

# Green training an effective strategy for a cleaner environment: Study on hotel employees

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The call for tourism sector to contribute its quota to a cleaner and a greener environment is gaining momentum. Organization's green initiative and training are mainly on employee's contribution to the environment and its sustainability. Research related to green human resource management especially green training (GT), environmental performance, and behaviors have been given little attention in the hospitality industry. The particular examination of GT and its effect on organizational citizenship behavior (OCBE) and perceived behavioral control (PBC), the mediation effect of OCBE in the above relationship is the main aim of the study. Adopting the Ability-Motivation-Opportunity theory to explore the direct and indirect effect of GT on PBC, this study surveyed 306 respondents from employees in the hotel industry. The data were analyzed using AMOS 23 version. GT stands as an important implementation to directly stimulate employee organizational citizenship behavior towards the environment (OCBE) and PBC. The practical and theoretical implication is included; also suggestions for further research are listed below.

## 1 | INTRODUCTION

The increased concern towards the environment within the hotel industry dated back to the 1990s (Chan & Hsu, 2016). During the last few decades' conservation of the natural environment was an imperative subject problem for most industries, manufacturing, (Melnyk, Sroufe, & Calantone, 2003), health (Pinzone, Guerci, Lettieri, & Huisingh, 2019), and others including the service industry. Practices to protect the environment and the quest to improve green efforts have been on the increase. Green efforts in the service industries like hotels include decreasing waste, safeguarding water, and energy, besides enlightening consumers and personnel (Bohdanowicz, Zientara, & Novotna, 2011). Green human resource management (GHRM) is one of the paramount means to guarantee affiliation between organizations and investors (Yusoff, Nejati, Kee, & Amran, 2018).

Several past investigations on GHRM dealt with the GHRM impacts on either individually or as an organization. For example, past studies investigated the impact of GHRM on environment performance at the corporate level (Masri & Jaaron, 2017). Some group of scholars examined employee behavior concerning GHRM actions

(Dumont, Shen, & Deng, 2017; Luu, 2019). Investigating the influence of green training (GT) on corporate environmental performance has been essentially carried out by (Pham, Thanh, Tučková, & Thuy, 2019), discovering the effects of GHRM on environmental performance. GT is considered as a practice to establish competencies-related to green-ing an action that is a key practice in the GHRM (Pinzone et al., 2019). Past studies identified and concluded that GT and development was the supreme function to implement in organizations, demonstrating that it helps to transform existing employees into environmentally cognizant individuals, more rapidly than forecasting upcoming ecological requirements (Siyambalapatiya, Zhang, & Liu, 2018).

A handful of the preceding researches related to environmental management have observed hotel firms' management practices of the environment, like preservation of water-saving energy (Hsiao et al., 2014). For instance, past studies revealed that features related to hotel industry environmental management can be used to audit green hotels (Hsiao et al., 2014). Nevertheless, most researches focused mainly on green advertising on the customer standpoint (Kim & Choi, 2013). In the same view, Manaktola and Jauhari (2007) examine customer attitudes and behaviors for hotels' friendly environmentally actions. Kang et al. (2012) concluded that clients in the American

hotel have more profound anxiety about their environment, thus expressed an advanced price-quality for green hotels. Other researchers examined workers' standpoint, with matters about their approaches or cognizance of hotel workers (Bohdanowicz, 2005). Researches have investigated GT in other sectors like the health sector, environmental behavior, and job satisfaction (Pinzone et al., 2019). Also on production firms, on management in the supply chain (Teixeira, Jabbour, de Sousa Jabbour, Latan, & De Oliveira, 2016). Nevertheless, the vital part of employee's role in improving environmental behavior and organizational results, the effect of GT on these behaviors and consequences is not fully investigated. There is a limitation on experimental scholarly works that link GT to environmental and organizational outcomes, especially in the hotel industries (Kim, Kim, Choi, & Phetvaroon, 2019; Paillé & Mejía-Morelos, 2014). Furthermore, linking GT which is a key aspect of GHRM to OCBE and perceived behavioral control (PBC) in a comprehensive model is very scarce in the literature in the hotel industry in the Middle East in general and Turkey in particular. A handful of scholarly articles investigate the key aspect of the GHRM dimension, GT (Jabbour, 2015; Teixeira et al., 2016) in hotel settings (Pham, Tučková, & Jabbour, 2019). In addition, the work of Cop, Alola, and Alola (2020) also examined and confirmed GT effect on employee organizational outcome like environmental commitment. Against the above backdrop, this study aims to investigate in a combined model the effect of GT on OCBE and PBC, and the effect of OCBE and PBC.

Recently, researchers have attached more concern towards the significant role of GHRM practices and concluded that they are very significant means to arouse worker's green connection (Pham, Tučková, & Phan, 2019). GHRM influences green behavior (Pinzone et al., 2019), encourages the organizational efficiency of the environment (Zhang et al., 2019). Despite a considerable surge in publications related to GHRM, limited attention concerning GT in the hospitality industry has been recorded (Kim et al., 2019). For instance, in the hospitality industry, the work of Pham, Tučková, and Jabbour (2019) explores the impacts of GHRM applications on workers' intended actions with green behavior in the organization.

Past research, del Brio et al. (2007) contended that organizations had better-implemented practices like GT to influence environmental consciousness, in other to unravel challenges that they may face and, therefore, improve personnel environmental commitment (EC) that in turn motivates citizenship behavior of the environment. In this context, businesses require the adoption of operative environmentally friendly practices that can lessen the negative effects of the industry waste on the environment.

## 2 | LITERATURE REVIEW

### 2.1 | Theoretical framework and hypotheses

GT is the organizational environmental procedures to offer employees with the needed information, practices, and assertiveness to participate in green awareness programs (Jabbour, Santos, & Nagano, 2010).

It is also accepted as a very imperative practice for effective carrying out of employee management (Jabbour et al., 2010), cleaner environment (Diana et al., 2017) and green management supply chain (Teixeira et al., 2016). This present study focuses on the Ability-Motivation-Opportunity (AMO) theory by Appelbaum, Bailey, Berg, and Kalleberg (2000), positing that the implementations of employee practices are determined by important factors like their ability, motivation, and opportunities at their disposal (Boselie et al., 2005). In this context, performances and actions that are connected to human resource management (HRM), underwrites the performance of the entire organization as a whole by accumulating personal capabilities via training and motivations by the implementation of performance management systems, and opportunities by the use of suggestion system. Past findings have examined and confirmed that training development has a positive impact on employee actions and behaviors. To back this up, the study of Lasisi, Ozturen, Eluwole, and Avci (2020), investigated and validated that, innovation-based training, reward and recruitment will intensify the sensitivity of coworker support among front employees in the aviation industry. Training and development are imperative in the fact that employees acquired green competence which will stronger motivate their association with green behavior than natural green competence (Subramanian et al., 2016).

The AMO framework suggested by Appelbaum et al. (2000) clarifies that that employee's abilities, their involvement in available opportunities and their motivation to work enhanced by HRM practices will lead to the employees OCBE and in addition will underwrite to organizational performance. Therefore, OCBE serves as fundamental machinery between high performance work systems and organizational performance (Appelbaum et al., 2000). GT increases employees' green awareness, knowledge, and skills in keeping with past studies within the health sector (Pinzone, Guerci, Lettieri, & Redman, 2016), which underpin many solutions that cuts environmental impacts (Siyambalapatiya et al., 2018). Tang, Chen, Jiang, Paillé, and Jia (2018) providing, GT is a key dimension of GHRM as teaching curriculums in the management of the environment that will produce emotional envelopment of staff, green awareness, approaches, cognizance and abilities in conservational supervision and a course structure to improve management students in green actions. Although HRM scholars admit that training alone can probably not be enough for the realization of green behavior (Liebowitz, 2010), willingness of trainees is also needed (Jackson, Renwick, Jabbour, & Muller-Camen, 2011).

### 2.2 | Green training on organizational citizenship behavior to the environment and perceived behavioral control

GT entails implementing skills, knowledge, and awareness (Srivastava, 2017). Previous investigations according to Pinzone et al. (2019) considered training as a vital instrument to attain employee's positive work behavior, impacting worker's interactive activities, consequences and obligation (Srivastava & Dhar, 2017). Past studies have confirmed employee training and development such

as innovative based HRM activities to boost employees' perceptions and skill levels alongside changing their attitude and help them gain more knowledge through these training practices (Lasisi, Eluwole, Ozturen, & Avci, 2020; Tarkang Mary, Alola, Nange, & Öztüren, 2020). Also, Alola and Alola (2018) mentioned in their study that training will help employees to withstand uncivil behavior from customers.

Researchers like Snell and Dean Jr (1992) and Srivastava and Dhar (2015) have jointly emphasized that worker observations of training curriculums represents a fundamental part of HRD practices and have a moderating impact on outcome behaviors. GT is a vital component that widens human resources competencies and transforms the world into a sustainable environment (Teixeira et al., 2016). The study of Ramus (2002) detailed that GT might assist the workers to willingly participate in environmental protection and commitment, integrated towards green competencies. GT completely have an effect on employees' OCBE and PBC. Furthermore, past research according to Safshekan, Ozturen, and Ghaedi (2020) validated positive impact of environmental attitude on environmentally responsible behavior. Past investigations within the producing trade consistent with Masri and Jaaron (2017) investigated and confirmed the result of GT on company environmental performance. The implementation of the AMO theory has been widely used in the manufacturing sector to demonstrate GHRM and other competencies (Yu, Chavez, Feng, Wong, & Fynes, 2020), few in the service sectors other than the hotel, in other parts of the world, like examining managerial coaching in Australian organizations (McCarthy & Milner, 2020), and investigating 32 teams in international recruitment and selection agency departments located in Poland (Ujma & Ingram, 2019). But the use of the AMO theory is scarce in the hospitality literature in general and hotels in particular. Furthermore, the effect of GT on outcomes like, OCBE and PBC, grounded by the AMO are scarce in hospitality literature (Pham et al., 2018).

Conferring the AMO theory, employee practices are determined by important factors like their ability, motivation, and opportunities at their disposal. In this context, performances and actions that are connected to HRM, guarantees the performance of the entire organization as a whole by accumulating personal capabilities via training and motivations of staff, by the implementation of performance management systems, and opportunities by the use of suggestion system, therefore, grounded by the AMO theory trained staff will demonstrate environmentally related organizational citizen attitudes alongside showing capabilities of their behavioral control to job related activities.

OCBE may be outlined as the willingness of workers to act in a way that is directed toward ecological enhancement (Daily, Bishop, & Govindarajulu, 2009). Intensifying on the description of OCBE, Boiral and Paillé (2012) declared OCBE as an act of will, and should not be expressly renowned by the recognized compensation system, and should underwrite to simpler organizational management of the environmental (p. 431). Bestowing to the AMO theory, GT impacts OCBE. OCBEs in this association characterizes the disposition of staff to contribute to behaviors that are not included in the job descriptions which profits the surrounding (Luu, 2019). OCBE impression on the performance of the environment such that worker's environmental

behavior, like a markdown in a waste, can facilitate the management of the organization to finish environmental purposes, and develop environmental feasibility (Luu, 2019; Pham, Tučková, & Phan, 2019). Pham et al. (2018) found out that GT has direct effects on green voluntary behavior. Another study by Pham et al. (2018) examined the relationship between GT and OCBE and found a positive influence. GT results in environmental attributes, like green information, skills, awareness perspective, and green behavior, termed green competencies that influence commitment to the environment, OCBE, and PBC. This study examines the effect of GT on PBC. PBC entails the perceived ease or difficulty in performing in a certain way (Ajzen, 1991, p. 188). PBC, which is an additional construct to the TRA (Ajzen & Fishbein, 1980), reflects what extend an individual will perceive his or her control over performing a particular behavior. PBC is a focus of TPB since distinctive and measurement of the particular resources and opportunities encountered once carrying out a selected behavior is tough. Employees who have undergone GT will perceive a level of control in behaviors. Therefore, we posit.

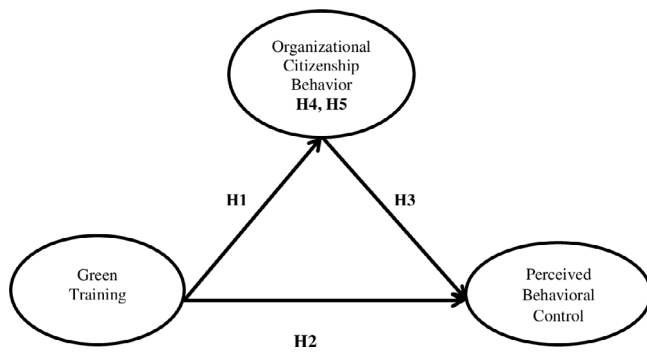
**H1** *Green training will relate positively to OCBE.*

**H2** *Green training will relate positively to PBC.*

### 2.3 | Organizational citizenship behavior towards the environment and perceived behavioral control

Employee commitment to environmental activities has been concerned by few published studies that help increase our understanding during this area of study, particularly the connection of GHRM-employee environmental commitment (e.g., Pinzone et al., 2016; Luu, 2018). Worker obligation to the organization may be a HRM outcome of organization and an employee's attitude of interest, and what an individual share in organization's values, accept its goals, and makes substantial determinations at the workplace (Paillé & Mejía-Morelos, 2014). In the environmental setting, Perez, Amichai-Hamburger, and Shterental (2009) also indicate this concept as an internal, based, concept to oblige and motivate employees toward the environment. Similarly, Raineri and Paillé (2016) denote the worker's affection and restraints to environmental subjects at the workplace. Drawing from the AMO theory, there is a strong association between GT and employee organization outcome like OCBE and PBC as proposed by the current research. According to Daily et al. (2009, p. 246), OCBE is a reflecting of employee's disposition to cooperate with organization and the members to ratify behaviors that go above and beyond the job roles that benefit the natural environment. Our model proposes a positive relationship between OCBE and PBC. Engaging in an organization activity both physically and mentally denotes concern and citizenship. OCBE will encourage employees to engage in particular actions that will be controlled by the citizenship behaviors to the environment. Thus we propose the next hypothesis.

**H3** *Organizational citizenship behavior towards the environment is positive to PBC.*



**FIGURE 1** The Research Model

## 2.4 | Organizational citizenship behavior to the environment as a mediator

OCBE delivers a hypothetical origin for an employee's mental development toward green efforts and organization. According to Boiral and Paillé (2012), OCBE is eco-civic engagement (the will to engage in organizational environmental activities eco-helping (the will to help other colleagues address environmental issues), and eco-initiatives (flexible actions and resolutions for easy performance). Relating to the AMO theory, and according to our proposed model, employee OCBE mediates the relationship between GT received these employees and their PBC. The knowledge and skills to attain these types of behavior can be obtained from management given GT. Thus this behavior can lead to perceived control of behavior. This is symbolized by an external motivation to engage in OCBE (Pham et al., 2018). Backed by the AMO theory, workers will be quick to advance ecologically welcoming principles, thus more involved in OCBE to remain consistent with environmental ethics. This can be expressed by the control of behavior (Han, Wang, & Yan, 2019). Past studies investigate and concluded OCBE as a mediator, for instance, OCBE partially mediated the positive relationship between green shared vision (GSV) and green product development performance (GPDP). Studies have examined OCBE as a criterion variable (Luu, 2019; Pham, Thanh, Tučková, & Thuy, 2019) in the hospitality industry, in the civil sector (Soon-Yew, Kamarudin, Ramayah, & Azizan, 2017) but limited to the hospitality sector, this study investigate OCBE as a mediating variable in the above relationship.

**H4** OCBE mediates the relationship between GT and PBC.

## 3 | METHODOLOGY

### 3.1 | Sample and procedure

The current research employed a cross-sectional method in data collection from employees in hotels. Before the collection of data, hotel managers in different sectors, and their supervisors were interviewed asking and revealing the purpose of the research. They admitted

adopting a range of environmental policies. The questionnaires were distributed to participants and they were assured of the confidentiality of the study. The questionnaires were filled during work time, sealed in an envelope, and submitted through an internal mail system, this is to minimize the effect of common method biases (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Three hundred and fifty questionnaires were distributed to the employee, after removing the ones with errors, 306 questionnaires were coded for study yielding a respondents rate of 88.9%. Before the distribution of the questionnaires, 30 questionnaires were distributed for the pilot test (Alola, Avci, & Ozturen, 2018; Alola, Olugbade, Avci, & Öztüren, 2019). The reason for this is to ensure that the questions are readable and comprehensible. There was no need for questionnaire modification after the pilot test. To measure the variables, several scales were adopted from different research. For the study on GT, six items were adopted from the study of Pham, Tučková, and Jabbour (2019), examples of the questions include "A satisfactory level of training in environmental issues is offered to employees." For organizational citizenship behavior to the environment, seven items were adopted from the work of Pham, Tučková, and Phan (2019), for instance, "I suggest new practices that could improve the hotel's environmental performance." PBC was adopted from the study of Cordano and Frieze (2000), measured with three items, for example, "I can obtain the resources needed to increase the number of environmental initiatives at our facility." All the items were rated on the 5 Point-Likert Scale from strongly agreed (1) to strongly disagreed (5). Because the questionnaires were prepared in English, there was a need for back-translation. First, the questions were translated into the Turkish language, then to English, and finally back to the Turkish language.

## 4 | ANALYSIS AND RESULT

Table 1 shows the demographic variables of the respondents, specifically, the participants for gender, male (202) yielding a percentage of 66.0 and female (104) with a percentage of 44. About 33.1% of the respondents were 25 years of age and below, while the highest age brackets were from 26 to 30 (107) with frequency of 35.0%. 68.0% of the employees were less than 31 years old. The remaining 36.2% were aged between 31 and 40. In terms of position held, 216 participants were the lower level employees and the rest were the managers (intermediate and senior managers) 29.4%. For organizational tenure, more than half of the participants have worked less than a year 187, 85 represents the participants that have worked between 1 and 5 years and the remaining have either 6–10 years (25) or 11–15 years (9) respectively. A detailed demographic variable table is shown in Table 1.

To establish the convergent and discriminant validity of our data, we conducted confirmatory factor analysis in AMOS 23.0. Before then the sample adequacy was checked using Kaiser–Meyer–Olkin (KMO) for individual factor, for GT = 0.773, OCBE = 0.605 and PBC = 0.601. For all the three factors the KMO is 0.788. This shows that the sampling adequacy is good (Alola & Alola, 2018). Additional

**TABLE 1** Respondent's profile ( $n = 306$ )

	Frequency	%
<b>Age</b>		
25 and younger	101	33.0
26–30	107	35.0
31–35	50	16.3
36–40	48	15.7
Total	306	100.0
<b>Gender</b>		
Male	202	66.0
Female	104	34.0
Total	306	100.0
<b>Education</b>		
Primary	20	6.5
High school	69	22.5
Associate	114	37.3
Undergraduate	103	33.7
Total	306	100.0
<b>Department</b>		
F&B	111	36.3
Front office	65	21.2
House keeping	63	20.6
Sales and marketing	19	6.2
Human resources	29	9.5
Security	19	6.2
Total	306	100.0
<b>Position</b>		
Employee	216	70.6
Intermediate manager	57	18.6
Senior manager	33	10.8
<b>Organizational tenure</b>		
Less than a year	187	61.1
1–5 years	85	27.8
6–10 years	25	8.2
11–15 years	9	2.9
Total	306	100.0

common method bias was controlled using Harman single factor. The result shows that common method bias is not a treat.

The  $t$ -statistics of all loaded factors is greater than 1.96, thus, confirming convergent validity. Standardized loadings, composite reliability score (CR) and average variance extracted (AVE) for each construct were within the acceptable values of 0.7 and 0.5 respectively (see Table 2). Summarily, all initial data check provided good evidence of significant relationship among the study variables. Specifically, each dimension is significantly related expect for the relationship between perceived organizational control and environmental commitment that failed to correlate. This provided support for further investigation of the study.

## 4.1 | Correlation testing

The correlation of the control variables, age has a positive correlation with the three variables in the model (.576\*\*, .569\*\*, .415\*\*) respectively. For the educational qualification, a positive correction between the study variables was witnessed (Table 3).

Also, for the type of hotel, they study made use of four and five star hotels and there was a positive relationship between the model (.431\*\*, .495\*\*, .441\*\*).

Specifically, GT is positively related to organizational citizenship behavior towards the environment (hypothesis 1,  $\beta = .499$ ,  $t = 36.65$ ). Also, GT is positively related to PBC (hypothesis 2,  $\beta = .494$ ,  $t = 31.32$ ). Also, organizational citizenship behavior towards the environment is positively related to perceived behavioral control (hypothesis 3,  $\beta = 0.330$ ,  $t = 40.10$ ).

## 4.2 | Structural equation model

We analyzed the hypothesis using Structural Equation Model (SEM). According, to the results obtained from CFA, eight items were deleted. One item was deleted from GT, one item from PBC, four items from organizational behavior and two items from environmental commitment. The results showed that the five factors measurement model offer the acceptable fit of the data (CMIN = 297.445.,  $df = 113$ ,  $\chi^2/df = 2.63$ ; GFI = 0.900, AGFI = 0.865, CFI = 0.886; RMR = 0.108; RMSEA = 0.073). The ratio of chi-square ( $\chi^2$ ) over the degrees of freedom ( $df$ ) is 2.63 this value is less than the cutoff criterion of 3, showing an acceptable fit (Alola et al., 2018; Fornell & Larcker, 1981). Moreover, the value of RMSEA is 0.070; this value is less than 0.08 indicating an acceptable fit.

Further, the result stressed the result of the hypothesis (see Table 4). Using Amos 23 version, to further assert the relationship between the study models, for the direct effect, GT has a significant impact on OCBE (.240,  $p < .000$ ) and PBC (.264,  $p < .000$ ). Also, there is significant impact of OCBE on PBC (.068,  $p < .000$ ). Therefore, the path coefficient of GT to PBC is significant and positive, we accept hypothesis 1. The findings also reveal that GT to OCBE is significantly positive; therefore, hypothesis 2 is accepted. For the path coefficient of OCBE to PBC, there is a positive impact, hypothesis 3 is supported.

For the mediation, OCBE partially mediated the relationship between GT and perceived behavioral control. Furthermore, it can be seen from Table 5, that there is a significant positive increase (.264,  $p < .000$ ; .297,  $p < .000$ ) in the mediator variable. Therefore OCBE partially mediates the relationship between GT and PBC.

## 5 | DISCUSSION OF THE STUDY

The study investigates the effect of GT on organizational citizenship behavior towards the environment directly and perceived organizational control. The AMO theory was used as the theoretical

Construct and items	Standardized loadings	t-values	AVE	CR
Green training			0.79	0.57
GT 1	0.863	Fixed		
GT 2	****	6.00		
GT 3	0.817	15.16		
GT 4	0.537	9.44		
GT 5	0.547	7.59		
GT 6	0.554	7.71		
Perceived behavior			0.80	0.64
PB 1	****	Fixed		
PB 2	0.712	3.66		
PB 3	0.541	3.60		
Organizational citizenship BCE			0.88	0.60
OCBE 1	0.857	5.05		
OCBE 2	****	3.94		
OCBE 3	****	3.78		
OCBE 4	0.728	5.03		
OCBE 5	****	0.60		
OCBE 6	****	3.30		
OCBE 7	0.550	Fixed		

**TABLE 2** Scale item and measurement properties

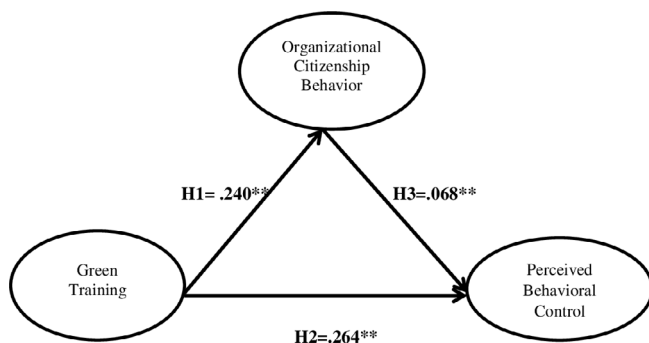
Notes: Model fit statistics:  $\chi^2 = 415.795$ ,  $df = 101$ ,  $\chi^2/df = 4.11$ ; GFI = 0.924, IFI = 0.882, CFI = 0.880; RMSEA = 0.101. All loadings were significant.

Abbreviations: AVE, Average variance extracted; CR, composite reliability; GFI, goodness of fit index; GT, green training; IFI, incremental fit index; OCBE, organizational citizenship behavior towards the environment; PB, perceived behavior; RMSEA, root mean square error of approximation; \*\*\* insignificant loading.

Correlation	1	2	3	4	5	6
Age	–					
Educational qualification	.430**	–				
Hotel type	.487**	.4571**	–			
Green training	.576**	.279**	.431**	–		
OCBE	.569**	.420**	.495**	.499**	–	
Perceived behavioral control	.415**	.247**	.441**	.494**	.330**	–

**TABLE 3** Correlation of the study

\*\* $p = 0.01$ .



**FIGURE 2** The Research Model Outcome

underpinning to examine the hypothesized relationship of the study. The findings indicate that GT positively impacts OCBE and PBC. Further, OCBE partially mediates the effect of GT on PBC. Also OCBE was found to have a significant positive impact on PBC. In their study, they found a positive relationship impact on GT and OCBE in hotel employees in Vietnam. GT plays a significant role in greening the organization (Renwick et al., 2010) and a source of competitive advantage. Hotels should focus on training the employees on the importance and the relevance of greening the environment not only for the benefit of the environment, but for mankind.

**TABLE 4** Summary of the estimate:  
Testing for hypothesis

Direct effect	Beta estimate	SE	CR	p-value	Result
Green training significant→	OCBE	1.345	0.240	3.209	0.000
Green training significant→	PBC	1.040	0.264	3.940	0.000
OCBE significant→	PBC	0.197	0.068	-2.906	0.004

**TABLE 5** Inclusion of mediator:  
Organization citizenship behavior to the  
environment

Indirect effect	Beta estimate	SE	CR	p-value	Result
Green training significant→	OCBE PBC	1.252	297	4.209	0.000

## 5.1 | Practical implications

Turkey is among the countries that welcomes both summer and winter tourists. The projection that Istanbul will welcome 15 million tourists in 2019 calls for a greener environment (Daily News, 2019). This preliminary study further demonstrates that environmental sustainability is vital to every organization; therefore, hotel maintains GT to keep a healthy and sustained environment. Doppelt (2017) opined that hotel that is seen from the perceptive of caring for the environment will attract more customers in the nearest future. The present study found a correlation between GT and OCBE which is in consistent with the study of Pham, Tučková, and Phan (2019). Employees that are trained on the implications and consequences of climate change that results from environmental pollution, cares more about the environment (Iraldo, Facheris, & Nucci, 2017). Having employees mind tailored towards sustainability also is of benefit to the organization. For instance, disposing of waste at the right place, turning off the light when necessary, using recyclable cups, reduction in the production of unnecessary waste, and good usage of water contributes to the organizations finance. Once hotels understand the importance of environmental sustainability, the conscience effort to the reduction of CO<sub>2</sub> emission keeps them ahead of their competitors (Gürlek & Tuna, 2018). For hotels to do this, enacting a clear and single policy pointing towards environmental sustainability is important. When providing GT to employees, managers should also focus on motivating green employee actions that foster engaging employees' in environmental initiatives like environmental commitment and also OCBE, and PBC as the case of the present study (Yu et al., 2020). Also, GT should be part of "on the work" training; therefore, human resource managers should see to it that employees are frequently trained to keep minding the importance of environmental sustainability.

## 5.2 | Theoretical implications

AMO theory is the theory underpinning this study (Blumberg & Pringle, 1982), the relationship between GT and organizational citizenship behavior, environmental commitment through the mediating effort of PBC. The theory stipulated that GT is the ability-enhancing practice that increases the knowledge, skills and awareness that employee has towards the environment (Pinzone et al., 2016; Siyambalapitiya et al., 2018). The study of Chan, Hon, Chan, and

Okumus (2014), pointed out that behavior is a function of PBC that extends to actual behavior. In essence, people tends to have a high control over their behavior whenever they perceived control over such behavior and decreases whenever there is limited control. The application of AMO theory to the current study is line with several scholars (Rayner & Morgan, 2018; Sterling & Boxall, 2013; Yu et al., 2020), buttressing the significance of the theory. Recently, in the hospitality industry, Yu et al. (2020) and Rayner and Morgan (2018), significantly suggest the contribution of AMO and other related variables, heightening the need and the importance of the model to research on behavior and outcome. Scholars reviewed that frequent performance of a particular behavior, actually makes that behavior an often occurrence, for instance, Chan and Hawkins (2010), noted that putting off light when leaving a room becomes a habit if frequently practice. Additionally, this study shed more light on the relationship of OCBE in motivating employees. This study further contributes to the existing literature on the relationship between employee learning and behavioral exhibition towards the environment.

## 5.3 | Limitation and future research

This study present a significant contribution to existing literature, despite the contributions made, there are still some limitations which should not be ignored. Firstly, study used one dimension of Green human resource practice (Nhat et al., 2018), the several dimensions have not been fully investigated, and therefore a look at green team leadership is advices. Secondly, effect of power distance and uncertain avoidance inherent in Turkish culture may have effect on the study findings, therefore generalizing this study be done with caution. Thirdly, study could consider collecting data from countries were the power distance is not high to compare the findings. Data used for the study was collected in four and five star hotels in Turkey; further study could consider collecting data only in green hotels. Fourthly, the application of AMO theory (Appelbaum et al., 2000) and following the work of Nhat et al. (2018), GT for employees comes with several outcomes, for instance green social adjustment, green corporate responsibility. This argument has not been investigated in hotel industry. Therefore a recommendation of the effect of these variables on GT is proposed.

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## CONFLICT OF INTEREST

The author wishes to disclose here that there are no potential conflicts of interest at any level of this study and authors have prepared the manuscript in accordance with the ethical standards.

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