

Green Hotels: Do We Need Rewards to Shape Green Performance?

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Abstract

This study attempted to examine the scant evidence relating green rewards and green performance management in the hotel industry, as well as the organizational citizenship behavior on environmental outcomes. Findings show that green awards are ineffective in encouraging green performance from employees if they are not accompanied with suitable monetary rewards. Supporting environmental activities in the hospitality industry requires both monetary and non-monetary green benefits. Green awards and green performance management can more effectively motivate employees to play their roles in green performance if they are mediated by organizational citizenship behavior for the environment at work.

Keywords: *Green Rewards, Green Performance Management, Organizational Citizenship Behavior for The Environment, Employee Role in Green Performance.*

INTRODUCTION

Increased environmental pressure from governments and customers has helped raise business awareness of the need of environmental conservation in recent years (Li et al., 2018). The effectiveness of a green approach relies heavily on human resource management, namely the encouragement of eco-friendly actions among employees. Scholars have accepted the concept of "green human resource management," which combines environmental management with human resource management (Ahmad, 2015; Arulrajah, Opatha, & Nawaratne, 2015; Ren, Tang, & E Jackson, 2018), in the tourism industry (Kim, Kim, Choi, & Phetvaroon, 2019). Since hotels use a lot of natural resources (Asadi et al., 2020; Gabarda-Mallorquí, Garcia, & Ribas, 2017; Lee & Chhabra, 2015), environmental management approaches have become increasingly popular in the hospitality industry (Chan & Hsu, 2016). External constraints from customers have prompted hotels to think about green practices in addition to the

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anticipated benefits connected with green behavior (such as cost) (Zhang, Xing, & Wang, 2020).

Even if green human resource management is still relevant, there are three new challenges that must be met. Initially, the effects of green performance management and green rewards on employee environmental performance, such as employee role in green performance (ERGP), have received scant attention in prior studies (Amrutha & Geetha, 2020) or corporate environmental performance (Peng, Chen, Elahi, & Wan, 2021). ERGP can be thought of as a list of eco-friendly tasks laid out by the company and expected of employees (Leonidou, Christodoulides, Kyrgidou, & Palihawadana, 2017). For instance, many businesses now encourage their employee to adopt "green" practices, which can mean accepting positions that forbid the disposal of toxic waste into public water supplies or the management of hazardous materials in compliance with internal rules and external standards (Dumont, Shen, & Deng, 2017). Hotels, like other service industries, closely monitor their employee members' efforts to conserve resources like water and electricity through waste reduction, recycling, and other means. The research on ERGP and its precursors, such as green rewards and green performance management policies in management and, more specifically, hotel management, is sparse (Islam, Khan, Ahmed, & Mahmood, 2020).

Human resource management (HRM) strategies that facilitate employees' "fit" into the workplace may also encourage them to participate in environmentally friendly initiatives by appealing to their sense of "ability," "motivation," and "opportunity" (AMO Framework) (Malik & Lenka, 2019; Marin-Garcia & Tomas, 2016). In turn, this procedure may affect green performance in the workplace via incentive and performance management systems. Green HRM practices, including as green awards and green performance management, may improve employees' environmental literacy, aptitude, awareness (Jabbour, Santos, & Nagano, 2010), commitment, and actions (Ahmad, 2015). Green performance is boosted when workers have a clearer idea of how they may contribute to the company's goals and how to solve environmental issues in the workplace. It's also possible that diverse green human resource management approaches would have divergent effects on worker outcomes. For instance, research by Saeed et al., (2019) shows that green training affects pro-environmental behaviors more strongly than other practices. In order to make a meaningful contribution to the literature, and more specifically the hospitality knowledge base, it is necessary to dissect the impact of both green reward and green performance management practices on ERGP separately. While (Zhang, Luo, Zhang, & Zhao, 2019) examine at how green HRM affects employee green behavior, their findings don't differentiate between the various green HRM strategies in terms of their individual advantages.

HRM policies, such as performance management and reward systems, are thought to affect employees' motivation and effort, which

in turn affects their performance, as suggested by the AMO framework's conclusions (Faisal Ahammad, Mook Lee, Malul, & Shoham, 2015). Some authors have investigated the connection between green human resource management and organizational change and behavior enhancement in environmentally friendly settings (Luu, 2019; Pham et al., 2020). Evidence on the independent impacts of green performance management and green rewards on ERGP is still sparse, notably in the hospitality industry. Although empirical evidence is presented to support the direct effect of green human resource management on employee role in green behavior (Zhang et al., 2019). However, according to the AMO paradigm, the role of organizational citizenship behavior for environment (OCBE) as a facilitator between eco-friendly behavior and ERGP is mostly unexplored. Our research draws attention to this void by proposing that green policies designed to inspire employees may increase their participation in environmental activities outside of the workplace, thereby aiding in the completion of environmental goals set for each person.

Finally, there is a dearth of research that investigates the relationship between green rewards and green performance management with ERGP. Moreover, this study investigates the mediating role of OCBE. Our study seeks to improve our knowledge of how green practices that encourage employees (such as green performance management and green rewards) may improve ERGP and OCBE, in response to the ambiguous state of the existing research on green human resource management in the hospitality industry.

LITERATURE REVIEW

Employee motivation is one of the three pillars of green human resource management, and it deals with topics like green performance management and green awards (Karatepe, Hsieh, & Aboramadan, 2022). Employees who help the company achieve its environmental management goals are rewarded monetarily and otherwise through a program called "reward and recognition" (Jabbour et al., 2010). OCBE refers to a subset of organizational citizenship behaviors (Gurmani et al., 2021) personal and voluntary community service that helps improve environmental management at businesses but isn't rewarded formally can have a significant impact on the bottom line (Pinzone, Guerri, Lettieri, & Huisinigh, 2019). Many people, in their spare time, engage in green efforts including advising others on how to reduce pollution or exchanging data about how to protect the environment (Kushwaha & Sharma, 2016). Moreover, employee role performance refers to the actions taken by employees while on the clock that are regulated, monitored, and rewarded by the company because they are directly related to the duties outlined in the job description (Collier & Esteban, 2007). While, ERGP is defined to include any job-related environmental activities that are legislated, monitored, and rewarded by the employer (Pham, Tučková, & Jabbour, 2019).

HRM methods, guided by the AMO framework, aim to boost employee motivation, which in turn affects organizations' performance (Pham et al., 2019). Employee performance deserves attention as a potential mediator between human resource management and organizational success, understanding the function of employees is essential for shedding light on the human resource management-performance relationship (Piening, Baluch, & Ridder, 2014). Employee performance is a plausible outcome that may be traced back to HRM methods like incentive and performance management (Guest, 2002). HRM strategies, such as rewards and performance management, that attempt to assist employees "fit" with the workplace may influence employee outcomes (Gould-Williams, 2007).

Instituting a green performance management system may improve workers' environmental literacy by raising awareness of issues like individual environmental goals and duties (Renwick, Redman, & Maguire, 2013). This motivates employee to participate in the hotel's green initiatives and aligns their actions with the hotel's environmental goals (Zientara & Zamojska, 2018). Employees gain the knowledge they need to fulfill their bosses' expectations in terms of environmental responsibility. It has been found that providing regular green feedback to employees can help hotels reduce their environmental impact (Pham et al., 2019). This is important for ERGP improvement, since educating workers on environmental issues, such as waste reduction and recycling, water conservation, and electricity efficiency, requires a solid foundation of knowledge on the part of all employees.

H1: Green rewards positively influences ERGP.

H2: Green performance management positively influences ERGP.

According to social exchange theory, employees would put in more time and effort at the office if they believe they owe it to the company for the benefits they've received (Piccoli & De Witte, 2015). Increased affective commitment based on the norm of reciprocity is related to employees' views on the company's support for HRM strategies (such as performance management and rewards), which in turn affects employees' actions on the job (Snape & Redman, 2010). Furthermore, person-organization fit may account for the observed correlation between HRM practices and employees' volitional actions (Pham et al., 2019). Employees' engagement and performance in the workplace may be influenced by the design of incentive programs and evaluation mechanisms. As a result, such methods may be utilized to inspire individuals to efficiently complete both job-related and personal tasks. Among addition, Gilbert, Laschinger, & Leiter, (2010) argue that managers who want to encourage organizational citizenship behaviour in their employee should provide incentives for employees to take part in organizational citizenship behaviour.

Green rewards and green performance management may be taken as signs of a company's dedication to environmental conservation, and hence might be useful in forecasting employees' green actions (Pham, Thanh, Tučková, & Thuy, 2020). Environment-friendly techniques have

been shown to have a positive effect on occupationally-caused blindness and enumerated disease (Paillé, Boiral, & Chen, 2013). Employees are more likely to feel appreciated and understand the hotel's green goals when the hotel places a premium on developing green incentives systems. Employees who have a favourable impression of the hotel's policies may be more inclined to participate in them themselves (Alananzeh, Algiatheen, Ryati, Albayyari, & Tarhini, 2017). In turn, this encourages and inspires employees to work harder. Employees who are eager to produce eco-initiatives are encouraged by this approach, which is part of organizational citizenship behaviour encouragement (Anwar et al., 2020).

Setting up such a system is beneficial because it educates employees on their part in environmentally friendly initiatives and helps them feel more committed to their environmental obligations as a result of feedback and performance reviews (Kim et al., 2019). Listening to and acting on green feedback and information from management and visitors can provide hotel employee with the green competence they need to address environmental concerns independently (Pham et al., 2019). Provide empirical support for the claim that hotels that invest in creating green performance management systems are more likely to foster OCBE participation among their employee (Pham et al., 2019). Two of the most important green human resource management techniques, green rewards and green performance management rules, can improve voluntary green behavior if applied correctly (Saeed et al., 2019).

H3: Green rewards positively influences OCBE.

H4: Green performance management positively influences OCBE.

How hard and how enthusiastically employees try to do their jobs is a major factor in their performance (e.g., organizational citizenship behavior) (Ogbonnaya & Valizade, 2018), may be aided by HRM techniques including reward and performance management strategies, as proposed by AMO theory. Improved performance may be attributed to signals provided by HRM strategies (such reward and performance management) that employees interpret as "goodwill" from the organization's management (Pitaloka & Sofia, 2014), who adopt a social exchange perspective. However, scholars contend that it's unfair to judge employees based on their organizational citizenship behavior, as that behavior indicates a worker's choice commitment within the firm and is not officially compelled by the organization (Paillé et al., 2013). As an alternative, we propose that employees can improve their job performance by increasing their understanding of the company's operation through their own initiative by engaging in certain behaviors within the workplace. According to the results of an empirical study conducted by (Pitaloka & Sofia (2014), encouraging employees' organizational citizenship behavior can significantly improve their performance on the job. In this way, reward and performance management can increase workers' organizational citizenship behavior, which in turn may have a lasting impact on employee's productivity at

work. These arguments suggest that in a green setting, OCBE and other forms of employee discretionary effort might be expected to increase ERGP as a result of green human resource management activities aimed at inspiring employees.

Green rewards are an essential step in getting employees to act in a way that helps the company meet its environmental goals (via initiatives like OCBE, for example) (Mishra, Sarkar, & Kiranmai, 2014). Green rewards policy is effective at increasing OCBE in hotels (Pham et al., 2020). Hotel employees who have been trained to take preventative measures to protect the environment can use the green knowledge, skills, and experience they have gained from guest and management feedback to solve environmental problems in a variety of creative ways. When employees are given the option to engage in environmentally conscious actions, they tend to choose those that have a beneficial impact on the environment (Han, Hsu, & Sheu, 2010). Because to this, ERGP is enhanced. This leads us to believe that OCBE will serve as a go-between for green rewards and ERGP.

H5: OCBE positively influence ERGP

H6: Green rewards on ERGP can be mediated by OCBE.

H7: Green performance management on ERGP can be mediated by OCBE.

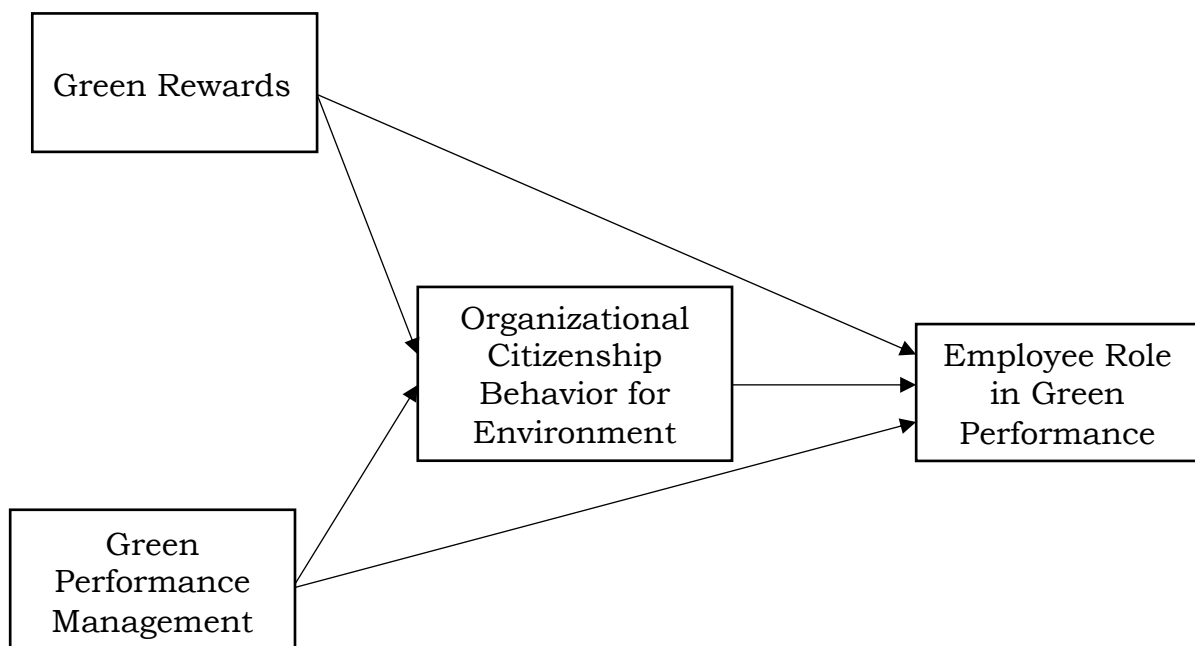


Figure 1. Research Model

METHOD

Our investigation was quantitative in nature, with the goal of verifying or disproving certain hypotheses. Respondents in our survey were managers at hotels ranging in quality from three to five stars in the Indonesian islands of Bali and Lombok. In general, hotels like this are more inclined to take environmental responsibility. According to

Molina-Azorín, Claver-Cortés, Pereira-Moliner, & Tarí (2009), many hotels, especially those rated three to five stars, have considered environmental difficulties due to the industry's detrimental effects on the natural world. Respondents had been actively engaged in environmental activities for at least a year and had worked in similar hotels before, as this was deemed necessary to ensure that they would have a thorough understanding of the hotel's environmental tasks and activities and would be able to provide accurate information for the study. So, we picked employees from different sections of the company.

Two native and multilingual researchers in Indonesia translated the original English questionnaire into Indonesian and back into English. Given the quantitative nature of the study, the majority of the questionnaire consisted of closed questions with a Likert-type (Agree-Disagree) scale with five options. Employees were given copies of the surveys in physical copy or by email, each with an accompanying cover letter. A total of 278 hotels ranging from three to five stars on the islands of Bali and Lombok were contacted, with 113 of them giving us permission to disseminate the questionnaires to their relevant employee.

At this point, we have received 218 of the 226 completed replies to our survey (two questionnaire for each hotel's managerial employee). We reviewed all of the completed surveys and discarded any that were obviously invalid owing to things like missing information. A total of 207 people filled out the survey sufficiently for analysis. The sample size of 207 is sufficient to draw valid conclusions for this study, as recommended by Hair et al., (2021). The study's respondents included 73 women (35.3% of the total) and 134 men (64.7%). The largest single group was from the HR department, with 70 replies (33.8%); the next largest was from the F&B department, with 56 (27%); the marketing department, with 43 (20.8%); and the engineering department, with 37 (17.2%). Only 76 respondents (36.7%) had worked at their current hotel for ten years or more, while 131 (63.3%) had worked there for five years or less.

We adapted the scale used by Janssen & Yperen (2004) to create three items that measure ERGP. Extending this scale into specific domains, such as the green context, is common in the HRM literature, where it is used to gauge employee performance in general. Seven items from Raineri & Paillé (2016) were also used in our analysis of OCBE. According to our case study data and other research (Pham, et al., 2020; Raineri & Paillé, 2016) two aspects of green rewards and green performance management were incorporated into the company's HRM procedures in an effort to motivate employees. All items used in this analysis are shown in Table 1.

We used SMART-PLS software in the data processing phase to check the precision and accuracy of the measurements. Researchers may find PLS-SEM useful since it is compatible with a complicated structural model and many constructs and relationships, requires considerably less data, and can handle data from much smaller as well

as bigger sample sizes (Masri & Jaaron, 2017). Analysis of the use of PLS-SEM in HRM articles from top journals demonstrates the growing significance of PLS-SEM as an empirical HRM research tool (Hair, Ringle, & Sarstedt, 2011)

Provide a clear and shortened version of your methods in conducting the research, the population and sample, and means of data analysis.

RESULTS AND DISCUSSION

Table 1. Factor Loadings and Descriptive Statistics

Constructs/items	Factor Loading	Mean
Green Reward (GR)		
Introduce incentives for creative environmental initiative/performance and integrate suggestion schemes.	0.895	4.41
For green initiatives, the hotel offers non-monetary rewards.	0.754	4.38
Public acknowledgement of environmental performance is increasing.	0.786	4.40
The hotel offers monetary incentives for positive environmental actions.	0.714	3.51
Green Performance Management (GPM)		
All employees are aware of their individual and collective environmental roles, objectives, and obligations.	0.803	4.48
Consistently informing employees of their progress toward environmental targets and offering suggestions for how to enhance the hotel's environmental performance.	0.596	4.15
The environmental performance of hotels is evaluated based on the behaviors and contributions of their employees.	0.798	4.51
The success of environmental initiatives is seen as one of the measures of employee performance.	0.488	3.40
OCBE		
I have some recommendations that might help the hotel be less harmful to the environment.	0.827	4.68
I hope to inspire my co-workers to become more environmentally conscious in their daily lives.	0.709	4.42
I've been keeping up with the hotel's green initiatives.	0.822	4.73
I offer advice on how environmental safety should be improved.	0.708	4.43
I've been helping out with environmental initiatives at the hotel as a volunteer.	0.912	4.56
I'm always willing to lend a hand for free to make sure my co-workers are considering the environment.	0.886	4.57
I take care of the hotel's environment in ways that boost its reputation.	0.729	4.70
ERGP		
The environmental responsibilities I was assigned are all done.	0.874	4.13
I am responsible for the environment in every way that is necessary for my position.	0.812	4.20
I've never been one to ignore the environmental	0.859	4.13

impact of my work.

All Average Variance Extracted (AVE) values in Table 2 are larger than 0.5, and most factor loading values in Table 1 are all greater than the 0.7 criterion (two green performance management item need to be removed since their factor loading value is less than 0.7), indicating reasonable convergent validity (Hair et al., 2021). Cronbach's alpha (CrA) and Composite reliability (CR) values in Tables 2 are all over the cutoff of 0.7, indicating satisfactory reliability (Hair et al., 2021). Finally, the study used the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio to assess discriminant validity (HTMT). According to Table 3, the squared root of the AVE for each construct (range from 0.790 to 0.895) must be higher than the correlation values for any other constructs (Fornell & Larcker, 1981). In addition, as can be shown in Table 4, all of the HTMT ratios in that range (0.418 to 0.512) are under the cutoff value of 0.9 (Hair et al., 2011). So, we may say that the study had sufficient discriminant validity.

Table 2. Result of CR, CrA, and AVE

	CR	CrA	AVE
GR	0.868	0.803	0.624
GPM	0.889	0.751	0.801
OCBE	0.926	0.906	0.644
ERGP	0.885	0.806	0.721

Table 3. Result of Fornell-Larcker Criterion

	ERGP	GPM	GR	OCBE
ERGP	0.849			
GPM	0.401	0.895		
GR	0.234	0.383	0.790	
OCBE	0.434	0.466	0.385	0.803

Table 4. Result of HTMT

	ERGP	GPM	GR	OCBE
ERGP				
GPM	0.512			
GR	0.261	0.484		
OCBE	0.504	0.565	0.418	

All path coefficients indicated substantial impacts of GR and GPM on ERGP and OCBE, as shown in Table 5 (the 95% confidence intervals with bootstrapping 1000 samples). To be more precise, GR ($\beta = 0.019$, $\rho > 0.05$) has no significant effect on ERGP, whereas GPM ($\beta = 0.249$, $\rho < 0.05$) does, suggesting that H1 is rejected and H2 is accepted. The hypotheses H3 and H4 are also supported by the positive correlations found between GR and OCBE ($\beta = 0.242$, $\rho < 0.05$) and between GPM and OCBE ($\beta = 0.374$, $\rho < 0.05$). Moreover, hypotheses H5 is accepted by the positive correlation between OCBE and ERGP ($\beta = 0.310$, $\rho < 0.05$).

Table 5. Coefficient Path and Moderation Analysis

	Coefficient (β)	Std. Deviation	T-Statistic	P-values (ρ)
GPM -> ERGP	0.249	0.069	3.602	0.000
GPM -> OCBE	0.374	0.069	5.432	0.000
GR -> ERGP	0.019	0.063	0.304	0.761
GR -> OCBE	0.242	0.055	4.371	0.000
OCBE -> ERGP	0.310	0.069	4.530	0.000
GPM -> OCBE -> ERGP	0.116	0.031	3.735	0.000
GR -> OCBE -> ERGP	0.075	0.027	2.832	0.005

While there is a plethora of research on GHRM and hospitality and tourism management, our study adds empirical data by examining the connections between green practices and ERGP. This study concludes that green rewards have no effect on ERGP. This is because some hotels not provide monetary incentives, while others prefer to provide their employees with more verbal praise (recognition only). Additionally, the hotel's monetary incentives may not be proportional to the level of environmental care provided. It has been shown that a higher percentage of hotel employees embrace the hotel's green principles and culture and participate in green activities when the hotel makes it clear that these policies are a priority and that they will be rewarded monetarily and otherwise. As a result, this policy has the potential to instill a sense of duty in employees, encouraging them to carry out the environmental responsibilities listed on their job descriptions.

We propose that employees may see benefits from the hotel's green policies because they encourage them to conform their actions to the hotel's environmental ideals. Therefore, individuals could want to give back by voluntarily altering their workplace environmental habits, such as offering green suggestions to better safeguard the environment. Our results are in line with previous research, (Pham et al., 2020; Saeed et al., 2019) which has found that GPM is a robust predictor of improved OCBE.

The extent to which employees' discretionary actions (like OCB) can improve their job performance is a contentious issue in this field. Academics have maintained that there is no correlation between the two because such actions are not rewarded or tracked by companies. However, AMO theory allows for the possibility that HRM practices can improve performance by fostering intrinsic motivation and effort (e.g., OCB) (Jiang et al., 2012; Pham et al., 2020). This indicates that GR and GPM, two HRM practices, may improve ERGP via OCBE's mediating role. We believe that hotels should take this trend into account since it has the potential to increase environmental awareness and stewardship among employee members (Pham et al., 2020). As a result, it's possible that hotel staff will be more motivated to take part in green initiatives and activities. This, in turn, may make them more committed to carrying out the environmental duties included in their job description.

CONCLUSION

In this study, we hypothesize that GR and GPM have positive impacts on ERGP and OCBE, and we test this hypothesis. The results show that hotels with green policies are beneficial to ERGP and OCBE and are worth investing in. Further, OCBE effectively mediates GR and GPM on ERGP. While this study does make some noteworthy contributions, it does have several limitations that could suggest future research directions.

While green training and giving employees with opportunity to be environmentally responsible are two of GHRM's three pillars, they are outside the scope of this study because they have little to do with employees' intrinsic drive to do their jobs well. Hotel chains, for instance, can benefit financially and environmentally by giving green training to their employees. Therefore, it is suggested that studies be done to ascertain how much GHRM activities (such green training and employee involvement) help to the achievement of ERGP and hotels in general.

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