurity erodes harmonious environmental passion, green recovery performance, and proactive pro-environmental behavior. The findings further suggest that harmonious environmental passion mediates the impact of quantitative job insecurity on the aforementioned green work consequences. Contrary to our predictions, the findings lend no credence to the negative impact of qualitative job insecurity on harmonious environmental passion, green recovery performance, and proactive pro-environmental behavior. Implications about how job insecurity can be mitigated and employees' green behaviors can be increased presented in the study.

Keywords: COVID-19; Green recovery performance; Hotel employees; Harmonious environmental passion; Job insecurity; Pro-environmental behavior

ÖZ

Tehdit-sertliđi teorisi ile ve yeniden formüle edilen tutum teorisinden yararlanan alıřmamız, hem niteliksel hem de niceliksel iř gvencesizliđinin yeřil iř sonuları zerindeki etkilerini aynı anda arařtıran bir arařtırma modeli nermekte ve test etmektedir. Trkiye’deki COVID-19 salgını sırasında otel alıřanlarından toplanan veriler, yapısal eřitlik modellemesi yoluyla alıřmanın iliřkilerini lmek iin kullanılmıřtır. Bulgular, nicel iř gvencesizliđinin uyumlu evresel tutkuyu, yeřil iyileřtirme performansını ve proaktif evre yanlısı davranıřı erozyona uđrattıđını gstermektedir. Bulgular ayrıca, uyumlu evresel tutkunun, niceliksel iř gvencesizliđinin yukarıda bahsedilen yeřil iř sonuları zerindeki etkisine aracılık ettiđine iřaret etmektedir. Varsayılanın aksine, bulgular, niteliksel iř gvencesizliđinin uyumlu evre tutkusu, yeřil iyileřtirme performansı ve proaktif evre yanlısı davranıřı zerinde anlamlı bir etkiye sahip olmadıđını gstermektedir. alıřmamızda iř gvencesizliđinin nasıl azaltılabileceđi ve alıřanların yeřil davranıřlarının nasıl artırılabilceđine dair ıkarımlar sunulmaktadır.

Anahtar kelimeler: COVID-19; İř gvencesizliđi; Otel alıřanları; Proaktif evre yanlısı davranıř; Uyumlu evresel tutku;; Yeřil iyileřtirme performansı

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LIST OF ABBREVIATIONS

CCEs	Customer-contact employees
CFA	Confirmatory factor analysis
CFI	Comparative fit index
CMV	Common method variance
GRP	Green recovery performance
JIS	Job insecurity
PEB	Pro-environmental behavior
PNFI	Parsimony normed fit index
RMSEA	Root mean square error of approximation
SRMR	Standardized root mean square residual
ULMF	Unmeasured latent method factor
WE	Work engagement

Chapter 1

INTRODUCTION

This section explains the philosophy of the research adopted in the present study. A deductive approach is applied, and the hypothesized linkages are developed using two theoretical underpinnings and evidence in the general management literature. The purpose and contribution of the thesis are explained to show how the empirical study is likely to enhance current knowledge on the consequences of both qualitative and quantitative job insecurity (JIS). The methodology part contains information regarding respondents and sampling strategy, common method variance (CMV), measurement, and data analysis.

1.1 Research Philosophy

1.1.1 Deductive Approach

JIS, which relates to the threat of one's future career and job in an organization, is still an unresolved issue in the manufacturing and service industries (e.g., Schaufeli, 2016; Vander Elst, De Witte, & De Cuyper, 2014). JIS consists of two components: qualitative JIS and quantitative JIS. According to De Witte and Näswall (2003), qualitative JIS refers to "the uncertainty about the potential loss of (valued) aspects of the job, such as wages, working hours or the content of the job," while quantitative JIS refers to "...loss of the job itself: people are uncertain about whether they will be able to keep the job or become unemployed" (p. 157).

Understanding and ascertaining the outcomes of JIS can be studied based on the inductive approach or deductive approach. However, this thesis focuses on the test of selected consequences of both qualitative and quantitative JIS using a deductive approach. The deductive approach can be defined in the following way: In this approach, we start with an abstract, coherent link among concepts, then move toward solid empirical proof (Neuman, 2003). In view of this definition, one can utilize theoretical framework(s) and evidence in the general literature to develop the relevant associations. Then a research model including the hypotheses can be proposed by the researcher. In this thesis, the selected consequences of JIS are green recovery performance (GRP) and proactive pro-environmental behavior (PEB). Employees' environmental harmonious passion is posited to mediate the effects of both qualitative and quantitative JIS on the aforesaid outcomes. These relationships are developed based on threat-rigidity and reformulation of attitude theories (Bagozzi, 1992; Staw, Sandelands, & Dutton, 1981).

GRP is related to how employees manage customers who complain about the company's environmentally-unfriendly efforts (Luu, 2018). Proactive PEB is associated with employees' active involvement in the protection of the environment in the workplace (Bissing-Olson, Iyer, Fielding, & Zacher, 2013). As a mediator of the abovementioned linkages, employees' environmental harmonious passion explains their positive feelings and willingness to engage in proactive PEB (Robertson & Barling, 2013).

1.2 Purpose and Contribution of the Thesis

The main aim of this thesis is to assess a research model in which employees' harmonious environmental passion mediates the impacts of both qualitative and quantitative JIS on their GRP and proactive PEB. The objectives of this thesis are to assess the effects of both qualitative and quantitative JIS on harmonious environmental passion and the abovementioned behavioral outcomes, test the impact of harmonious environmental passion on GRP and proactive PEB, and gauge harmonious environmental passion as a mediator in these associations.

This thesis set out to contribute to the tourism and hospitality management and marketing literature as follows: First, one of the challenging issues in today's work environment is the absence of job security (Callea, Lo Presti, Mauno, & Urbini, 2019; McGinley & Mattila, 2020; Safavi & Karatepe, 2019). Employees do not feel comfortable with the content of their jobs when management amends their responsibilities and/or do not feel secure about their future career in the current company (e.g., Akgunduz & Eryilmaz, 2018; Bouzari & Karatepe, 2018). In both cases, employees are beset with heightened JIS. However, most of the empirical studies have focused on quantitative JIS (Hu, Jiang, Probst, & Liu, 2021). More importantly, little is known regarding the effects of both qualitative and quantitative JIS *simultaneously* on employees' job outcomes (e.g., Callea et al., 2019; Fischmann et al., 2021; Van den Broeck, Van Hootegem, Vander Elst, & De Witte, 2019; Van Hootegem & De Witte, 2019). This thesis responds to such a need for empirical research. Exploring the consequences of JIS in the hospitality industry has become so important during the COVID-19 pandemic since many companies have furloughed

employees/managers to cope with the economic bottleneck (e.g., Abbas, Malik, & Sarwat, 2021; Bajrami et al., 2021; Chen & Eyouun, 2021).

Second, the current writings have not linked the two types of JIS to employees' GRP and PEB at the same time so far. It is possible that employees who suffer from qualitative and quantitative JIS may not concentrate on their green-related issues and may report diminished GRP and proactive PEB. It seems that there is only one empirical study that has assessed the association between JIS and customer-contact employees (CCEs)' non-green behaviors in hotels (Karatepe, Rezapouraghdam, & Hassannia, 2020). Employees who really suffer from a number of problems emanating from JIS or are beset with high levels of JIS cannot pay particular attention to the company's environmental efforts. This makes them display non-green behaviors (Karatepe et al., 2020). In short, it is important to understand whether employees' feelings of JIS diminish their GRP and eco-friendly behaviors.

Third, the current thesis links both qualitative and quantitative JIS to GRP and proactive PEB through the mediating role of harmonious environmental passion. As mentioned earlier, reformulation of attitude theory as well as threat-rigidity theory are used to develop these linkages. Employees who perceive heightened qualitative and quantitative JIS are unlikely to be passionate about the environment and therefore display low levels of GRP and proactive PEB. Examining the abovementioned relationships using data gathered from hotel CCEs appears to be the first attempt in the relevant literature.

Lastly, the findings of this thesis are likely to provide managers with a broad range of useful implications for practice. These implications are critical because management

is unable to achieve environmental goals without the involvement of employees in the process and employees' contribution to the environmental protection (cf. Karatepe et al., 2020; Paillé, 2020; Pham, Tučková, & Jabbour, 2019).

1.3 Methodology

1.3.1 Sample and Design

This thesis used the purposive sampling technique, which is one of the non-probability techniques, and respondents are selected based on the judgment of the scholar (Black, 2010). The sample selected based on this technique is assumed to be the representative of the population (Judd, Smith, & Kidder, 1991). It enables the researcher to choose the companies (i.e., five-star hotels) and participants (e.g., employees, supervisors) through a number of well-established criteria. In this thesis, four- and five-star hotels and their full-time CCEs (staff at the bottom line) in Ankara, the capital city of Turkey, were selected. There are several criteria for this selection. First, these hotels are more involved in green practices than the hotels in low categories (e.g., Darban, Karatepe, & Rezapouraghdam, 2022).

Second, CCEs spend much time with customers because of their boundary-spanning roles (e.g., Alola, Olugbade, Avci, & Ozturen, 2019). They are responsible for responding to customer needs on the spot, handling complaints effectively, and delivering superior service, which would help enhance and maintain the organization's competitive advantage (cf. Kang, Kim, Choi, & Li, 2020). Third, full-time employees are chosen because of the fact that they are more familiar with the organizational strategies and policies and spend more time in the workplace (Alexandrov, Babakus, & Yavas, 2007). Fourth, employees' involvement in the protection of the environment

and their eco-friendly behaviors or PEB is important to the accomplishment of the firms' environmental purposes (Karatepe et al., 2020).

1.3.2 Common Method Variance

To control common method variance, this thesis uses several procedural remedies such as guaranteeing anonymity and confidentiality as well as voluntary participation and using sealed envelopes during data collection (e.g., Karatepe & Aga 2016; Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Importantly, the marker variable technique was also used to check CMV (Kim, Kim, Han, Jackson, & Ployhart, 2017). In addition, the unmeasured latent method factor (ULMF) was performed to control the risk of CMV (Podsakoff et al., 2003).

1.3.3 Instrumentation

To measure quantitative JIS, four items were chosen from Delery and Doty (1996). One of the items used is "Employees in this job can expect to stay in the organization for as long as they wish". Participants answered each item via a five-point scale ("5 = *strongly agree*" to "1 = *strongly disagree*").

To assess qualitative JIS, eight items were obtained from Brondino, Bazzoli, Vander Elst, De Witte, and Pasini (2020). One of the items used is "I worry I might get another supervisor in the future". Each item was answered in light of a five-point scale ("5 = *strongly agree*" to "1 = *strongly disagree*").

The survey contained the harmonious environmental passion items. It was measured with 9 items from Robertson and Barling (2013). One of the items used is "I am passionate about the environment". Each of the harmonious environmental passion items was rated with a five-point scale ("5 = *strongly agree*" to "1 = *strongly disagree*").

The survey consisted of two important green performance variables. These variables are GRP and proactive PEB. Five items were used to assess GRP. These items were taken from Darban et al.'s (2022) paper. These authors adapted the GRP items from Babakus, Yavas, Karatepe, and Avci (2003). Similar items were also utilized by Luu (2018). One of the items used is "I don't mind dealing with customers who complain about the organization's environmentally-unfriendly activities". Respondents utilized a 1-5 scale ("5 = *strongly agree*" to "1 = *strongly disagree*").

Employees' proactive PEB was assessed via three items from Bissing-Olson et al. (2013). One of the items used is "I take a chance to get actively involved in environmental protection at work". Responses to the items in the aforesaid behavior were recorded using a five-point scale ("5 = *always*" to "1 = *never*"). The survey also contained items about participants' profile such as gender and organizational tenure (i.e., the number of years spent in the hotel).

Organizational tenure was included as a control variable in the study. This was done due to their potential statistical confounds (Karatepe et al., 2020; Luu, 2018).

All measures in the abovementioned survey were prepared in English. The survey was translated into Turkish in view of the back-translation technique. It was tested with a pilot sample of five employees. This was done to ensure that participants read and understood the items without having any difficulties. No amendments were deemed necessary in light of these pilot studies.

1.3.4 Data Analysis

The present thesis followed the recommended two-step approach (Anderson & Gerbing, 1988). Specifically, the first step consisted of the assessment of the

measurement model (five latent constructs). In this assessment, convergent and discriminant validity, followed by each latent variable's composite reliability, were reported (Fornell & Larcker, 1981). Each observed variable's coefficient alpha was also reported (Hair, Black, Babin, & Anderson, 2010). The second step consisted of the test of the study hypotheses. To confirm the study's mediating effects, the Sobel test was employed.

Covariance matrix was used in LISREL 8.30 for both the structural and measurement models (Joreskog & Sorbom, 1996). The following model fit statistics used in this thesis was " χ^2/df , comparative fit index (CFI), parsimony-normed fit index (PNFI), standardized root mean square residual (SRMR), and root mean square error of approximation (RMSEA)" (Hair et al., 2010; Karatepe & Aga, 2016; Karatepe et al., 2020).

Chapter 2

LITERATURE REVIEW

This section presents definitions of cognitive JIS and affective JIS. This chapter presents the findings regarding the antecedents and outcomes of both qualitative and quantitative JIS. That is, these findings surface from the general management, psychology, organizational behavior, and tourism and hospitality management literatures.

Employee involvement, job resources, psychological contract breach, and/or organizational support were among the antecedents or correlates of JIS. The outcomes of JIS consisted of diminished job satisfaction, lower work engagement (WE), erosion in job embeddedness, reduced self- or supervisor-rated job performance, poor innovative work behaviors, quitting intentions, low levels of organizational commitment, poor general health, higher absenteeism, and/or social loafing. The abovementioned findings are likely to give a picture of what has been examined as the antecedents and outcomes of JIS so far.

This chapter also provides information about why both qualitative and quantitative JIS can be linked to employees' PEBs. In this respect, employees' harmonious environmental passion, GRP, and task-related and proactive PEB are elucidated. In addition, this chapter provides information about the potential theoretical frameworks that would be useful for understanding the consequences of both qualitative and

quantitative JIS. With this stated, this chapter explains the relevant theoretical frameworks such as threat-rigidity theory (Staw et al., 1981) and reformulation of attitude theory (Bagozzi, 1992).

2.1 Job Insecurity

JIS is one of the major problems experienced by a number of employees in the manufacturing and service industries (e.g., Etehad & Karatepe, 2019; Vander Elst, De Cuyper, Baillien, Niesen, & De Witte, 2016). This is so true for employees working in the hospitality and tourism industry. Whether these employees work in customer contact positions or not, they suffer from the problem of JIS in their companies (e.g., Etehad & Karatepe, 2019; Vujičić, Jovičić, Lalić, Gagić, & Cvejanov, 2015). Despite a number of empirical studies about JIS, JIS is still the main problem awaiting a solution (Aguiar-Quintana, Nguyen, Araujo-Cabrera, & Sanabria-Díz, 2021; Jung, Jung, Yoon, 2021; Schaufeli, 2016).

An observation made in the present literature underscores the concepts of “JIS”, “qualitative JIS”, “quantitative JIS”, “cognitive JIS”, and “affective JIS”. In simple terms, JIS is associated with employees’ anxiety of losing their job (present or future) in the firm (e.g., Bouzari & Karatepe, 2018; Vander Elst et al., 2016).

Cognitive JIS refers to “...the perceived threat to the continuity of one’s employment and/or to features of the job (e.g., deterioration of working conditions...), whereas affective JIS refers to “...the emotional reactions to the perceived threat to one’s job...” (Jiang & Lavaysse, 2018, p. 2308). Cognitive JIS is similar to qualitative JIS, while affective JIS is similar to quantitative JIS.

This thesis's focus is on both qualitative and quantitative JIS. This is because of the fact that the present literature seems to provide limited evidence about the impacts of two types of JIS *simultaneously* on employee outcomes (Callea et al., 2019; Van den Broeck et al., 2019). More crucially, no empirical has tested the impacts of two types of JIS *simultaneously* on employees' PEBs or environmentally responsible behaviors. The following section explicates the findings pertaining to the consequences and antecedents of JIS in the general management, psychology, and organizational behavior literatures.

2.2 Antecedents and Outcomes of Job Insecurity: The Extant Literature

To support the abovementioned claims, this thesis goes through a number of prior and recent writings on both qualitative and quantitative JIS. The following two sections deal with empirical findings regarding the outcomes and antecedents of JIS in the literature.

2.2.1 Antecedents of Job Insecurity

The extant literature does not seem to provide sufficient evidence regarding the factors affecting employees' perceptions of JIS. Importantly, there is limited evidence about the factors influencing employees' perceptions of qualitative and/or quantitative JIS. For instance, Ashford, Lee, and Bobko (1989) used various JIS scales and reported the following findings: anticipated organizational change and role ambiguity positively affected JIS. Their findings further showed that locus of control negatively influenced JIS. The findings of an earlier study conducted with managerial employees in Canada indicated that proximal danger signs (i.e., significant management changes) aggravated working conditions, termination and demotion, and long-term insecurity (Roskies & Louis-Guerin, 1990). In this study, distal warning signs (e.g., changes in

technology) and company at risk heightened termination and demotion and long-term insecurity, while department at risk triggered long-term insecurity.

Kinnunen and Nätti (1994) conducted a study about JIS in Finland. They found that an increase in the regional unemployment rate, staff changes, or employment in the private sector increased employees' perceptions of JIS. They further indicated that employees with higher education reported lower JIS, while unemployment practices, limited access to information, or temporary job aggravated JIS. Adkins, Werbel, and Farh (2001) reported that sufficiency and accuracy of the information, as well as tolerance for ambiguity and tenure status, alleviated faculty members' JIS at a major university. Reisel's (2003) work in manufacturing and service settings highlighted that perceived environmental threats such as anticipated organizational change and restructuring increased employees' JIS. Ito and Brotheridge's (2007) study done in Canada indicated that expectation of change exacerbated JIS, while the fairness of past change reduced JIS. The interaction of internal locus of control and expectations of change increased employees' JIS perceptions.

De Cuyper, Bernhard-Oettel, Berntson, De Witte, and Alarco (2008) showed that perceived employability decreased JIS among employees in an industrial setting in Belgium. The results of a study carried out in New Zealand illustrated that contract type and neuroticism increased employees' JIS, while support received from the organization, role overload, and perceived employability reduced their JIS (Blackmore & Kuntz, 2011). Huang, Niu, Lee, and Ashford's study (2012) in China found that employee involvement was negatively associated with cognitive JIS, which in turn led to higher affective JIS. Peiró, Sora, and Caballer (2012) advanced that employability

was a remedy to JIS among Spanish young employees. They also reported that over-qualification increased JIS, and the presence of temporary contracts triggered JIS.

Loi, Lam, and Chan's (2012) study carried out in China and Macau advanced that ethical leadership, procedural justice, and power distance orientation reduced employees' JIS. In their meta-analytic study, Keim, Landis, Pierce, and Earnest (2014) reported that higher role ambiguity and role conflict were positively related to JIS, while greater organizational communication and higher internal locus of control were negatively linked to JIS. They also reported that organizational change was positively related to JIS, and younger employees, blue collar workers, and those with temporary contracts had higher JIS. A study of Norwegian offshore workers indicated that workplace bullying aggravated JIS and JIS increased intention to leave the organization (Glambek, Matthiesen, Hetland, & Einarsen, 2014). Likewise, Park and Ono (2017) found a positive linkage between workplace bullying and JIS among employees in different industries in South Korea.

Pienaar and De Witte's (2016) study in South Africa showed that work locus control and sense of coherence were the two antidotes to both cognitive and affective JIS. In a study done in Croatia, which examined the antecedents of JIS, Tomas, Seršić, and De Witte (2019) demonstrated that job challenge, as manifested by job importance, autonomy, and job challenge and variety, reduced JIS only through occupational self-efficacy. In an educational setting in South Korea, Shin and Hur (2020) found that supervisor incivility aggravated teachers' JIS. They also reported that teachers experienced high levels of JIS due to supervisor incivility's deleterious impact on self-worth, social acceptance, and social identity. Probst, Jiang, and Bohle's (2019) study underscored a negative linkage between supervisor-focused impression management

and JIS. Furthermore, in an empirical investigation in China, Wang, Le Blanc, Demerouti, Lu, and Jiang (2019) noted that the impact of leader-member exchange on JIS was completely mediated by organizational insider status.

Jiang and Lavaysse's (2018) meta-analytic research, which focused on 535 independent samples, reported that organizational support, trust in organization and management, supervisory support, dispositional variables such as positive affectivity, organizational justice, job involvement, and hazard exposures were among the correlates of JIS. In addition, Lee, Huang, and Ashford's (2018) review highlighted individual antecedents of JIS such as employment type, personality traits, and employability or career adaptability as well as organizational antecedents of JIS such as organizational change, employee involvement, and organizational justice.

In a recent meta-analytic work, organizational support, trust in organization and management, role stress, abusive leadership, organizational politics, bullying, or incivility were found to be significant antecedents of quantitative JIS (Jiang, Xu, & Wang, 2021). In the same paper, job autonomy, role stress, trust in organization and management, or organizational justice were reported as significant antecedents of qualitative JIS. It is apparent in the abovementioned paper that qualitative JIS has been less investigated than quantitative JIS.

2.2.2 Overall Evaluation

As explained before, research or empirical evidence pertaining to the factors affecting employees' JIS, qualitative JIS, and/or quantitative JIS in the current literature is scarce. The antecedents of JIS were represented in the form of perceived employability, type of employment (permanent or temporary), organizational change, organizational justice, workplace bullying, job or employee involvement, dispositional

variables, and/or job challenge. None of the previously mentioned studies and findings focused on *environmental sustainability*. This is an important void in the literature that employees' willingness to display eco-friendly behaviors as result of their feelings of JIS may decrease even if the company really invests in environmental protection and/or invests in the growth of employees' skills and knowledge about environmental sustainability.

2.2.3 Outcomes of Job Insecurity

When compared with the antecedents of JIS, the extant literature presents a plethora of empirical studies, which examined the consequences of JIS in different settings in different countries. Researchers seem to be interested much in understanding or ascertaining what types of outcomes employees with heightened JIS would display. Since JIS is a critical problem in today's volatile market environment, finding out the potential outcomes of JIS is imperative. For instance, Ashford et al.'s (1989) past study documented that JIS aggravated withdrawal cognitions and mitigated trust in organization, job satisfaction, and organizational commitment. . Kinnunen and Nätti (1994) advanced that JIS heightened psychosomatic symptoms and various aches and pains while it decreased job satisfaction and interests in one's job.

De Witte (1999) reported that JIS and workload demands were linked to lower psychological well-being among staff in the metalworking industry in Belgium. He further mentioned that job autonomy and skill utilization enhanced employees' psychological well-being. Adkins et al.'s (2001) prior research showed that JIS eroded job satisfaction and organizational commitment while it triggered withdrawal cognitions and job search behavior.

Chirumbolo and Areni's (2005) empirical work explicitly indicated that high levels of JIS led to high levels of absenteeism and led to lower job satisfaction, organizational commitment, and job performance. Their study further showed that the interaction of JIS and organizational commitment predicted job performance, while the interaction of JIS and job satisfaction predicted job performance. A study of governmental employees in South Africa indicated that JIS and dispositional variables such as positive and negative affectivity were significantly linked to burnout and WE (Bosman, Rothmann, & Buitendach, 2005). That is, employees' perceptions of JIS increased their burnout but decreased their WE. Employees who were high on positive affectivity were less exhausted but reported higher WE. Employees who were high on negative affectivity were exhausted at high levels but reported lower WE (Bosman et al., 2005). Another study done in South Africa showed that JIS reduced extrinsic job satisfaction and job satisfaction mediated the effect of JIS on affective organizational commitment (Buitendach & De Witte, 2005).

In addition, Mauno, Kinnunen, Mäkikangas, and Nätti (2005) showed that JIS was a threat impeding WE, decreasing job satisfaction, and exacerbating quitting intentions and exhaustion in the Netherlands. Interestingly, they found that the positive effect of JIS on job exhaustion and the negative effect of JIS on job satisfaction and WE were higher among permanent employees than among fix-termed employees.

Ito and Brotheridge (2007) reported that JIS increased employees' job loss strain, while it diminished their affective commitment to the firm and job satisfaction. Additionally, Mauno, Kinnunen, and Ruokolainen (2007) found evidence in the Finnish healthcare industry that JIS was negatively associated with only absorption, one of the components of WE.

In another study in Belgium, it was reported that JIS eroded WE and life satisfaction, and JIS mediated the effect of employability on WE and life satisfaction (De Cuyper et al., 2008). These findings indicated that employees who were highly employable had low levels of JIS and therefore displayed higher WE and life satisfaction. De Witte et al.'s (2010) study was carried out in Belgium banks. The findings of their comprehensive study revealed that both quantitative and qualitative JIS were significantly linked with a number of work and non-work outcomes. Specifically, quantitative and qualitative JIS decreased job satisfaction, while only qualitative JIS lowered consultations. Quantitative and qualitative JIS were reported to aggravate burnout, psychological distress, and psychosomatic complaints, while only quantitative JIS was reported to aggravate absenteeism. Huang et al. (2012) demonstrated that affective JIS partly mediated the influence of cognitive JIS on impaired well-being and job performance.

Moreover, using panel data from the Health, Stress, and Work study, Glavin (2013) advanced that new JIS increased excessive job pressures, while persistent JIS decreased decision-making latitude and sense of personal control. Jiang and Probst (2014) reported that JIS reduced job satisfaction and increased the number of accidents and health complaints. Their study also showed that organizational communication buffered the negative effect of JIS on job satisfaction and the impact of JIS on the number of accidents and health complaints. In a study done in the manufacturing industry in a Chinese context, Wang, Lu, and Lu (2014) reported that traditionality increased the negative impact of JIS on employees' well-being and organizational citizenship behaviors.

De Spiegelaere, Van Gyes, De Witte, Niesen, and Van Hootegeem (2014) postulated that the influence of JIS on Flemish workers' innovative work behavior in different settings (e.g., hotels, banks) was partly mediated by WE. Stynen, Forrier, Sels, and De Witte (2015) highlighted that basic need satisfaction partly mediated the influence of qualitative JIS on organizational citizenship behaviors among Dutch speaking employees in Belgium. Schumacher, Schreurs, Van Emmerik, and De Witte (2016) postulated that fairness and exhaustion partly mediated the impact of JIS on affective organizational commitment and psychosomatic complaints, respectively, among bank employees in Belgium. A research using Flemish employees in Belgium showed that psychological contract breach functioned as a mediator of the effect of JIS on psychological coping responses such as low levels of job satisfaction and innovative work behavior (Vander Elst et al., 2016).

Research of white and blue-collar workers in Italy indicated that identification with organizational completely mediated the impact of qualitative JIS on job performance and organizational citizenship behaviors (Callea, Urbini, & Chirumbolo, 2016). According to the findings of a study done in India (Ghosh, 2017), it was reported that JIS and job embeddedness aggravated employees' unethical pro-organizational behavior. In a number of different sectors (e.g., banks, restaurants, healthcare, and tourism) in Portugal, Costas and Neves (2017) reported that psychological contract breach fully mediated the effect of JIS on job performance, while the indirect impact of JIS on organizational deviance through psychological contract breach was marginal. Park and Ono (2017) showed that JIS completely mediated the effect of workplace bullying on WE and partly mediated the influence of JIS on health problems. In a study done in Italia, Guarnaccia, Scrima, Civilleri, and Salerno (2018) illustrated that

the effect of JIS on employee job satisfaction, engagement, and general health was partly mediated by self-efficacy.

A study done in Italy revealed that quantitative JIS functioned as a partial mediator of the impact of qualitative JIS on WE, organizational identification, psychological stress, job satisfaction, affective organizational commitment, and withdrawal cognitions (Chirumbolo, Urbini, Callea, Lo Presti, & Talamo, 2017). In an empirical study carried out in China, Hu et al. (2021) showed that work-family conflict partly mediated the effect of qualitative JIS on subjective well-being and negative affect, while JIS lessened positive affect. They also found that work centrality decreased the negative linkage between qualitative JIS and positive affect, while it increased the negative linkage between qualitative JIS and subjective well-being. In another study, it was reported that JIS was negatively associated with task performance (Probst et al., 2019). Urbanaviciute, De Witte, and Rossier (2019) indicated that workers' JIS in Switzerland led to lower health impairment. However, they also found that lower health impairment aggravated employees' feelings of JIS.

The findings surfacing from a study done among white-collar workers in Lithuania showed that perceived overall justice partly mediated the effect of qualitative JIS on organizational commitment, organization satisfaction, and quitting intentions (Lazauskaite-Zabielske, Urbanaviciute, Vander Elst, & De Witte, 2019). The results emanating from a study carried out in Sweden revealed that JIS reduced trust in the company and job satisfaction and led to poor mental health (Richter & Näswall, 2019). This study also reported that JIS affected job satisfaction and mental health via trust in the company.

Callea et al. (2019) reported that qualitative JIS fully mediated the effect of quantitative JIS on the four dimensions of well-being such as vigor, psychological symptoms, job satisfaction, and emotional exhaustion. The findings associated with a study done in Belgium showed that both qualitative and quantitative JIS triggered exhaustion and cynicism, while they eroded vigor and dedication (Van den Broeck et al., 2019). In a study done in the healthcare industry in Belgium, Van Hootegem and De Witte (2019) found that occupational self-efficacy mediated the influence of qualitative JIS on information-seeking and feedback-seeking behaviors (i.e., colleagues and supervisors). In this study, it was also reported that psychological contract breach acted as a mediator of the effect of qualitative JIS on feedback-seeking behavior (i.e., supervisor).

In different service settings in Canada, a recent study found that JIS diminished intrinsic motivation and was linked to organizational citizenship behavior via job satisfaction and intrinsic motivation (Mahmoud, Reisel, Fuxman, & Mohr, 2021). Piccoli, Reisel, and De Witte (2021) reported that quantitative JIS eroded work attitudes, task and contextual performances among employees in two different samples (the United States and Italy). Another study done in Italy showed that quantitative JIS exacerbated qualitative JIS, which in turn erodes task performance and aggravated counterproductive work behavior (Chirumbolo, Callea, & Urbini, 2020).

2.2.4 Overall Evaluation

The previously reported studies and their findings implicitly highlight a number of critical job or organizational outcomes of JIS. These consequences were represented in the form of job performance, subjective well-being, anxiety, burnout, job satisfaction, WE, quitting intentions, unethical pro-organizational behavior, mental health, organizational commitment, job search behavior, and/or innovative behavior.

However, the findings are limited when the outcomes of both qualitative and quantitative JIS are taken into account. The need for such empirical research has already been underscored in various sources (e.g., Callea et al., 2019; Chirumbolo et al., 2020; Lazauskaite-Zabielske et al., 2019; Van den Broeck et al., 2019; Van Hootegem & De Witte, 2019). Importantly, none of these past and recent studies focused on employees' *PEBs* as the potential outcomes of both qualitative and quantitative JIS. That is, the literature is devoid of evidence whether employees with heightened qualitative and quantitative JIS exhibit poor GRP and PEB.

2.3 Antecedents and Outcomes of Job Insecurity: Hospitality- and Tourism-Related Studies

An investigation of the hospitality and tourism management and marketing literature presents limited empirical studies on JIS. That is, this literature is poorer than the extant literature when the number of empirical studies about JIS is considered. Importantly, it seems that no empirical research about the effects of both qualitative and quantitative JIS on hotel CCEs' outcomes exists. For example, Wan's (2010) qualitative work in Macau showed that casino employees wanted to obtain more job security via reduction to be made in the number of imported workforce. These employees also expected more involvement in the decision-making process, more training for progress and sense of belongingness, and more organizational communication. These were signs of more job security for them. Tian, Zhang, and Zou's (2014) study in Macau showed that JIS decreased casino entertainment employees' affective commitment to the organization, while it triggered their counterproductive work behaviors. They also showed that the impact of JIS on counterproductive work behaviors was completely mediated by the affective

commitment to the organization, and this mediating effect was stronger for employees with higher supervisor support.

An empirical study conducted in hotels, restaurants, and travel agencies in Serbia showed that JIS eroded employees' commitment to their organization and job satisfaction (Vujičić et al., 2015). In a study done in 14 hotels in Spain where employees were working with outsourced employees, Zoghbi-Manrique-de-Lara, Ting-Ding, and Guerra-Báez (2017) demonstrated a negative linkage between JIS and organizational citizenship behaviors and a positive relationship between JIS and organizational deviant behaviors. A study done among hotel employees indicated that anxiety was a partial mediator between JIS and job performance (Darvishmotevali, Arasli, & Kilic, 2017). It was also found that intrinsic motivation and support surfacing from supervisors buffered the adverse effect of JIS on job performance.

Cheung, Wu, and Chi (2019) reported that anxiety was a complete mediator between JIS and casino employees' job satisfaction in Macau. That is, casino employees who suffered from JIS experienced anxiety and therefore were dissatisfied with their jobs. In a study of restaurant staff in Turkey, Akgunduz and Eryilmaz (2018) found that affective JIS heightened turnover intention, while cognitive JIS decreased turnover intention. They also demonstrated that turnover intention partly mediated the link between affective JIS and social loafing and completely mediated the linkage between cognitive JIS and social loafing. In a study among salespeople in Iran, Bouzari and Karatepe (2018) showed that satisfaction from job completely mediated the impact of JIS on creative performance, while JIS positively affected job satisfaction through hope. They also reported that job resources, as manifested by training, career opportunities, and selective staffing, reduced JIS.

Grit is described as “perseverance and passion for long-term goals” (Duckworth, Peterson, Matthews, & Kelly, 2007, p. 1087). McGinley and Mattila (2020) showed that grit alleviated hotel managers’ quitting intentions and career change intentions and further reported that the negative impact of grit on these outcomes was higher among hotel managers when the level of JIS increased. Another recent study in Macau indicated that job security enhanced casino employees’ job satisfaction and their perceived health (Wong, Ma, Chan, Huang, & Zhao, 2019). The findings of this study also showed that the impact of job security on job satisfaction was partly mediated by perceived health and employees’ job security exerted a positive impact on their perceived health in an environment where there was a low level of internal service climate.

Safavi and Karatepe’s (2019) study in Iran revealed that job embeddedness completely mediated the influence of JIS on hotel employees’ absence intentions and their service recovery performance. In a study of hotel employees in Turkey, Etehad and Karatepe (2019) found that self-efficacy was a partial mediator of the impact of JIS on several outcomes such as absences from work and innovative behavior. Recently, Karatepe et al.’s (2020) work in the hotel industry in China advanced that the effect of JIS on nonattendance behaviors and intentions (e.g., absenteeism), and non-green behaviors was partly mediated by WE. It means that hotel employees with high JIS experienced erosion in their WE and therefore exhibited the aforesaid outcomes.

Aguiar-Quintana et al. (2021) reported that hotel employees during the COVID-19 pandemic in Spain had lower task performance and suffered from anxiety and depression. Chen and Eyoun (2021) demonstrated that JIS mediated the association between fear of COVID-19 and emotional exhaustion. Evidence obtained during

COVID 19 showed that employee engagement mediated the linkage between JIS and withdrawal cognitions in South Korean hotel industry (Jung et al., 2021). Abbas et al.'s (2021) research indicated that JIS negatively impacted self-esteem but positively affected economic deprivation hotel employees during COVID 19 in Pakistan. Their research further indicated that when social support was low, the detrimental effect of JIS on mental health, self-esteem, economic deprivation, and life satisfaction was high. A study during COVID-19 by Bajrami et al. (2021) showed that JIS mitigated hospitality employees' job satisfaction and job motivation and increased their turnover intent in Serbia. Darvishmotevali and Ali (2020) reported that subjective well-being mediated the impact of JIS on job performance among hotel employees in Iran and further showed that psychological capital moderated the effect of JIS on subjective well-being.

2.3.1 Overall Evaluation

A limited number of studies showed job performance, nonattendance behavior, self-efficacy, service recovery performance, service innovation behavior, quitting intentions, organizational deviant behaviors, and/or social loafing as the consequences of JIS. A quick assessment that can be according to the abovementioned findings is that only two papers have observed the precedents of JIS among employees in the hotel industry (Bouzari & Karatepe, 2018; Chen & Eyoun, 2021). It also appears that only one paper has tested JIS's influence on non-green behaviors among hotel staff (Karatepe et al., 2020). However, there is no empirical study about the effects of both qualitative and quantitative JIS *simultaneously* on hotel employees' GRP and PEB. In addition, *no empirical study* in the field of hospitality and tourism about the mechanism linking both qualitative JIS and quantitative JIS to employee outcomes *exists*.

2.4 Pro-Environmental Behaviors

Paying attention to the green environment is a must in today's competitive marketplace. More educated and trained individuals as well as recent advances in technology have encouraged and forced hoteliers to be conscious about the conservation of scarce resources and protection of the nature. This is evident in the strategies implemented by leading hotel companies such as Hilton Hotels and Accor Hotels. However, it is evident that hotels are unlikely to accomplish their environmental goals without the involvement of employees in the process (Karatepe et al., 2020). Hotels need to encourage and motivate employees to show PEB.

According to Bissing-Olson et al. (2013), PEB can be classified into two types: employees' task-related PEB and proactive PEB. Employees' task-related PEB refers to the fulfillment of their tasks in environmentally friendly ways, while employees' proactive PEB refers to their discretionary efforts by engaging in environmentally friendly behaviors. Employees' environmentally friendly behaviors can be in the form of GRP, eco-friendly behaviors, ecological behavior, or environmentally citizenship behaviors (OCBE) in firms. The following information will give a summary of past and recent findings about the factors influencing PEB.

2.4.1 Antecedents of Pro-Environmental Behavior

Involvement of employees in the protection of the nature and their adherence to the company's environmental policies and strategies is imperative (Karatepe et al., 2020). Empirical studies which underscore employees' PEBs are summarized below.

A study among hotel employees in Hong Kong revealed that knowledge, awareness, and concern positively influenced ecological behavior, which in turn led to higher

intention to carry out green practices (Chan, Hon, Chan, & Okumus, 2014). Gkorezis (2015) showed that leader-member exchange (LMX) partially mediated the impact of supervisor support on hotel employees' PEBs in northern Greece. For a sample of hospitality workforce in South Korea, Kim, Kim, Han, and Holland (2016) reported that autonomous and external motivation as well as employees' self-efficacy and environmental concern fostered PEB. Luu (2017) conducted a study with hotel employees in Vietnam. He reported that CSR increased OCBE and this linkage was moderated by corporate entrepreneurship and employee attachment style.

Using frontline employees from tour operating companies in Vietnam as the sample of the study, Luu (2018) also demonstrated that employees' environmental commitment partly mediated the impacts of green human resources practices (e.g., rewards) on GRP. The findings of the same research demonstrated that the interaction of green human resource practices and serving culture fostered GRP, while the interaction of environmental commitment and serving culture increased GRP. Zientara and Zamojska (2018) collected data from hotel employees in Poland. Their study showed that environmental values, affective organizational commitment, and green organizational climate enhanced organizational citizenship behavior for the environment and the interaction of green organizational climate and affective organizational commitment increased organizational citizenship behavior for the environment.

Tuan's (2018) study was conducted with tourists and their tour guides in Vietnam. He found that the positive effect of CSR on employees' OCBE was stronger in organizations where there were high levels of environmentally-specific servant leadership practices. He also showed that customer citizenship behaviors towards the

environment strengthened the impact of CSR on employees' OCBE. Another study conducted with employees in tour operating companies in Vietnam illustrated that the impacts of GHRM on individual and collective organizational citizenship behavior towards the environment were partly mediated by collective green crafting (Luu, 2019). In the same study, it was reported that servant leadership for the environment strengthened the impacts of GHRM on collective and individual organizational citizenship behaviors for the environment. Kim, Kim, Choi, and Phetvaroon (2019) found that the hotel's investment in green human resource managerial practices in Thailand enhanced employees' commitment to the organization, eco-friendly behaviors, and the environmental performance of the company.

Rezapouraghdam, Alipour, and Darvishmotevali (2018) advanced that hotel employees' connectedness to nature served as a partial mediator of the impact of workplace spirituality on OCBE among hotel employees in Northern Cyprus. They also indicated that environmental awareness increased the positive association between workplace spirituality and OCBE. Peng and Lee's (2019) study done in China indicated that work ethic, environmental benefit sharing, and ecological embeddedness were found to be positively related to hotel employees' PEBs. The results also showed that the interaction of ecological embeddedness and work ethic increased employees' PEBs.

In another recent study, Darban et al. (2022) reported that WE completely mediated the effect of green human resource management on absenteeism and GRP among hotel employees in Turkey. Tian and Robertson's (2019) research conducted among casino and hotel staff in Macau and China indicated that CSR positively affected voluntary PEB via organizational identification and this indirect effect was higher for employees

with higher empathy. Pham et al. (2019) reported that green human resource practices enhanced hotel employees' extra-role performance for the environment in Vietnam. In a sample of employees in tour companies in the same country, Tuan (2019) found that employees' commitment to the environment linked charismatic leadership for the environment to organizational citizenship behavior towards the environment. He also found that organizational justice increased the positive impact of charismatic leadership for the environment on environmental commitment.

In a study including hotel staff in Pakistan, Islam, Ali, and Asad (2019) showed that CSR positively influenced PEB via organizational identification and empathy strengthened the positive link between organizational identification and PEB. In the same country and in the same service setting, Hameed, Khan, Islam, Sheikh, and Khan (2019) showed that organizational pride partly mediated the effect of corporate social responsibility on PEB. Karatepe, Rezapouraghdam, and Hassannia's (2021) research documented that WE partly mediated the impact of psychological contract breach on hotel staff's task-related and proactive PEB as well as their intent to remain with the organization in China.

Nisar et al.'s (2021) research in Malaysia documented that hotel employees' green intellectual capital mediated the link between GHRM and PEB. A research of hotel employees in China illustrated that job performance was positively linked to PEB through organization identification (Peng, Lee, & Luu, 2020).

2.4.2 Overall Evaluation

Although limited, studies have reported the factors affecting employees' PEBs. The findings clearly suggest that organizations should take into consideration employees as strategic partners while trying to formulate and implement the related environmental

practices. Without employees, it is not possible to accomplish environmental goals in the short and long run.

As can be observed from the previously mentioned findings, no empirical study has tested the effects of both quantitative and qualitative JIS on employees' PEBs and GRP. This is true for employees' harmonious environmental passion as a mediator, which refers to employees' positive emotions highlighting their willingness to engage in PEB (Robertson & Barling, 2013).

As underscored earlier, this thesis uses harmonious environmental passion as a mediator linking both qualitative and quantitative JIS to employees' GRP and proactive PEB. Threat-rigidity and reformulation of attitude theories, which are explained below, are used to develop these associations.

2.5 Theoretical Underpinnings

2.5.1 Threat-Rigidity Theory

According to (Cowen, 1952, p. 512), rigidity is described as the “persistence or perseverance in an induced method of problem solution which is possibly no longer the best way to solve the present problem or to reduce the threat”. The theory of threat-rigidity posits that people are likely to act rigidly when they are confronted with threatening or stressful conditions (Niesen, De Witte, & Battistelli, 2014). These threatening or stressful conditions are based on employees' subjective perceptions (Van Hootegem, Niesen, & De Witte, 2019). Their subjective perceptions of threatening conditions will create a number of negative consequences. For example, when individuals behave rigidly, they may exhibit behaviors opposite from showing environmentally friendly behaviors.

As proposed by threat-rigidity theory, people are more inclined to show responses to a threat using various mechanisms. Constriction in control is a mechanism corresponding to staff's proclivity to "...emit dominant, well-learned or habituated responses in threat situation" and increased drive (Staw et al., 1981, p. 506). Accordingly, hotel employees are likely to possess habituated responses to both qualitative and quantitative JIS. The habituated responses can be poor job performance, diminished harmonious environmental passion, ineffective service recovery performance, non-green behaviors, low levels of GRP, and reduced PEB.

Threat-rigidity theory has not been subjected to a number of empirical inquiries (Van Hooetegem et al., 2019). However, it can explain the linkages between JIS and the relevant job outcomes. As given earlier, Etehad and Karatepe (2019) found that JIS eroded hotel employees' performance outcomes and heightened absence behaviors. Karatepe et al. (2020) showed that JIS lessened hotel employees' WE and triggered intentions of nonattendance and also increased non-green actions. A study of Dutch-speaking Belgium employees indicated that JIS eroded innovative work behavior via heightened irritation and reduced concentration (Van Hooetegem et al., 2019).

2.5.2 Reformulation of Attitude Theory

Bagozzi's (1992) reformulation of attitude theory has been widely applied in the general management/marketing and hospitality and tourism management and marketing literatures. His theoretical framework lies in the cognitive evaluation → emotional response → behavioral outcome relationship. Individuals evaluate past, present, and future outcomes based on a process of self-regulation. The outcome gives rise to a positive or negative emotional response, which in turn results in a positive or negative behavioral or coping response (Babakus et al., 2003; Bagozzi, 1992). For

instance, if a hotel employee experiences a pleasant event, most probably, he or she will show a positive emotional response, which in turn results in positive behavioral outcomes. If a hotel employee is confronted with an unpleasant event such as qualitative and quantitative JIS, he or she will show a negative emotional reaction. In other words, his or her cognitive evaluation of the current situation in the workplace will lead to an emotional response. This reaction will in turn lead to erosion in his or her behavioral outcomes.

Prior and recent studies have used Bagozzi's theory to develop the hypotheses. For example, Babakus et al. (2003) found that satisfaction from job and affective commitment to organization acted as the full mediators of the influence of management commitment to service quality (e.g., rewards) on service recovery performance among employees in Turkey. For a sample of public servers in New Zealand, Ashill, Rod, and Carruthers (2008) revealed that satisfaction from job and organizational commitment completely mediated the linkage between management commitment to service quality (e.g., supportive management) and recovery performance in service delivery. Rod and Ashill (2010) advanced that organizational commitment was a complete mediator between management commitment to service quality (e.g., customer orientation) and service recovery performance among employees in the health care industry in New Zealand.

Lages's (2012) work in the United Kingdom documented that emotional exhaustion, job satisfaction, and organizational commitment linked work group support to favorable external representation of the workplace. Karatepe and Vatankhah (2014) discovered that the effects of high-performance work systems (e.g., career opportunities) on the creative and extra-role performances of Iranian cabin attendants

were completely mediated by job embeddedness. The findings surfacing from a sample of nurses in South Korea showed that career management systems such as job rotation and/or assessment were associated with withdrawal intention, career commitment, and/or turnover intention through burnout or WE (Kim, Um, Kim, & Kim, 2016). In another research of bank employees in Northern Cyprus, it was shown that WE fully mediated the influences of organization mission fulfillment and organizational support on task performance (Karatepe & Aga, 2016). Bouzari and Karatepe's (2018) work also reported that job satisfaction was a full mediator between JIS and creative performance.

2.5.3 Overall Evaluation

Threat-rigidity theory and reformulation of attitude theory are useful for developing the direct and mediating effects. Specifically, threat-rigidity theory can be used to develop the detrimental impacts of both qualitative and quantitative JIS on employees' motivational and job outcomes (Staw et al., 1981). Reformulation of attitude theory can be used to develop the hypotheses regarding the mediating mechanism linking both qualitative and quantitative JIS to employee outcomes (Bagozzi, 1992).

There are also other theoretical underpinnings such as conservation of resources theory (Hobfoll, 1989) and social exchange theory (Cropanzano & Mitchell, 2005) that could enable us to develop the abovementioned relationships. Consistent with the works of the JIS-related studies (Karatepe et al., 2020; Niesen et al., 2014; Van Hootegeemen et al., 2019), our focus is on threat-rigidity theory and reformulation of attitude theory.

The following chapter delineates the hypotheses proposed based on these theories and evidence in the literature. The following chapter also delineates the research model.

Chapter 3

RESEARCH HYPOTHESES

Chapter 3 explains the development of hypotheses using threat-rigidity and reformulation of attitude theories and limited findings in the general management literature. There are 12 hypotheses, which are depicted in Figure 1. Quantitative and qualitative JIS are negatively linked to harmonious environmental passion and erode green service recovery performance and PPEB. Harmonious environmental passion fosters employees' green service recovery performance and proactive PEB. Harmonious environmental passion partly mediates the effects of quantitative and qualitative JIS on green service recovery performance and proactive PEB.

3.1 Research Model

This thesis's research model is illustrated in Figure 1. As mentioned above, the study hypotheses are developed under the umbrella of threat-rigidity and reformulation of attitude theories. As shown in the model, harmonious environmental passion mediates the effects of qualitative and quantitative JIS on GRP and PEB, while organizational tenure is highlighted as a control variable.

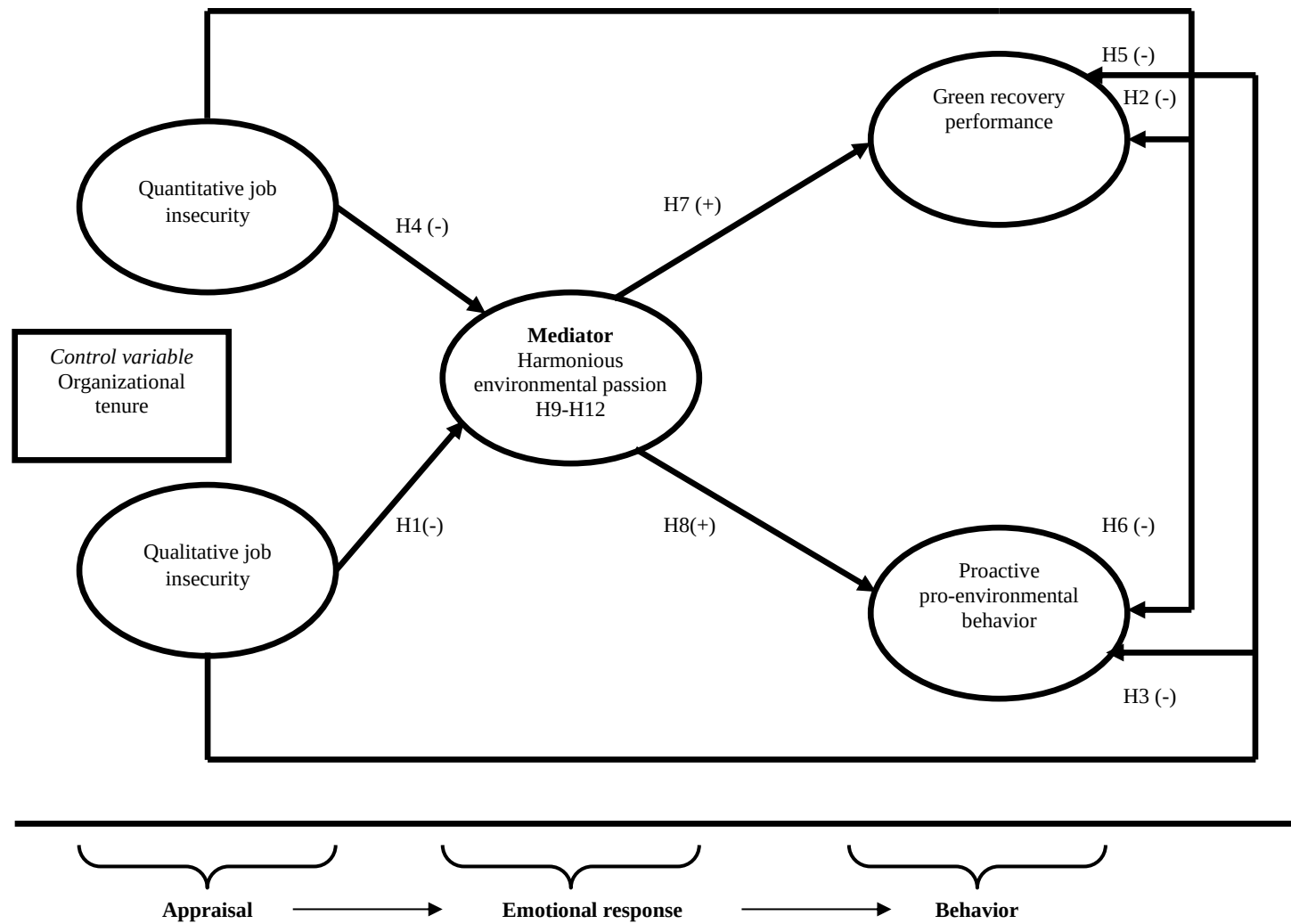


Figure 1: Research Model

3.2 Hypotheses Development

3.2.1 Qualitative Job Insecurity, Harmonious Environmental Passion, Green Recovery Performance, and Proactive Pro-Environmental Behavior

According to Vallerand, et al. (2003), harmonious passion is “an autonomous internalization that leads individuals to choose to engage in the activity the person likes” (p. 756). Employees at work are not forced to do the enjoyable activity but they freely choose or prefer to do it (Vallerand et al., 2007). The ones who are high on harmonious environmental passion enjoy in engaging in environmentally-friendly behaviors and act as environmentalists (Afsar, Badir, & Kiani, 2016). However, employees’ perceptions of work-related stressors undermine their harmonious passion. For example, the current literature shows evidence about the detrimental impacts of work gossip (Tian, Song, Kwan, & Li, 2019) and hindrance stressor (Chen, 2021) on harmonious passion. However, no prior research has touched on the investigation of the impact of qualitative JIS on harmonious environmental passion, GRP, and proactive PEB so far.

Employees’ perceptions of qualitative JIS are deeply influenced by the social environment where they are expected to serve customers based on organizational standards (Chirumbolo, Urbini, Callea, & Talamo, 2019). Employees are not happy when they observe that management amends several aspects of the job (Tu, Long, Wang, & Jiang, 2020). Therefore, in order to develop the hypotheses concerning the influence of qualitative JIS on harmonious passion for the environment, GRP, and proactive PEB, we use threat-rigidity theory. Broadly speaking, threat-rigidity theory postulates that employees are likely to display reactions to a threat through various mechanisms. As mentioned earlier, constriction in control” is one of these

mechanisms, denoting employees' proclivity to "...emit dominant, well-learned or habituated responses in threat situation" and increased drive (Staw et al., p. 506). In a social environment where there are signs of qualitative JIS, employees will try to interpret these signs whether there are threats to the features of the job. They will also try to understand how their colleagues interpret signs of qualitative JIS. If employees find that management takes decisions to modify the features of the job to reach cost reduction, they experience elevated levels of qualitative JIS. They will exhibit negative affective and behavioral outcomes when such threats are visible and they are likely to lose control over their job in the form of autonomy and career progress. That is, qualitative JIS, as one of the stressors in the workplace, leads to a number of negative consequences.

Although employees high on harmonious passion choose to do a number of activities rather than being compelled to do them (Burke, Astakhova, & Hang, 2015), the risk of qualitative JIS erodes their inclination to be passionate for the environment. Such employees are unlikely to contribute to the company by trying to make customers satisfied with proper solutions against the complaints associated with environmentally-unfriendly activities and being involved in environmental protection activities in the workplace. Thus, we hypothesize that:

Hypothesis 1: Qualitative JIS relates negatively to harmonious environmental passion.

Hypothesis 2: Qualitative JIS relates negatively to GRP.

Hypothesis 3: Qualitative JIS relates negatively to proactive PEB.

3.2.2 Quantitative Job Insecurity, Harmonious Environmental Passion, Green Recovery Performance, and Proactive Pro-Environmental Behavior

The empirical studies have documented that quantitative JIS hinders WE and subjective well-being and exacerbates withdrawal cognitions (Darvishmotevali & Ali, 2020; Jung et al., 2021; Karatepe et al., 2020). However, as is the case with the effect of qualitative JIS on green work outcomes, no past study has explored the impact of quantitative JIS on harmonious environmental passion, GRP, and proactive PEB so far.

Employees' experiences of quantitative JIS are also deeply affected by the social environment (Chirumbolo et al., 2019). However, they feel worried about the loss of their present job (unemployment) in the future. Therefore, we use threat-rigidity theory for the development of hypotheses regarding the impact of quantitative JIS on harmonious environmental passion, GRP, and PPEB. As proposed by threat-rigidity theory, "...the resulting restriction in information processing due to stressful events (such as job insecurity) can be maladaptive as a result of the narrowed attentional focus, unthinking reliance on prior learned responses and restricted generation of alternative behavioral options" (Probst, Chizh, Hu, Jiang, & Austin, 2020, p. 252). Employees who are beset with elevated levels of quantitative JIS or heightened threat about job loss in the future show habituated responses (through unthinking reliance on past learned responses) in the form of negative motivational and behavioral outcomes (e.g., Etehad & Karatepe, 2019; Van Hootegem et al., 2019). In the line of this thought, we surmise that employees are unlikely to be passionate for the environment and display effective GRP and proactive PEB since downsizing and restructuring threaten the continuity of their job in the company in the future. These are the negative

outcomes or habituated responses as a result of employees' perceptions of quantitative JIS.

CCEs who have already experienced that some of their colleagues lost their jobs due to the company's retrenchment strategies display reactions or habituated responses to quantitative JIS by having low levels of harmonious passion for the environment. That is, quantitative JIS erodes harmoniously passionate employees' concentration on the preservation of the environment. Quantitative JIS also impedes their willingness to manage various complaints arising from environmentally-unfriendly activities of the company and show active disengagement from the protection of the environment. Therefore, we hypothesize that:

Hypothesis 4: Quantitative JIS relates negatively to harmonious environmental passion.

Hypothesis 5: Quantitative JIS relates negatively to GRP.

Hypothesis 6: Quantitative JIS relates negatively to proactive PEB.

Ajzen and Fisbein (1977) state, "A person's attitude has a consistently strong relation with his or her behavior when it is directed at the same target and when it involves the same action" (p. 912). In light of attitude-behavior relation, harmoniously passionate employees are energetic and are inspired by their job to make a difference in the workplace (Robertson & Barling, 2013). This leads to higher motivation for employees to engage in the enjoyable activity. Positive emotions enhance PEBs and environmental passion (harmonious) is also considered a positive emotion (Robertson & Barling, 2013). Harmoniously passionate employees find time, help their colleagues voluntarily, and participate in or attend to organizational (e.g., environmental) events arranged by the company (Burke et al., 2015).

In this study, we contend that CCEs' passion for the environment is likely to result in better GRP and higher proactive PEB. Evidence about the linkage between harmonious environmental passion and PEB appears to be abundant. However, this is not true for GRP as one of the critical green work outcomes. For instance, Afsar et al.'s (2016) study in Thailand demonstrated a positive link between harmonious environmental passion and PEB. A study of academics in Malaysia documented that harmonious environmental passion boosted PEB (Ng et al., 2019). Research of Chinese employees in the manufacturing industry demonstrated that team pro-environmental harmonious passion fostered team PEB (Peng, Chen, Zou, & Nie, 2020). Likewise, Li, Xue, Li, Chen, and Wang's (2020) research in the same country revealed that harmonious environmental passion triggered PEB. In short, we hypothesize that:

Hypothesis 7: Harmonious environmental passion relates positively to GRP.

Hypothesis 8: Harmonious environmental passion relates positively to proactive PEB.

3.2.3 Harmonious Environmental Passion as a Mediator

Harmonious passion is a motivational force resulting in employees' engagement in different activities under their control (Forest, Mageau, Sarrazin, & Morin, 2011). When employees are high on harmonious passion, they dedicate themselves fully to various activities, exhibit persistence in the face of obstacles, and finally reach excellence (Vallerand et al., 2007).

Reformulation of attitude theory is used to develop the hypotheses pertaining to harmonious environmental passion as a mediator of the impacts of qualitative and quantitative JIS on GRP and proactive PEB (Bagozzi, 1992). This theoretical framework has been widely utilized for the cognitive appraisal → emotional response

→ behavioral response linkage in other studies (e.g., Chen, 2021, Karatepe et al., 2020; Oflac, Sullivan, & Aslan, 2021). This theory contends that individuals not only evaluate past and present but also future outcomes (Bagozzi, 1992). These outcomes result in specific feelings, which govern individuals' behaviors (Babakus et al., 2003). For example, CCEs who perceive that there are specific threats to the features of their job and feel threatened about the continuity of their current position in the company in the future display negative emotional responses. Likewise, CCEs who feel threatened by the potential loss of their job exhibit undesirable emotional responses. These responses can be in different forms. In our study, we propose that qualitative and quantitative JIS lead to erosion in CCEs' harmonious environmental passion.

Environmental passion (harmonious) is considered a positive emotion (Robertson & Barling, 2013) that enables employees to contribute to the protection of the environment and less consumption of scarce resources such as water and energy. However, the presence of qualitative and quantitative JIS at work mitigates employees' willingness to be sensitive to the environmental sustainability programs and green activities of the company. This is due to the fact that JIS deteriorates their energy, motivation, and inspiration to make a difference for the environment. In other words, though employees who possess passion for the environment act as eco-citizens (Afsar et al., 2016), the threatening situations caused by qualitative and quantitative JIS hinder their willingness to contribute to the company's green activities. These employees in turn exhibit poor GRP and proactive PEB. That is, they are unlikely to respond to customers' requests and complaints about any potential environmentally-unfriendly problems within the company and engage in behaviors that can contribute to the organization's environmental activities. Such information implicitly suggests

the qualitative and quantitative JIS → harmonious environmental passion → GRP and proactive PEB linkages.

In empirical terms, Liu, Chen, and Yao (2011) reported that harmonious passion was the motivational mechanism linking job resources to job creativity in different industries in China. Chen (2021) examined the challenge and hindrance stressors → harmonious passion → safety performance associations among air technicians in Taiwan. Though not reported in Chen's (2021) work, the effects of these stressors on safety performance were mediated by harmonious passion. Hence, we hypothesize that:

Hypothesis 9: Harmonious environmental work passion mediates the effect of qualitative JIS on GRP.

Hypothesis 10: Harmonious environmental work passion mediates the effect of qualitative JIS on proactive PEB.

Hypothesis 11: Harmonious environmental work passion mediates the effect of quantitative JIS on GRP.

Hypothesis 12: Harmonious environmental work passion mediates the effect of quantitative JIS on proactive PEB.

Chapter 4

METHODOLOGY

This section is comprised of information about measures, data collection, deductive approach, sampling strategy and data analytic strategy. Specifically, this thesis uses deductive approach (quantitative approach), by which the determinable causes and consequences of a concept investigated in an empirical study can be identified. Data collected from hotel CCEs in Turkey were used to make a detailed test of the study hypotheses. That is, purposive sampling was tapped to identify the sample of this thesis. CMV was controlled using the marker variable approach and the ULMF technique. Different sources were used to operationalize the constructs such as quantitative and qualitative JIS and proactive PEB. Confirmatory factor analysis (CFA) was performed to gauge the validity and reliability of the measures. Structural equation modeling was performed to assess the hypotheses.

4.1 Deductive Approach

In deductive approach or positivism, the researcher takes advantage of current theoretical frameworks to develop the relevant study hypotheses, collects data, and assesses the hypotheses in light of the analyses needed. Positivism, which “...is described as an approach to social science research that seeks to apply the natural science model of research to investigate the social phenomena” (Prayag, 2018, p. 24), has been widely used in hospitality and tourism research. That is, the preponderance of scientific research in the field of hospitality and tourism has been carried out using the positivist methodology. However, positivism cannot be considered the unique

paradigm or the most powerful methodological tool that can enable researchers to conduct (field) studies or make inquiries in hospitality and tourism. Interpretivism, which “...merely suggests directions along which to look rather than provide descriptions of what to see” (Schwandt, 1998, p. 221), has started to take its role in hospitality and tourism research (e.g., Deery, Jago, & Fredline, 2012; Wise, 2018).

Researchers can prefer interpretivism or positivism. They can also prefer mixed methodologies. The most important issue relating to these approaches or paradigms refers to the nature of the topic to be explored or investigated. As stated by Rolfe (2006), “...if there is no unified qualitative research paradigm, then it makes little sense to attempt to establish a set of generic criteria for making quality judgments about qualitative research studies. We need either to acknowledge that the commonly perceived quantitative–qualitative dichotomy is in fact a continuum which requires a continuum of quality criteria, or to recognize that each study is individual and unique, and that the task of producing frameworks and predetermined criteria for assessing the quality of research studies is futile” (p. 304). Overall, the discussion given above suggests that each approach should be evaluated in its own right. Otherwise, one can be mistaken with the approach he or she is taking to study one phenomenon.

As given in Table 1, the researcher uses determinism to ascertain the determinable causes and outcomes and takes advantage of reductionism to define or come up with a group of ideas based on their experience (Prayag, 2018). The researcher makes observations and these observations are assumed to be unbiased: The researcher and the ones participating in the study (i.e., respondents are assumed to be independent of one another). By doing so, the researcher can study any topics without bias (i.e., objectivity) (Prayag, 2018). The researcher uses theory and evidence to develop

hypotheses and takes advantage of scientific methods to test these hypotheses and learn the phenomenon under investigation in detail (Prayag, 2018).

Table 1: Positivism: Philosophical Assumptions

Assumptions	Positivism
Determinism	Effects have determinable causes and actions have predictable outcomes.
Reductionism	Experience can be reduced to an objective set of ideas and concepts that can be precisely described and tested.
Objectivism	Reality is out there and can be measured, observed, quantified and understood. Objectivity and dualism are the goals of the researcher.
Theory verification	Theory is universal and generalizable through a process of proving hypotheses.
Role of evidence	Evidence is required to establish truth.
Scientific method	Scientific method is the best way of knowing about the world and seeking evidence to solve problems.

Source: Prayag (2018, p. 26).

In this thesis, quantitative approach in light of positivism is used to explain the relationships between JIS, harmonious environmental passion, and green work outcomes. This approach is in line with the related studies in the literature (e.g., Karatepe et al., 2020; Luu, 2017; Paillé et al., 2019).

4.2 Sampling Strategy and Data Collection

This thesis utilized purposive sampling technique. This is studied under the non-probability sampling title (Judd et al., 1991). When the researcher has already identified several criteria for the sample of the study and assumes that this is likely to represent the population, then he or she can utilize this technique. The current literature has presented plenty of empirical studies with the application of this technique. For instance, Rubel, Kee, and Rimi (2021) applied purposive sampling to

identify the sample in the bank industry. Karatepe et al. (2020) employed the same technique to determine the sample in the hotel industry in China.

At least four criteria were used to identify the sample of the study. First, there is evidence that large-sized hotels (four- and five-star) are more participated in green practices and environmental sustainability. Such hotels train their employees to encourage them to display PEB (cf. Karatepe et al., 2021). For example, the Accor Hotels are noted for their Planet 21 such as planting for the planet, eco-design in rooms, and healthy and sustainable food (Acting Here Planet 21, 2021). Second, CCEs are among the most important actors who can provide quality services to consumers and manage customer complaints effectively (cf. Alola et al., 2019). They can also respond to customers' problems or complaints concerning any non-green practices or environmentally-unfriendly practices (Luu, 2018).

Third, this thesis focused on full-time employees because they are the ones who really spend much time in the company, are familiar with the organizational green practices, and know the procedures and process better (Alexandrov et al., 2007; Karatepe et al., 2020). Lastly, another reason why data were collected from such employees was that management of the company cannot accomplish the environmental sustainability goals without the involvement of CCEs (Karatepe et al., 2020; Rezapouraghdam et al, 2019). For instance, they are expected to consume water and energy carefully and act as role models for junior employees.

Data were collected from full-time CCEs of hotels (four- and five-star) located in Ankara, the capital city of Turkey. This was carried through the assistance and cooperation of the relevant managers in each hotel.

4.3 Measurement

In this thesis, the back-translation method was utilized (McGorry, 2000). The researcher originally prepared the survey in English. Two independent academicians (fluent in Turkish and English) participated in the translation process. That is, one of them translated the items from English into Turkish and the other academician translated these items from Turkish into English. Then the researcher compared the original survey with the back-translated one. No significant differences in meanings were detected.

The back-translated survey was subjected to a pilot sample regarding understandability and readability of the items. Five employees who participated in the pilot study did not report any difficulties. Hence, no changes were made in the survey.

Delery and Doty's (1996) four items were used to operationalize quantitative JIS. A sample item is "Employees in this job can expect to stay in the organization for as long as they wish". Participants answered on the following scale: "5 = *strongly agree*" to "1 = *strongly disagree*".

Qualitative JIS was measured with eight items (Brondino et al., 2020). A sample item is "I worry I might get another supervisor in the future". Responses to these items were anchored by "5 = *strongly agree*" to "1 = *strongly disagree*".

The survey also consisted of the harmonious environmental passion items. Nine items from Robertson and Barling (2013) were utilized to assess this construct. A sample item is "I am passionate about the environment". Participants answered on the following scale: "5 = *strongly agree*" to "1 = *strongly disagree*".

The survey was comprised of two important green outcomes such GRP and proactive PEB. GRP was operationalized with five items from Darban et al.'s (2022) paper. These authors adapted the GRP items using the service recovery performance items from Babakus et al. (2003). Similar items were also used in Luu's (2018) work. A sample item is "I don't mind dealing with customers who complain about the organization's environmentally-unfriendly activities". Respondents tapped a 1-5 scale ("5 = *strongly agree*" to "1 = *strongly disagree*").

Three items came from Bissing-Olson et al. (2013) to measure proactive PEB. A sample item is "I take a chance to get actively involved in environmental protection at work". Responses were rated on a five-point scale ("5 = *always*" to "1 = *never*").

The survey also contained items about participants' profile such as gender and organizational tenure (i.e., the number of years spent in the hotel). Organizational tenure was included as a control variable in the analysis. This was done due to their potential statistical confounds (Karatepe et al., 2020; Luu, 2018).

4.4 Common Method Variance

CMV refers to "systematic error variance shared among variables measured with and introduced as a function of the same method and/or source" (Richardson, Simmering, & Sturman, 2009, p. 763). According to Podsakoff et al. (2003), procedural and/or statistical remedies should be used to control CMV. Accordingly, the following remedies were taken. First, the full management support for data collection was obtained by researcher. Second, confidentiality and anonymity were guaranteed. Third, voluntary participation was ensured and it was highlighted that "there were no

right or wrong answers to the items in the survey”. The first, second, and third remedies were explained in the cover page of the survey.

Fourth, as a statistical remedy, the marker variable technique was used (Lindell & Whitney, 2001). The logic is that the researcher should utilize a variable that is not theoretically associated with the study variables. The significance of the correlation findings should not change with or without this marker variable. This was done through the use of birth of place (0 = capital city and 1 = other cities) (Kim et al., 2017). Fifth, the ULMF technique was used to control CMV. The results of the fit statistics associated with the measurement model without the ULMF is compared with those of the measurement model with the ULMF (Bagozzi & Yi, 1990). The results should not show substantive differences. For example, the difference between SRMR in the measurement model without the ULMF and SRMR in the measurement model with the ULMF should be < than 0.05 (Bagozzi & Yi, 1990). Before conducting this analysis, the correlation between the ULMF and the study variables is set to 0 (Podsakoff et al., 2003).

4.5 Analytic Strategy

In the present thesis, the IBM SPSS Statistics 20 and LISREL 8.30 were utilized (Joreskog & Sorbom, 1996). Using the IBM SPSS Statistics 20, frequencies were calculated to report respondents’ profile and the correlations among the observed variables via the Pearson product-moment correlations analysis. Since qualitative JIS is a newly developed and validated scale, (Brondino et al., 2020), the items in this variable were subjected to an exploratory factor analysis (EFA). The items retained as a result of this analysis were used.

Anderson and Gerbing's (1988) two-step technique was employed to test the measurement and structural models. Before testing convergent and discriminant validity, there is a need for evidence regarding model test statistics. In this thesis, covariance matrix was tapped as an input in LISREL 8.30 to make a detailed test of the structural and measurement models (Joreskog & Sorbom, 1996).

The " χ^2/df , CFI, PNFI, SRMR, and RMSEA" were utilized to understand whether the models fit the data well/acceptably (Hair et al., 2010; Karatepe & Aga, 2016; Karatepe et al., 2020). Though there is no cutoff level for PNFI, it is expected to be ≥ 0.60 (cf. Karatepe et al., 2020). The χ^2/df value ranging from 2 to 5 highlights a good fit (Marsh & Hocevar, 1985). Fit values (e.g., CFI) which are ≥ 0.90 demonstrate a good fit (Bentler & Bonnett, 1980). However, the values ≥ 0.93 are more preferable (Hair et al., 2010). A good fit for SRMR and RMSEA is obtained through the values, which are $\leq$ than 0.08 (Hair et al., 2010; Karatepe et al., 2020).

The five-factor measurement model, which was comprised of quantitative JIS, qualitative JIS, harmonious environmental passion, GRP, and PEB, was tested through CFA. Convergent validity highlights the items, which are "...indicators of a specific construct should converge or share a high proportion of variance in common..." (Hair et al., 2010, p. 709). This can be tested using standardized loadings and their t-values. The standardized loadings, which are equal to or $>$ than 0.50 and are significant ($>$ than 1.96), provide support for convergent validity (Anderson & Gerbing, 1988). The average variance extracted (AVE) by each latent construct, which is $\geq$ than 0.50, also provides support for convergent validity (Fornell & Larcker, 1981).

Discriminant validity explains whether the constructs used in the study are distinct from each other (Hair et al., 2010). For this, the shared variance between pairs of constructs should be less than the AVE by each construct. If this is the case, discriminant validity is verified (Fornell & Larcker, 1981).

Reliability refers to “...the degree to which the observed variable measures the “true” value and is “error free”; thus it is the opposite of measurement error” (Hair et al., 2010, p. 8). This is assessed through coefficient alpha whose value should be $\geq$ than 0.70 (Hair et al., 2010). Composite reliability is also calculated using standardized loadings and their error variances. Each composite reliability is expected to be equal to or $>$ than 0.60 (Bagozzi & Yi, 1988). It is also an indicator of convergent validity (Hair et al., 2010).

After reporting evidence about the psychometric properties of the measures, the relationships shown in Chapter 3 were gauged through structural equation modeling. This test enables the researcher to assess the relationships simultaneously. Based on the $\Delta\chi^2$ test, the partially mediated model and the fully mediated model were compared with each other. Concordant with other studies (e.g., Karatepe et al., 2020), the Sobel test was performed to verify the mediating impacts.

Chapter 5

RESULTS

Chapter 5 presents the findings of the study. The demographic breakdown of the sample (e.g., age, education) is given. The findings regarding the psychometric properties of the measures (e.g., validity) are reported in this chapter. The results of CMV controlled via the marker variable and ULMF techniques are shown. Structural model test results are reported using structural equation modeling.

5.1 Demographic Breakdown of the Sample

Table 2 presents the subject profile. The sample of our study consists of 179 participants. Thirty-seven percent of the participants fell within the age category of 28-37, while 21% of the participants were within the age category of 18-27. Thirty-one percent of the participants were between the ages of 38-47. The rest were older than 47 years. With regard to the length of stay in a hotel company, 49% of the participants had tenures between 1 and 5 years, while 17% had tenures below one year. The rest had tenures longer than five years.

The sample of the study demonstrated male dominance. That is, 68% of the participants were male, while the rest were female. Sixty-five percent of the respondents had two-year or four-year college degrees. Five percent of the participants had graduated from primary school, while 25% had secondary and high school education. The rest held graduate degrees.

Table 2: Subject Profile ($n = 179$)

	Frequency	%
<i>Age</i>		
18-27	37	20.7
28-37	66	36.9
38-47	55	30.7
48-57	16	8.9
58-67	5	2.8
<i>Gender</i>		
Male	121	67.6
Female	58	32.4
<i>Education</i>		
Primary school	8	4.5
Secondary and high school education	45	25.1
Two-year college degree	37	20.7
Four-year college degree	79	44.1
Graduate degree	10	5.6
<i>Organizational tenure</i>		
Less than 1 year	30	16.8
1-5	88	49.2
6-10	36	20.1
11-15	13	7.3
16-20	6	3.3
Longer than 20 years	6	3.3

5.2 Measurement Model Test Results

Normality of the data was tested via skewness and kurtosis. As presented in Table 3, all scores were acceptable (skewness scores < 3.00 and kurtosis scores < 8.00) and showed that there was no evidence of non-normality (Kline, 2011).

Qualitative JIS was operationalized with a recently developed scale that contained eight items (Borondino et al., 2020). Therefore, the quantitative JIS items were subjected to an EFA via principal components with varimax rotation. The results revealed that two items loaded onto a second factor, while one item had a cross-loading of 0.472. This resulted in the deletion of three items. These items are “I worry I might

get another supervisor in the future”, “I am not sure which colleagues I will be soon cooperating with”, and “I am insecure about my chances of promotion”. The remaining five items had an eigenvalue of 3.14 and accounted for 62.72% of the total variance. Coefficient α for the qualitative JIS scale was 0.850.

An exploratory factor analysis using principal components with varimax rotation was also employed for GRP since five items were adapted from the service recovery performance scale to measure it. The results explained 54.17% of the total variance. Since this is lower than 60% (Hair et al., 2010), we deleted one item with the lowest factor loading. This item is “Considering all the things I do, I handle customers who are dissatisfied with the organizations’ environmentally-unfriendly activities quite well”. The remaining four items had an eigenvalue of 2.52 and accounted for 63.01% of the total variance. Coefficient α for the GRP scale was 0.793.

The findings from CFA showed that there was a good fit of the five-factor measurement model to the data: $\chi^2 = 470.35$, $df = 261$; $\chi^2/df = 1.80$; CFI= 0.92; PNFI= 0.73; RMSEA= 0.067; SRMR= 0.068. All loadings (Table 3) were significant. These findings presented evidence of convergent validity (Anderson & Gerbing, 1988). We also computed the average variance extracted (AVE) and composite reliability scores (Table 3). The AVE by qualitative JIS, quantitative JIS, harmonious environmental passion, GRP, and proactive PEB was 0.54, 0.40, 0.59, 0.53, and 0.77, respectively. Composite reliability for qualitative JIS, quantitative JIS, harmonious environmental passion, GRP, and PPEB was 0.85, 0.73, 0.93, 0.81, and 0.91, respectively. These scores were > than 0.60 (Bagozzi & Yi, 1988). Though the AVE by quantitative JIS was below 0.50, its composite reliability was 0.73 and the magnitudes of the loadings ranged from 0.59 to 0.67. Jiang, Klein, and Carr (2002, p. 151) state, “...this test is

quite conservative. Very often, variance extracted estimates will be below .50, even when reliabilities are acceptable”. On the whole, convergent validity was corroborated (Anderson & Gerbing, 1988; Jiang et al., 2002).

There was acceptable discriminant validity in our paper since the shared variances (Φ^2) between pairs of variables were < than the AVE by each variable (Fornell & Larcker, 1981). For example, the correlation between harmonious environmental passion and proactive PEB was 0.65. The shared variance ($0.65 \times 0.65 = 0.42$) was < than the AVE for harmonious environmental passion and proactive PEB. In addition, coefficient α for quantitative JIS, harmonious environmental passion, and PEB was 0.726, 0.923, and 0.898, respectively. All were deemed acceptable since they were > than 0.70 (Hair et al., 2010). Means, standard deviations, and correlations of observed constructs were provided in Table 4.

Table 3: Assessment of the Five-Factor Measurement Model: Confirmatory Factor Analysis Results

Variables and items	S	K	Standardized loadings	t-values
<i>Qualitative job insecurity</i> (AVE = 0.54; CR = 0.85)				
I worry about the growth of my salary	-0.26	-1.11	0.73	10.55
I am afraid I might soon have to work in a different location or in a different department	0.38	-0.86	0.62	8.64
Chances are my workload will increase in the future	-0.52	-0.40	0.69	9.95
I feel insecure about the future content of my job	-0.04	-1.14	0.81	12.28
I think my work will become less interesting in the future.	0.13	-1.14	0.79	11.81
<i>Quantitative job insecurity</i> (AVE = 0.40; CR = 0.73)				
Employees in this job can expect to stay in the company for as long as they wish (R)	0.57	-0.38	0.67	8.47
It is very difficult to dismiss an employee in this hotel (R)	0.25	-0.81	0.64	8.10
Job security is almost guaranteed to employees in this hotel (R)	0.54	-0.05	0.59	7.32
If this hotel were facing economic problems, employees in this job would be the last to get cut (R)	0.13	-1.08	0.64	8.10
<i>Harmonious environmental passion</i> (AVE = 0.59; CR = 0.93)				
I am passionate about the environment	-0.97	0.85	0.74	11.33
I enjoy practicing environmentally friendly behaviors	-1.08	1.00	0.86	14.23
I enjoy engaging in environmentally friendly behaviors	-1.35	2.05	0.89	14.85
I take pride in helping the environment	-1.36	2.45	0.78	12.14
I enthusiastically discuss environmental issues with others	-0.91	0.74	0.79	12.46
I get pleasure from taking care of the environment	-1.10	1.17	0.77	12.01

Table 3 (Continued)

I passionately encourage others to be more environmentally responsible	-0.88	0.34	0.79	12.37
I have voluntarily donated time or money to help the environment in some way	-0.57	-0.43	0.56	7.88
I feel strongly about my environmental values	-0.74	0.23	0.67	10.00
<i>Green recovery performance</i> (AVE = 0.53; CR = 0.81)				
I don't mind dealing with customers who complain about the hotel's environmentally-unfriendly activities	-0.84	-0.22	0.70	10.15
No customer I deal with leaves the hotel with problems unresolved in relation to environmentally-unfriendly activities	-0.84	0.28	0.83	12.74
Satisfying customers who complain about environmentally-unfriendly activities is a great thrill to me	-0.99	0.81	0.85	13.02
Complaining customers about environmentally-unfriendly activities I have dealt with in the past are among today's most loyal customers	-0.38	-0.14	0.47	6.18
<i>Proactive pro-environmental behavior</i> (AVE = 0.77; CR = 0.91)				
I take a chance to get actively involved in environmental protection at work	-1.02	0.55	0.83	13.38
I take initiative to act in environmentally-friendly ways at work	-0.97	0.37	0.95	16.50
I do more for the environment at work than I was expected to	-1.12	0.64	0.84	13.68

Note: All loadings were significant ($p < 0.05$). AVE = Average variance extracted; CR = Composite reliability; S = Skewness; K = Kurtosis; (R) denotes reverse-coded items.

Table 4: Correlation Matrix with Means and Standard Deviations.

Constructs	Mean	SD	OT	QUALJIS	QUANJIS	HEP	GRP	PPEB	POB
Organizational tenure (OT)	2.41	1.16	-						
Qualitative job insecurity (QUALJIS)	3.02	1.03	-0.070	-					
Quantitative job insecurity (QUANJIS)	2.58	0.88	-0.058	0.033	-				
Harmonious environmental passion (HEP)	4.00	0.75	0.240**	-0.057	0.327**	-			
Green recovery performance (GRP)	3.72	0.87	0.025	-0.016	-0.302**	0.495**	-		
Proactive pro-environmental behavior (PPEB)	4.15	0.87	0.169*	0.003	-0.313**	0.633**	0.449**	-	
Place of birth (POB)	0.36	0.48	-0.025	0.060	-0.082	0.060	0.036	0.040	-

Note: Organizational tenure was measured in six categories.

* Correlations are significant at the 0.05 level. (one-tailed test)

** Correlations are significant at the 0.01 level. (one-tailed test)

5.3 Common Method Variance Check: Statistical Remedies

We checked the threat of CMV via two statistical techniques. First, concordant with the work of Kim et al. (2017), we used the place of birth as the marker variable, which is theoretically unrelated to the study constructs. The findings in Table 4 indicated the place of birth was not significantly associated with any of the study constructs. In addition, the significance of the correlations did not change with or without the marker variable.

Second, the ULMF technique was performed (Podsakoff et al., 2003). The fit statistics for the model was: CFI = 0.96; PNFI = 0.69; RMSEA = 0.048; SRMR = 0.048. A comparison between the model fit statistics with the ULMF and the ones without the ULMF did not demonstrate any substantive differences. The $\Delta\chi^2$ difference test result between the study model ($\chi^2 = 470.35$, $df = 261$) and the one with the ULMF ($\chi^2 = 334.19$, $df = 236$) was significant ($\Delta\chi^2 = 136.16$, $df = 25$). However, the differences regarding CFA (0.92), RMSEA (0.067), and SRMR (0.068) were < than 0.05 (Bagozzi & Yi, 1990). As expected, PNFI concerning the five-factor measurement model (0.73) was > than the one with the ULMF (0.69). Overall, CMV did not appear to be a risk in our study.

5.4 Tests of Structural Model and Research Hypotheses

The recommended minimum sample size was 113 [“anticipated effect size” = 0.5 large effect size; “desired statistical power level” = 0.95; “number of latent variables” = 5; “number of observed variables” = 26; and “probability level” = 0.05]. Our sample size ($n = 179$) was > than the one recommended above (Soper, 2021).

We compared the hypothesized model ($\chi^2 = 498.11$, $df = 283$) with the completely mediated model ($\chi^2 = 513.62$, $df = 287$) using the χ^2 difference test. The finding was significant ($\Delta\chi^2 = 15.51$, $df = 4$, $p < 0.05$). The fit statistics also showed a good fit of the hypothesized model to the data: $\chi^2 = 498.11$, $df = 283$; $\chi^2/df = 1.76$; CFI= 0.92; PNFI= 0.72; RMSEA= 0.065; SRMR= 0.069.

Table 5 provides the findings obtained for each of the hypothesized paths. The findings illustrated that qualitative JIS did not significantly influence harmonious environmental passion (H1, $\beta_{31} = -0.02$, $t = -0.21$), GRP (H2, $\beta_{41} = -0.02$, $t = -0.27$), and proactive PEB (H3, $\beta_{31} = 0.06$, $t = 0.91$). Hence, H1, H2, and H3 were not supported. As predicted, quantitative JIS was negatively associated with harmonious environmental passion ($\beta_{32} = -0.35$, $t = -3.70$). Therefore, H4 was supported. As expected, quantitative JIS portrayed a negative association with GRP ($\beta_{42} = -0.21$, $t = -2.21$). This finding supported H5. H6, which predicts that quantitative JIS relates negatively to proactive PEB, was supported ($\beta_{42} = -0.15$, $t = -1.94$).

Table 5: Tests of Structural Model and Research Hypotheses.

Parameter		Path estimate	t-value
<i>Direct effects</i>			
<i>Hypothesis 1</i>	Qualitative job insecurity → Harmonious environmental passion (β_{31})	-0.02	-0.21
<i>Hypothesis 2</i>	Qualitative job insecurity → Green recovery performance (β_{41})	-0.02	-0.27
<i>Hypothesis 3</i>	Qualitative job insecurity → Proactive pro-environmental behavior (β_{51})	0.06	0.91
<i>Hypothesis 4</i>	Quantitative job insecurity → Harmonious environmental passion (β_{32})	-0.35	-3.70**
<i>Hypothesis 5</i>	Quantitative job insecurity → Green recovery performance (β_{42})	-0.21	-2.21*
<i>Hypothesis 6</i>	Quantitative job insecurity → Proactive pro-environmental behavior (β_{52})	-0.15	-1.94*
<i>Hypothesis 7</i>	Harmonious environmental passion → Green recovery performance (β_{43})	0.49	5.08**
<i>Hypothesis 8</i>	Harmonious environmental passion → Proactive pro-environmental behavior (β_{53})	0.59	6.78**

Table 5 (continued)

Control variable

Organizational tenure → Harmonious environmental passion (γ_{31})	0.23	3.12**
Organizational tenure → Green recovery performance (γ_{41})	-0.13	-1.80*

Mediating effects

z-value

<i>Hypothesis 11</i>	Quantitative job insecurity → Harmonious environmental passion → Green recovery performance	-3.22**
<i>Hypothesis 12</i>	Quantitative job insecurity → Harmonious environmental passion → Proactive pro-environmental behavior	-3.49**

R^2 for harmonious environmental passion 0.19; green recovery performance 0.33; and proactive pro-environmental behavior 0.45

Note: T-values corresponding to one-tail test at various significance levels: * $t > 1.65$, $p < 0.05$; and ** $t > 2.33$, $p < 0.01$. The significant impact of organizational tenure was reported for the sake of simplicity. The other non-significant results emanating from the control variables were not reported. No mediating effects for hypotheses were reported due to the non-significant effect of qualitative job insecurity on the mediator and criterion variables.

In support of H7, the findings indicated that harmonious environmental passion positively affected GRP ($\beta_{43} = 0.49$, $t = 5.08$). A significant path from harmonious environmental passion to proactive PEB was also evident ($\beta_{53} = 0.59$, $t = 6.78$). Accordingly, H8 was supported.

The indirect impact of quantitative JIS on GRP via harmonious environmental passion was significant based on the Sobel test result ($z\text{-value} = -3.22$). This finding supported H11. H12 was also supported because the indirect effect of quantitative JIS on proactive PEB via harmonious environmental passion was significant as a result of the Sobel test result ($z\text{-value} = -3.49$). These findings implicitly suggest that harmonious environmental passion partly mediates the impact of quantitative JIS on GRP and proactive PEB. Due to the absence of the significant effect of qualitative JIS on harmonious environmental passion, the mediating impacts cannot be calculated. Accordingly, H9 and 10 were not supported.

Organizational tenure was negatively related to GRP ($\gamma_{41} = -0.13$, $t = -1.80$), while it was positively associated with harmonious environmental passion ($\gamma_{31} = 0.23$, $t = 3.12$). Employees with longer tenure are more passionate about the environment, while the ones with longer tenure exhibit lower GRP. The findings accounted for 19% of the variance in harmonious environmental passion, 33% in GRP, and 45% in proactive PEB. No changes in the significance of the effects without the control variable were observed.

Chapter 6

DISCUSSION

6.1 Evaluation of Findings

Our paper set out to explore the impacts of qualitative and quantitative JIS on harmonious environmental passion, GRP, and proactive PEB and examine harmonious environmental passion as a mediator of the effects of two components of JIS on these green work outcomes. The findings were in support of most of the hypotheses. Our paper yields some insightful findings.

First, the results suggest that quantitative JIS undermines CCEs' passion for the environment, GRP, and proactive PEB, while qualitative JIS does not significantly influence these outcomes. It seems that when there are threats to the features of the job, employees do not perceive it as a threat that would lead to erosion in their passion for the environment, GRP, and proactive PEB. This may be due to the fact that such employees have been beset with problems emerging from the COVID-19 pandemic since March 2020 and do not seem to consider changes in the valued features of their as a significant threat. In addition, they are well aware of the fact that hotel companies try to survive in a market environment where there is uncertainty and volatility. Under these conditions, qualitative JIS does not significantly affect passion for the environment, GRP, and proactive PEB.

On the other hand, the finding pertaining to the impact of quantitative JIS on CCEs' harmonious environmental passion, GRP, and proactive PEB is concordant with the tenets of threat-rigidity theory (Staw et al., 1981). Employees who are faced with heightened quantitative JIS behave rigidly and display habituated responses to threatening circumstances. In this study, employees' habituated responses are in the form of diminished harmonious environmental passion and poor GRP and proactive PEB. The findings reported here are congruent with the studies, which have denoted that employees working under threatening conditions exhibit negative emotional and/or behavioral outcomes (Darvishmotevali & Ali, 2020; Chen & Eyoun, 2021; Jung et al., 2021; Tu et al., 2020).

When employees feel threatened by future involuntary job loss in the present company, they display undesirable outcomes. This raises the issue of how employees perceive JIS. The COVID-19 pandemic has already resulted in millions of job losses and significant declines in business revenues. When quantitative JIS is coupled with the COVID-19 pandemic, the severity of the threat of job loss is higher. Such employees lose their concentration on their tasks and responsibilities related to the company's environmental sustainability program and green activities.

Second, the results suggest that harmoniously passionate CCEs handle customers' complaints about the environmentally-unfriendly activities of the company and proactively act in environmentally-friendly ways in the workplace. These findings are not only in accord with Ajzen and Fishbien's (1977) model of attitude-behavior relation but also receive support from recent studies (Li et al., 2020; Peng et al., 2020).

Third, the results suggest that harmonious environmental passion mediates the impact of quantitative JIS on GRP and proactive PEB. In agreement with reformulation of attitude theory (Bagozzi, 1992), CCEs' evaluation of the work environment shows that they feel insecure about the continuity of their job in the company in the future (cognitive appraisal). Under these threatening conditions, such employees lose their motivation to get involved in environmental events (emotional response) actively. They, in turn, display poor GRP and proactive PEB (behavioral outcomes). These findings delineate support to both threat-rigidity and reformulation of attitude theories to develop hypotheses concerning the interrelationships of quantitative JIS, harmonious passion for the environment, GRP, and proactive PEB.

6.2 Theoretical Implications

This thesis makes several significant contributions to the nascent literature on JIS and employees' environmental attitudes and behaviors. First, we have drawn attention to the importance of the often overlooked dimension of qualitative JIS, quantitative JIS, and their simultaneous impacts on employee outcomes (Chirumbolo et al., 2020; Fischmann et al., 2021). The findings reported in our paper also concur with Zientara and Zamojska's (2018) assertion that employees who feel threatened by the uncertainty of their job in the future should not be expected to have pleasure from taking care of the environment and perform green recovery and pro-environmental behaviors. The findings also add to the literature that quantitative JIS has a more negative impact on harmonious environmental passion, GRP, and proactive PEB than qualitative JIS.

Second, we tested harmonious environmental passion as the mediating mechanism relating qualitative and quantitative JIS to employees' GRP and proactive PEB. The

current literature is bereft of evidence about the impact of JIS on green work outcomes (Karatepe et al., 2020). Though qualitative JIS is not related to any green work outcomes, the findings support the notion that employees beset with heightened quantitative JIS are less passionate for the environment and therefore exhibit ineffective GRP and proactive PEB. That is, this thesis adds to current knowledge by reporting the mechanism underlying the association between quantitative JIS and employee outcomes (e.g., Karatepe et al., 2020; Richter & Näswall, 2019). Unlike other studies, this thesis found that harmonious passion for the environment partly mediated the influence of quantitative JIS on hotel employees' GRP and proactive PEBs.

Third, it is essential to ferret out the impact of JIS on employee outcomes during the COVID-19 pandemic because anxiety surfacing from such an infectious disease impedes employee performance at work (Jung et al., 2021). In this paper, we found that quantitative JIS is a substantial threat to the certainty of the job in the organization, hampers employees' willingness to participate in environmental events actively, and impairs their GRP and proactive PEB.

6.3 Management Implications

On practical grounds, our paper delineates recommendations for managing human resources in a market environment where motivated, talented employees are ever-more required. First, quantitative JIS is a source of involuntary job loss and is still an unresolved issue in the hospitality industry (Karatepe et al., 2020). Management should guarantee job security to talented employees via transparent communication despite the presence of salary cuts emerging from the COVID-19 pandemic and thereupon seek their participation in decision making to show that the company really

cares about employees. This is so critical because such employees would be among the most important actors in helping the company recover once the COVID-19 pandemic is pacified.

Second, many unprecedented booking cancellations due to the COVID-19 pandemic have already hit the hotel industry hard. Therefore, management can organize online training programs to enhance the knowledge, skills, and abilities of employees since employees are likely to have a lower workload than before. In these programs, management can focus on the importance of environmental sustainability programs and the green activities of the organization (Amrutha & Geetha, 2021). Case studies on these issues can be used to increase awareness about the preservation of scarce resources and the importance of investment in green activities. These case studies would also activate employees' GRP and PPEBs based on organizational standards.

Third, the findings highlight the importance of green recruitment and personnel selection regarding acquiring employees who are passionate about the environment. In order to attract such individuals to the company, management should share the company's environmental sustainability program and green activities with the public via its vision and mission statements, webpage, and social media. Once these candidates apply for vacant posts, managers should uncover their prior experiences about how they were actively involved in environmental events and contributed to the company they quitted.

6.4 Limitations and Future Research

There are several limitations that suggest that our evaluations be viewed cautiously. First, cross-sectional data were used. This prevents us from making causal inferences

about the associations. With this realization, future studies should gather longitudinal data to establish causality among the study constructs. Second, the COVID-19 pandemic precluded us from gathering data in different waves and/or multiple sources of data. Therefore, we used self-report data collected from hotel employees to gauge the study hypotheses. Since this practice is prone to CMV, we tapped both procedural and statistical remedies (Podsakoff et al., 2003). The results associated with the marker variable and the ULMF technique documented that CMV was not a problem in this thesis. Nevertheless, future research should collect data at least in three waves and obtain supervisor ratings for the behavioral outcomes.

Third, we utilized GRP and proactive PEB as the green work outcomes of harmonious environmental passion. Future studies can look to green creativity, task-related pro-environmental behavior, proactive PEB, GRP, and green adaptive performance as the potential consequences of harmonious environmental passion at the same time and enhance the understanding about these associations. Fourth, personal resources such as job resourcefulness can moderate the detrimental effect of quantitative JIS on green work outcomes. Since job-resourceful employees can carry out their tasks effectively in a workplace where there are insufficient resources (Ashill, Rod, Thirkell, & Carruthers, 2009), testing job resourcefulness as a moderator and ferreting out whether the detrimental impact of quantitative JIS on green work consequences is weaker among employees high on job resourcefulness would make significant additions to the relevant literature.

Fourth, future research can collect data from different countries. That is, cross-national data obtained from different service settings (e.g., hotels, airlines, casinos) and different countries (e.g., Turkey, the United States, and China) can be used to test

the study relationships. Such an empirical inquiry would support additional evidence for the findings reported in this thesis.

In closing, replication studies with larger sample sizes in different service contexts (e.g., restaurants, casinos) would add to the literature on JIS, harmonious environmental passion, and different types of green work outcomes.

Chapter 7

CONCLUSION

The current thesis tested a research model that explored the harmonious environmental passion as a mediator of the impacts of qualitative and quantitative JIS on hotel CCEs' GRP and proactive PEB. Unlike plenty of empirical pieces in the relevant literature, this study focused on the relationship of qualitative and quantitative JIS to harmonious environmental passion, GRP, and proactive PEB.

The findings enhance the existing knowledge base on JIS and employees' green behaviors. Broadly speaking, the findings implicitly suggest that employees who perceive that they may lose their job in the future (quantitative JIS) do not enjoy engaging in eco-friendly behaviors and do not strongly care about environmental issues. This shows that quantitative JIS erodes their harmonious passion for environmental issues. In addition, these employees are unwilling to deal with customer complaints about environmentally-unfriendly activities within the hotel. They are unwilling to contribute to the environmental sustainability efforts of their company via their proactive PEB. In short, quantitative JIS during the COVID-19 pandemic is a barrier against employees' green behaviors.

Unexpectedly, the findings do not support the premise that qualitative JIS erodes employees' harmonious passion for the environment, GRP, and proactive PEB. It seems that employees do not care about any changes related to the features of their

job. What they care about is that they do not want to lose their current job during the COVID-19 pandemic.

It is hoped that the findings of this thesis would be useful for enabling hotel managers to take actions against the threat of quantitative JIS and making employees engage in green behaviors for the achievement of environmental sustainability. It is also hoped that future studies will come up with novel research models by taking advantage of the research implications presented in this thesis.

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APPENDIX

ANKARA'DA OTELCİLİK SEKTÖRÜNDE BİR ALAN ÇALIŞMASI

Bu anket formunu okuyup, soruları cevaplamanız araştırmaya katılmayı kabul ettiğiniz anlamına gelmektedir.

Sayın Cevaplayıcı,

Bu çalışmanın amacı, işinizdeki günlük deneyimleri ve bu deneyimlerin iş dışındaki günlük hayatınızı nasıl etkilediğini araştırmaktır. Bu amaç doğrultusunda, sizden bu anketi doldurmanızı rica etmekteyiz.

İşletme yönetimi araştırmamızı ve bu araştırmaya katılımınızı desteklemektedir. Ancak, anketi doldurmak gönüllülük esasına dayanmaktadır. Soruların doğru veya yanlış diye bir cevabı yoktur. Araştırma sonunda elde edilen veriler tamamen gizli tutulacaktır. Zaten sizlere kimliğiniz ile ilgili soru sorulmayacaktır.

Bu araştırma ve/veya anketle ilgili herhangi bir sorunuz olursa, proje yürütücülerinden Tuna Karatepe'ye tuna.karatepe@emu.edu.tr elektronik posta adresinden ulaşabilirsiniz.

Katkılarınız için teşekkür ederiz.

Proje Yürütücüleri

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Atılım Üniversitesi

Önemli Not: Anketi doldurduktan sonra, anketi zarfa koyunuz ve zarfı yapıştırınız.

I. BÖLÜM

Lütfen aşağıdaki soruları size en uygun olan seçeneğe göre işaretleyerek cevaplayınız.

- (1) Hiç katılmıyorum
- (2) Katılmıyorum
- (3) Kararsızım
- (4) Katılıyorum
- (5) Kesinlikle katılıyorum

1. Gelecekte başka bir yönetici ile çalışma ihtimalinin olmasından endişe duyuyorum.	1	2	3	4	5
2. Yakın zamanda hangi meslektaşlarımla işbirliği yapacağımdan emin değilim.	1	2	3	4	5
3. Terfi etme şansım konusunda güvencem bulunmamaktadır.	1	2	3	4	5
4. Maaşımın artacağı konusunda endişeliyim.	1	2	3	4	5
5. Korkarım, yakında farklı bir yerde veya farklı bir bölümde çalışmak zorunda kalacağım.	1	2	3	4	5
6. İşyükümün gelecekte artma ihtimali bulunmaktadır.	1	2	3	4	5
7. İşimin gelecekteki içeriği konusunda kendimi güvencede hissetmiyorum.	1	2	3	4	5
8. İşimin gelecekte daha az ilgi çekici olacağını düşünüyorum.	1	2	3	4	5
9. Bu işte çalışanlar, istedikleri kadar uzun süre bu işletme için çalışma beklentisinde olabilirler.	1	2	3	4	5
10. Çalışmakta olduğum otelde bir çalışanı işten atmak çok zordur.	1	2	3	4	5
11. Çalışmakta olduğum otelde çalışanlara iş güvencesi neredeyse taahhüt edilir.	1	2	3	4	5
12. Çalışmakta olduğum otel ekonomik sorunlarla boğuşuyor olsaydı, azaltılacak/kısılacak en son şey çalışanlar olurdu.	1	2	3	4	5
13. Yaptığım tüm işler dikkate alındığında, otelin çevre dostu faaliyetlerinden memnun kalmamış müşterilerle iyi bir şekilde ilgilendiğime inanmaktayım.	1	2	3	4	5
14. Çalışmakta olduğum otelin çevre dostu olmayan faaliyetlerinden şikayetçi olan müşterilerle ilgilenmekten kaçınmamaktayım.	1	2	3	4	5
15. İlgilendiğim hiç bir müşterinin otelin çevre dostu olmayan faaliyetlerinden kaynaklanan sorununu çözümsüz bırakmamaktayım.	1	2	3	4	5
16. Çalışmakta olduğum otelin çevre dostu olmayan faaliyetlerinden şikayetçi olan müşterileri tatmin etmek, benim için önemli bir sorumluluktur.	1	2	3	4	5
17. Geçmişte ilgilendiğim otelin çevre dostu olmayan faaliyetlerinden şikayetçi müşteriler, şu anda bu işletmenin en sadık müşterileri arasında yer almaktadırlar.	1	2	3	4	5
18. Çevre konusunda tutkuluyumdur.	1	2	3	4	5
19. Çevre dostu davranışları uygulamaktan zevk alırım.	1	2	3	4	5
20. Çevre dostu davranışların içinde bulunmaktan hoşlanırım.	1	2	3	4	5
21. Çevrenin korunmasına yardım etmekten gurur duyarım.	1	2	3	4	5
22. Çevresel konuları başkalarıyla büyük bir hevesle tartışırım.	1	2	3	4	5
23. Çevreye özen göstermekten hoşlanırım.	1	2	3	4	5

24. Başkalarını çevreye karşı daha sorumlu olmaya tutkuyla teşvik ederim.	1	2	3	4	5
25. Çevreye bir şekilde yardımcı olmak için gönüllü olarak zaman veya para bağışladım.	1	2	3	4	5
26. Çevresel değerlerim hakkında güçlü hisslerim var.	1	2	3	4	5

II. BÖLÜM

Lütfen aşağıdaki beş noktalı ölçeği kullanıp her davranışı belirten sayıyı işaretleyerek belirtiniz:

- (1) Asla
- (2) Nadiren
- (3) Bazen
- (4) Çok sık
- (5) Her zaman

27. İşyerinde çevrenin korunmasında aktif olarak yer almaya çalışırım.	1	2	3	4	5
28. İşyerinde çevreye duyarlı şekilde hareket etmek için inisiyatif alırım.	1	2	3	4	5
29. İşyerinde çevre için benden beklenenden daha fazlasını yaparım.	1	2	3	4	5

III. BÖLÜM

Lütfen aşağıdaki soruları size uygun olan seçeneğe göre işaretleyerek/yazarak cevaplayınız.

1. Yaşınız

- 18-27 ()
- 28-37 ()
- 38-47 ()
- 48-57 ()
- 58-67 ()

2. Cinsiyetiniz

- Erkek ()
- Kadın ()

3. En Son Bitirdiğiniz Eğitim Kurumu

- İlk Öğretim ()
- Orta Öğretim ()
- Meslek Yüksek Okulu ()
- Yüksek Okul / Fakülte ()
- Yüksek Lisans / Doktora ()

4. Kaç Yıldır Bu Otelde Çalışıyorsunuz?

- 1 yıldan az ()
1-5 ()
6-10 ()
11-15 ()
16-20 ()
21 ve üzeri ()

5. Doğdunuz yer

Başkent ()

Diğer şehir veya yer ()

Teşekkür ederiz.

Important Note: Data used in this thesis came from part of a larger project. Therefore, only the items used in this thesis were shown.