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Factors affecting the green behaviour of hotel managers

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Abstract
This study aimed to determine the effects of green human resource management, green culture, environmental consciousness, green psychological climate, green behavioural intentions, and employees' green behaviour. The results of this study determine whether age plays a moderating role in the effects of green culture, environmental consciousness, and green psychological climate on green behavioural intentions. The research population comprised hotel managers in Istanbul, Turkey. The research data were collected using non-probability sampling methods, specifically purposeful and criterion sampling, between June 08 and November 25, 2022. The sample comprised 432 participants. The data were analyzed using Smart PLS statistical software, and structural equation modeling was used to interpret the data. According to the research results, green human resource management significantly and positively affects green culture, green psychological climate, and environmental consciousness. Green culture and environmental consciousness significantly positively affected green behavioural intentions, whereas green psychological climate had no significant effect on green behavioural intentions. Green behavioural intentions significantly and positively affect employees' green behaviour. It has been determined that age moderates the effect of a green psychological climate on behavioural intention. Recommendations were developed based on the results of relevant research.

Keywords: Employees Green Behaviour, S-O-R, Sustainability, Istanbul.

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1. Introduction

In the business world, global competition and increasing consumer environmental awareness drive businesses to adopt green management approaches (Zhu *et al*., 2005). Tourism contributes to approximately 10% of the global gross domestic product and significantly influences the economic development of developing countries at tourist destinations (Anda *et al*., 2020). However, uncontrolled tourism development and unsustainable management policies can negatively affect the environment. The tourism sector, which significantly affects greenhouse gas emissions, is closely related to global warming (Wei & Sun, 2021). Academic studies have emphasized interactions between the environment, humans, and industry in recent years. Studies have shown that human behaviour and management policies are among the main factors accelerating climate change due to general environmental degradation, increasing water and air pollution, and uncontrolled consumption of natural resources (Lehman & Geller, 2004). The unsustainable management policies in the tourism sector directly threaten the existence of the tourism sector due to the resulting damage to the natural environment (Merli *et al*., 2019). Therefore, management policies that prioritize environmental sustainability play a crucial role in the existence and sustainability of the tourism sector (Xie *et al*., 2019).

Implementing green management in business policies requires the implementation of green practices in business functions (Christmann, 2000). Green human resource management (GHRM) is a critical functional application. In today's competitive environment, environmental projects are essential for the sustainability of organizations (Vifell & Soneryd, 2012). In addition, environmentally friendly human resource policies can increase employee motivation and productivity and reduce business costs (Hirsig *et al*., 2014). Ensuring that employees encounter green practices in all human resource functions, from hiring to support, supports the establishment and sustainability of a green business perspective (Arulrajah *et al*., 2015). In this regard, GHRM can be regarded as a key element in adapting environmental and social policies related to the organization's stakeholders in business management (Yong *et al*., 2020). It encompasses human resource policies and practices, employee training, and responsibilities (DeCenzo *et al*., 2016). The success of corporate initiatives in terms of environmental sustainability depends on the individual behaviour of employees (Unsworth *et al*., 2013). Therefore, employees play a significant role in developing and implementing sustainability strategies in human resource departments (Rani & Mishra, 2014).

A literature review reveals that few studies have measured the effects of GHRM on green culture, green psychological climate, and environmental consciousness. Similarly, few studies have measured the effects of green culture, green psychological climate, and environmental consciousness on green behavioural intentions. In addition, no studies have examined the effects of these variables on green behavioural intentions and employees' green behaviour. Considering this gap in the literature, this study is essential for determining the factors that affect employees' green behaviour and green behavioural intentions in the human resource management process for green behavioural intentions in green-star hotels. First, the effect of GHRM on green culture, green psychological climate, and environmental consciousness; second, the effect of green culture, green psychological climate, and environmental consciousness on green behavioural intentions; and finally, the effect of green behavioural intentions on employees' green behaviour is examined within the framework of the research model formed in the Stimulus-Organism-Response (S-O-R) theory. Previous studies have focused on the effects of GHRM on green culture (Mampra, 2013; Zoogah, 2011), green psychological climate, and environmental awareness (Amini *et al*., 2018; Pellegrini *et al*., 2018). However, the causal chain from GHRM to green behaviour has not been examined (Roscoe *et al*., 2019).

This study differs from previous research in several ways. Firstly, it focuses on tourism, which is a significant contributor to global warming and climate change (Becken & Hay, 2012). Second, it uses a more comprehensive GHRM model that includes green culture, green psychological climate, and

environmental consciousness (Hooi *et al.*, 2022). Third, it examines the effects of GHRM on green behavioural intentions and employees' green behaviour (Chaudhary, 2020). The principal value of this study is that it provides new insights into the factors influencing employees' green behaviour in the tourism sector. Tourism companies can use this information to develop effective GHRM policies and practices.

Tourism has contributed significantly to global warming and climate change (Peeters & Dubois, 2010; Katircioglu, 2014). However, at the same time, tourism has the potential to be effective in climate change mitigation policies with its energy consumption, use of natural resources, especially water and soil, and sustainable production-consumption patterns. Therefore, it is essential to find ways to reduce the environmental impact. GHRM is a possible method to achieve this goal. The results of this study suggest that GHRM can be an effective way to promote green behaviour among employees. Tourism companies that implement GHRM policies and practices can reduce their environmental impacts and increase employee satisfaction. Future studies should use a longitudinal design to confirm the causal relationship between GHRM and green behaviour. Future studies should be conducted in other countries to determine whether the findings of this study are generalizable.

2. Theoretical background and hypothesis development

2.1. Stimulus-organism-response (S-O-R)

Stimulus-Organism-Response refers to how the physical environment affects the behaviour and well-being of individuals (Laato *et al.*, 2020; Jacoby, 2002). It is relevant to many disciplines including psychology, biology, and environmental design (Low & Altman, 1992). In environmental design, S-O-R refers to how the built environment influences the behaviour and well-being of people interacting with it. Factors influencing S-O-R include lighting, temperature, noise levels, air quality, and natural elements such as plants and water (Kim *et al.*, 2020). Understanding S-O-R is vital for creating comfortable and healthy environments conducive to productivity and well-being (Wang *et al.*, 2022). This concept is particularly relevant in the design of green buildings and hotels, prioritizing the sustainability and well-being of guests and the environment. By considering the S-O-R, designers and managers can create spaces that support individuals' health, well-being, and environment (Han *et al.*, 2022).

Green hotels, also known as environmentally friendly or sustainable hotels, are committed to reducing their environmental impacts and preserving their natural resources (Horng *et al.*, 2017). They have implemented strategies that encourage guests to conserve energy and water (Warren *et al.*, 2017). These strategies are based on S-O-R, which refers to how an organism responds to a stimulus or cue in its environment (Laato *et al.*, 2020). One common practice of S-O-R in green hotels is to use in-room cards that control electricity and lighting in a guest room. When the guests insert the card into the slot next to the door, the lights and devices in the room are turned on. After the card was removed, the power was turned off (Hameed *et al.*, 2021). This simple action serves as a stimulus for guests to conserve energy by turning off their power when leaving their rooms. Overall, S-O-R is an essential aspect of green hotel management, as it encourages guests to adopt more sustainable behaviours and reduce the environmental impact of their stay (Sugiarto *et al.*, 2022).

2.2. Green human resource management and green culture

Green human resource management aims to achieve sustainability of resources in an organization through human resource management policies, the promotion of environmental awareness, and increased motivation and satisfaction among organizational members (Mampra, 2013). According to another view, GHRM is a philosophy and set of policies that encourages the sustainable use of human resources and prevents harm caused by environmental factors (Zoogah, 2011). The existence of GHRM

in an organization is one of the main precursors to forming a green culture. Green culture is of great importance to organizational employees and to the values and beliefs that employees attach to the natural environment (Roscoe *et al*., 2019). Values are related to employees' ethical and moral thoughts about the environment, whereas beliefs are perceptions of what is right or wrong. Values and beliefs shape the environmental behaviours of organizational members (Harris & Crane, 2002; Holt & Stewart, 2000; Roscoe *et al*., 2019). The continuous development of environmentally friendly values, beliefs, and behaviours among employees creates green culture.

Studies of GHRM and green culture have shown a positive relationship between these two phenomena. Companies that engage in GHRM practices can develop green culture (Amini *et al*., 2018; Dyllick & Hockerts, 2002; Roscoe *et al*., 2019; Pellegrini *et al*., 2018). This relates to how employees are managed by an organization. Therefore, GHRM is crucial for green culture formation (Roscoe *et al*., 2019). Supporting employees' environmentally friendly efforts helps spread green culture among employees. GHRM practices include green job analysis and definition, recruitment, selection, induction, performance evaluation, training and development, and rewards (Al-Romeedy, 2019: 529). These elements shape employees' values, beliefs, and behaviours related to green culture (Amini *et al*., 2018). In conclusion, it can be said that green culture can be created in an organization through the support of environmentally friendly behaviours through human resource practices and increased interaction among employees on this issue. Based on these theoretical and empirical arguments, the first hypothesis is as follows:

Hypothesis 1: Green human resource management has a significant positive effect on green culture.

2.3. Green human resource management and green psychological climate

Organizational climate is an important contextual factor that reflects the attitudes and behaviours of employees in management psychology (Kang *et al*., 2016; Li *et al*., 2011; Norton *et al*., 2014). Norton *et al*. (2017) have defined a green psychological climate based on organizational climate. green psychological climate refers to employees' perceptions of and attitudes toward their organizations' environmental sustainability policies, activities, and processes. Studies of GHRM have shown that it affects green psychological climate. When employees of an organization adopt environmental sustainability and green values supported by environmental procedures and policies of their organization, there is an increase in green behaviours among employees, and green psychological climate is formed (Dumont *et al*., 2017; Norton *et al*., 2014; Ramus & Steger, 2000; Zhou *et al*., 2018).

The formation of common perceptions of organizational policies, work procedures, and routines is related to social cognitive processes (Bowen & Ostroff, 2004; Nishii *et al*., 2008; Zientara & Zamojska, 2018). Additionally, employee interactions form a common perception of an organization's business processes and policies (Dumont *et al*., 2017; Norton *et al*., 2017; Zhou *et al*., 2018). GHRM practices positively affect employees' green behaviour, environmental issues, and sustainability activities, and contribute to the organization's green psychological climate (Yusoff *et al*., 2020). Based on these arguments, the following hypothesis is proposed.

Hypothesis 2: Green human resource management has a significant positive effect on green psychological climate.

2.4. Green human resource management and environmental consciousness

Environmental consciousness is a concept that refers to the importance given to environmental issues. The background of this concept is the relationship between the subject and nature (Krause, 1993). Here, the subject can be an individual or collective subject, such as social class or social movement (Sanchez & Lafuente, 2010). GHRM plays a vital role in addressing environmental issues in organizations, raising

awareness of the environment among employees, and implementing environmental protection laws. Therefore, one of the main factors in the EC of an organization's employees is GHRM (Shaikh, 2010).

GHRM also raises employee awareness of the efficient use of natural resources and encourages environmentally friendly products (Ndubisi & Nair, 2009). According to Ndubisi and Nair (2009), GHRM is directly responsible for creating a green workforce that understands and appreciates green added value and creates environmental awareness. GHRM is essential for developing environmentally friendly green practices and changing environmentally unfriendly behaviours. Therefore, it is essential to form an organization's environmental consciousness (Deshwal, 2015). These practices help create green environmental consciousness among employees while developing or shaping behaviours to develop environmentally friendly attitudes in their personal and work lives (Hosain & Rahman, 2016). No empirical evidence of a relationship between GHRM and environmental consciousness has been found in the literature. However, studies in GHRM literature suggest a possible relationship between these two concepts. Based on these studies, the following hypothesis was proposed:

Hypothesis 3: Green human resource management has a significant positive effect on environmental consciousness.

2.5. Green culture and green behavioural intentions

Organizational culture refers to an organization's values, beliefs, norms, behaviours, and elements. Studies examining the influence of top management on organizational culture and behavioural intentions have shown a strong relationship between organizational culture and behavioural intentions; organizational culture is also a strong predictor (Hu *et al*., 2012). Al-Shamali *et al*. (2022), who aimed to determine the types of organizational culture in higher education institutions and their effects on academics' readiness to implement e-learning changes and their behavioural intentions, found that organizational culture positively affects academics' behavioural intentions. Hallikainen *et al*. (2017) found that the impact of organizational culture on the behavioural intentions of individuals to use digital services in the purchasing process of B2B customers, together with their readiness for technology, organizational culture was found to be a strong predictor of individuals' behavioural intentions.

Carmeli (2005), who aimed to determine the effects of five dimensions of organizational culture (work difficulty, communication, trust, innovation, and social connectedness) on employees' intentions and behaviours to leave their jobs, found that an organizational culture that provides work difficulty reduces employee absenteeism and intention to leave the organization. In addition to the relationship between innovation culture and employees' intentions to leave their jobs, other dimensions of organizational culture are not significantly related to the dependent variables. The accommodation business culture profile, a tool used to evaluate organizational culture and individual values in accommodation businesses, was developed by Tepeci and Bartlett (2002) and comprises eight cultural factors. The effects of organizational culture on individual values and the compatibility between these two factors (person-organization fit) on employee job satisfaction and behavioural intentions were determined. Based on the effect of organizational culture on behavioural intentions, it is assumed that green culture can affect green behavioural intentions. Based on this, propose the following hypothesis:

Hypothesis 4: Green culture has a significant positive effect on green behavioural intentions.

2.6. Green psychological climate and green behavioural intentions

Green psychological climate refers to individuals' attitudes, values, and beliefs in green psychological climate that can influence their behavioural intentions or the likelihood of engaging in environmentally

friendly behaviours. Bock *et al.* (2005), who aimed to determine the effect of social green psychological climate on behavioural intention, found that socio-psychological climate had a positive and significant effect on behavioural intention. Similarly, Norton *et al.* (2017) found that green psychological climate has a positive impact on employees' green behavioural intentions in the context of interpersonal relationships and organizational environmental strategy. According to Warner (2006), who aimed to directly determine the effect of psychological climate on organizational behavioural intention, it has a positive and significant effect on behavioural intention. Chen *et al.* (2012) examined the direct and indirect effects of information management system quality, self-sufficiency, organizational climate, and attitude on the intention to share information when developing new products. They found that organizational climate positively and significantly affected behavioural intention to share information. However, Barnett and Vaicys (2000) found that psychological climate did not significantly affect behavioural intention in their study. Based on these theoretical and empirical studies, the following hypothesis is proposed.

Hypothesis 5: Green psychological climate has a significant positive effect on green behavioural intentions.

2.7. Environmental consciousness and green behavioural intentions

Environmental consciousness refers to an individual's awareness of and concern for their natural environment and well-being (Huang *et al.*, 2014). It can be seen as a broader concept than a green psychological climate, as it encompasses attitudes and values and an individual's knowledge and understanding of environmental issues and willingness to take action to protect the environment. Like green psychological climate, environmental consciousness can influence an individual's green behavioural intentions or the likelihood that they will engage in environmentally friendly behaviours. Highly environmentally conscious individuals are likely to be more motivated to adopt pro-environmental behaviours and make lifestyle changes to reduce their environmental impacts.

In light of the value-attitude-behaviour framework, Kautish and Sharma (2018) examined the functional relationships between final and instrumental values, environmental consciousness, and behavioural intentions for green products in India. They found that final and instrumental values significantly influenced environmental consciousness and that environmental consciousness significantly affected behavioural intentions. Martínez García de Leaniz *et al.* (2018) conducted a study to determine the relationship between green practices, green image, environmental consciousness, and behavioural intentions of employees in the context of green-star hotels. They found that environmental consciousness positively and significantly affected behavioural intentions. Han and Yoon (2015) conducted a study to explain customers' environmentally friendly behaviour and expanded the goal-directed behaviour model. They found that environmental consciousness had a significant effect on behavioural intentions. Walker (2013) conducted a study on employees to determine the effect of environmental consciousness on behavioural intention, and found that environmental consciousness significantly affected behavioural intention. This leads to hypothesis 6:

Hypothesis 6: Environmental consciousness has a significant positive effect on green behavioural intentions.

2.8. Green behaviour*al intentions and employee green behaviour*

Encouraging and supporting green behavioural intentions and employee green behaviour can benefit individuals and organizations. Engaging in environmentally friendly behaviours can improve physical and mental health and contribute to a sense of personal satisfaction and well-being. Organizations can achieve cost savings, improve brand reputation, and increase work engagement and retention by supporting employee green behaviour. Hotels can use several strategies to encourage and support both green behavioural intentions and employees' green behaviour. These include providing information and

education about the environmental impact of different behaviours, offering incentives and rewards for engaging in environmentally friendly behaviours, and creating a positive social and cultural environment that supports and encourages such behaviours.

Steg and Vlek (2009) define green behaviour as an individual activity that aims to minimize harm to the natural environment and maximize benefits. employees' green behaviour, the organizational form of green behaviour, refers to measurable actions and attitudes related to employees' environmental sustainability (Ones and Dilchert, 2012:87). employees' green behaviour includes actions such as saving energy in the office, avoiding paper waste, preventing water waste, and supporting recycling (Norton *et al*., 2015; Ones & Dilchert, 2012).

The relationship between green behavioural intentions and employees' green behaviour is essential in environmental psychology literature (Kollmuss & Agyeman, 2002). Some researchers who have studied organizations have viewed green behavioural intentions as influencing employees' green behaviour (Cordano & Frieze, 2000; Graves *et al*., 2013). Zhang *et al*. (2019) argued that green behaviour is adopted after perceiving the usefulness and ease of implementation of employees' green behaviour from the green behavioural intentions. Sheeran (2002) has argued that this argument may not be appropriate due to the weak relationship between intentions and behaviour. Weeb and Sheeran (2006) found that intentions have only slight to moderate effects on subsequent behaviour. A study conducted outside the workplace found strong positive relationships between general green behavioural intentions and green behaviours (Bamberg & Möser, 2007; Hines *et al*., 1987).

Few studies have focused on the relationship between green behavioural intentions and employee behaviour. One of these studies reported that, despite low green behavioural intentions, there was a positive, standardized effect on recycling behaviour in a hospital (Tudor *et al*., 2007). On the other hand, Holland *et al*. (2006) found a solid and positive relationship between green behavioural intentions and recycling behaviours in a study of office workers. Norton *et al*. (2017) conducted a study on 74 full-time employees in Australia, 46 (62.2%) of whom were women and 28 (37.8%) of whom were men and found a solid and positive relationship between green behavioural intentions and employees' green behaviour. In conclusion, employees who intend to display environmentally friendly attitudes are likely to exhibit employees' green behaviour, because intention increases employee motivation (Locke & Latham, 2002). Based on these arguments, the following hypothesis is proposed. The research model created in line with the hypotheses of the study is illustrated in Figure 1.

Hypothesis 7: Green behavioural intentions have a significant positive effect on employees' green behaviour.

3. Methodology

3.1. Study site: Green-starred hotels in Istanbul

The city of Istanbul has been the capital of three great empires and has been home to many civilizations in history. This city, which has never lost its geopolitical importance from past to present with its location connecting Asia and Europe, has played an important role in many fields, from culture to civilization, politics, and geography in the historical process. As a result of this rich historical structure, it is still a city that attracts great attention from visitors owing to its many cultural elements. For this reason, Istanbul was chosen as the "European Capital of Culture" in 2010. Therefore, a large number of hotels operate in Istanbul, one of the world's major tourism centres. To cater to environmentally conscious travellers, many hotels in Istanbul have adopted sustainable practices and received official green certification or ratings. The Turkish Ministry of Culture and Tourism awarded Green Star Hotel

Certification to hotels that meet specific environmental standards. By 2023, Istanbul will have more than 200 green-certified hotels.

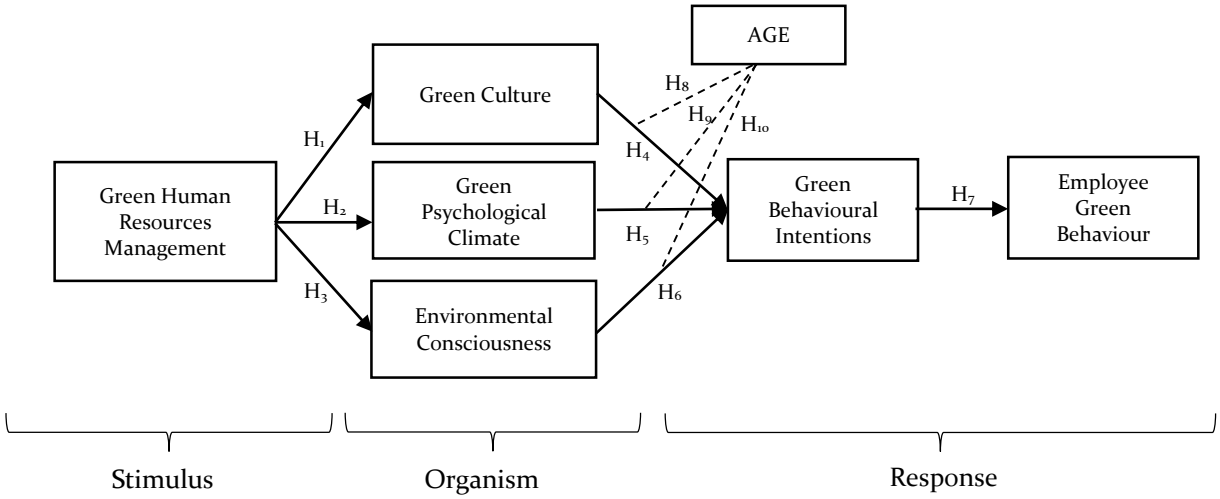


Figure 1. *Research model proposal*

3.2. Research instrument

The survey used in the data collection phase of this study consisted of two parts. The first part included classification questions describing the demographic characteristics of the participants. In the second part of the survey, scales were used to measure participants' views on the study variables. This study used the GHRM scale, which consisted of five items developed by Dumont *et al.* (2017). The green culture scale consists of six items developed by Hooi *et al.* (2022). The green psychological climate scale, consisting of five items developed by Chou (2014), was used. The environmental consciousness scale, which consists of seven items developed by Huang *et al.* (2014), was used in this study. The green behavioural intentions scale consists of three items developed by Norton *et al.* (2017), based on the theory of planned behaviour. To avoid potential bias from source singularity, all items were designed as external variables on a 5-point Likert scale ranging from 1 (definitely do not agree) to 5 (definitely agree).

3.3. Sampling and data collection

Sampling was used in this study because it is not easy to touch the research population regarding the research process, time, space, cost, etc. This study chose the purposive sampling method from among the non-probabilistic sampling methods. In purposive sampling, specific conditions exist for individuals who participate in the survey, and those who meet these conditions can also participate (Marshall & Rossman, 2014). Purposive sampling is not limited to time variables and any situation related to the subject of the study can be determined as a criterion (Grix, 2018). This study established criteria such as being 18 years or older and working as a manager at a green-starred hotel in Istanbul. The aim of the study was not to generalize the research population, but to study average situations to gain knowledge about the subject (Yildirim & Simsek, 2005). Participants were informed of the study purpose to ensure that they provided correct answers to the survey. The surveys were conducted using an online platform. The sample size was calculated using G*POWER 3.1.9.4 software. The required sample size was 98 (power=0.80, $f2$=0.15, and α=0.05). The study required a sample size of at least 400 participants. For this purpose, we distributed 460 survey questionnaires to participants between June 08 and November 25, 2022. After a thorough review, we identified 28 incomplete responses, which were excluded from the analysis. We obtained 432 valid survey responses, which formed the basis of our analysis. The survey

was administered exclusively to managers of green-starred hotels in Istanbul, ensuring its relevance and focus on our research objectives. The demographic characteristics of the managers of green star hotels in Istanbul are presented in Table 1. Table 1 shows that all individuals who participated in the survey were 18 years of age and above and were working in managerial positions in hotels in Istanbul.

3.4. Data analysis

The data collected for the study were coded in the SPSS statistical program and then evaluated as a measurement model and structural model in the Smart PLS statistical program using a two-stage approach. After the measurement model analysis was performed to determine the validity and reliability of the scales, a structural model evaluation was conducted. In the analysis phase, demographic findings, reliability analysis (Cronbach's Alpha), integrated reliability (rho_C, rho_A), convergent validity (Average Variance Extracted) (AVE), discriminant validity (Fornell-Larcker criterion, Heterotrait Monotrait Ratio (HTMT), cross-loadings), model fit goodness of fit values (SRMR, d_ULS, d_G, X^2, NFI, GoF), structural model evaluation (InnerVIF, f^2, R^2, Q^2, PLSPredict, IPMA and Moderating effect), and structural equation model results are presented in the findings section in table form. PLS-SEM structural equation modeling was used as the analysis method (Wong, 2013: 3). Confirmatory Tetrad analysis (CTA) was performed for the scales in the model to examine whether the scales were formative or reflective (Gudergan *et al*., 2008). According to the CTA analysis, the values between the low confidence interval (CL low adj) and high confidence interval (CL up adj) of all variables were 0, and it was determined that the variables showed reflective properties. In this context, analyses were conducted using the PLSc (Consistent PLS) tab in the Smart PLS statistical program under the PLS-SEM method.

Table 1. Demographic Characteristics of Participants

Characteristics		**N**	**%**
Gender	Male	338	78,2
	Female	94	21,8
Marital Status	Married	309	71,5
	Single	123	28,5
Age	18-25 age	134	31,0
	26-35 age	53	12,3
	36-45 age	136	31,5
	46-60 age	67	15,5
	61 age and above	42	9,7
Level of Education	Primary education	22	5,1
	High school	74	17,1
	Associate degree	60	13,9
	Undergraduate	267	61,8
	Postgraduate	9	2,1

CTA results were calculated using a low Confidence Interval (CI) and CI up values for the tetrad values of the indicators. If there is a "0" between the CI Low and CI Up values, it is understood that the variables show a reflective property, and if there is no "0" between them, they show a (±) formative property. In any indicator group, a "0" between the CI Low and CI Up values is sufficient for the scale to be reflectively expressed (Hair *et al*., 2017). The CTA determined that all variables' CI Low and CI Up values are "0"; thus, the measurement model variables show reflective properties. The validity and reliability analyses of the variables used in the study were conducted in a way suitable for the reflective structure (see Table 2).

Table 2. *Research scales confirmatory tetrad analysis*

Indicator	ß	X̄	S.d	t	p	CI Low adj.	CI Up adj.	Result
2: GHRM2,GHRM3,GHRM5,GHRM4	0.202	0.199	0.113	1.782	0.075	-0.059	0.468	Reflective
4: GHRM2,GHRM3,GHRM4,GHRM1	0.003	0.003	0.034	0.088	0.930	-0.077	0.082	
1: GC1,GC2,GC3,GC4	0.026	0.026	0.028	0.932	0.351	-0.045	0.097	Reflective
2: GC1,GC2,GC4,GC3	-0.141	-0.141	0.063	2.242	0.025	-0.300	0.019	
4: GPC1,GPC2,GPC3,GPC5	0.181	0.178	0.088	2.049	0.040	-0.022	0.388	Reflective
6: GPC1,GPC3,GPC5,GPC2	0.021	0.021	0.045	0.467	0.641	-0.084	0.126	
1: EC1,EC2,EC3,EC4	0.317	0.314	0.151	2.103	0.036	-0.086	0.726	Reflective
4: EC1,EC2,EC3,EC5	-0.001	-0.002	0.140	0.006	0.995	-0.376	0.376	
1: GB1,GB2,GB3,GHRM1	-0.063	-0.064	0.093	0.678	0.498	-0.243	0.120	Reflective
2: GB1,GB2,HRM1,GB3	-0.037	-0.037	0.073	0.504	0.614	-0.180	0.107	
1: EGB1,EGB2,EGB3,EGB4	-0.055	-0.054	0.035	1.579	0.114	-0.135	0.025	Reflective
2: EGB1,EGB2,EGB4,EGB3	-0.105	-0.104	0.054	1.949	0.051	-0.232	0.019	

ß=Beta, X̄=Mean, S.d= Standard deviation; t-statistic; p-value

4. Findings

In the literature (Anwar *et al*., 2022), there is the idea that surveys that are used from a single source can potentially create a threat of bias. Therefore, we evaluated whether Common Method Bias threatened the interpretation of the research results. All items were subjected to principal component factor analysis and Harman's single-factor test was applied (Fuller *et al*., 2016). It was determined that none of the items explained the 50% variance threshold with a single factor (39.1%), and that the research had no common method bias. The results also confirmed no high correlation between the variables and proved that there was no common method bias, as suggested by Bagozzi *et al*. (1991). Tolerance values, the variance inflation factor (VIF), and correlations between variables were examined to confirm the absence of multicollinearity between variables. According to Hair *et al*. (2017), the bivariate correlation between variables was less than 0.70, and the variance inflation factor (VIF) was less than 3.0, confirming the absence of multicollinearity.

4.1. Outer model

The factor loadings of the reliability and validity analyses of the research were examined, including compound reliability (rho_C) of the internal consistency analysis, average explained variance (AVE), reliability analysis of Cronbach's alpha (a), and Dijkstra's PLSc reliability (rho_A). Convergent validity assesses the correlations between multiple indicators of the same structure. When evaluating convergent validity, the factor loadings of the indicator should be considered (Hair *et al*., 2022). When the factor loadings of the relevant scales were examined, GHRM was between 0.800 and 0.922, green culture was between 0.848 and 0.965, green psychological climate was between 0.905 and 0.949, environmental consciousness was between 0.747 and 0.909, green behavioural intentions was between 0.882 and 0.907, and employees' green behaviour was between 0.851 and 0.911. Chin (1998) and Dijkstra & Henseler (2015) stated that Cronbach's Alpha (a) and Dijkstra's PLSc reliability (rho_A) values should be greater than 0.70. When the values of the relevant scales were examined, a was found to be between 0.922 and 0.968 and rho_A was between 0.922 and 0.968. AVE and rho_C values were examined to determine the scale's fit validity. According to Fornell and Larcker (1981), the AVE value should be 0.50 or higher, and according to Bagozzi and Yi (1988), the CR value should be greater than 0.6. When the AVE values of the scale were examined, they were found to be between 0.718 and 0.859. When the rho_C values were examined, they were found to be between 0.922 and 0.968 (see Table 3).

Table 3. *Research model validity and reliability analysis results*

Indicators	λ	a	rho_A	rho_C	AVE
Green Human Resources Management (GHRM)					
GHRM1 -The hotel designs its green goals for employees.	0.832				
GHRM2 -The hotel provides green training for improving green values.	0.829				
GHRM3 -The hotel uses employees with green education to develop the knowledge and skills required for green management.	0.922	0.932	0.933	0.931	0.730
GHRM4 -The hotel rewards the employees' green behaviours.	0.800				
GHRM5 -My hotel considers employees' workplace green behaviours in promotions.	0.883				
Green Culture (GC)					
GC1 -Our hotel makes a concerted effort to make every employee understand environmental preservation's importance.	0.930				
GC2 -Our hotel has a clear policy statement urging environmental awareness in every area.	0.848				
GC3 -Environmental preservation is a high-priority activity in our hotel	0.902	0.965	0.967	0.965	0.823
GC3 -Preserving the environment is a central corporate value in our hotel	0.918				
GC5 -Our hotel links environmental objectives with our other corporate goals.	0.875				
GC6 -Our hotel develops products and processes that minimize environmental impact.	0.965				
Green Psychological Climate (GPC)					
GPC1 -All employees are encouraged to save energy within the hotel.	0.949				
GPC2 -The hotel has announced the general environmental policies at the destination.	0.927				
GPC3 -Hotel management and policies lead to environmental preservation.	0.937	0.968	0.968	0.968	0.859
GPC4 -Hotel managers try to reduce waste and control harmful chemicals	0.905				
GPC5 -The hotel management attaches importance to the reduction of waste	0.915				
Environmental Consciousness (EC)					
EC1 -When two hotel salaries are similar, even if the salary is less, I prefer the hotel that harms the environment less.	0.747				
EC2 -If the service sold by the hotel seriously damages the environment, I will not work	0.867				
EC3 -I always prefer to work in an environmentally certified hotel.	0.807				
EC4 -I follow the critical points of recycling and classify recycled waste at the hotel	0.889	0.946	0.949	0.947	0.718
EC5 -I prefer hotels that use service products that are easy to recycle.	0.909				
EC6 -I am often concerned about and absorb environmental knowledge and information.	0.855				
RC7 -I feel obliged to do whatever I can to prevent environmental degradation.	0.847				
Green Behaviour**al Intentions (GBI)**					
GBI1 -I am working in an environmentally-friendly hotel.	0.882				
GBI2 -I am considering exhibiting environmentally-friendly behaviour in the workplace hotel.	0.907	0.922	0.922	0.922	0.798
GBI3 -I intend to perform pro-environmental behaviours while at the hotel.	0.892				
Employee's Green Behaviour **(EGB)**					
EGB1 -I feel obliged to do whatever I can to prevent environmental degradation.	0.911				
EGB2 -I feel obliged to bear the environment and nature in mind in my daily behaviour.	0.852				
EGB3 -My hotel promotes environmental protection measures in the area.	0.890	0.944	0.945	0.944	0.772
EGB4 -Employees in my hotel generally support environmentally-friendly practices.	0.851				
EGB5 -I try to engage in behaviours and initiatives that reduce environmental footprints.	0.888				

*As measured using a 5-point Likert scale format (1=strongly disagree, 3=undecided, 5=strongly agree), λ=Factor Loads, α=Cronbach Alpha, rho_A= Reliability, rho_C= Composite Confidence, AVE= Average Variance Extracted

Table 4. *Fornell Larcker criteria and HTMT ratio results*

	√AVE						**HTMT Ration**					
	EC	EGB	GB	GC	GPC	GHRM	EC	EGB	GBI	GC	GPC	GHRM
EC	**0.847**						-					
EGB	0.554	**0.879**					0.555	-				
GBI	0.818	0.582	**0.893**				0.818	0.582	-			
GC	0.545	0.549	0.581	**0.907**			0.545	0.549	0.581	-		
GPC	0.672	0.445	0.615	0.539	**0.927**		0.674	0.445	0.615	0.539	-	
GHRM	0.515	0.373	0.537	0.374	0.646	**0.854**	0.515	0.374	0.537	0.372	0.643	-

√AVE= Mean Square Root of Variance (shown in bold), HTMT= Correlation Geometric Means.

Discriminant validity refers to how empirically different structures are from each other, and measures the degree of difference between overlapping structures (Hair *et al*., 2022). Henseler *et al*. (2015) argue that the HTMT value should be less than 0.90. According to Fornell and Larcker (1981), the square root of the AVE should be higher than the correlation of the correlation loads in its row, thus ensuring discriminant validity. When the AVE square root and HTMT values for the relevant scale were examined, it was observed that the AVE values were higher than the correlation values of the square root, and the HTMT values were lower than 0.90, thus ensuring discriminant validity (see Table 4).

When examining the cross-loadings of the indicators of the scales, it is argued that the factor load of the assigned structure (dark values) should be higher than 0.70, and that the factor loads of the structure should be higher than all the loads of the other structures (Hair *et al*., 2022) (see Table 5).

4.2. Inner model

Before testing the research model, goodness-of-fit values were tested. The Standard Root Mean Square (SRMR) is the difference between the observed correlation and should be less than 0.08 (Hu & Bentler, 1998). The other fit index is the Normal Fit Index (NFI), which is a measure of increased fit calculated using the X^2 value of the proposed model. NFI values above 0.9 represent an acceptable fit (Lohmöller, 1989). Dijkstra and Henseler (2015) suggested that it is necessary to examine two different methods to calculate this discrepancy: d_ULS (Euclidean distance) and d_G (geodesic distance). If the difference between the tested model and the empirical correlation matrix implied by the tested model is attributed only to the sampling error, it is considered a good model ($p>0.05$). Henseler *et al*. (2015) stated that d_ULS and d_G should be less than 95 a priori numerical values. The Goodness of Fit (GoF) value is the square root of the product of the average AVE and the average R^2 and is used to determine the general predictive power of the research model (Tenenhaus *et al*., 2005). When the goodness-of-fit values of the study were examined, all values (SRMR=0.038, d_ULS=0.746, d_G=1.345, X^2=2.716,759, NFI=0.838, GoF=0.541) provided a good fit (see Table 6).

4.3. Structural model analysis

The accuracy path coefficients (R^2) and effect size of the research model ($f2$) were calculated. To evaluate the significance of the PLSc path coefficients, t-values were calculated by retaking 5000 subsamples using bootstrapping. When the Variance Inflation Factor (VIF) values were examined in the structural equation modeling process of the research model, it was found that the relevant values were below five, and there was no accuracy problem (Hair *et al*., 2017). The effect size coefficient (f^2) ranged from 0.004 to 0.831. When the obtained R^2 values for the model were examined, it was determined that environmental consciousness was explained by 2.6%, employee green behaviour by 3.4%, green behavioural intentions by 7.1%, green culture by 1.4%, and green psychological climate by 4.2% (see Table 7).

Table 5. Results of structural loading values and cross-loading values

Indicators	EC	EGB	GB	GC	GPC	GHRM
EC1	**0.747**	0.413	0.597	0.406	0.569	0.407
EC2	**0.867**	0.463	0.704	0.462	0.576	0.456
EC3	**0.807**	0.457	0.662	0.426	0.496	0.413
EC4	**0.889**	0.457	0.724	0.483	0.587	0.464
EC5	**0.909**	0.513	0.742	0.498	0.588	0.470
EC6	**0.855**	0.488	0.709	0.470	0.602	0.425
EC7	**0.847**	0.494	0.704	0.479	0.570	0.418
EGB1	0.506	**0.911**	0.530	0.515	0.425	0.328
EGB2	0.467	**0.852**	0.496	0.484	0.358	0.289
EGB3	0.480	**0.890**	0.518	0.515	0.405	0.317
EGB4	0.470	**0.851**	0.495	0.430	0.356	0.340
EGB5	0.512	**0.888**	0.517	0.468	0.407	0.363
GBI1	0.727	0.509	**0.882**	0.513	0.538	0.501
GBI2	0.751	0.512	**0.907**	0.522	0.565	0.462
GBI3	0.715	0.539	**0.892**	0.522	0.546	0.479
GC1	0.488	0.498	0.549	**0.930**	0.484	0.335
GC2	0.492	0.492	0.506	**0.848**	0.437	0.297
GC3	0.463	0.470	0.525	**0.902**	0.446	0.335
GC4	0.494	0.492	0.528	**0.918**	0.505	0.351
GC5	0.499	0.501	0.501	**0.875**	0.522	0.339
GC6	0.530	0.536	0.552	**0.965**	0.538	0.374
GPC1	0.646	0.422	0.584	0.553	**0.949**	0.613
GPC2	0.607	0.366	0.577	0.493	**0.927**	0.593
GPC3	0.637	0.418	0.572	0.479	**0.937**	0.610
GPC4	0.614	0.446	0.559	0.508	**0.905**	0.581
GPC5	0.610	0.409	0.559	0.465	**0.915**	0.595
GHRM1	0.443	0.370	0.432	0.280	0.544	**0.832**
GHRM2	0.454	0.343	0.472	0.263	0.541	**0.829**
GHRM3	0.472	0.282	0.449	0.344	0.598	**0.922**
GHRM4	0.418	0.315	0.449	0.334	0.492	**0.800**
GHRM5	0.415	0.290	0.495	0.371	0.577	**0.883**

Table 6. *Goodness of model fit values*

	Saturated Model	Critical Value	Reference
SRMR	0.038	0.08	Hu & Bentler, 1998
d_ULS	0.746	0.05	Henseler *et al.*, 2015
d_G	1.345	0.05	
X^2	2.726.759	-	Dijkstra & Henseler, 2015
NFI	0.838	0.8	Lohmöller, 1989
GoF	0,541	0.36	Tenenhaus *et al.*, 2005

Table 7. *Results of the structural model*

	InnerVIF					f^2					R^2	Q^2
	EC	EGB	GB	GC	GPC	EC	EGB	GBI	GC	GPC		
EC			2.039					0.831			0.265	0.230
EGB											0.338	0.107
GBI		1.000					0.512				0.711	0.234
GC			1.560					0.064			0.140	0.119
GPC			2.005					0.004			0.417	0.372
GHRM	1.000			1.000	1.000	0.361			0.162	0.715		

The Mean Absolute Error (MAE) (PLS Predict) was analyzed to examine the average error magnitude of the endogenous variables and reveal the differences between them. When the LV-MAE values of the dependent variables were compared with the PLS-MAE values, the LV-MAE values were higher than the PLS-MAE values. In addition, the LV Q^2 values predicted with PLS were higher than 0. In this context, it was determined that the model has high predictive power (Hair *et al.*, 2017) (see Table 7).

Table 8. *Results of structural equation model analysis*

HYPOTHESES		**ß**	$\bar{X}$	**S.d**	**t**	**p**	**R**
H_1	GHRM -> GC	0.374	0.374	0.057	6.600	0.000***	√
H_2	GHRM -> GPC	0.646	0.645	0.042	15.287	0.000***	√
H_3	GHRM -> EC	0.515	0.516	0.048	10.812	0.000***	√
H_4	GC -> GBI	0.170	0.171	0.054	3.172	0.002**	√
H_5	GPC -> GBI	0.048	0.046	0.056	0.856	0.392	X
H_6	EC -> GBI	0.700	0.701	0.060	11.663	0.000***	√
H_7	GBI -> EGB	0.582	0.582	0.044	13.358	0.000***	√
H_8	AGE x GC -> GBI	0.038	0.039	0.045	0.847	0.397	X
H_9	AGE x GPC -> GBI	0.128	0.125	0.044	2.926	0.003**	√
H_{10}	AGE x EC -> GBI	-0.130	-0.127	0.070	1.866	0.062	X

ß=Beta, $\bar{X}$=Mean, S.d= Standard deviation; t-statistic; p-value; R= Result; p<0,001*** p<0,01** p<0,05*

According to the results of the structural equation model analysis, GHRM had a significant positive effect on green culture (ß=0,374, p<0,000), green psychological climate (ß=0,646, p<0,000), and environmental consciousness (ß=0,515, p<0,000). Accordingly, Hypotheses H_1, H_2, and H_3 are supported. Green culture (ß=0,170, p<0,002) and environmental consciousness (ß=0,700, p<0,000) had significant positive effects on green behavioural intentions, while green psychological climate (ß=0,476, p<0,000) had no significant effect on green behavioural intentions. Therefore, Hypotheses H_4 and H_6 are supported, while Hypothesis H_5 is not supported. Green behavioural intentions positively affect employee green behaviour (ß=0,582, p<0,000), supporting Hypothesis H_7 (see Figure 6 and Table 8).

If the indirect effect was significant, then a mediation effect was observed. A partial mediation effect can be mentioned if the indirect and direct effects are significant and the total effect is positive or negative. Additionally, if the indirect effect is significant and the direct effect is not, the entire mediation effect can be mentioned (Zhao *et al.*, 2010). Environmental consciousness, green culture, and GHRM significantly and positively affected employee green behaviour. It has been determined that green psychological climate does not have a direct significant positive effect on employee green behaviour. GHRM and green behavioural intentions mediate the effect of environmental consciousness on

employee green behaviour. However, green culture and green psychological climate did not play mediating roles. Environmental consciousness and green culture mediate the effects of GHRM and green behavioural intentions. In contrast, green psychological climate did not have a mediating role (see Table 9).

Table 9. *Results of specific and total intermediary effects analysis*

	ß	**$\bar{X}$**	**S.d**	t	p
EC -> EGB	0.407	0.408	0.044	9.192	0.000**
GC -> EGB	0.099	0.100	0.033	2.958	0.003**
GPC -> EGB	0.028	0.027	0.033	0.846	0.398
GHRM -> EGB	0.265	0.266	0.034	7.770	0.000***
GHRM -> GBI	0.455	0.457	0.044	10.410	0.000***
GHRM -> GPC -> GBI -> EGB	0.018	0.018	0.021	0.833	0.405
EC -> GBI -> EGB	0.407	0.408	0.044	9.192	0.000***
GHRM -> GC -> GBI -> EGB	0.037	0.038	0.015	2.438	0.015*
GC -> GBI -> EGB	0.099	0.100	0.033	2.958	0.003**
GHRM -> GPC -> GBI	0.031	0.030	0.036	0.844	0.399
GHRM -> EC -> GBI -> EGB	0.210	0.210	0.031	6.739	0.000***
GHRM -> EC -> GBI	0.361	0.362	0.047	7.641	0.000***
GHRM -> GC -> GBI	0.064	0.065	0.024	2.615	0.009**
GPC -> GBI -> EGB	0.028	0.027	0.033	0.846	0.398

ß=Beta, $\bar{X}$=Mean, S.d= Standard deviation; t-statistic; p-value; p<0,001*** p<0,01** p<0,05*

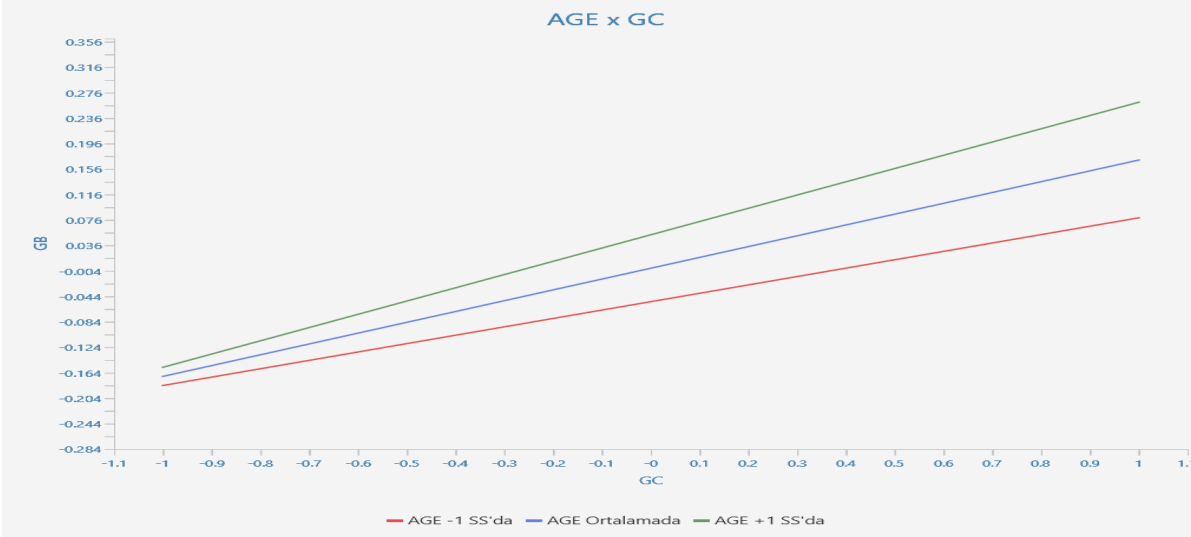


Figure 2. *Age and* green culture *Slope plot for the interaction effect*

The age of managers softens the moderating effect of green culture and green behavioural intentions on employee green behaviour; this relationship should be weaker for managers with high levels of green culture compared to managers with low levels of green culture (ß=0.038, p<0.397). Therefore, H8

hypothesis is not supported. A graph showing the non-significant moderating effect created through Smart PLS is presented in Figure 2.

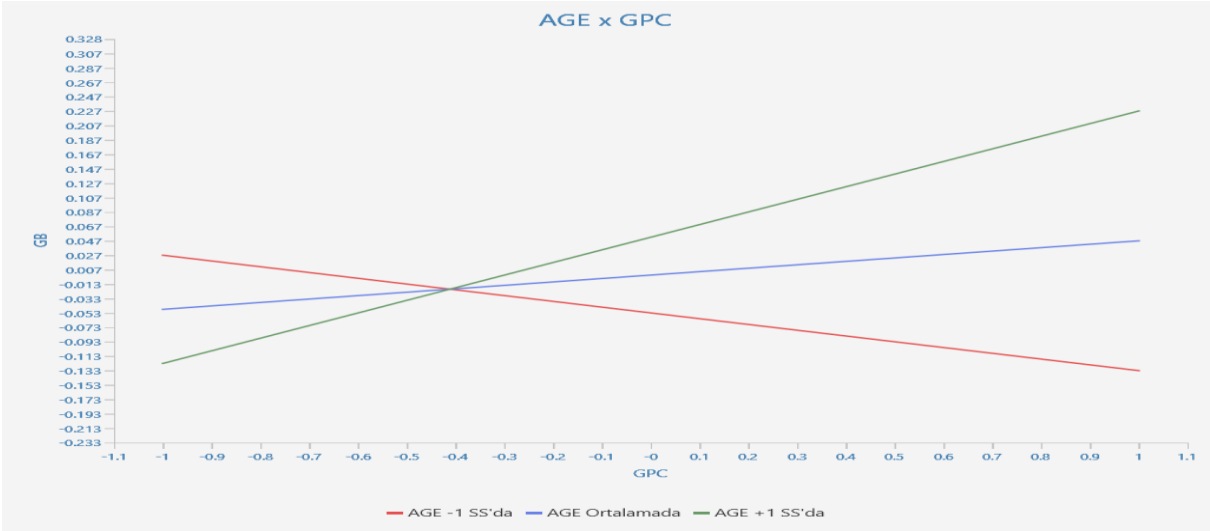


Figure 3. *Age and* green psychological climate *Slope plot for the interaction effect*

The age of managers softens the moderating effect of green psychological climate and green behavioural intentions on employee green behaviour, which should be weaker for managers with high levels of green psychological climate compared to managers with low levels of green psychological climate (ß=0.159, p<0.012). Therefore, H_9 hypothesis is accepted. A graph, showing the significant moderating effect created through Smart PLS, presented in Figure 3.

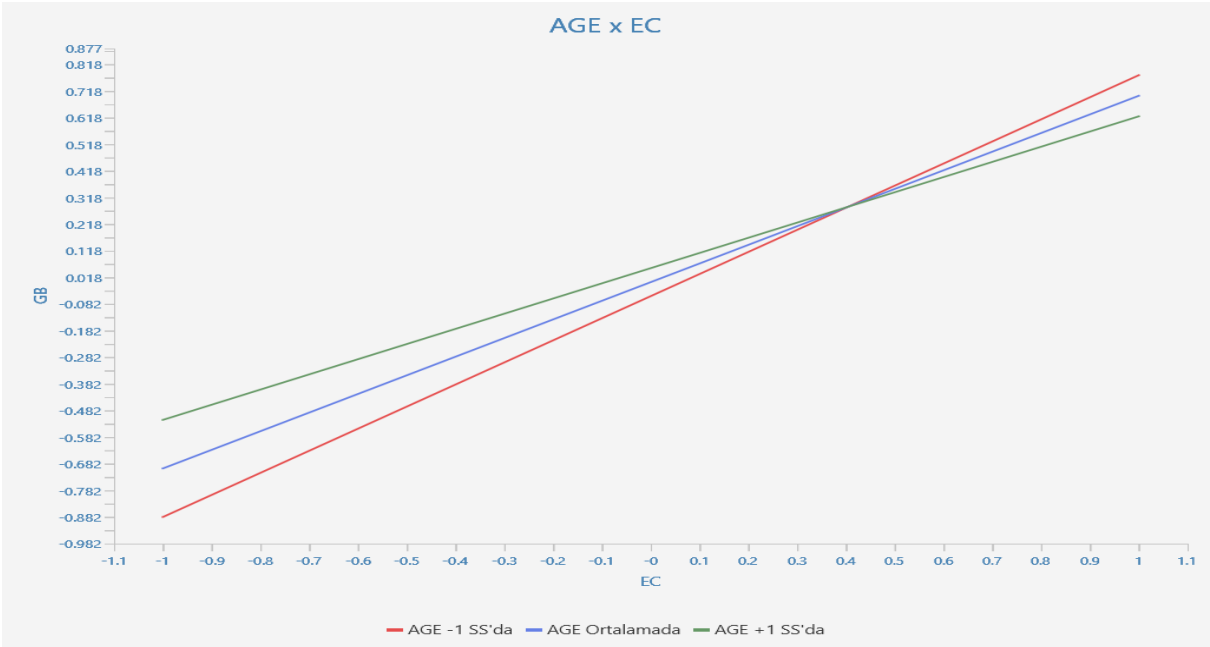


Figure 4. *Age and* environmental consciousness *Slope plot for the interaction effect*

Managers' age will soften the moderating effect of environmental consciousness and green behaviour intentions on employee green behaviour; this relationship should be weaker for managers with high levels of environmental consciousness compared to managers with low levels of environmental consciousness (ß=0.038, p<0.397). Therefore, H_{10} hypothesis was not supported. A graph showing the non-significant moderating effect created through Smart PLS is shown in Figure 4.

Importance-Performance Matrix Analysis (IPMA) is a grid analysis that explains the total "importance" effects of PLS-SEM prediction together with the average "performance" score (Groß, 2018). The IPMA-PLS technique develops more precise recommendations through dependent variables for behavioural intent. IPMA provides an advantage for local governments and people to understand which factors to pay attention to when planning or implementing tourism development.

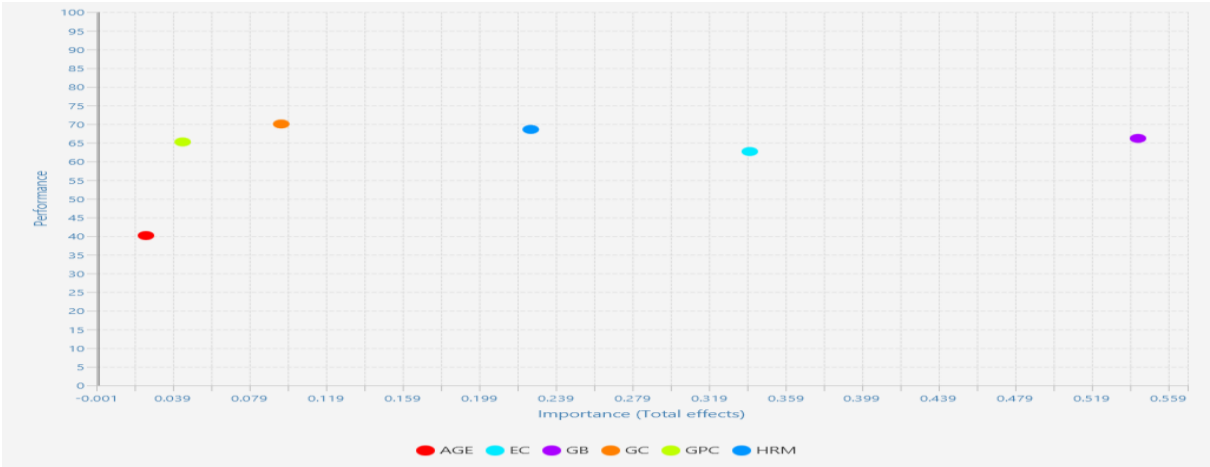


Figure 5. Employees' green behaviour *IPMA result*

When Figure 5 is examined, it is seen that green culture has high importance and performance for employee green intentions. Additionally, it has been determined that GHRM, green behavioural intentions, and environmental consciousness have moderate importance on employee green behaviour. In contrast, green psychological climate has a moderate level of importance but no effect on green behavioural intentions. Therefore, the performance level can be considered insufficient when the importance level is high. This result shows that managers must prioritize green psychological climate performance to improve it for hotels. Furthermore, hotel managers must exhibit green and environmentally friendly behaviours and attitudes in this direction. As managers appear to be essential elements in the region's understanding of green sustainability, the originality and recycling of natural resources and medicinal water are essential issues. They are shown on the model (see Figure 6).

5. Conclusion, discussion, and implications

According to the findings of this study, it has been determined that GHRM has a positive and significant effect on green culture, green psychological climate, and environmental consciousness (Aggarwal & Sharma, 2015; Dumont *et al.*, 2017; Norton *et al.*, 2014; Ramus and Steger, 2000; Zhou *et al.*, 2018). This means that implementing green human resources practices, such as sustainability training and eco-friendly policies, can contribute to developing a green culture within an organization. This positive green psychological climate supports sustainability and increases employee awareness of environmental issues.

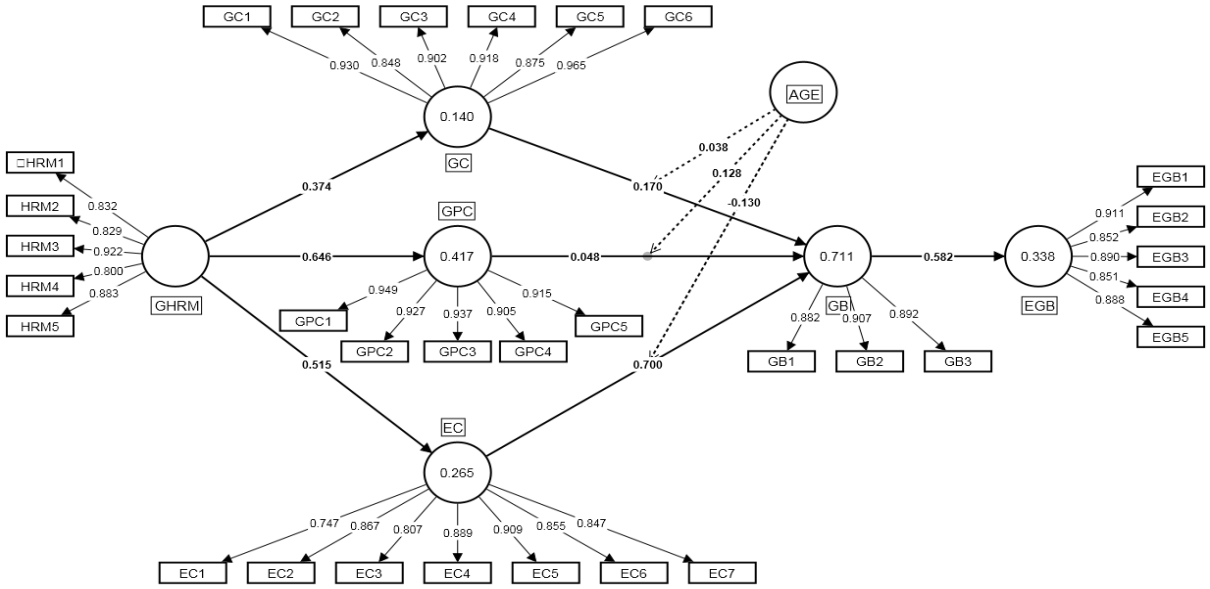


Figure 6. *Research model result*

This study found that hotels with strong GHRM practices tend to have a solid green culture, a positive green psychological climate related to environmental issues, and high levels of environmental consciousness among their employees. According to the research results, it has been determined that green culture has a positive and significant effect on green behavioural intentions (Carmeli, 2005; Hallikainen *et al.*, 2017; Tepeci & Bartlett, 2002). Similarly, it has been determined that a green psychological climate positively and significantly affects green behavioural intentions (Barnett & Vaicys, 2000; Bock *et al.*, 2005; Chen *et al.*, 2012). Additionally, it has been found that environmental consciousness has a positive and significant effect on green behavioural intentions (Martínez García de Leaniz *et al.*, 2018; Kautish & Sharma, 2018; Han & Yoon, 2015; Walker, 2013). This means that a green culture within an organization, a positive green psychological climate that supports sustainability, and increased awareness of environmental issues among employees can contribute to developing pro-environmental behaviours. The finding also reports that green culture and environmental consciousness positively affect green behavioural intentions, while green psychological climate has no significant effect. This suggests that hotel employees with a robust green culture and important levels of environmental consciousness are more likely to have positive intentions to engage in green behaviour. In contrast, the green psychological climate related to environmental issues may not directly impact employees' intentions to behave environmentally responsibly.

Finally, the findings state that green behavioural intentions positively affects employee green behaviour. This means that employees who intend to engage in green behaviours are more likely to do so. According to the research results, it has been determined that green behavioural intentions have a positive and significant effect on employees' green behaviour (Cordano & Frieze, 2000; Greaves *et al.*, 2013; Holland *et al.*, 2006; Locke & Latham, 2002; Norton *et al.*, 2015; Ones & Dilchert, 2012; Steg & Vlek, 2009). This means that employees with solid intentions to engage in pro-environmental behaviours are likelier to engage in such behaviours. It is important to note that while intentions are essential predictors of behaviour, they are not the only factors that determine behaviour. Other factors, such as environmental and social cues, personal values and attitudes, and past behaviour, can also influence an

individual's behaviour. Overall, the results of this study suggest that GHRM practices are essential for promoting a green culture, environmental consciousness, and positive employee green behaviour.

5.1. Theoretical implications

This study makes several theoretical contributions. It contributes to the limited literature on GHRM in the hotel industry. The findings provide empirical evidence that GHRM practices significantly influence environmental outcomes such as green culture, environmental citizenship and green behaviour. This aligns with existing studies in other sectors showing the benefits of GHRM.

The findings confirm that psychological factors mediate GHRM practices and green behaviours. Specifically, environmental citizenship and green intentions mediate the relationship between GHRM and employee green behaviour. This supports research findings suggesting that psychological constructs can help translate management practices into outcomes. While intentions are antecedents of behaviour, additional factors are needed to empower employees to act on their good intentions. The study highlights the importance of incorporating multiple levels of analysis in understanding green behaviour. Individual influences such as environmental consciousness and intentions interact with organizational influences such as GHRM practices and green culture to shape employee behaviour. A multi-level approach may provide a more comprehensive framework for motivating sustainable practices at work, and future studies could explore how employee norms and actions, as well as barriers, influence employee green behaviour. Finally, the cross-sectional design limits environmental culture regarding causality and long-term effects. A longitudinal study could examine how GHRM affects green culture, environmental consciousness, green behavioural intentions and employee green behaviour over time. Comparing the influence of GHRM practices in different types of hotels may also provide insights into the nuanced relationships between human resource practices, green psychological climate constructs and behavioural outcomes in different organizational contexts.

5.2. Practical implications

Green hotels play an essential role in promoting sustainable tourism and environmental protection. By implementing GHRM practices, hotels can develop a strong green culture within their organization and motivate employees to adopt environmental consciousness behaviours. This article discusses some practical steps hotels can take to strengthen their green practices and drive sustainable change.

Hotels should train employees and guests on sustainability, conservation and green tourism. These programs can raise awareness of critical environmental issues and provide practical steps people can take to reduce their environmental impact. Hotels can partner with nearby environmental and community organizations to support local sustainability efforts. This partnership can also provide opportunities for employees and guests to get involved in environmental consciousness and green psychological climate. Volunteering with these organizations is a great way to promote environmental stewardship.

A green purchasing policy prioritizes the procurement of environmentally friendly products and services. Hotels should strive to work with suppliers that use sustainable and environmental consciousness practices. Locally sourced and fair-trade products are excellent options. Offering incentives and rewards to employees who demonstrate a strong commitment to green practices is an effective way to motivate sustainable behaviour. These incentives encourage employees to go beyond standard environmental procedures. Identifying and rewarding "green champions" also helps spread environmental enthusiasm throughout the organization. Implement a carbon-offsetting program. An essential step in reducing a hotel's carbon footprint is to purchase carbon offsets to offset any remaining emissions. Hotels can invest meaningfully in renewable energy projects and reforestation efforts to

offset carbon emissions. A carbon offsetting programmed demonstrates a hotel's commitment to sustainability and minimizing environmental impact.

5.3. Limitations and future research directions

While this study provides valuable insights into strategies for developing green hotels, further research must address some limitations. Self-reported measures should be validated through direct observation and verification of actual behaviours and practices. In addition, the study was limited to the hotel industry in a single country. A broader cross-industry and cross-cultural scope is needed to determine the findings' generalizability and understand how regional differences influence the results. Longitudinal studies tracking changes in critical variables over time are also needed to demonstrate the impact of new GHRM and employees' green behaviour policies and initiatives. The current study captured employee perceptions, intentions and behaviours simultaneously, but sustainability efforts are ongoing processes that require continuous measurement to evaluate their effectiveness. Future research should take a long-term approach, following the development of green hotels over time.

Although this study assessed several essential variables related to green hotels, other factors are likely to influence personal values, situational constraints and habit formation significantly. A broader range of variables should be considered to develop a more comprehensive model of the forces shaping employee and organizational behaviour change. Additional variables may provide essential insights into barriers to change and how to address them. It would also be valuable to explore how GHRM and employees' green behaviour support and contributes to sustainability certification, reporting and standards. The practices and metrics used in external certification schemes reflect key priorities and standardized environmental performance measures. Research could assess how GHRM helps hotels achieve and maintain various certifications, highlighting the policies, programs, metrics and outcomes that are most impactful. Future research can build significantly on the current findings by following these recommendations. A broader, more profound and longer-term exploration of green hotel development strategies can help to identify widely applicable best practices. With a more robust understanding of the factors that motivate and discourage change and how to track progress, hotels can strengthen their environmental practices systematically and sustainably and promote greater environmental awareness throughout the organization.

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