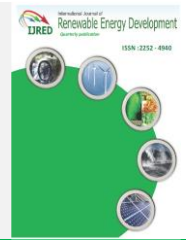




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Research Article

Environmental Sustainability Goal and the Effect of Resources Extrication: A "Give and Take Perspective"

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Abstract. Environmental sustainability is one of the vast research areas in the globe. Most industries are not left out in the quest for a sustainable environment including the hotel industry. Also, customers look for environmental friendly hotel to patronize. With this vast knowledge, the current study takes into account the relationship between green training and green employee involvement, with the mediating effect of perceived behavioural control. The sample of 306 was collected from 4 and 5-star hotel in Turkey in 2020. The study assessed the data with AMOS 20 to hypothesize the relationship between the variables. Findings confirmed that there is a positive impact of green training on perceived behavioural control, organizational citizenship behaviour towards the environment and green employee involvement. In addition, results also validated the positive effect of perceived behavioural control on organizational citizenship behaviour and green employee involvement. It contributes significantly to the ongoing research in the field of green training in the hotel industry in Turkey. These outcomes are supportive to Turkey's hotel industry green management and employee behavioural actions to the environment.

Keywords: green training, perception of behavioural control, green employee involvement, organizational citizenship behaviour of the environment



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1. Introduction

Organizational employees remain the most salient stakeholder where the employer's obligations are above reproach (Lee *et al.*, 2013). For this reason, the perception and opinion of the employee maintain a very strong standing within every organization (San Park and Kim, 2009). The hospitality industry around the globe is experiencing numerous challenges due to the dissimilar environmental changes leading to a high level of competition (Alharthi *et al.*, 2019; EstebanLloret, Aragón-Sánchez, & Carrasco-Hernández, 2018). The significant increase in the tourism industry makes it one of the industries with the most rapid growth rate and most important financial provider to most countries Gross Domestic Product (GDP) and is not without a serious threat to the natural resources and ecosystem (Trang, Lee & Han, 2019), thus exerting unprecedented demand on the environment. The drive toward emerging as a leading competitor in many industries has resulted in severe climate issues. According to the speech of the minister of the United Nations Environment at the June 2019 G20 meeting held in Japan, a majority of developing communities will be severely disturbed if exigent

consideration is left unimplemented regarding the change of climate (G20 Japan, 2019). The predominant confirmation from countries with very low income is that the majority of the populations of poor citizens are living in considerably great jeopardy of threats to the globe, alongside environmental warming (Buckley, 2012; Hoogendoorn & Fitchett, 2018). Past writings according to Alola (2019), posited that the emission of carbon is a very severe risk to the global ecological unit and the business environments, consequently, hotel and hospitality industries incorporate environmentally welcoming actions, such as carbon emission mitigation as an essential strategy for an urgent carbon action. Bestowing to the Intergovernmental Panel on Climate change (IPCC 2014) and echoed in the study of Alola (2019), the world has witnessed a drastic increase in carbon emissions from 9434.4 million tons to 34,649.4 million tons between 1961 and 2011. In this line, among the commercial enterprises, the activities of the hotel and hospitality industry are believed to have a negative effect as regards to the environment.

Most businesses have the notion that corporate environmental management is a waste of resources and

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further misunderstanding the concept hampers the evolution and expansion of the subject. On the other hand, under the intensification of the popular conservationism of customers and severe international environmental regulations, previous research has declared that modern businesses should put more focus on their environmental management (Berry and Rondinelli 1998; Hart 1997; Chen *et al.* 2006). Although international regulation and environmentalism are two motivating forces behind corporate green. Companies have to simply follow their competitors and care less about their environmental management (Chen *et al.*, 2013).

In this line, the hotel activities are believed to discharge CO₂ of almost or slightly above 200kg yearly in a room size of a square meter (Mbasera, Du Plessis, Saayman, & Kruger 2016). The persistent upsurge in the request for the use of energy by lodging houses like hotels has given room for green teaching in most hotels. Most hospitality organizations, like hotels, are going green in the present era. Green hotels can be well-defined and demarcated as hostels whose activities demonstrate a high level of environmentally-welcoming practices, and whose managements aim to establish programs that save water and energy alongside reducing solid waste, while saving cash, to protect the earth as a whole (Green Hotel Association, 2017). This green training will ensure a cleaner hotel which will transcend to a cleaner eco-system in turkey. Also, the CO₂ emissions from countries in and around the Middle East with the Republic of Turkey included were observed to demonstrate the highest rate of growth, which was 2.9% from 2007 to 2017. Despite these efforts, to fight against the huge environmental degradation that the world is currently facing, environmental problems in the world have dramatically increased in the last decades. For instance, World Health Organization (2018) remarks that 7 million premature deaths occurred because of air pollution exposure in recent years in Turkey, its environs, and all around the world and that air pollution due to CO₂ is the greatest environmental health risk in the world. Furthermore, recent studies have confirmed this as the factor leading to environmental problems and thus constitute an important part of the research that is related to environmental sustainability. In recent research, studies have observed and demonstrated the highest rate of growth in CO₂ emissions and/or other GHG emissions as an indicator of environmental degradation (Ulucak and Bilgili 2018; Danish *et al.* 2019; Danish and Khan 2020). This is the effect of green training by organizations and the green involvement on the part of employees will reduce environmental degradation problems and ensure environmental sustainability.

In addition, according to the Turkish Statistical Institute 2021 in 2019, the energy segment in Turkey produced 72% GHG emissions, followed by 14% from agriculture and 11% from industrial processes and product usage. The total GHG emissions continued to increase between these years, from 1990 to 2017, however, they decreased in 2018 and 2019. While the highest GHG emissions were produced in 2017 with 525 million tons of CO₂, the lowest figure was observed in 1990 with 219.6 million tons of CO₂. And other gases like CH₄: methane, N₂O: nitrous oxide, F-gases: fluorinated gases) (TSI.).

Against the above backdrop, the majority of researchers have now dedicated much interest to carbon emission reduction in the hotel industry (Chen, 2019; Chen *et al.*,

2018), keeping a sustainable environment (Kim, Kim, Choi & Phetvaroon, 2019) alongside paying closer attention to green training (Zientara & Zamojska, 2018; Pham, Tuckova & Phan, 2019). For so many years now, many different industries have employed a lot of environmental initiatives and environmental guidelines. One of them by the International Hotel and Restaurant Association is the International Hotel Environmental Initiative (Boiral, 2009). The hotel industry is working considerably very fast to implement policies that will positively affect the environment. To this effect, the study by Bohdanowicz (2005) mentioned that hotel industries are preparing training programs on environmental sustainability. Employee training is very crucial to the realization of green and cleaner environment, Yuriev, Boiral, and Paille (2018), opined that pending down the rules affecting the environment without employee commitment is nugatory. Therefore, employee training is paramount to the reduction of carbon emissions. For example, properly disposing of waste in the right place, conservation of electrical energy by turning off lights when not needed, the use of public transportation as opposed to private driving, using cups that can be reprocessed, and the reduction in the production of redundant waste, recycling office stationaries such as papers, and good usage of water. Researchers have found out that the level of electrical consumption at work is higher than the one we use in our homes for the same purpose.

Furthermore, Gurlek and Tuna (2018) who examined the four- and five-star hotels in Antalya Turkey within the current conceptual framework, opined that green organization culture not only contributes to the reduction in CO₂ emission but also helps indirectly in the hotel industry actualizing competitive advantage. Organizations are in dire need of playing a significant role in contributing to the reduction of environmental problems. Against this backdrop, this research will focus on environmental greening, as a factor that contributes to the lessening of environmental degradation as it affects the employees. Further, the study will contribute its part of knowledge to the existing literature on the prevailing part played by GT and interrelated actions by examining the mediating role of PBC on the relationship between GT and OCBE and green employee involvement (GEI) and perception of CSR. In a more simplifying perspective, the main involvement of the current study is the realization of substantial intents that are presented as follows:

In the preceding period, scholarly works on green training, have laid more emphasis on the ability of the human resource department of hospitality organizations to keep in place, employee's eco-welcoming actions (Kim *et al.* 2019; Pham, Tuckova & Jabbour, 2019), and client's ecological attitudes and their disposition to pay (Gao, Mattila & Lee, 2016). On the other hand, many previous works have ignored the efficient association between the perception of employee behavioural control and employee environmentally orientated OCB related to hospitality employees. In line with the above statement, the current research seeks to explore the impact of green training on employee organizational citizenship behaviour towards the environment and their green involvement via employee perception of behavioural control. To check the role of green training on employee environmental responsibility. A study by Ragas *et al.* (2017) opined that green training increases employee self-efficacy in environmental

awareness and environmental participation, therefore, this study looks at the contribution of green training to employee green involvement. The study tests the role of green training on employee OCBE extending the study of Obaid and Alias (2015), Renwick *et al* (2016), and Arulrajah (2015), that HRM affects the performance of an organization. Concurrent with the standing pieces of literature (Erdogan & Baris, 2007; Rahman & Reynolds, 2019), the current research examines the relationship of the study model to Green hospitality organizations like hotels in Turkey. Perceived organizational support will probably not be active when required support from the organization is not grounded, for that reason, the Perceived Behavioural Control of employees is considered obligatory to give strong sustenance to green training in objectifying environmental enactments and OCBE. A hand full of researchers have examined how organizational support moderates relationships between variables in human resource practices. To name a few, Aktar (2017) perceived organizational support, Shen (2014), and Hur *et al* (2017) work engagement. As a result, the current scholarly work is aimed at examining the mediating role of employee perceived behavioral control on the association between green training and employee environment ally-oriented citizenship behaviour and green employee involvement

2. Literature Review

2.1 Theoretical Framework

The current study will employ two theories as the foundation for constructing relationships, a well-established theoretical framework, by Ajzen, the theory of planned behaviour (TPB), and the Theory of Social Learning (SLT) (Krumboltz *et al.*, 1976). The Theory of Planned Behaviour conferring to Ajzen 1991 also known as the "Ajzen/ Fishbein Model" is at the moment the utmost prevailing model that explains human attitude. The present model has been adopted in a very reasonable way in a handful of industries. A fundamental emphasis of the current study is to accurately examine how behaviour will be envisaged based on this theory following a precise act. Against this backdrop, the current research examines how green training will impact employees perceived behavioural control, citizenship behaviour towards the environment, and green involvement. Furthermore, the current research will also explore the outcome of employee PBC on the green involvement and the citizenship behaviour of the organization, towards the environment. Rendering to the work of Ajzen (1991), an individual's actual intention is influenced by his behavioural intention. Based on the TPB, implications of behaviour through intentions affect perceived behavioural control. This can be explained by the fact that people exhibit superior attitudes after the perception of having superior power over their behaviour, and on the contrary, behaviour becomes low even with an encouraging attitude but limited control.

Founded by the TPB, when individuals perceive that they have more available resources and opportunities such as green training which is the bases of the present study, they perceive a larger behavioural control, especially when individual behaviour is determined by an accord factor (Han, 2015). This perception of control in behaviour will

impact the employee in the organization and the green involvement. In clearer terms, the TPB explains behaviour, intention, and behavioural control which is a prerequisite to real conduct (Chan, Hon, Chan & Okumus 2014) that most probably, can be easy or on the other hand difficult to implement. TPB has been acknowledged by a lot of scholars in previous studies in forecasting behaviour. Quite a lot of scholars have used this model in their works in the past. For instance, (Han, 2015; Hsu & Huang 2012) made recognizable, a supportive disagreement for the model. Hsu and Huang (2012) confirmed the motivation of tourists to visit touristic sites. Concurrent to this, Goh *et al* (2017), also validated the behaviour of tourists in a Blue mountain park of nature in Australia national, the choices of destination (Lam & Hsu, 2006) international traveling (Lam & Hsu, 2004). All above confirmations following propositions have reinforced the significance of TPB in the past, thus the theory still has strong backing for future research. Recently, in the hospitality industry, the work of Han *et al* 2017 related to bicycle travelers' decision-making in tourism and Chan, Hon, Chan, and Okumus (2014), related to what drives employees' intentions to implement green practices in hotels have contributed of TPB in the hospitality industry.

Furthermore, the present study is also explained by the social learning theory (Krumboltz *et al.*, 1976) to widen the scope of our consideration of how green training promotes employee organizational citizenship behaviour towards the environment and their green involvement. SLT establishes how personalities make decisions in their jobs to emphasize the importance of behaviour which is the action and knowledge or thoughts in making job decisions.

2.1.1. The Impact of Green Training, on Perceived Behavioural Control

Green training is a human resource action that is aimed to motivate employees to acquire and maintain skills to understand issues related to the environment. Most employees are constantly looking for organizations that contribute to their resources. Consequently, the knowledge of employee training regarding the environment aids in protecting the environment (Renwick *et al.*, 2013). Conferring to Zoogah (2011), GT puts a reduction or an end to the destruction of the environment and promotes skills and knowledge that go along with training and growth practices. This can further generate a green climate via sequential programs and events such as the preservation of energy and reduction of waste in the work arena. This will provide employees the opportunity to contribute their problem-solving ideas to environmental issues (Perron *et al.*, 2006). In addition, it promotes employee or individual sensitivity to their surrounding environment which will aid in the carrying out of preventive measures (del-Río *et al.*, 2012). The work of Tang *et al.* (2018) demonstrated GT as a training program that supports environmental management in creating the emotional engrossment of employees, attitudes, awareness and skills, green knowledge, in environmental management Although it has been acknowledged by HRM researchers that the provision of green training cannot simply be used to achieve desirable results (Liebowitz, 2010), willingness, condemnation and tolerability of trainees are also required (Jackson *et al.*, 2011).

Perceived behavioural control also directly affects behaviour intention (Ajzen, 2001). The meaning of perceived behavioural control can be expressed in the notion that a person makes judgments on the degree of difficulty in carrying out a particular action. More often than not, it can be determined by the accessibility of resources, such as the economic cost, effort, and time that individuals think they need to spend in the process of purchasing (Shan, Yee, & Ji, 2020). PBC can be divided into two facets: inner self-efficacy, which are internal control factors, observed barriers, and common factors which can be considered external. (Paul *et al.*, 2016).

H₁: Green training positively and significantly relates to perceived behavioural control

2.1.2. The Impact of Green Training, on Green employee involvement

The present study also tries to find the effect of GT on GEI. Past studies have investigated and confirmed the effect of GT on employee environmental outcomes Ren *et al.*, (2018). Grounded by the TPB the current study examines the effect of GT on PBC, GEI, and OCBE. Researchers classify green human resource management (GHRM), into three components (Masri & Jaaron, 2017; Pinzone *et al.*, 2015) green training, green performance, and green employee involvement. Ren *et al.*, (2018) opined that green training may boost green employee involvement, by giving employees a sense of involvement in the environmental issues, and also, enhancing employee interactive reaction to the organization's (Katou, 2015) citizenship behaviour. Consequently, Raineri and Paille (2016) qualified employees' act of connection to the organization and environment as motivation from within (green training). The incorporation of green training in the hospitality setting will trigger employee green involvement. Green employee involvement can be explained in a situation when employees in a green organization express mental and physical freedom given to them by the organization to acquire green strategies and implement them in other to avert undesirable issues related to the environment (Gupta and Gupta, 2018; Renwick *et al.*, 2013).

The purpose of GEI on the bases of the present research is to develop a more explicit improvement-based image in environment management in addition to producing a collective learning atmosphere for behaviours that are geared towards the environment. In addition, it permits employees to develop a communication path towards developing an organizational culture that is motivated toward the maintenance of the environment. When employees are more engaged in activities of environmental protection they become more orientated and focused on environmental responsibilities (Matthes *et al.*, 2014).

H₂: Green training positively and significantly relates to employee GEI

2.1.3. The Impact of Green Training, on Organizational Citizenship Behaviour on the Environment

Based on the SLT, green training can impact OCBE and green employee involvement. Furthermore, past research grounded on the SLT investigates and confirmed the

impact of GT on career growth and employee performance (Xie, et al., 2020). Based on the TPB, organizational citizenship behaviour toward the environment can be predicted by green training, which incorporates the laid down job descriptions that employees contribute to the organization.

Based on the above discussion and the above theories used as the theoretical underpinning of the present study, It has been investigated and confirmed that organizations that practice a greener trained workforce are more productive. Thus, the training of employees allows them to save energy, reduce natural resource consumption, and achieve maximum efficiency (Anwar *et al.*, 2020). Green training gives workers the requisite knowledge of a firm's environmental policies, its activities, and the requisite behaviours". Environmental training encourages the dissemination of environmental values to facilitate the voluntary activities of employees (Boiral, 2009). This strategy supports communicating green awareness and skills to employees, thereby improving their capability to identify environmental issues. In addition to encouraging workers to take part in environmental activities, green training can enhance the environmental performance of employees (Niyomdecha, & Yahya, 2019). The findings of (Niyomdecha & Yahya 2019) showed that green training has a positive relationship with OCBE. Further, the research findings of (Siyambalapatiya *et al.* 2018) demonstrated that green training has a positive effect on environmental, social, and economic performance.

H₃: Green training positively and significantly relates to OCBE

2.1.4 The impact of Perceived Behavioural Control on Organizational Citizenship Behaviour on the Environment

TPB concept states that the intent of a person to express a precise action is pivotal in the theoretical model, and it is explained through attitudes, perceived behavioural control, and subjective norms (Ajzen, 1991). According to Ajzen (1991) *attitude* is a satisfactory or disapproving evaluation to perform definite conduct by an individual. Based on the organizational emphasis on the importance of behaviour by employees, which is expressed in the action and knowledge or thoughts in making job decisions in the workplace, the relationship between PBC on GEI and OCBE is backed by the SLT and TPB.

I. Permitting to up-to-date research by Ru, Wang, and Yan, (2018), some external factors such as time, and cost are uncontainable, therefore it was suggested that participation will be directed to an organized part. Previous studies examined the relationship between perceived behavioural control as a determinant of behavioural intention (Ru, Wang & Yan, 2018; Lizin *et al.* 2017). Green employee involvement is very important for sustainable organizational performance (Matthes et al., 2014). A hand full of tourism research adopting the TPB has repeatedly used PBC variables to assess particular behaviours. For example, Lam and Hsu (2004) studied tourists' behaviour in the interest of Chinese tourists' intentions and found PBC the strongest predictor of behavioural intention among the three components of the

TPB. In the direction of testing the PBC, the study aims to investigate the impact of PBC on OCBE.

II. Webb *et al* (2013) confirmed that persons with strong control over their intention, can also strongly impact their behaviour. In this light, this phenomenon is also applicable in employee environmentally related organizational citizenship behaviour (OCBE) and green employee involvement. According to many past studies, OCBE benefits both the organization and employee (Senior & Swales, 2010) and presents a better understanding of the phenomenon (Clark, Zickar & Jex 2014; Lemoine *et al.* 2015). Employees who demonstrate environmentally related OCBE are highly demanded by many green hospitality organizations (Kazemipour & Amin, 2012; O'Grady, 2018). OCBE relates to several outcomes; for instance, leadership style and employee engagement in organizational citizenship behaviour toward the ecological environment (Baker, 2016), work overload, and performance of employees (Kissi *et al.*, 2019). Psychologists whose studies are related to the environment have employed several approaches to understand better way on the factors that influence pro-environmental behaviour (Yu *et al.*, 2019). Past studies have also established, and as a consequence, recommend embedding green practices in organizations as one of the foremost drivers of employee commitment and engagement (Renwick *et al.*, 2013; Aragón-Correa *et al.*, 2013).

H4. Perceived behavioural control is positively related to OCBE

2.1.5. The impact of Perceived Behavioural Control on Green employee involvement

According to the work of (Ajzen, 1991) perceived behaviour control "leads to the ease of feeling and is assumed to reflect past experiences and minimize obstacles". Also, Attitude and subjective norm concerning behaviour, are perceived that the greater the behavioural control felt, the stronger the intention to carry out the behaviour. Green training has a positive impact on PBC of employees hence their green involvement in the organization. When employees perceive positive organizational greening actions this attitude will trigger a perceived behavioural response controlling employees to be physically and mentally involved in implementing and practicing environmentally green behaviour.

Although it is well established that employee involvement is particularly important when it comes to "greening" an organization's activity (Paillé, & Raineri, 2015) the question arises regarding what motivates employees to engage in pro-environmental behaviours. Earlier research has shown that individual and organizational factors combine in a holistic framework that influences the employees' engagement in pro-environmental behaviours (Raineri *et al* 2016). Green employee involvement has been used as a predictor variable that can lead to successful outcome like corporate social responsibility and also its successful implementation, especially when it concerns the environment (Srivastava & Shree, 2019; Singh and Gaur, 2009). The present study will investigate green employee involvement as an outcome variable that will be predicted by GT and by PBC. Based on the above literature we can posit that many studies have revealed that personal

environmental values or beliefs determine green behaviour in the workplace, in addition, individuals' behaviour is determined, to a large extent, by the milieu in which they function the "organizational climate", which is defined as employees' shared perceptions concerning organizational policies, practices, and procedures (Tian, Zhang, & Li, 2020).

H5. Perceived behavioural control is positively related to employee GEI

2.2 Perceived Behavioural Control as a Moderator

Agreeing with the study of Ajzen (1985, 1991), PBC replicates belief vis-à-vis the access to resources and opportunities that motivates people's behaviour. Furthermore, perceived behavioural control measures the perception of resources, knowledge, and ability to perform the intended behaviour. Based on the theory of TPB, constructive attitude and subjective norms towards a particular intention do not necessarily result in an action, control is needed to be applied. With increasing anxiety about environmental issues as a result of climate change, green training may increase employee perceived behavioural control and as such stimulate environmentally friendly behaviours (Raineri & Paillé, 2016).

Past studies in the hospitality industry have confirmed perceived behavioural control, as mediating the relationship between identity prime and consumer intentions related to organic products. (Johe, & Bhullar 2016). Furthermore, PBC was also found to mediate the relationship between users' lead users and their innovation-related knowledge-sharing behaviour in the context of the online community (Hau, & Kang, 2016). Only a hand full of studies especially related to the hospitality industry has examined and confirmed PBC as a mediator in constructing relationships. For instance, (Cop, Alola, & Alola, A. 2020). Examined and validated PBC as a mediator in the effect of green training OCBE and commitment to the environment. In line with the above discussions, our scholarly work will extend the literature on PBC as a mediator in the hospitality green organizations such as hotels as the case of the current study perceived behavioural control in an entity's judgment of whether to execute a particular assignment or not. Consequently, it is anticipated to be significant in predicting the consequence of behaviour. People are driven to carry out a predictable task; as a result, the encouragement of personal attitude towards the organization and the environment is probably driven by organizational employee green training (Pham, Tuckova & Jabbour, 2019; Matthes *et al* 2014). Furthermore, this GEI can be impacted by GT through PBC. Hence, founded on TPB we hypothesize that perceived behavioural control will act as a mediating construct in the relation between green training, green employee involvement, and environmentally conscious organizational citizenship behaviour. GEI, makes it possible to enhance employee abilities to problem solving which are connected to the environment and its protection and also enhance the awareness regarding green involvement (Tang *et al* 2018; Ghani, 2017). OCBE represents an individual behaviour not spelled out nor conveyed in the job description, thus having a positive effect on the organization as well as the

environment (Swaminathan & Jawahar, 2013). Therefore, we posit:

H6: Perceived behavioural control mediates the relationship between green training and employee GEI

H7: Perceived behavioural control mediates the relationship between green training and organizational citizenship behaviour towards the environment.

3. Methodology

The data used for the study was obtained from 4 and 5 stars hotels in Turkey. Before collection, a letter was sent to the hotel's management notifying them of the purpose of the study and also asking if they had practiced green training. Because the respondents are all native speakers, there was back translation. First, the questionnaire was prepared in English and was translated to Turkish and back to English to check if the questionnaire has the same meaning both in English and in the Turkish language. This was done by two professionals of both English and Turkish language. There was a pilot test with 30 questionnaires to check if the questions were clear and readable (Alola et al., 2019; Tarkang et al., 2020). To minimize the potential of bias, firstly the respondents were assured the confidentiality of their responses. Secondly, the respondents were asked to fill out the questionnaire at their convenient time and submit it in a sealed envelope (Podsakoff et al 2003). Using a judgmental sampling technique, (Bornstein, Jager & Putnick, 2013), 350 questionnaires were distributed for two months from July to August 2019 to the employees, after removing the wrongly filled ones, 311 questionnaires were coded for study yielding a response rate of 87%.

The variables were measured with several scales adopted from extant literature, green training was measured with 6 items that were taken from Pharm et al. (2019). The items include "Organization provided the employees with a suitable avenue to use environmental

training effectively". In organizational citizenship behaviour, 7 items were taken from Pharm et al. (2019), for example, "I make suggestions about ways to protect the environment more effectively". Also. Perceived behavioural control was also taken from Cordano and Frieze (2000), examples of the questions include "The managers support my attempts always". 5 items were taken from Pharm Tuckova and Jabbour (2019) to measure green employee involvement. Examples of the items include "Managers maintain open communications with employees on environmental issues" "Employees are allowed to make decisions concerning environmental problems" and "Employees are involved in problem-solving groups related to environmental matters". For all the variables, a five-point-Likert ranging from (1) strongly agreed to (5) strongly disagreed.

4. Result and Analysis

4.1 Results

For a proper representative of the data, the demographic variables of the respondents were collected. The demographic variables in Table 1, show that the ages of the respondents from 25 and below were 101 (33.0%), for those between the ages of 26 to 30 were 107 (35.0%). While the rest were between 31 years and above. For gender responses, more than half of the respondents were male 202 (66.0%) and 104 were female (34.0).

In regards to marital status, 172 respondents are single while 134 are married. Also, for the position held in the organization, 216 represent the employees who are full-time and have first-hand information about what happens in the organization. The managers either the middle or the top managers were a total of 90. The managers were included in the study to assert the level of understanding that they have regarding the environment. Since environmental consciousness is both on-the-job training and out-of-the-job training, all the full-time employees were included in the study.

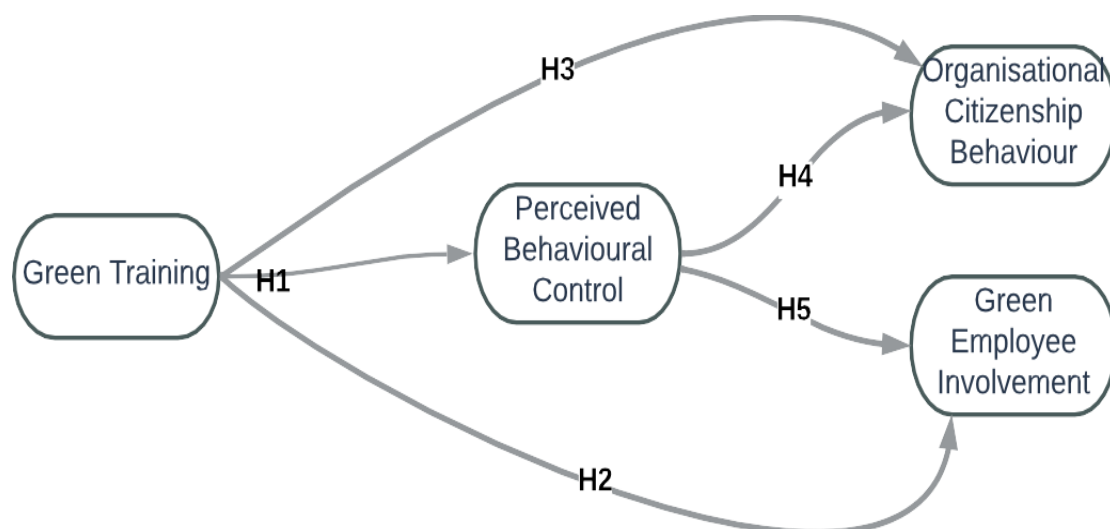


Fig 1. Diagram of the Research Model

Table 1
Participants Profile (n=366)

	Frequency	%
Age		
25 and below	101	33.0
26-30	107	35.0
31-35	50	16.3
36-40	48	15.7
Gender		
Male	202	66.0
Female	104	34.0
Marital Status		
Single	172	56.2
Married	134	43.8
Position Held		
Employee	216	70.6
Middle Manager	57	18.6
Top Manager	33	10.8
Organizational Tenure		
Below one year	187	61.1
1-5 years	85	27.8
6-10 years	25	8.2
11-15 years	9	2.9
Hotel Rating		
4 star	173	56.5
5 star	133	43.5

Employers exhibit two types of behaviour in the workplace, behaviour as a result of posttraining and as a result of pretraining (Tracey *et al.*, 1995). Therefore, for organizational tenure, 187 of the employees have worked less than one year, the increase in the number of employees that have worked for less than one year might be a result of high turnover intention in the hotel industry (Alola *et al.* 2018), or the employees that have worked 1-5 years, were 85, the rest of the employees have worked for either 6-10 years (25) or 11 to 15 years (9) 111 respondent's works in the food and beverage section, the front office employees were 65 (21.2%). The study selected only 4 and 5-star hotels.

4.2 Psychometrics of the Data

The study made use of AMOS 20.0 to run the confirmatory factor analysis (CFA), to test the convergent and discriminant validity of the data. The average variance extracted (AVE) and the composite reliability (CR) were above the threshold of 0.7 and 0.5, this confirms that all the measure was sufficient, confirming the convergent validity model (Hair *et al.* 2010) respectively as shown in Table 2. For the factor loading, all the items loaded were significant (p , 0.01), and the loadings are within the acceptable cutoff point, except for four items that were deleted (two items from green training and two items from green employee involvement) either because of cross loading or below the cutoff criterion.

4.3 Results of Correlation

The means, standard deviation, and correlation of the study is presented in Table 3. From the result obtained, green training and PBC has a positive correlation ($r=0.117$,

$p<0.01$), positive correlation with GEI ($r=0.186$, $p<0.01$) and with OCBE ($r=0.180$, $p<0.01$). Also, PBC is positively correlated with green employee involvement ($r=0.485$, $p<0.01$) and positively related to OCBE ($r=0.508$, $p<0.01$) green employee involvement. Finally, OCBE is positively correlated to ($r=0.841$, $p<0.01$)

4.4 Structural Equation Model

The study applied Structural Equation Modeling (SEM) to test the Confirmatory Factor Analysis (CFA). Two items were deleted from green training because of cross-loading; two items were deleted from GEI and one item from OCBE. From the result that was obtained from five factor measurement model offer the acceptable fit (Model fit statistics: $\chi^2 = 211.146$, $df = 243$, $\chi^2/df = 1.86$; GFI= 0.927, IFI= 0.969, NFI= 0.935; CFI = 0.968; AGFI= 0.901; RMSEA = 0.053).

The ratio of chi-square (χ^2) over the degrees of freedom is 1.86, this value shows an acceptable fit according to (Fornell & Larcker, 1981; Alola *et al.* 2018; Bentler and Bonett, (1980). Also, RMSEA is 0.053 indicating an acceptable fit (Klein 1998). Hair *et al.*, (1998), pointed out that NFI that is 0.8 implies a satisfactory fit. AGFI and GFI should exceed the recommended value of 0.8 (Seyal *et al.* 2002). The above result shows that the model is robust and has a satisfactory fit.

4.5 Testing for Hypothesis

To test for the normality of the data, we used the skewness analysis. The skewness value for the variables were 1.22, 0.07, 0.22, and 0.67 respectively and the figures were below the acceptable level of 3.0 (Kline, 2011) this shows that the data were normally distributed.

Table 2
Confirmatory Factor Analysis Result: Scale Item and Measurement Properties

Construct and items	Standardized loadings	Estimate AVE	CR
Green Training			0.75 0.90
“Adequate training is provided”	0.888	Fixed	
“Employees have the chance to be trained”	***	1.275	
“Employees receive environmental training frequently”	0.815	1.275	
“Employees use training effectively”	0.515	1.863	
“Opportunities to use environmental training”	0.440	2.591	
“Adequate evaluation of employees’ performance”	***	2.345	
PBC			0.62 0.91
“It implement environmental initiative”	0.886	Fixed	
“I obtain the resources that I needed”	0.899	1.176	
“Management supports my effort for environmental initiative”	0.815	1.278	
GEI			0.59 0.74
Opportunities are provided to employees to participate	***	Fixed	
“The organization offers workshops to employees”	0.876	1.301	
“Managers maintain open communications with employees”	0.801	1.527	
“Employees are allowed to make decisions”	0.433	1.630	
“Employees are involved in problem-solving groups	***	2.352	
OCBE			0.50 0.77
“I suggest new practices that could improve the hotel”	0.783	Fixed	
“I encourage my colleagues on environmental behaviour”	0.887	.702	
“I stay informed in the hotel environmental efforts”	0.881	1.058	
“I make suggestions about ways to protect the environmental”	0.830	1.106	
“I volunteer for projects or activities that address environment”	0.537	1.165	
“I spontaneously give my time to help my colleagues on environment”	0.767	1.066	
“I understand environmental actions”	***	2.012	

Model fit statistics: $\chi^2 = 211.146$, $df = 243$, $\chi^2 / df = 1.86$; GFI= 0.927, IFI= 0.969, CFI = 0.968; AGFI= 0.901; RMSEA = 0.053. Notes: All loadings were significant. AVE = Average variance extracted; CR = Composite reliability; GFI= Goodness of fit index; IFI = incremental Fit Index, CFI =Cumulative fit index AGFI= Average goodness of fit index; RMSEA = Root mean square error of approximation.

Table 3
Correlation of the Study

Items	1	2	3	4	5	6	7
Gender	-						
Orgni. Tenure	.404**	-					
Depart. Tenure	.481**	.761**	-				
GT	.489**	.488**	.569**	-			
Perceived Behavioural Control	.331**	.390**	.472**	.117**	-		
OCBE	.306**	.255**	.300**	.180**	.508**	-	
Green Employee Involvement	.135**	.233**	.359**	.186**	.485**	.841**	-
Mean	1.34	3.09	1.53	2.62	3.75	3.97	3.49
SD	.474	.769	.768	.655	.926	1.12	.619

Note: **p=0.01, p*=0.1

Table 4
SEM Test Result

Hypothesis Testing	Std Est	S.E	CR	P	Results
H1: GT → PBC	0.57	0.22	2.65	0.001	Accepted
H2: GT → OCBC	0.32	0.19	1.69	0.001	Accepted
H3: GT → GEIN	0.56	0.20	2.83	0.001	Accepted
H4: PBC → GEIN	0.98	0.067	14.7	0.001	Accepted
H5: PBC → OCBE	0.62	0.078	7.94	0.001	Accepted

Note: Std. Est = Standardized estimate, S.E =Standard Error, C.R= Critical Ratio. GT= Green training, PBC= perceived behavioural control, OCBE=organizational citizenship behavioural environment, GEIN=green employee involvement.

Table 5
Result of the Bias-corrected Bootstrapped

Hypothesized relationship	Indirect Effect	SE	LLCI	ULCI
GT ↔ PBC ↔ GEI	-0.20	0.07	-0.12	-0.10
GT ↔ PBC ↔ OCBE	0.51	0.04	-0.04	0.11

ULCI = Upper level confidence interval; LLCI = Lower level confidence interval; SE = Standard error, GT= green training; PBC= perceived behavioural control; GEI = green employee involvement; OCBE= organizational citizenship behaviour to the environment.

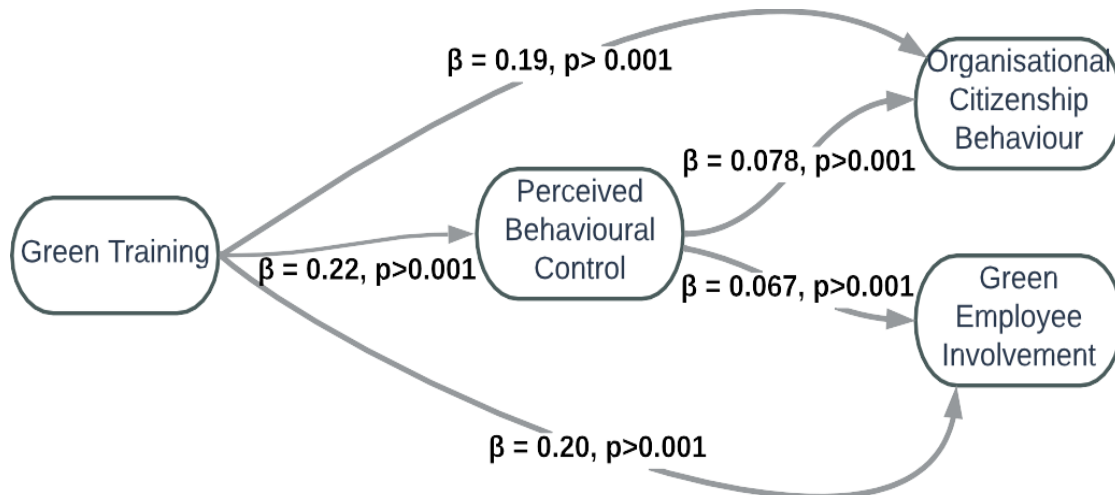


Fig 2 Result of Structural Model

In testing the hypothesis, GT has a positive relationship with PBC, GEI, and OCBE. The path coefficient shows that the relationship is supported ($\beta=0.20, p<0.001$), ($\beta=0.19, p<0.001$), and ($\beta=0.22, p<0.001$) respectively. Based on the findings, all the three hypotheses were accepted; H1, H2 and H3 were all supported. Additionally, PBC has a positive relationship with GEI and OCBE. The path coefficient shows that the relationship is supported ($\beta=0.067, p<0.001$) and ($\beta=0.078, p<0.001$). Hypothesis 4 and Hypothesis 5 are supported.

The study used a bootstrap of 5000 sample size with a 95% confidence interval. This is to check the mediating effect of PBC on the study variables (Hayes, 2013). From the findings, PBC shows a mediating effect on GT and GEI (indirect effect=-0.20, LLCI = -0.12 and ULCI = -0.10, $p<0.001$), supporting H6. Also, from the findings, PBC shows a mediating effect between GT and OCBE (indirect effect = 0.51, LLCI = -0.04 and ULCI = 0.11, $p<0.001$), supporting hypothesis H7.

5. Discussion

The present research contributes to several findings on environmental management and green training in diverse ways (Jackson *et al.* 2011; Lin & Chen, 2017; Pham, Tuckova & Jabbour, 2019). Firstly, in achieving the research objectives, we introduced green employee

involvement (del Brio, Fernandez & Junquera, 2007; Felstead *et al.* 2010) into the model, as opined by del Brio, Fernandez & Junquera, (2007), that the more the top management employees are involved in environmental concern in the organization, the more they will be able to achieve environmental competitive advantage. Our study is in line with this finding that environmentally trained employees are more concerned with what happens to their environment. Secondly, in pursuant to the study of Cop, Alola, and Alola, (2020), that descry the relationship between GT, PBC and OCBE, our study found a significant positive relationship between the study variables. Thirdly, we applied the theory of planned behaviour (Kumar, 2019; Yarimoglu & Gunay, 2020) to vent the effect of the mediating variable PBC on the study relationship. Based on the result obtained, GT positively impacts OCBE and GEI and PBC. Further, perceived behavioural control was found to fully mediate the effect of green training on green employee involvement and OCBE. According to the study of Renwick *et al.* (2010) and Touboulic and Walker, (2015), hotel practicing green environment serves as a competitive advantage. Therefore employee green training is pivotal to the organization. Additionally, Yarimoglu and Gunay, (2020), found out that customers are willing to visit green hotels. So, environmentally friendly hotels are not only important to the environment but also beneficial to the hotel by increasing them financially.

Also, the second theory applied in this study is the theory of Social Learning Theory (Krumbolts *et al.* 1976; Xie, Zhu & Qi 2020). The study applied this theory to deepen our understanding and to contribute to the existing knowledge on how green training affects employee behaviour. To support this hypothesis, the findings confirm that GT is crucial for the organization and the environment. Green training contributes to employee career path and growth by obtaining more advanced experience to avert any obstacle that is related to the environment (Sarkis *et al.* 2010). The findings support human resource practices in several ways; firstly, the activities of human resource practices affect employees in several ways as demanded by the organization (Becker & Huselid, 2006). Secondly, human resource practice may have an effect on workplace outcomes; green employee involvement in the environment. Thirdly, the result shows some contributing facts to the mediating variable. Organizational citizenship behaviour mediates the relationship between green training and organizational citizenship behaviour towards the environment and green employee involvement. When one examines the contributions of employees' activities to the environment as in the case of a developing nation like Turkey which has been stuck at the same economic growth level for a long period. Although some hotel activities negatively affect the quality of the environment, it is vital for the economic growth of the economy. Turkey as one of the top tourist destination countries is still battling on how to manage the shared resource. For Turkey to achieve one of the SD's goals, the tourist sector should not be disrupted. For this reason, the government should promote and encourage the use of clean energy mechanisms like photovoltaic panels in hotels and FB&B homes.

5.1 Practical Implications

The practice of environmental sustainability is very pivotal to the hotel industry, especially in a hotel environment. Doppelt (2017), ascertained that customers view hotels to be very good when they are environmental concern hotels. This increases the customer's patronage. Once employees are well trained in the implications and consequences of climate change which results from environmental pollution, they tend to tailor their activities towards carrying for the environment (Iraldo *et al.* 2017). Having employees' minds tailored toward sustainability also is of benefit to the organization. According to Gurlek and Tuna (2018), hotels needs to implement some necessary policy to keep ahead of competitors. To close the gap that exists in the literature, we extend the arguments of Pham, Tuckova, and Jabbour, (2019) that green employee involvement is part of human resource management practices. In line with Masri and Jaaron, (2017), it gives the employees the idea and the leverage to participate in environmental ecological practices making them behave in the right way towards the organization (Paille, Boiral & Chen, 2013). An organization that makes green human resources practices a priority has employees that practice green behaviour voluntarily. In this effect, green practices have a higher effect on employees that are engaged in green training and this, in turn, makes them to be involved in green practices (Dumont, Shen & Deng, 2017).

5.2 Theoretical Implications

Theoretically, this study has a handful of robust implications by checking the relationship between green training and OCBE, and green employee involvement through the mediating effort of perceived behavioural control. The positive effect of GT on green employee involvement and OCBE indicates that organizations should progressively train employees towards environmental involvement to influence behaviour (Srivastava & Shree, 2019; Gracia *et al.* 2019). The findings contribute to the existing literature by providing support for the environment and society by showing the two-way directional relationship between green training and environmental behaviour. Using the theory of Planned Behaviour (Ajzen, 1985), and the social learning theory (Bandura & Walters 1977) the model for the study was formulated.

The study applied TPB which has been extensively used by Han (2015); Goh *et al.* (2017), in line with Chan *et al.* (2014), behaviour is a function of perceived behavioural control that extends to actual behaviour. A frequent exhibition of a particular attitude leads to constant behaviour (Chan & Hawkins, 2010). Also, the findings support the mediating role of PBC on behavioural outcomes (Shabbir, Shariff & Shahzad, 2016). Perceived behavioural control is an individual perception of the ease to carry out a given task in a certain way and to have control over one's behaviour. The control belief can come as a result of training, previous experiences, or information. The findings of the study extend to the stakeholders, as employees' perception of the organization is very vital for the success of the organization and the implantation of green initiatives (Kushwaha & Sharma 2016).

6. Conclusion and Recommendation

6.1. Conclusion

The study examines the positive effect of green training on perceived behavioural control, green employee involvement, and organizational citizenship behaviour on the environment in the hotel industry in Turkey. Besides, this study investigates whether green training has a positive effect on employee behaviour. Although several studies have investigated green training on employee behaviour (Chan *et al.* 2014; Lin & Chen 2017; Yusoff *et al.* 2018), this research fills a gap in two ways, first, it introduces a new construct of green employee involvement and secondly, the relationship between the construct in the study model. The finding shows that GT has a positive effect on the study construct. Based on the empirical result, all hypotheses were accepted. The study demonstrates that employee training in regards to the environment is very crucial to both the hotel and the society. In line with the study of Gurlek and Tuna (2018) green training contributes to both CO₂ reduction and the hotel industry actualizing competitive advantage indirectly. In the study of Wang *et al.* (2016), natural connectedness is a notable threat to the solution to environmental problems. Therefore, organizations are in dire need of playing a significant role in contributing to the reduction of environmental problems. The study suggests that the hotel industry should invest resources in employee training towards the environment. Another robust finding

of the study is seen in the relationship between green training and organizational citizenship behaviour towards the environment. Employees that have strong control over their behaviour tend to be in control over what they do (Webb *et al.* 2013). Carbon emission is a serious threat to the world ecosystem, therefore, environmentally friendly practices as a strategy are essential (Alola 2019). Also, regarding the effect of OCBE on the organization, our study found that employees that exhibit OCBE are in high demand by the organization (O'Grady, 2018).

6.2. Limitation and Future Research

The study applied a cross-sectional method in the data collection which is one of the limitations that is prone to bias. Further study should use other ways of data collection for example longitudinal method. The effect of green training on green employee involvement was analyzed using the data collected from the hotel industry in Turkey alone; care should be taken when trying to generalize the study. Further study should collect from other countries and also using other establishments like travel agencies, restaurant will continue to add to the literature. Data were collected from 4 and 5-star hotels in Turkey; in the future, the study could consider other types of hotels like green hotels. Also, the study examined two variables (Green employee involvement and organizational citizenship behaviour towards the environment) as outcome variables, other studies are recommended to check the impact of green training on supervisors' support, Management green commitment, and employee resource management. One of the limitations is the use of AMOS which needs to address multicollinearity before analysis unlike PLS-SIM supports data set with multicollinearity; further study can use other statistical tools for analysis.

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