

Greening hotels: Does motivating hotel employees promote in-role green performance?

The role of culture

Abstract: In the new global economy, environmentally friendly policies have become a central issue for firms. The increasing attention given to the benefits of those policies has prompted research on the development of environmental management systems that encourage employees to engage in environmental activities. However, there is limited evidence concerning the relationship between employee motivation and employees' in-role green performance, in addition to the potential impact of culture and organizational citizenship behavior for the environment. Through a quantitative study of 301 managerial and non-managerial employees working in three- to five-star hotels, this study makes a major contribution by demonstrating that practices aimed at motivating hotel employees (e.g. green reward and performance management) are significantly linked with employees' in-role green performance and organizational citizenship behavior for the environment. The findings also indicate that the influence of green rewards on employees' in-role green performance and organizational citizenship behaviors for the environment is stronger when hotels are managed by Western corporations. Conversely, the study showed that the effect of green performance management on these two dependent variables is not moderated by culture. This article supports efforts to widen national cultural perspectives in the development and application of green human resource management.

Keywords: employee in-role green performance, motivating hotel employees, culture, green reward, green performance management, organizational citizenship behavior for the environment.

Introduction

In recent years, companies have become more aware of the importance of environmental protection due to the enhanced environmental pressure from governments and consumers (Pham, Tučková, & Jabbour, 2019a). In order to achieve a successful implementation of green strategy, the role of human resource management (HRM), including motivating employees' green behavior, is essential. The integration of environmental management and HRM, namely green human resource management (GHRM) (Renwick, Redman, & Maguire, 2013), has been embraced by a number of scholars, including those in the hospitality industry (e.g. Pham et al., 2019a). In hospitality, environmental management practices have been increasingly adopted by hotels (Tritto, 2020), because these businesses are major actors in causing negative environmental impacts, due to their extensive use of natural resources (Molina-Azorín, Claver-Cortés, Pereira-Moliner, & Tari, 2009; Chan & Hawkins, 2012). In addition, along with the expected benefits associated with green behavior (e.g. cost, competitive advantage), external pressures (e.g. from customers) have encouraged hotels to consider green practices (Alonso-Almeida, Robin, Pedroche, & Astorga, 2017).

Researchers have focused on GHRM practices, especially motivating employees through green rewards (REW) and green performance management (PEM), to investigate the importance of these factors to the sustainable development of organizations (e.g. Saeed, Afsar, Hafeez, et al., 2018). Renwick et al. (2013) state that motivating employees involves both REW and PEM, and is one of three key components in developing GHRM strategies for organizations. Scholars have recognized such green practices as critical elements for building green strategy, since the successful implementation of policies aimed at motivating employees can stimulate individuals' environmental commitment and organizational citizenship behavior for the environment (OCBE) (Pinzone, Guerci, Lettieri, & Redman, 2016), as well as environmental knowledge, skills and awareness (Jabbour, Santos, & Nagano, 2010).

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Despite the relevance of GHRM, three key emergent issues must be addressed. First, the existing research has concentrated on how REW and PEM influence extra-role green behavior, such as OCBE (e.g. Pinzone et al., 2016) and firm's environmental performance (e.g. Masri & Jaaron, 2017), rather than employee's environmental performance; for instance, employee in-role green performance (EIGP). Following Janssen and Yperen (2004), EIGP may be viewed as a set of environmental actions specified and required by the organization and outlined in the job description. For example, many companies ask their employees to behave "green", which may translate into jobs that prohibit employees to pour toxic waste into the water systems or where employees have to manage hazardous material in accordance with organizational policies as well as government regulations (Dumont, Shen, & Deng et al., 2017). Similar to the hospitality sector, hotel employees are carefully monitored in a variety of activities aimed at cutting waste, reducing water usage, and saving energy as important tasks. In the literature, few scholars (e.g. Dumont et al., 2017) have empirically investigated EIGP and its antecedents, for example REW and PEM policies in management, and in particular, hospitality management. It can be argued that in addition to achieving person-organization fit (Hoffman & Woehr, 2006) and Ability-Motivation-Opportunity (AMO) (Appelbaum, Bailey, Berg, & Kalleberg, 2000), HRM policies aimed at helping employees "fit" into the workplace also motivate their involvement in green activities. This process may in turn influence employees' green performance, through reward and performance management systems. GHRM practices, including REW and PEM, may boost employees' environmental knowledge, skills and awareness (Jabbour et al., 2010), green commitment and behavior in order to meaningfully stimulate environmental activities (Ren, Tang, & Jackson, 2018). Such practices help employees better understand their role and responsibility to be actively involved in green activities and to handle environmental problems effectively in the workplace, consequently promoting green performance. Furthermore, different GHRM practices may have various

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3 impacts on employee outcomes. For instance, Saeed et al.'s (2018) study indicates that green
4 training has a stronger influence on pro-environmental behaviors than other practices (e.g.
5 empowerment, reward). Thus, investigating the separate effects of each practice (REW and
6 PEM) on EIGP is necessary to contribute to the literature, especially to the body of knowledge
7 on hospitality. Although Dumont et al. (2017) and Zhang, Luo, Zhang and Zhao (2019) explore
8 the linkage between GHRM and employee in-role green behavior, their findings do not shed
9 light on the separate effects of each individual GHRM practice.

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19 Moreover, authors have called for papers to investigate the role of cultural perspectives
20 (e.g. Western and local) in the application of GHRM (Ren et al., 2018), as organizations are
21 likely to be impacted by the context in which they operate. Indeed, Hofstede (1983) emphasizes
22 that national culture may constrain organizational culture. Therefore, even if a parent
23 company's national culture is transferred to overseas subsidiaries through the firms'
24 organizational culture (Lau & Ngo, 2001), the latter is likely to be impacted by the host
25 country's national culture. Thus, one may find organizational culture differences between
26 companies managed by international and domestic organizations, even in the same
27 environment. Furthermore, institutional theory complements cultural approaches by suggesting
28 that firms may be exposed to similar management practices when they are embedded in the
29 same business system (DiMaggio & Powell, 1983). More specifically, Pham et al. (2019a)
30 propose a study that explores potential differences in the GHRM system between hotels
31 managed by Western and local companies in Vietnam. This approach aligns with Ryan's (2018)
32 recommendation regarding the relevance of national culture differences for future
33 investigations in the tourism sector. Despite this, the suggestion has not yet been addressed by
34 the extant literature in hospitality management.

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Finally, based on the AMO framework, HRM policies such as reward and performance management systems have the ability to boost employees' motivation and effort, which in turn

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3 influence employee performance (Jiang, Lepak, Han, et al., 2012a). In the green context,
4 authors have examined the connection between GHRM practices and OCBE (e.g. Pinzone et
5 al., 2016; Luu, 2019). As previously mentioned, although Dumont et al. (2017) and Zhang et
6 al. (2019) provide empirical evidence to support the direct effect of GHRM on employee in-
7 role green behavior, evidence on the separate impacts of REW and PEM on EIGP is still
8 lacking, especially in the hospitality sector. According to the AMO framework, an emerging
9 research gap concerns the mediating effect of OCBE on the link between such green practices
10 and EIGP, which remains largely neglected by the extant literature. Our study highlights this
11 important gap because we argue that green policies aimed at motivating employees may boost
12 their voluntary behavior in environmental activities, contributing to the individual achievement
13 of environmental tasks.

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15 In sum, the existing literature lacks studies which explore (1) the relationship between
16 REW and PEM (separately) with EIGP; (2) the mediating role of OCBE in these relationships;
17 and (3) the role of cultural perspectives (Western and local) in relationships between green
18 practices (REW and PEM), EIGP and OCBE.

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20 To address the uncertain status of the existing research on GHRM in the hospitality
21 industry, our work aims to attain a better understanding of how green practices which motivate
22 employees (e.g. REW and PEM) may enhance EIGP and OCBE. Additionally, this study
23 provides an insight into the role of culture (Western and local) in the relationship between such
24 green practices, EIGP and OCBE. The research questions include *RQ1: What is the influence
25 of motivating employees on EIGP and OCBE?*; *RQ2: What is the mediating role of OCBE
26 regarding the influence of motivating employees on EIGP?*; and *RQ3: What is the role of
27 culture (Western and local) in influencing the motivation of employees for EIGP and OCBE?*

Theoretical framework and development of hypotheses

Motivating employees, OCBE, and EIGP

Motivating employees is seen as one of three core components of GHRM strategy and covers topics related to REW and PEM (Renwick et al., 2013). REW refers to a system of monetary and non-monetary workplace rewards for those who contribute to the firm's environmental management goals (Jabbour et al., 2010). PEM involves policies used by organizations which aim to monitor and evaluate employee performance and advancements made towards attaining environmental goals (Govindarajulu & Daily 2004).

OCBE is a component of organizational citizenship behavior (OCB) (Raineri & Paillé, 2016). It can be understood as "*individual and discretionary social behaviors not explicitly recognized by the formal reward system and contributing to improve the effectiveness of environmental management of organizations*" (Boiral, 2009, p.223). Individuals' discretionary behaviors include green initiatives; for example, sharing knowledge to protect the environment and proposing suggestions to reduce pollution (Boiral, 2009).

Employee in-role performance can be understood as those activities specified and required by the job description and thus mandated, monitored and rewarded by the organization (Janssen & Yperen, 2004). In the green context, Paillé and Meja-Morelos (2019) define employee environmental performance via evaluations not only for preventing environmental crises and complying with environmental regulations, but also for educating others and the public about the environment. However, our study concerns EIGP, which focuses on the employees' green role, as specified in their job description. Following Janssen and Yperen (2004), this study extends employee in-role performance into the environmental perspective, meaning that EIGP can be considered to cover those environmental actions specified and required by the organization and outlined in the job description, and which are mandated, monitored and rewarded by the organization.

Links between motivating employees and EIGP

Following the AMO framework, HRM practices aim to enhance employees' motivation, thus affecting firms' organizational performance. To provide an insight into the HRM-performance relationship, it is necessary to explore the role of employees, since employee performance may be a key element in the link between HRM and organizational performance (Dyer & Reeves, 1995). Jiang, Lepak, Hu, and Baer (2012b) point to employee performance as a reasonable outcome that is directly linked with HRM practices, including reward and performance management. Similarly, "person-organization fit" refers to the compatibility between an employee's attributes and their organization, which influences individual behavior (Hoffman and Woehr, 2006). Based on this theory, HRM policies aimed at helping employees to "fit" with the workplace, for example rewards and performance management, could affect employee outcomes (Lauver & Kristof-Brown, 2001). Therefore, two such practices may bring benefits to employees by improving employee performance; namely, encouraging employees to perform tasks actively and effectively and providing feedback to employees to minimize mistakes at work.

In the hospitality context, few studies have examined the separate impacts of GHRM practices on EIGP. Based on the AMO and person-organization fit frameworks, both REW and PEM policies may encourage employees to become more involved in environmental activities and help them understand the organizations' green goals, which play an essential role in directly predicting EIGP. Indeed, when hotels are focused on REW, and when monetary (e.g. bonuses, cash) and non-monetary rewards (e.g. recognition) are communicated clearly to employees, employees tend to better understand the tangible and intangible benefits embedded within environmental tasks in the workplace. This continuously motivates and stimulates

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3 environmental responsibilities based on employee commitment (Govindarajulu & Daily,
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5 2004), which in turn enhances green performance.
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8 Similarly, setting up a PEM system may boost employees' environmental understanding
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10 of, for example, the environmental targets and responsibilities of each employee. This helps to
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12 align individual behaviors with the hotel's environmental objectives (Guerci, Longoni, &
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14 Luzzini, 2016) and encourages employees to contribute to the hotel's green activities (Renwick
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16 et al., 2013). In turn, employees learn how to avoid environmental mistakes in order to meet
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18 environment-related requirements from their managers. For instance, hotel employees may
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20 enrich their environmental knowledge, skills and abilities when they regularly receive green
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22 feedback from managers (Pham et al., 2019a). This is necessary to increase employees' green
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24 understanding, which helps them to actively address environmental problems, such as how to
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26 reduce and recycle waste, and to use water and electricity effectively. EIGP is, therefore,
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28 enhanced. Consequently, we expect such practices to emerge as important elements in
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30 predicting EIGP. We hypothesize that:
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35 **H1a:** REW positively and significantly influences EIGP.
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38 **H1b:** PEM positively and significantly influences EIGP.
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43 *The role of OCBE*

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45 Scholars have debated whether OCB should be a function of policies that aim to reward and
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47 monitor employees. Some argue that extra-role behaviors, for example OCB, are voluntary
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49 activities that are not a part of employees' tasks, and should be recognized by the reward system
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51 (Organ, 1988). The competing pressures of work may lead employees to feel overworked,
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53 resulting in difficulties with work-life balance; hence it can be challenging to improve
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55 employees' willingness to engage in OCB. Besides, organizations usually informally
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57 encourage their employees to participate in green behaviors, rather than setting up a system to
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3 appraise such behaviors. Consequently, even though organizations may invest significantly in
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5 reward and performance management systems, the question as to whether such systems boost
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7 discretionary behavior or not is still under debate. Therefore, from a traditional viewpoint,
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9 HRM policies such as those aimed at monitoring and rewarding employees may not be
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11 necessary to encourage employees' OCB.
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15 However, this argument may be somewhat misleading. According to Jiang et al. (2012b),
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17 social exchange theory suggests that if employees perceive benefits to their organization's
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19 actions, they may feel obligated to reciprocate and be inclined to exert more effort in the
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21 workplace. With HRM practices (e.g. reward and performance management), when employees
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23 have positive perceptions of organizational support for such practices, they are likely to express
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25 increased affective commitment based on the norm of reciprocity, which in turn influences
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27 employees' work behaviors (Kehoe & Wright, 2013). Additionally, person-organization fit
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29 may help explain direct connections between HRM practices and employees' voluntary
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31 behavior. These behaviors may be a function of the fit between employees and their work
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33 context, through the development of reward and performance management systems. Therefore,
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35 such systems could be used to encourage individuals to effectively perform both in-role and
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37 extra-role tasks. Schnake and Dumler (1997) also suggest that managers who hope to stimulate
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39 employees' OCB should reward their workers in order to involve them in these behaviors.
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45 GHRM practices (e.g. REW and PEM) may be interpreted as aspects of environmental
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47 support from the organization, consequently these practices may be factors in predicting
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49 employees' green behavior (e.g. OCBE). For instance, Paillé, Boiral, and Chen (2013)
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51 highlight the impact of environmental management practices on OCBE. We argue that
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53 employees may perceive such practices as benefits which help align their behaviors with the
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55 organization's green goals and motivate green commitment at work. As a consequence,
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57 individuals may wish to reciprocate by discretionarily changing their environmental behaviors
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3 with the aim of improving environmental effectiveness. For hotels, when they concentrate on
4 developing REW systems (e.g. bonus, recognition), which are regarded as ‘goodwill’ signals
5 from the hotel, employees are likely to feel respected and recognized and understand the green
6 goals of their organization. This may lead to a positive perception toward the hotel’s policies,
7 which may boost employees’ environmental commitment at work (Pham, Tučková, & Phan,
8 2019b) and encourage them to reciprocate. In turn, this motivates and stimulates employees to
9 make more of an effort at work. In fact, Renwick et al. (2013) suggest that environmental
10 rewards and recognition (e.g. daily praise) are important factors that can bring a number of
11 benefits for companies, because this practice may encourage employees who are willing to
12 generate eco-initiatives, an aspect of OCBE.
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26 Similar with PEM, this practice helps guide hotel employees in aligning their behaviors
27 with the hotel’s green goals (Govindarajulu & Daily 2004). Indeed, setting up such a system
28 provides employees with clear information about their role in green activities and solidifies
29 their environmental responsibilities, through receiving feedback and appraisals. Based on green
30 feedback and information from managers and customers, hotel employees may learn the
31 necessary green knowledge and skills to handle environmental issues themselves. Also,
32 employees can recognize and react to what needs to change in order to avoid a negative impact
33 on the environment. In terms of empirical evidence, Pham et al. (2019a) suggest that when
34 hotels pay attention to developing PEM systems, employees are encouraged to become
35 involved in OCBE. Saeed et al. (2018) also demonstrate that the effective implementation of
36 both REW and PEM policies, as two of the most important GHRM practices, can enhance
37 voluntary green behavior. Thus, our related hypotheses are that:
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54 **H1c:** REW positively and significantly influences OCBE.

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56 **H1d:** PEM positively and significantly influences OCBE.
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3 Following AMO theory, Jiang et al. (2012a) argue that individual performance is a
4 function of motivation and effort (e.g. OCB) and may be facilitated by HRM practices,
5 including reward and performance management policies. According to the social exchange
6 perspective, Ogbonnaya and Valizade (2018) state that HRM practices (e.g. reward and
7 performance management) may provide signals about management's desire to motivate the
8 workforce, and employees may perceive these signals as 'goodwill' from an organization, thus
9 contributing to improving performance. However, scholars argue that OCB represents an
10 employee's voluntary commitment within the company and is not formally required by the
11 organization (Organ, 1988), and thus that it is illogical to assume that employee in-role
12 performance depends on their OCB. On the other hand, we argue that through voluntary
13 behaviors in the workplace, employees may better understand the company's functioning
14 because they gain more knowledge of the big picture and purpose of the organization, resulting
15 in enhanced employee job performance. An empirical study by Bommer, Dierdorff, and Rubin
16 (2007) indicates the importance of stimulating employees' OCB to enhance their in-role
17 performance. Thus, employees' OCB can be boosted by HRM polices (e.g., reward and
18 performance management), which may continuously affect employee in-role performance.
19 Based on these arguments, in the green context, GHRM practices aimed at motivating
20 employees may be expected to boost EIGP through employees' discretionary efforts, such as
21 OCBE.

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47 As discussed above, effective implementation of REW policy in hotels can help employees
48 feel more environmental responsibility, which in turn stimulates them to consider potential
49 ramifications of their actions which may affect the environment and to actively participate in
50 green events at work. Consequently, employees may behave in ways that minimize the negative
51 impact of their organization on the environment, as well as meet the green requirements of their
52 job. Thus, OCBE becomes an important element in mediating the connection between REW
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3 and EIGP. In line with this reasoning, PEM is an important practice to align employees'
4 behavior (e.g. OCBE) with the green goals of organizations (Guerci et al., 2016). Previous
5 studies have demonstrated the importance of PEM policy in boosting OCBE in hotels (e.g.
6 Pham et al., 2019a). When hotel employees understand how to behave proactively to protect
7 the environment, they voluntarily apply the green knowledge, skills and experience they have
8 gained from the feedback of guests and managers to solve environmental issues. Consequently,
9 these employees' discretionary green behaviors positively enhance their performance in
10 implementing green tasks (Paillé & Meija-Morelos, 2019). EIGP is, therefore, increased. Thus,
11 we expect that the connection between PEM and EIGP will be mediated by OCBE. We
12 hypothesize that:
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26 **H1e:** REW has an indirect effect on EIGP via OCBE.

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28 **H1f:** PEM has an indirect effect on EIGP via OCBE.
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34 *The role of culture (Western and local)*

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36 The context in which an organization operates is instrumental in gaining a better understanding
37 of organizational phenomena. The operational environment can differ between countries in
38 various aspects, and institutional and cultural perspectives provide useful lens to examine
39 organizations and individuals. Based on the institutional perspective (DiMaggio & Powell,
40 1983), firms operating in the same environment tend to behave similarly since they are exposed
41 to the same institutional actors and have a need to gain legitimacy. This means that different
42 companies are likely to adopt a similar set of business management practices if they are
43 operating in the same country. From a cultural perspective, one expects national culture to
44 underpin individuals' basic assumptions and shared meanings about the world around them.
45 As such, national culture may be one of the main factors leading to variations in organizational
46 culture (Johns, 2006). This is in line with Hofstede's (1983) argument, which states that
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3 organizational culture may be constrained by national culture. Consequently, multinational
4 companies must consider the extent to which their organizational culture may be impacted by
5 the host country's national culture and whether they should localize their business practices.
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10 Researchers have supported the roles of institutional and cultural theories in examining
11 multinationals' business practices. In this paper, we argue for a perspective that moves beyond
12 the cultural perspective to emphasize the essential role of a unique organizational culture that
13 is transferred from a firm's headquarters to overseas subsidiaries. Indeed, the cultural
14 perspective has been applied in HRM research to study organizational operations in Western-
15 owned or -managed subsidiaries of multinational companies (e.g. Hoang, Rao Hill, Lu, &
16 Freeman, 2018). According to Lau and Ngo (2001), the parent organizations' national culture
17 has an influence on the operation and management decisions of subsidiaries in other countries.
18 The beliefs and values of the parent organization are transferred to overseas subsidiaries and
19 affect organizational systems and employees' values. Thus, the cultural values of both
20 organizations and individuals within foreign companies operating in Vietnam – especially
21 Western companies – may be affected by the culture of the organization's headquarters. For
22 instance, Hoang et al. (2018) state that Vietnamese employees working in Western companies
23 in Vietnam may learn and absorb the national culture and values of their parent company. They
24 also suggest that ownership type (Western and local) is an important factor, which is expected
25 to affect an organizations' HRM system and operation as well as employee behavior.
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47 Our study focuses on the hospitality industry in Vietnam, where hotels have been managed
48 either by local companies or by international hospitality corporations originating in Western
49 countries (e.g. Marriott, Accor). Therefore, two distinct cultural influences –Western and local
50 – dominate hotels in Vietnam. In this paper, we refer specifically to national culture and
51 organizational culture in some instances as well as to a broader notion of cultural perspective
52 associated with firm ownership or management as Western or local. Regarding the
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3 environmental aspect, we have found no published empirical studies focusing on the
4 moderating effect of culture in the application of GHRM in either Western or local companies.
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6 However, Witt and Stahl (2016) have discussed the connections between manager-oriented
7 corporate social responsibility and national cultural perspectives. They emphasize that business
8 leaders from national cultures with strong power distance, for example, Vietnam, may be less
9 likely to enact behaviors linked with responsible orientations (e.g. concern for environmental
10 issues, community) than managers impacted by cultures with low power distance. In addition,
11 Hoang et al. (2018) state that Western companies are more individualistic, and thus have a
12 closer fit with interventions at the individual level (e.g. employee rewards and autonomy),
13 whereas companies from emerging Asian markets, such as Vietnam, tend to be more
14 collectivistic, group-oriented, and thus have a better fit with task/performance-oriented or
15 group interventions (e.g. performance management and appraisals). This is consistent with Lau
16 and Ngo's (2001) arguments about cultural perspective in HRM.
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33 Consequently, this leads to different priorities for applying GHRM policies between hotels
34 managed by Western and local companies, which in turn influence individuals' green output,
35 including OCBE and EIGP. In terms of REW, at hotels managed by Western companies,
36 employees may learn and adopt socially and environmentally responsible behaviors because of
37 Western managers. Therefore, individual-oriented green policies (e.g. reward policy) are easily
38 translated to all local employees. This is necessary to stimulate employees to concentrate on
39 green voluntary behavior at work, as well as to improve their performance in green tasks. In
40 line with the above reasoning, a further step is to examine the role of culture in PEM's effect
41 on EIGP and OCBE. Pham et al.'s (2019a) study in Vietnam suggests that PEM has been
42 implemented more often by local-run hotels than by Western-run hotels. As argued above,
43 since employees working in hotels with local cultures are likely to be monitored by supervisors,
44 managers or even customers, they might attempt to actively change their green behaviors (e.g.
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3 OCBE) to fit with the organization's green goals, and this may motivate them to meet green
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5 requirements. Thus, we hypothesize that:
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8 *H2a&c:* Culture (Western and local) moderates the effect of GHRM practices aimed at
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10 motivating employees on EIGP and OCBE, such that the effect of REW on EIGP
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12 (H2a) and OCBE (H2c) is higher in Western-managed hotels than local-managed
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17 *H2b&d:* Culture (Western and local) moderates the effect of GHRM practices aimed at
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19 motivating employees on EIGP and OCBE, such that the influence of PEM on
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21 EIGP (H2b) and OCBE (H2d) is greater in local-managed hotels than Western-
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23 managed hotels.
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31 **Methodology**

32 ***Research design***

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34 Our research followed a deductive approach, which included a qualitative study to help develop
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36 and improve the quantitative questionnaire. The following step consisted of a quantitative study
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38 aimed at testing proposed hypotheses. With regard to our sample, respondents were both
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40 managerial and non-managerial employees working in three- to five-star hotels in Vietnam.
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42 Such hotels are more likely to be involved in environmental practices. This is consistent with
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44 Molina-Azorín et al. (2009), who state that environmental problems have been considered by
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46 many hotels, especially three- to five-star hotels, because of the industry's negative impact on
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48 nature and the environment. To ensure reliability, respondents were directly involved in
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50 environmental activities and had at least one year of work experience in such hotels, as they
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52 must be able to understand the hotel's environmental tasks and activities and provide reliable
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54 information for the study. Thus, we chose employees working in various departments, such as
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3 housekeeping, front office, food and beverages (F&B), administration (or HR) and
4 maintenance for data collection.
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8 The original questionnaire, written in English, was translated into Vietnamese by two
9 native and bilingual researchers, and was then translated back into English. Due to the
10 quantitative nature of the research, the questionnaire contained mainly closed questions, using
11 a five-point Likert-type (Agree-Disagree) scale. Along with a covering letter, these
12 questionnaires were provided to employees either by hard copy or e-mail. We contacted all
13 three- to five-star hotels in Vietnam (880 hotels) in order to request their agreement to distribute
14 these questionnaires to relevant employees, with 127 hotels allowing us to collect this data. For
15 each hotel, we ensured that the questionnaires were answered separately by both managerial
16 and non-managerial employees in order to reduce common method bias.
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29 Among the constructs of the questionnaire, data on REW, PEM, OCBE and cultural
30 perspectives were collected during the first round (Period 1), while EIGP was completed during
31 the second round (Period 2). All responses collected in Period 1 were analyzed based on coding.
32 In this stage, from 508 questionnaires sent to respondents (two for managerial employees and
33 two for non-managerial employees within each hotel), we successfully received 375 completed
34 responses. After carefully checking the returned questionnaires, we eliminated those which
35 were invalid due to reasons such as missing data or major differences between managerial and
36 non-managerial employees' evaluation of REW and PEM. A total of 355 individuals completed
37 the survey to a usable level. At the end of the data collection process, we obtained their
38 agreement to allow us to carefully store personal information (e.g., telephone number, e-mail),
39 with the aim of contacting them again in the second round. In Period 2, these individuals were
40 invited to respond to our questionnaire concerning EIGP, but only 301 respondents ultimately
41 provided valid feedback at this stage. According to Hair, Hult, Ringle, and Sarstedt's (2014)
42 guidelines, the sample size of 301 is appropriate for this work. Specifically, 165 (54.8%) and
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3 136 (45.2%) employees worked at hotels managed by local and Western companies,
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5 respectively.
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8 In this study, the respondents consisted of 184 females (61.1%) and 117 males (38.9%).
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10 The participants came from a wide range of departments: the most prevalent were F&B and
11 housekeeping, with 87 (28.9%) and 80 (26.6%) respondents respectively, followed by
12 maintenance (51 employees – 16.9%), administration/HR (43 employees – 14.3%), and front
13 office (40 employees – 13.3%). Of the sample, most respondents (255 - 84.7%) had under ten
14 years of work experience at their present hotel, with only 46 respondents (15.3%) having ten
15 years or more. Regarding the hotels' length of operation, there were 157 (52.2%) and 111
16 (36.9%) respondents working at hotels which had been established for less than ten years and
17 from 10 to 20 years, respectively, while 33 participants (10.9%) worked in hotels which had
18 been in operation for over 20 years.
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31 In the data analysis stage, we first applied the SMART-PLS software to assess the
32 reliability and validity of the measurements. According to Hair, Ringle, & Sarstedt (2011),
33 PLS-SEM may be a suitable method for researchers because it offers advantages such as fewer
34 identification issues, data with much smaller as well as larger sample sizes, and compatibility
35 with a complex structural model and many constructs and relationships. By doing a critical
36 review of applying PLS-SEM in HRM papers published in leading journals, Ringle, Sarstedt,
37 Mitchell, & Gudergan (2020) revealed that PLS-SEM is an increasingly important method for
38 empirical HRM studies. Next, the PROCESS package was used to test the direct and indirect
39 effects of both REW and PEM practices on OCBE and EIGP and the moderating influence of
40 cultural perspectives (Western and local) on these effects.
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Assessment of common method variance

First, Harman's single factor analysis was applied in order to test common method variance. A significant level of common method variance is detected when the first factor's variance is greater than 50% of the total variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). Our results depicted four factors established at eigenvalues above 1.0, while the overall variance explained by the first factor was less than 50%. Second, based on Kock's (2015) suggestion, we tested for common method bias using the full collinearity assessment method. The results revealed that the values of all VIFs are less than 3.33, and thus common method bias was not present. Finally, in order to reduce data bias, the authors randomly arranged the order of the different question sections before the questionnaires were provided to respondents. We can therefore conclude that common method variance did not have serious implications for these findings.

Measurement

To measure EIGP, we developed three items based on the scale used by Janssen and Yperen (2004). This scale is widely used in the HRM literature to measure employee performance in general and may be extended into particular domains, for example extending it into the green context. We also employed seven items from Raineri and Paillé (2016) to evaluate OCBE. In fact, other publications in sustainable tourism management, such as Pham et al. (2019a) and Pham et al. (2020), have also applied these items to measure this factor. With respect to HRM practices aimed at motivating employees, on the basis of our case study findings and previous studies (Jabbour et al., 2010; Masri & Jaaron, 2017), items relating to both REW and PEM were adopted. Table 1 illustrates all items adopted in this study.

Tables 1&2 indicate acceptable reliability, as all values of Cronbach's alpha (CrA) and Composite reliability (CR) are better than the benchmark of 0.7 (Hair et al., 2014). The results

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3 also suggest reasonable convergent validity, since all Average Variance Extracted (AVE)
4 values exceed 0.5 and all factor loading values are higher than the threshold level of 0.7 (Hair
5 et al., 2014). Finally, to test discriminant validity, the study considered the Fornell-Larcker
6 criterion and the Heterotrait-Monotrait ratio (HTMT). As shown in Table 2, the square root of
7 the AVE of each construct, ranging from 0.745 to 0.891, must be greater than all correlation
8 values with any other construct (Fornell & Larcker, 1981). In addition, Table 2 shows all
9 HTMT ratios, between 0.574 and 0.766, are less than the threshold of 0.9 (Ringle et al., 2020).
10 Thus, we can conclude that there was an adequate level of discriminant validity for this study.
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27 Findings

28 *Direct effects*

29 As illustrated in Table 3, the results of bootstrap analysis (the 95% confidence intervals with
30 bootstrapping 5000 samples) indicate that all path coefficients suggest significant effects of
31 REW and PEM on EIGP and OCBE. Specifically, REW ($b = 0.420, p < 0.05$) and PEM ($b =$
32 $0.342, p < 0.05$) have positive and significant influences on EIGP, indicating that H1a and H1b
33 are accepted. Similarly, there are positive and significant connections between REW and
34 OCBE ($b = 0.448, p < 0.05$) and between PEM and OCBE ($b = 0.274, p < 0.05$), indicating that
35 hypotheses H1c and H1d are supported.
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52 *Indirect effects*

53 By analyzing bootstrap with 5000 samples and 95% conference intervals, Table 4 shows a
54 significant and indirect effect of REW on EIGP via the mediating role of OCBE ($b = 0.183, p$
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3 < 0.05). Furthermore, the indirect effect of PEM on EIGP via OCBE is confirmed at a 95%
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5 confidence interval ($b = 0.300$, $p < 0.05$). Thus, hypotheses H1e and H1f are accepted.
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10 11 12 ***Moderation analysis***

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15 In terms of the moderating effects, Table 5 shows the important role of the interaction between
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17 culture and REW in enhancing two dependent variables. Specifically, the interaction of both
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19 cultural perspectives and REW significantly impacts EIGP ($b = 0.551$, $p < 0.05$) and OCBE (b
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21 $= 0.397$, $p < 0.05$). By contrast, there are no significant influences arising from the interaction
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23 between culture and PEM on EIGP ($b = 0.022$, $p > 0.05$) and OCBE ($b = 0.038$, $p > 0.05$).
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27 Further analysis involved conditional effect assessment of the moderator factors, with the
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29 aim of deeply analyzing the interactive influences of culture and REW on the two dependent
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31 variables. Based on the data shown in Table 6, REW significantly influences EIGP and OCBE
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33 at both local- and Western-managed hotels. However, on the basis of coefficient values and the
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35 range of confidence intervals, it can be suggested that the size of REW's influence on EIGP at
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37 Western-managed hotels ($b = 0.936$, $p < 0.05$) is higher than at local hotels ($b = 0.386$, $p <$
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39 0.05). Similarly, REW's influence on OCBE at Western hotels ($b = 0.656$, $p < 0.05$) is greater
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41 than at local hotels ($b = 0.259$, $p < 0.05$). This is visualized clearly in the positive slopes shown
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43 in Fig. 2a & 2b, where the slopes of the broken lines (Western hotels) are greater than the slopes
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45 of the solid lines (local hotels) in each figure. Thus, the results of this analysis suggest support
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47 for hypotheses H2a and H2c, whereas H2b and H2d are rejected.
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52 INSERT FIGURE 2a AND 2b ABOUT HERE
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Discussion

Theoretical implications

Embracing practices aimed at motivating employees to develop EIGP and OCBE

Underlining the theories of AMO and person-organization fit, we argue that GHRM practices, such as REW and PEM, may play a critical role in enhancing EIGP. EIGP can be given an important role in pursuing organizations' environmental sustainability strategies, but the absence of EIGP-related hospitality studies in the past represents a necessity for scholars. Therefore, our investigation of the connections between green practices and EIGP offers empirical evidence to contribute to the existing literature on GHRM and hospitality and tourism management. The findings of this work confirm the significant influence of REW and PEM on EIGP, in support of both AMO and person-organization fit theories. This is because, when hotels pay attention to green policies linked to both monetary and non-monetary rewards and communicate this to employees, employees are more likely to understand their hotel's green values and culture and actively participate in green activities. Thus, this policy can motivate employees' sense of responsibility to fulfill the environmental tasks included in their job description.

Similarly, developing a performance management system to monitor the green activities of hotel employees (e.g. employees receive environmental feedback from hotel managers or guests) helps employees understand how to avoid mistakes when performing green tasks at their hotel, consequently improving EIGP. These findings are important for the theoretical aspect of bridging this gap in the literature, because although the GHRM-EIGP connection has been suggested by Ren et al. (2018), published papers have not yet empirically demonstrated this relationship by extending these two theories in the green context, especially in the hospitality sector.

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3 This work highlights the two perspectives of social exchange and person-organization fit
4 as the ideal theoretical underpinnings to predict the effects of REW and PEM on OCBE.
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6 However, these relationships have been the subject of considerable scholarly debate. Some
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8 scholars argue that extra-role behaviors (e.g. OCBE) may not be recognized by the reward
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10 system and that real work-related pressures may not allow employees to engage in such
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12 behaviors voluntarily. Despite this argument, the results indicate the statistically significant
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14 effects of such practices on OCBE, in support of these two theories. This emphasizes the
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16 importance of applying green policies in hotels such as REW and PEM to motivate employees,
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18 encouraging employees to willingly involve themselves in environmental activities and events.
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20 Thus, if a hotel intends to implement reward policies for employees with high green
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22 performance along with a system for monitoring environmental tasks performed by employees,
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24 this encourages employees to reciprocally support their hotel through green behavior and
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26 attitude.
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33 We argue that employees may perceive benefits from such policies implemented by the
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35 hotel, as these practices help to align their behavior with the hotel's green goals and stimulate
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37 commitment to the environment. Consequently, they may wish to reciprocate by voluntarily
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39 changing their environmental behaviors in the workplace; for example, they may be willing to
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41 provide green suggestions to protect the environment more effectively. This result is supported
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43 by previous studies, such as Saeed et al. (2018), who indicate that a strong green reward policy
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45 is critical to enhancing pro-environmental behavior among employees, and Pinzone et al.
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47 (2016), who suggest that PEM is a significant predictor to boost OCBE. Thus, these findings
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49 are in line with the existing literature, and demonstrate that these two theories can be extended
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51 to investigate these relationships in the hospitality context. Additionally, we contribute to the
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53 current literature on GHRM and hospitality and tourism management by providing empirical
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3 evidence that although OCBE is not rewarded and monitored by the organization, this behavior
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5 can be predicted by REW and PEM policies.
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10 *The mediating role of OCBE*

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12 One controversial topic in this area is whether employees' voluntary behavior (e.g. OCB) may
13
14 boost in-role performance. Scholars have argued that such behavior is not rewarded and
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16 monitored by firms, and hence that it is irrational to assume that there is a relationship between
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18 these two variables. Based on AMO theory, however, individual performance can be
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20 considered as a function of motivation and effort (e.g. OCB), which may be advanced by HRM
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22 practices (Jiang et al., 2012a). This suggests that HRM practices such as REW and PEM may
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24 potentially enhance EIGP via the mediating role of OCBE. We argue that this expectation must
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26 be considered by hotels, as such practices may help employees to gain green knowledge, avoid
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28 unwanted environmental mistakes and boost their commitment to the environment (Pham et
29
30 al., 2019b). Consequently, this may stimulate employees' efforts and behaviors to willingly
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32 participate in green tasks and events at hotels. In turn, this can increase the responsibility they
33
34 feel to fulfill environmental tasks required in their job description. From the results of our
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36 analysis, the findings support this argument and are in line with AMO theory. Thus, our study
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38 reveals the significant indirect effects of REW and PEM on EIGP through the mediation of
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40 OCBE, thus making an important contribution to the literature, and emphasizing this finding
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42 as a new perspective in investigating the role of GHRM application in hotels.
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50 So far, this stream of research has generally been overlooked by scholars in GHRM as
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52 well as hospitality and tourism management. In fact, there are prior studies which focus on the
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54 GHRM-OCBE relationship (Saeed et al., 2018) and the GHRM-EIGP relationship (Dumont et
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56 al., 2017). Nevertheless, the mediating role of OCBE in separate influences on GHRM
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58 practices and EIGP – especially REW and PEM – remains a gap in the literature, especially in
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3 the context of sustainable tourism. Accordingly, this paper offers an essential piece of evidence
4 to fill this research gap and provides insight for scholars to reflect on the importance of OCBE
5 in enhancing employees' green effectiveness in their roles. Also, these findings contribute to a
6 clear understanding of the role of discretionary behavior in stimulating not just individuals'
7 extra-role performance, but also in-role performance.
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17 *The role of cultural perspectives and unexpected findings*

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19 The country of origin and the national culture of a parent company (or headquarters) is likely
20 to influence the operational and managerial processes and decisions of subsidiaries (Lau &
21 Ngo, 2001). As a consequence, we would expect that in the hotel sector, not only green
22 practices, but also green beliefs and values, would be transferred from headquarters to overseas
23 subsidiaries, thus affecting hotel employees' green activities, behavior and performance. In this
24 paper, we attempt to understand the moderating role of culture (operationalized as Western and
25 local) in the connections between green practices aimed at motivating employees (REW and
26 PEM), EIGP and OCBE. This is consistent with calls for papers to investigate the contribution
27 of cultural influences to GHRM application (Pham et al., 2019a; Ren et al., 2018). This stream
28 of research has been under-researched in GHRM, and in particular, in the hospitality and
29 tourism sectors. Thus, these findings make an essential contribution to the existing literature
30 by bridging this research gap.
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47 Our results indicate that culture significantly moderates the effect of REW on EIGP and
48 OCBE at hotels. More specifically, these influences are found to be stronger at Western-
49 managed hotels than at locally managed hotels. It is suggested that the hotels' development of
50 green policies to reward employees (e.g. bonuses, cash, recognition from organizations) is
51 important to motivate employees' OCBE and generate EIGP. Thus, it is clear that reward
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3 policies have a significant effect on EIGP and OCBE at both local and Western hotels.
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5 However, this effect seems to be stronger at hotels managed by Western companies.
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8 A likely explanation for this effect may be that employees working at Western hotels are
9
10 largely impacted by the green beliefs and values of top management and Western-based
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12 corporations. Furthermore, HRM practices that make interventions at the individual level (e.g.
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14 employee rewards) are considered more appropriate in Western enterprises as their culture
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16 tends to be more individualistic (Hoang et al., 2018). Consequently, at such hotels, policies
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18 aimed at rewarding employees who demonstrate effective green skills, strongly and positively
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20 boosts their pro-environmental behavior and green performance. Hotels managed by Western
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22 companies operating in Vietnam tend to be concerned with the role of employees in developing
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24 their professional green strategy. Environmental policies (e.g. rewards) aimed at boosting
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26 employees' green behaviors, especially voluntary green behavior, are valued by these hotels'
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28 top management (Pham et al., 2019a); for example, non-monetary rewards (e.g. recognition
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30 from managers), which may stimulate employees' willingness to become involved in green
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32 activities. Additionally, these companies often exhibit top-down consistency in applying green
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34 policies to ensure that all employees understand and embrace the hotel's green values and
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36 culture. This is paramount for the effective implementation of green strategies. Locally-
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38 managed hotels that do not attempt to replicate Western hotels' professional green image seem
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40 to lack interest in this strategy often due to budgetary and people issues.
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47 Contrary to expectations, the study found that culture does not moderate PEM's impact on
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49 EIGP and OCBE. We found no differences between the two types of hotel management in
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51 terms of the role of policies aimed at monitoring employees' green activities in boosting OCBE
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53 and EIGP. It is somewhat surprising that the effects of PEM on EIGP and OCBE in hotels
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55 managed by local companies are not higher than in those managed by Western companies.
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57 Employees working at local hotels are affected by local management, which tends to be more
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3 collectivistic than the management style at Western hotels, as a result, policies such as PEM
4 are important in enhancing employees' voluntary green behavior and green effectiveness.
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8 A possible explanation for such results might be that although employees work at Western
9 hotels, they are Vietnamese and living in Vietnam, and hence are still largely affected by the
10 local culture. Besides, after many years of operating in Vietnam, some of the Western hotels
11 might have become more similar to local hotels due to influences from the environmental and
12 institutional contexts. This argument is in line with the institutional perspective (DiMaggio &
13 Powell, 1983), which suggests that organizations and individuals may be shaped by the social
14 environment in which they exist. On the other hand, employees who work at hotels managed
15 by local companies are likely located in major cities, such as Ho Chi Minh City/Hanoi, where
16 the cultural exchange between Western and Vietnamese cultures is strong. Therefore, to a
17 certain extent, Western culture will also have affected these employees. As a consequence, we
18 may not see differences in the effects of PEM on EIGP and OCBE between these two types of
19 hotels. Thus, by adopting the cultural lens, these findings provide an insight into Hofstede's
20 (1983) argument, which emphasizes that organizational culture may be impacted or shaped by
21 national culture.
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40 Taken together, our findings shed light on the role of culture in explaining the importance
41 of green practices in predicting employees' green behavior in the hospitality sector. Results
42 indicate that culture moderates the effect of REW on EIGP and OCBE, but not the impact of
43 PEM on EIGP and OCBE. We believe it is important to examine the intersection between green
44 rewards, green performance management and culture as they shed light on the impact of the
45 wider context on the GHRM system and its meaning to individuals (Ren et al., 2018). By and
46 large, HRM practices are not all the same, and their degrees of transfer between headquarters
47 and subsidiaries might differ (Björkman & Lervik, 2007; Myloni, Harzing, & Mirza, 2004).
48 Western-managed hotels are likely to be aligned with the cultural norms of their parent
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3 organizations which have already had to adjust to environmental-related norms for competition
4 and survival (Martinez-Martinez, Cegarra-Navarro, Garcia-Perez, & Wensley, 2019). This
5 impact was observed for green rewards but not for green performance management. A potential
6 explanation for this difference may be that PEM is a construct that is much more affected by
7 the role of local line management and the local culture – in the form of appraisals and feedback
8 for example. Whilst the culture moderator addresses the potential influence of top management
9 and headquarters on individuals (which is observed on compensation as rewards provided by
10 the hotel), PEM is operationalized and conceptualized with a focus on the local context (which
11 has similar dynamics for Western-managed and locally-managed hotels). This is in line with
12 previous research in that MNC subsidiaries adapt to local conditions up to a certain extent,
13 depending on the nature of the HRM policy or practice. While the transferability of
14 compensation practices (green rewards) may be implemented when in alignment with
15 government legislation, performance practices are highly dependent on (local) cultural norms
16 and tend to be integrated as part of a wider HR system (Verburg, Drenth, Koopman, Muijen,
17 & Wang, 1999).

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19 Through these results, this paper supports efforts to widen national cultural perspectives
20 in the GHRM field, which have previously been neglected. These findings offer the potential
21 to inform future works on cultural perspective, especially in exploring their role in the
22 application of GHRM, such as reward policies in organizations. Additionally, it may be argued
23 that although culture does not moderate the connections of PEM with EIGP and OCBE, this
24 result suggests that the cultural or institutional approaches may help explain such links in
25 further studies.

Practical implications

From the results analyzed here, environmental action for sustainability may bring about positive green behavior, consequently enhancing EIGP. The first implication is the need to apply both REW and PEM policies in order to develop sustainability at hotels. Therefore, policies regarding both monetary (e.g. bonuses, cash) and non-monetary (e.g. gifts, promotion) rewards need to be considered by hotel management, especially for hotels managed by Western hospitality corporations. Rewards may be focused on encouraging employees to provide green suggestions for innovative green performance. Additionally, managers should concentrate on public recognition for employees with good environmental effectiveness. Similarly, PEM policy helps to boost employees' pro-environmental behavior, subsequently advancing their environmental effectiveness. Thus, setting up a green performance management system is important for hotels. For instance, hotels may carefully assess employees' environmental targets and results and set up a department for receiving feedback from guests or managers.

Second, the findings show that OCBE is an important mediating element in indirectly enhancing EIGP, suggesting that improving OCBE must be considered by hotels' top management. Thus, understanding how employees can actively involve themselves in green activities allows for a better result in enhancing employees' green performance. When employees have a tendency towards environmental protection at work, this helps them easily absorb their hotel's green values, mission and culture. Accordingly, green policies, such as REW and PEM, may strongly boost employees' positive behavior towards the environment, which in turn can help to achieve the required green targets and goals. With hotels, it is important to inspire employees to provide green suggestions for protecting the environment, to volunteer for environmental projects or activities, and to encourage their colleagues to adopt green behaviors in the workplace. These implications are necessary not only for achieving

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3 green performance for employees and hotels, but also for spreading green behavior and social
4 values to communities where employees work and live.
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8 Finally, one major suggestion for hotel managers is that a focus on cultural values could
9 be an effective way of developing their hotel's green strategy. As mentioned in the findings
10 section, although the reward policy in hotels managed by local companies can be an important
11 component to predict employees' green behavior, such hotels need to place more emphasis on
12 this policy. Thus, these hotels should guarantee top-down consistency in terms of using
13 environmental resources and implementing environment-oriented policies, such as a reward
14 system. Moreover, employees and managers should be encouraged to share their green
15 experiences with others. This is essential to ensure that not only people working at present, but
16 also employees recruited in the future, clearly understand the hotel's green values and culture.
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31 **Limitations and suggestions for further research**

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33 Although this work contributes significantly to the existing literature, it nevertheless contains
34 several limitations that may suggest pathways for future investigations. First, while the authors
35 expect that cultural perspectives can be applied to explain the moderating role of different
36 cultures (Western and local) regarding the influence of REW and PEM on EIGP and OCBE,
37 the results here indicate different outcomes between these two green practices. This may be an
38 interesting area for further studies to examine; for example, a qualitative study, aimed at
39 explaining why cultural differences do not moderate PEM's effects on EIGP and OCBE,
40 leading to a result which was contradictory to our expectations. As mentioned above, the
41 institutional perspective may be considered for exploring this area.
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54 Second, following AMO theory, along with practices for motivating employees (e.g. REW
55 and PEM), practices aimed at developing green ability (e.g. green training) and providing green
56 opportunities (e.g. employee involvement) are two of the three core components of GHRM
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(Renwick et al., 2013), and have not been the focus of this paper. For instance, green training may develop employees' environmental knowledge (Jabbour et al., 2010), which can help them understand how to avoid behaviors and activities which negatively impact the environment as well as drive hotels' environmental sustainability and business performance (Martinez-Martinez, Cegarra Navarro, García-Pérez, & Moreno-Ponce, 2019; Martinez-Martinez, Cegarra-Navarro, & García-Pérez, 2015) Thus, a study to investigate the contributions of GHRM practices (e.g. green training, employee involvement) towards EIGP and hotel's success is suggested for further investigation.

Third, this paper tests these hypotheses via data collected within Vietnam. Employees working in organizations within different national cultures can differ in the ways they perceive emotions (Matsumoto, 1989), and thus an examination of these relationships and the moderating role of culture within different countries or between countries is likely to yield new insights. Fourth, all constructs in this study are based on self-assessment. One of the disadvantages of the self-assessment method is a low level of objectivity. Therefore, future studies may use more objective methods for data collection. For instance, EIGP can be evaluated by supervisors or department managers. Finally, it is important to recognize that any survey in sustainability-related topics can face the challenge of social desirability bias in data collection (Roxas & Lindsay, 2012).

Conclusion

By employing quantitative data, this paper theoretically argues and empirically tests the influences of REW and PEM on EIGP and OCBE, the mediating role of OCBE, and the role of cultural perspectives (Western and local) in these connections. The results show evidence which supports investing in hotels' green policies to advance EIGP and OCBE. OCBE also plays a mediating role in the effects of REW and PEM on EIGP. Importantly, we indicate that

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3 REW's effects on EIGP and OCBE at hotels managed by Western corporations are
4 significantly stronger than in hotels managed by local companies. By contrast, connections
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6 between PEM, EIGP and OCBE do not depend on culture.
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