**Tables**

**Table 1.** Factor loadings and Descriptive statistics.

|  |  |  |
| --- | --- | --- |
| Constructs/items | Factor loading | Mean |
| *Green performance management* |  |  |
| Employees know the specific environmental targets, goals and responsibilities | 0.754 | 3.581 |
| Employee’s environmental behavior and contributions to hotels’ environmental performance are assessed | 0.767 | 3.615 |
| Providing regular feedback to employees or teams to achieve environmental goals or improve hotel’s environmental performance | 0.765 | 3.711 |
| Achievement of environmental goals is seen as one of the criteria in system of employee performance appraisal | 0.825 | 3.787 |
| Roles of managers in achieving environmental outcomes included in appraisals | 0.803 | 3.728 |
| *Green reward* |  |  |
| Link suggestion schemes into reward system by introducing rewards for innovative environmental initiative/performance | 0.847 | 3.575 |
| Hotel has non-monetary rewards for environmental achievements  | 0.844 | 3.542 |
| Hotel has monetary rewards based on environmental achievements | 0.850 | 3.475 |
| Environmental performance is recognized publicly | 0.880 | 3.528 |
| *Organizational citizenship behavior for the environment* |  |  |
| I suggest new practices that could improve the hotel’s environmental performance | 0.760 | 3.605 |
| I encourage my colleagues to adopt more environmentally conscious behaviors | 0.717 | 3.684 |
| I stay informed of the hotel’s environmental efforts | 0.772 | 3.648 |
| I make suggestions about ways to protect the environment more effectively | 0.761 | 3.678 |
| I volunteer for projects or activities that address the hotel’s environmental issues | 0.718 | 3.608 |
| I spontaneously give my time to help colleagues take the environment into account | 0.726 | 3.605 |
| I undertake environmental actions that contribute positively to the hotel’s image | 0.760 | 3.661 |
| *Employee in-role green performance* |  |  |
| I complete the environmental duties specified in the job | 0.875 | 3.598 |
| I fulfill all environmental responsibilities required by the job | 0.911 | 3.635 |
| I never neglect environmental aspects of the job which I am obligated to perform. | 0.887 | 3.575 |

**Table 2.** Reliability and validity assessment

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|   | CR | CrA | AVE | REW | PEM | OCBE | EIGP |
| FLC | *HTMT* | FLC | *HTMT* | FLC | *HTMT* | FLC | HTMT |
| REW  | 0.916 | 0.878 | 0.732 | **0.855** | *-* | - | *-* | - | *-* | - | - |
| PEM  | 0.888 | 0.843 | 0.614 | 0.507 | *0.591* | **0.783** | *-* | - | *-* | - | - |
| OCBE  | 0.897 | 0.867 | 0.555 | 0.587 | *0.667* | 0.499 | *0.574* | **0.745** | *-* | - | - |
| EIGP  | 0.921 | 0.870 | 0.794 | 0.594 | *0.678* | 0.556 | *0.647* | 0.669 | *0.766* | **0.891** | **-** |

*Note:* CR = Composite Reliability. CrA = Cronbach’s Alpha. FLC = Fornell-Larcker Criterion. HTMT = Heterotrait-Monotrait Ratio. Square roots of AVE in bold font are on the main diagonal.

**Table 3.** Path coefficients of direct effects.

|  |  |  |
| --- | --- | --- |
| Paths | Coefficient(b) | P-value |
| REW -> EIGP | 0.420\* | 0.000 |
| PEM -> EIGP | 0.342\* | 0.001 |
| REW -> OCBE | 0.448\* | 0.000 |
| PEM -> OCBE | 0.274\* | 0.009 |

*Note:* \* Confidence interval at the 0.05 level.

**Table 4.** Path coefficients of indirect effects.

|  |  |  |
| --- | --- | --- |
| Paths | Coefficient(b) | P-value |
| REW -> OCBE -> EIGP | 0.183\* | 0.012 |
| PEM -> OCBE -> EIGP | 0.300\* | 0.000 |

*Note:* \* Confidence interval at the 0.05 level.

**Table 5.** Path coefficients of moderation analysis.

|  |  |  |
| --- | --- | --- |
| Paths | Coefficient(b) | P-value |
| Culture x REW -> EIGP | 0.551\* | 0.000 |
| Culture x PEM -> EIGP | 0.022 | 0.859 |
| Culture x REW -> OCBE | 0.397\* | 0.000 |
| Culture x PEM -> OCBE | 0.038 | 0.678 |

*Note:* \* Confidence interval at the 0.05 level.

**Table 6.** Conditional effect at moderators.

|  |  |  |  |
| --- | --- | --- | --- |
| Moderator | Coefficient(b) | P-value | LLCI – ULCI |
| *Culture x REW -> EIGP* |
| Local  | 0.386\* | 0.000 | 0.253 – 0.518 |
| Western | 0.936\* | 0.000 | 0.797 – 1.076  |
| *Culture x REW -> OCBE* |
| Local | 0.259\* | 0.000 | 0.166 – 0.352 |
| Western | 0.656\* | 0.000 | 0.558 – 0.754 |

*Note:* \* Confidence interval at the 0.05 level.