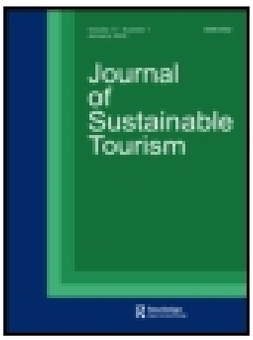

Journal of Sustainable Tourism

ISSN: 0966-9582 (Print) 1747-7646 (Online) Journal homepage: http://www.tandfonline.com/loi/rsus20

Employees' green recovery performance: the roles of green HR practices and serving culture

Trong Tuan Luu

To cite this article: Trong Tuan Luu (2018): Employees' green recovery performance: the roles of green HR practices and serving culture, Journal of Sustainable Tourism, DOI: 10.1080/09669582.2018.1443113

To link to this article: https://doi.org/10.1080/09669582.2018.1443113

Published online: 16 Mar 2018.

JOURNAL OF SUSTAINABLE TOURISM, 2018
https://doi.org/10.1080/09669582.2018.1443113

Routledge
Taylor & Francis Group

Employees' green recovery performance: the roles of green HR practices and serving culture

Trong Tuan Luu

Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia

ABSTRACT

A tourist organization' green sustainability can be achieved not only through its employees' environmental activities but also through their green recovery behavior performed to resolve or recover environmentally–unfriendly actions in their tourist services. The primary aim of our research is to investigate the role of green human resource (HR) practices (training, empowerment and rewarding for pro-environmental behaviors) in fostering employees' green recovery performance. Participants recruited for this study comprised frontline employees and their supervisors from tour companies based in Ho Chi Minh City, Vietnam. The research results provided support for the mediation role of employee environmental commitment for the positive effects of green HR practices on employee's green recovery performance. Moreover, serving culture was found to play a moderating role to strengthen the impacts of green HR practices on employee environmental commitment as well as for the effect of employee environment commitment on their green recovery performance.

ARTICLE HISTORY
Received 25 March 2017
Accepted 16 February 2018

KEYWORDS
Green HR practices; employee environmental commitment; green recovery performance; serving culture; Vietnam

Introduction

Tourism industry cannot grow sustainably without sustainable contributions from stakeholders of tourist organizations, especially employees and tourists. Tourists contribute to tourist organizations not merely through their feedbacks on tourist service quality in general but also through their complaints about "green" or pro-environmental performance in tourist services. Tourists may complain about eco-tours without tree-planting activities or highland tours without care about elephants with human loads (Trung Duong, 2015). In addition to creating tourism service excellence, tourist organizations should pay heed to the recovery of the environmentally–unfriendly activities in tourist services. Built on Babakus, Yavas, Karatepe, and Avci's (2003) concept of service recovery performance, green recovery performance can be viewed as frontline service employees' perceptions of their own abilities and actions to resolve an environmentally–unfriendly activity in a service to the satisfaction of the customer. The sustainability literature in general and the sustainable tourism literature in particular have drawn scholarly attention to green recovery at the strategic level, which is designed to make organizations more competitive in the long run (Aşici & Bünül, 2012; Winston, 2010), but inadequate attention to green recovery performance for their services. Our research aims to bridge the gap of the lack of research on green recovery in service activities especially in tourism industry as well as decipher part of the black box behind frontline employees' green recovery performance.

CONTACT Trong Tuan Luu luutrongtuan@gmail.com, ttluu@swin.edu.au

While green behavior research has focused on leadership (e.g. Kim, Kim, Han, Jackson, & Ployhart, 2017) and management strategies and policies such as corporate social responsibility (e.g. Luu, in press; Tian & Robertson, in press) as organizational antecedents of green behavior, recent research has turned to investigate the role of environmentally specific human resource management (HRM) policies and practices in fostering green behaviors among employees (e.g. Dumont, Shen, & Deng, 2017). Environmentally specific or green HRM practices are those designed to build and reinforce pro-environmental values and behaviors among employees (Tang, Chen, Jiang, Paillé, & Jia, 2018). In response to this emerging research stream, our research seeks to understand how green HRM practices such as training, empowerment and rewarding for green behaviors contribute to frontline employees' green recovery performance, as well as unpack a moderated mediation mechanism underlying these effects. Babakus et al. (2003) and Van Vaerenbergh and Orsingher (2016) reported that these HRM practices may have an impact on employees' commitment and in turn their service recovery performance. Therefore, in order to elucidate the relationships between these green HRM practices and green recovery performance, our research model will also examine the mediation mechanism of employee environmental commitment (EEC) (Raineri & Paillé, 2016). Raineri and Paillé (2016) define EEC as discretionary sense of commitment to environmental concerns in the work context. The mediating role of EEC is also in line with Bagozzi's (1992) attitude theory holding that employees' positive behaviors (i.e. green recovery performance) may stem from their positive appraisal of management practices (i.e. green HRM practices) through the activation of their positive affective responses (i.e. EEC).

In addition to mediation mechanisms, prior green behavior research has reported the boundary conditions for green behaviors (e.g. Dubey et al., 2017). Research has also reported that norms in the contextual culture can strengthen the signals that HRM practices send to employees (Ostroff & Bowen, 2016). Serving culture with stakeholder-oriented norm that orientates members to serving stakeholder interests and sustainability (Liden, Wayne, Liao, & Meuser, 2014; Luu & Vo, 2018) is likely to strengthen the community-oriented signals that green HR practices transmit to them. We hence expect serving culture to play the moderating role for the effects of green HRM practices.

With the aims to investigate the effects of green HRM practices on frontline employees' green recovery performance through the mediation mechanism of their environmental commitment and the moderating role of serving culture, our research can contribute to the green performance literature and the sustainable tourism literature in multiple ways. First, our research extends both the service recovery research (Babakus et al., 2003; Karatepe & Vatankhah, 2015) and the green recovery literature by conceptualizing "green recovery performance" among frontline employees as well as investigating mechanisms behind green recovery performance in tourist service activities. Second, by assessing the role of green HRM practices in contributing to green recovery performance among frontline employees, our inquiry aims to bridge the gap of the dearth of research on green HRM practices and green behaviors in general (Dumont et al., 2017) and green recovery performance in particular. Third, since green HR practices are designed to influence employees' their attributions and self-concept about the management intent in regards to environmental sustainability, our research will explain the effects of green HR practices on green recovery performance via EEC by drawing on attribution theory (Fiske & Taylor, 1984/1991) and social identity theory (Tajfel & Turner, 1985). Last, our research seeks an insight into the role of serving culture as an organizational moderator to strengthen the effectiveness of green HRM practices in fostering employees' environmental commitment and in turn green recovery performance.

Literature review and hypotheses development

Green HRM practices and employees' green recovery performance through employee environment commitment

Green HRM practices, which are designed to build pro-environmental values and behaviors among employees (Tang et al., 2018), can be utilized to implement sustainable strategies (Renwick, Jabbour,

Muller-Camen, Redman, & Wilkinson, 2016). Pro-environmental or green values allude to individual or societal beliefs about the importance and the well-being of the natural environment and how it should be viewed and treated by humans (Reser & Bentrupperbaumer, 2005). To be an effective tool in fostering employee green or pro-environmental behavior, green HRM should design training programs that effectively build environmental awareness, attitudes, knowledge and values (Cherian & Jacob, 2012; Dumont et al., 2017). Green HRM should empower employees to enact pro-environmental values in forms of engagement in pro-environmental behaviors and contribution of eco-initiatives to the organizational sustainability. Green HRM should also recognize and reward such pro-environmental contributions (Cherian & Jacob, 2012; Renwick, Redman, & Maguire, 2013, 2016) so as to reinforce or "refreeze" pro-environmental values. Our research focuses on training, empowerment and rewarding practices of green HRM, drawing on Babakus et al.'s (2003) report on the strong influence of these HRM practices on service recovery performance.

Based on Babakus et al.'s (2003) definition of service recovery performance, green recovery performance or the recovery of the environmental-friendliness of a service can be deemed to be frontline service employees' perceptions of their own abilities and actions to resolve an environmentally–unfriendly activity in a service to the satisfaction of the customer. In our research, we anticipate that green HRM practices will have effects on employees' green recovery performance. Our anticipation comes from recent works on the effects of green HRM on green behaviors (e.g. Dumont et al., 2017). Management commitment to environmental practices also demonstrates the positive link to employees' green behaviors (Erdogan, Bauer, & Taylor, 2015). Furthermore, the HRM behavioral literature indicates that employee consequences of HRM are by and large contingent on HRM attributions (Nishii, Lepak, & Schneider, 2008). Therefore, to underpin the effects of green HRM practices on green recovery performance, we draw on attribution theory (Fiske & Taylor, 1984/1991) with focus on the causal explanations (attributions) that individuals make to decipher their own and others' attitudes and behaviors. In light of attribution theory, individuals utilize attributions to make sense of their environment and enhance their ability to forecast future events (Kelley, 1973). Moreover, the attributions individuals make systematically impact their ensuing cognitions, affects, motivations and behaviors (Weiner, 1985).

Nishii et al. (2008) further argue that employees' attitudinal and behavioral responses to HR practices are based on the attributions they make about the management's intent in HRM implementation. When employees receive green value training, as well as empowerment and rewards for their pro-environmental contributions, they are inclined to make external attributions about the organization's commitment to being green (Dumont et al., 2017; Renwick et al., 2013, 2016). The attributions that employees hold about the management intent to build environmental sustainability through the lens of green HRM practices are likely to positively influence their cognitions and affects towards the organization's green strategy, as well as foster their engagement in and contribution to green activities especially in the form of green recovery performance. These theoretical premises, along with recent empirical evidence on the effects of green HRM on green behaviors, lead us to expect the relationships between green HR practices and employees' green recovery performance:

> H1a–c. Training (H1a), empowerment (H1b), and rewarding (H1c) of green HR practices are positively related to employees' green recovery performance.

Bagozzi's (1992) attitude theory indicates the role of employees' positive affective responses such as affective commitment (e.g. Babakus et al., 2003) in mediating employees' positive appraisal of management practices and employees' positive behaviors. Hence, EEC, viewed as discretionary sense of commitment to environmental concerns in the work context (Raineri & Paillé, 2016), may serve as a mediator for the relationship between employees' appraisal of green HR practices and their green recovery performance.

Green HR practices can instill pro-environmental values into employees (Dumont et al., 2017; Renwick et al., 2013, 2016) by modifying the image of the organization in their self-concept. In light of social identity theory (Tajfel & Turner, 1985), organizational factors that can alter employees'

self-concept can influence their behavior (Tajfel & Turner, 1985). Therefore, when employees perceive that their organization has a configuration of distinctive characteristics such as environmental commitment that they value, they may embed the green organizational image in their self-concept, become committed to its environmental mission, and engage in green behaviors such as green recovery performance in their service activities. Furthermore, Babakus et al. (2003) and Choi, Lotz, and Kim (2014) reported the positive link between employees' affective commitment and service recovery performance. Thus, environmental commitment among employees may drive them to be welcoming and responsive to tourists' feedbacks and complaints about the tourist organization's insufficient care about the environment and even its anti-environmental activities. This line of discussion leads to the following hypothesis on the mediating role of EEC:

H2a–c: Employee environmental commitment mediates the positive relationships between training (H2a), empowerment (H2b), and rewarding for pro-environmental behaviors (H2c) and employees' green recovery performance.

Serving culture as a moderator

Culture is viewed as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration" (Schein, 2010, p. 18). Serving culture refers to the degree to which all members of the work group engage in other serving behaviors (Liden et al., 2014). Serving culture is characterized as a work environment in which members share the understanding that the behavioral norms and expectations are to prioritize the needs and interests of others above their own and to provide help and support for others (Liden et al., 2014). Serving culture facilitates service towards stakeholders and entails praise when employees sacrifice their own interests for stakeholder interests and organizational sustainability.

As discussed earlier, green HRM practices, including training, empowerment and reward for employees' pro-environmental behaviors, may have positive effects on EEC. According to the social context theory, the social context of an organization may impact its members' cognitions and perceptions of their organization and its practices (Wei, Liu, & Herndon, 2011). Therefore, their perceptions of the HRM system, a crucial part of organizational management, can be influenced by the context of the organization (Ferris, Hochwarter, Buckley, Harrell-Cook, & Frink, 1999) such as its culture. Moreover, the implementation of HRM is a process through which messages are transmitted to employees with reference to what behaviors are expected and rewarded (Ostroff & Bowen, 2016). Organizational culture can impact the implementation of HRM by influencing the mindsets of employees toward these HRM messages (Wei et al., 2011). If the organization has a culture oriented toward serving stakeholders, employees' mindsets may be shaped and directed toward stakeholder interests and organizational sustainability (Liden et al., 2014). As Ostroff and Bowen (2016) maintain, these mindsets are further shaped when employees perceive the consistency in messages or signals in regards to service to stakeholder interests and sustainability from green HRM practices and the cultural norms in the organization. Furthermore, this signal consistency may enhance employees' attributions about the management intent about environmental sustainability (Dumont et al., 2017) and further shape their mindsets. With such mindsets, employees are expected and motivated to respond to green behavior training programs more strongly than those in a low serving culture. In the serving culture, employees are highly motivated to learn pro-environmental values as well as how to devise environmental solutions from green training programs. They also demonstrate stronger motivation to behave pro-environmentally when they receive empowerment and rewards for their green behaviors, since they perceive this empowerment as a chance for them to serve the organization's sustainability and perceive these rewards as incentives for such a serving behavior. In other words, when employees have a shared understanding of what is implied by a serving culture, the implementation of a set of green HRM practices will become more effective and may produce stronger effects on EEC.

Moreover, in such a stakeholder-oriented serving culture, environmentally committed employees are expected to be more inclined to express their commitment through green recovery performance.

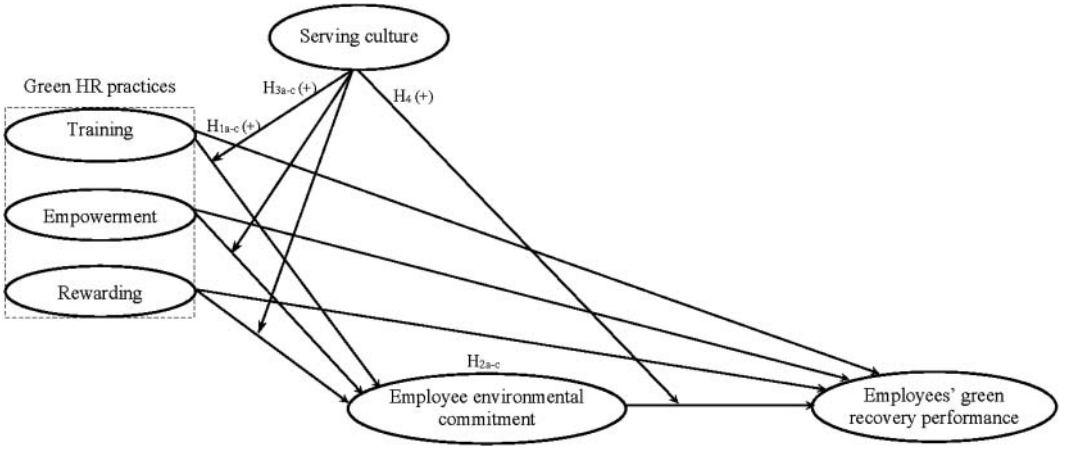

Figure 1. Research model.

When the cultural values in the organization are supportive toward stakeholder interests and sustainability, employees with environmental commitment may experience a greater sense of oneness with their organization and its green mission, which, in turn, may further enhance their drive to engage in green recovery performance. Research reported the moderating role of contextual factors such as organizational norms or climate for the effects of employee commitment on their green performance (Zientara & Zamojska, in press). Luu and Vo (2018) also found the role of serving culture as a moderator for service recovery performance. The above theoretical and empirical grounding leads us to expect that serving culture can serve as an intensifier for the effects of green HR practices on EEC as well as the effect of EEC on their green recovery performance:

H3a–c: Serving culture positively moderates the relationships between training (H3a), empowerment (H3b), and reward for pro-environmental behaviors (H3c) and employee environmental commitment such that these relationships are stronger when their organization displays a higher level of serving culture.

H4: Serving culture positively moderates the relationship between employee environmental commitment and green recovery performance such that this relationship is stronger when their organization displays a higher level of serving culture.

Figure 1 illustrates the relationships among the constructs in our research model.

Research methods

Sampling

The company sample for this research was drawn from the 2016 Ho Chi Minh City Trade Directory. Tour companies recruited for the study had at least 100 employees (Luu, 2014; Opute & Madichie, in press) and an established green strategy (Hsieh, 2012), and their tour departments had at least 10 employees. We contacted the chief executives of tour companies, explained our academic purpose and solicited their participation with the promise to return to them the research report summary. Ninety-six tour companies that met the above criteria agreed to participate in our research. From their HR managers, we obtained the list of tour departments, the list of employees in each tour department and their contact details. We then telephoned, invited their participation and emailed survey packages to them. A survey package consisting of a questionnaire and its cover letter was emailed to each respondent. A reminder email was sent to the non-respondents after 10 days. In our inquiry, the respondents were notified, through the cover letter, of the research aim and confidential

treatment of their information. Prior to the questionnaire distribution, the questionnaires were code-numbered to match responses from frontline employees with those from their direct managers. The questionnaire to be delivered to a frontline employee and that to his/her direct manager were coded with the same code number.

Data collection was conducted in two waves. We separated the independent variables from the dependent variables in survey waves to reduce common method bias (Podsakoff, MacKenzie, & Podsakoff, 2012). In line with prior research (e.g. Kim, Karatepe et al., 2017; Luu, 2017b), we used time lags of one month. Besides, Cole and Maxwell (2003) proposed at least two waves of data be required to test mediated paths. In the first-wave survey (T1), data on green HR practices and serving culture were gathered from frontline employees. In the second-wave survey (T2), conducted one month after T1, data on EEC were garnered from employees who participated in T1 survey. Also in the second-wave survey, we collated data on employees' green recovery performance from their direct managers, who had supervised these frontline employees for at least one year (Groen, Wilderom, & Wouters, 2017) including this two-wave data collection period. In this wave survey, we also collected control variable data including employees' age, gender, education and organizational tenure.

In the T1 survey, 1408 employees (75.94%) participated. The T2 survey collected 1261 complete responses (68.02%) from employees who participated in T1 survey. Crossing out departments with fewer than five participating employees (Addison, Teixeira, Pahnke, & Bellmann, 2017) and non-response from managers resulted in the final sample of 1037 employees (55.93%) and 152 direct managers (53.15%) from 152 tour departments pertaining to 67 tour companies.

Out of the employees, 652 employees (62.87%) were female, their average age was 33.74 years (SD = 7.29), and their average organizational tenure was 7.03 years (SD = 3.95). Among the managers, 48 managers (31.58%) were female, their average age was 38.69 years (SD = 8.82), and their average organizational tenure was 11.61 years (SD = 4.74). Chi-square contingency table-based test was conducted to compare the first wave sample of employees with the second wave sample in terms of demographic characteristics. The results demonstrated no significant differences between the two groups of respondents in terms of employees' age ($\chi^2 = 2.363$; $p = .254 > .05$), gender ($\chi^2 = 3.419$; $p = .461$), education ($\chi^2 = 3.037$; $p = .318$) and organizational tenure ($\chi^2 = 3.671$; $p = .392$).

Measures

The scale items were translated into Vietnamese, following the back-translation procedure (Schaffer & Riordan, 2003). Responses to the scale items were elicited on five-point scales ranging from 1 (strongly disagree) to 5 (strongly agree).

Green HR practices. Items for training (six items) and rewarding (five items) for pro-environmental behaviors were adapted from Boshoff and Allen (2000), while items for empowerment for pro-environmental behaviors (five items) were adapted from Babakus et al. (2003) and Hayes (1994). Sample items include "Employees of our organization receive continued training to behave pro-environmentally" (training), "I am empowered to solve environmental problems" (empowerment) and "Employees of this organization are rewarded for dealing effectively with environmental problems" (rewarding). Cronbach's alphas of the scales on training, empowerment and rewarding for pro-environmental behaviors were .77, .81 and .79, respectively.

Employees' green recovery performance. This construct was gauged through five items adapted from Boshoff and Allen (2000). Illustrative items include "This subordinate doesn't mind dealing with customers who complain about the organization's environmentally–unfriendly activities" and "Customers with environmental complaints that this subordinate has dealt with in the past are among today's most loyal customers." Cronbach's alpha of this measure was .74.

Employee environmental commitment. Raineri and Paillé's (2016) eight-item scale was utilized to estimate EEC. Sample items encompass "I feel a sense of duty to support the environmental efforts of my company" and "I strongly value the environmental efforts of my company." Cronbach's alpha of this scale was .83.

Serving culture. Serving culture was assessed through Liden et al.'s (2014) seven-item scale. Illustrative items include "Managers and employees in our organization would seek help from others if they had a personal problem" and "Managers and employees in our organization put others' best interests ahead of their own." Cronbach's alpha of this measure was .86.

Control variables. Individual control variables include employee age (years), employee gender (0 = male, 1 = female), employee education (high school degree or lower = 1, bachelor's degree or equivalent = 2, and master's degree or higher = 3) and employee organizational tenure (years). Education builds employees' knowledge essential to appreciate the benefits accrued from environmental friendliness as well as fully understand the negative consequences of environmental unfriendliness (Hampel, Holdsworth, & Boldero, 1996). Tenure may also reflect employees' knowledge and experience accumulated over their work history.

Results

Data analysis strategy

Multilevel structural equation model framework was employed for data analyses due to the multilevel nature of the data, with individuals nested within groups. Moreover, recent analysis by Preacher, Zyphur, and Zhang (2010) indicated the use of multilevel structural equation models to overcome the limitations of traditional multilevel analysis in predicting mediation effects through multiple levels. We conducted structural equation modeling using MPlus 7.2 to test the hypotheses. Prior to the main data analyses, we screened the data for normality, outliers and multicollinearity. Scanning for outliers also included checking for data normality. The presence of outliers and normality of data tend to occur together. All variables or observations (i.e. questions) in the data-set utilized the five-point scale. After proper treatments including variable transformations and deletions (Hair, Black, Babin, & Anderson, 2010; Tabachnick & Fidell, 2014), skew still remained in seven of the variables. Since the skew ranged from 1.00 to 1.20, these variables were retained (Hair et al., 2010). Two other observations were heavily skewed (z-skew = −3.672 and −4.428) and removed from further analysis.

SPSS MVA (Missing Value Analysis) was employed to test the significance of missing data distribution (Tabachnick & Fidell, 2014). The analysis indicated that the number of missing data in any one variable did not exceed 5% of data missing, and the distribution pattern of missing data was missing completely at random. The treatment of missing data included removing cases or variables with missing data from the analysis, and using imputation technique (Hair et al., 2010; Tabachnick & Fidell, 2014).

All variance inflation factors (VIFs) (the highest VIF value was 2.46) were well within the threshold limit of five (Hair et al., 2010, pp. 204–205) and even under 3.3, a more conservative criterion that Diamantopoulos and Siguaw (2006) propose. Tolerance is markedly higher than the cutoff value of .3 (Hair et al., 2010). These results indicated that multicollinearity is not a concern for further analysis. Furthermore, to mitigate the potential threat of multicollinearity associated with testing moderating hypotheses, continuous predictor variables were mean-centered and interaction terms were produced by multiplying these centered values (Aiken & West, 1991; Cohen, Cohen, West, & Aiken, 2003).

Measurement models

Multilevel factor analysis offers a comprehensive test of a multilevel data structure. Dyer, Hanges, and Hall's (2005) procedure was employed to estimate the data structure. The results of confirmatory factor analyses (CFAs) exhibited a good fit between the hypothesized six-factor model and the data (Table 1). Fit indices such as Tucker–Lewis coefficient (TLI), incremental fit index (IFI), comparative-fit index (CFI), standardized root-mean-square residual (SRMR) and root-mean-square error of approximation (RMSEA) were used to assess the model. The fit indices, TLI = .96; IFI = .96; CFI = .95, exceeded the .90 benchmark (Tabachnick & Fidell, 2014). The

Table 1. Comparison of measurement models for variables studied.

Model	χ^2	df	$\Delta\chi^2$	TLI	IFI	CFI	SRMR	RMSEA
Hypothesized six-factor model	322.56	168		.96	.96	.95	.046	.041
Four-factor model: Training, empowerment and rewarding combined	374.97	177	52.41**	.91	.92	.92	.077	.075
Three-factor model: Training, empowerment, rewarding and serving culture combined	458.64	182	136.08**	.85	.84	.86	.109	.116
Two-factor model: Training, empowerment, rewarding, serving culture and employee environmental commitment combined	490.14	186	167.58**	.77	.77	.76	.132	.127
One-factor model: All variables combined	668.53	191	345.97**	.68	.66	.67	.156	.152

**$p < .01$.

degree of misfit was also tolerable, with SRMR = .046 and RMSEA = .041, under the relevant benchmark of .08 (Hu & Bentler, 1999). The model fit was also supported through $\chi^{2/df}$ = 322.56/168 = 1.92, which was under 2 (Carmines & McIver, 1981). Convergent validity was also attained since all factor loadings exceeded the recommended level of .60 (t-value > 1.96) (Gefen & Straub, 2005).

The discriminant validity of the six constructs was tested by contrasting the hypothesized six-factor model against alternative models. Following Williams and Anderson (1994), some of the factors were collapsed to form alternative models. The findings in Table 1 revealed that the hypothesized six-factor model fitted the data considerably better than any of the alternative models, providing support for the construct distinctiveness. Besides, discriminant validity was achieved since the square root of the average variance extracted (AVE) of each construct exceeded its correlations with the other constructs (Fornell & Larcker, 1981) (Table 2).

Furthermore, multilevel CFA modeled individual- and group-level (i.e. organization) constructs simultaneously at both levels. The hypothesized model had adequate fits for the within-group (χ2 = 384.72; df = 168; χ2/df = 384.72/168 = 2.29; TLI = .95; IFI = .95; CFI = .94; SRMR = .049; RMSEA = .054), and between-group (χ2 = 312.48; df = 168; χ2/df = 312.48/168 = 1.86; TLI = .93; IFI = .94; CFI = .94; SRMR = .061; RMSEA = .057) models. These results unveiled that the factor structure developed in our model was strong at both within-group and between-group levels of analysis.

The reliabilities of the scales were assessed through the composite construct reliability coefficients and AVE (Table 2). Composite reliabilities ranged from .74 (for employees' green recovery

Table 2. Correlation matrix and average variance extracted.

Variables		Mean	SD	1	2	3	4	5	6	7	8	9	10	CCR	AVE
1	Employee age	33.74	7.29	…											
2	Employee gender	.63	.37	.01	…										
3	Employee education	2.28	.93	.04	.02	…									
4	Employee organizational tenure	7.03	3.95	.03	.04	.06	…								
5	Training for pro-environmental behaviors	3.36	.49	.02	.01	.09	.11	(.75)						.77	.56
6	Empowerment for pro-environmental behaviors	3.47	.54	.04	.04	.07	.13*	.11	(.84)					.81	.71
7	Rewarding for pro-environmental behaviors	3.61	.67	.03	.05	.08	.14*	.09	.12	(.83)				.79	.69
8	Employee environmental commitment	3.58	.62	.11	.07	.13*	.12	.28**	.36**	.42***	(.78)			.83	.61
9	Serving culture	3.24	.48	.03	.02	.07	.14*	.21*	.19*	.23**	.22*	(.81)		.86	.66
10	Employees' green recovery performance	3.52	.46	.10	.08	.12	.09	.22*	.25*	.27**	.21*	.17*	(.79)	.74	.62

CCR: composite construct reliability; AVE: average variance extracted.
Note: Values in parentheses display the square root of the average variance extracted. Standardized correlations reported.
†$p < .10$; *$p < .05$; **$p < .01$; ***$p < .001$.

performance) to .86 (for serving culture), above the .70 cutoff value (Bagozzi & Yi, 1988). AVE, ranging from .56 (for training for pro-environment behaviors) to .71 (for empowerment for pro-environment behaviors), also exceeded the recommended benchmark of .50 (Fornell & Larcker, 1981).

Common method issue

Common method variance (CMV) bias was tested through the marker variable approach (Lindell & Whitney, 2001), in which a marker variable which was theoretically unrelated to other variables was included into the survey. In our research, attitude toward social media usage that alludes to "the extent to which the social media user believes that using a particular social media site helps to meet the related goal-driven needs of the individual" (Rauniar, Rawski, Yang, & Johnson, 2014, p. 10) was used as the marker variable. This marker variable was measured using a five-item five-point scale (1 = strongly disagree; 5 = strongly agree) adapted from Rauniar et al. (2014) (Illustrative items include "I find social media useful in my personal life" and "Using social media enables me to get re-connected with people that matter to me"). In the current research, all significant zero-order correlations remained significant after the marker variable was partialled out, denoting the low CMV risk in the dataset. Besides, four interaction effects in our research model could not be the artifact of CMV but rather could solely be deflated by CMV (Siemsen, Roth, & Oliveira, 2010).

Aggregation

To assess the appropriateness of aggregating individual scores of green HRM practices and serving culture to the group level, we calculated intra-class correlations (i.e. ICC(1) and ICC(2)) (Stewart, Fulmer, & Barrick, 2005). ICC(1) represents the proportion of variance in a variable that is accounted for by group membership, while ICC(2) indicates the reliability of group mean scores. For training, empowerment and rewarding dimensions of green HRM, ICCs(1) were .17, .19 and .14, respectively, as well as ICCs(2) were .78, .81 and .73, respectively. For serving culture, ICC(1) was .18 and ICC(2) was .76. Further to ICC(1)s, we conducted a one-way analysis of variance to ascertain significant mean-level differences between groups (Bliese, 2000) in terms of green HR practices and serving culture. The observed F values were statistically significant for training (F[168, 1318] = 1.57, $p < .01$), empowerment (F[168, 1331] = 1.82, $p < .01$), rewarding (F[168, 1327] = 1.65, $p < .01$), and serving culture (F[168, 1309] = 1.91, $p < .01$).

Descriptive statistics

Table 2 displays the means, standard deviations, composite construct reliability, average variance extracted, the square root of the average variance extracted and zero-order Pearson correlations of all variables. Training, empowerment and rewarding dimensions of green HRM demonstrated positive associations with EEC ($r = .28$, $p < .01$; $r = .36$, $p < .01$; $r = .42$, $p < .001$, respectively). EEC was positively correlated with employees' green recovery performance ($r = .21$, $p < .05$).

Hypothesis testing

The path results and bootstrapping indirect effects provide evidence for mediation hypotheses in the current research model. The indirect effects were assessed through bootstrapping indirect effects. The 95% bias-corrected confidence interval (CI) of the indirect effect, which rules out zero, indicates a statistically significant indirect effect (Preacher & Hayes, 2008).

Hypotheses H1a–c postulated that training, empowerment and rewarding for pro-environmental behaviors have positive relationships with employees' green recovery performance. These

hypotheses were supported by significantly positive coefficients $\beta = .24$ ($p < .05$), $\beta = .32$ ($p < .01$) and $\beta = .41$ ($p < .001$), respectively. Moreover, EEC was posited to mediate the links between green HRM dimensions (training, empowerment and rewarding for pro-environmental behaviors) and employees' green recovery performance. Training demonstrated the significant, positive association with EEC ($\beta = .29$, $p < .01$), which was positively correlated with employees' green recovery performance ($\beta = .25$, $p < .01$). From the bootstrapping result, the indirect effect of training on employees' green recovery performance via EEC was .09 (CI [.05, .14], $p < .05$). Likewise, empowerment significantly predicted EEC ($\beta = .37$, $p < .01$). As the bootstrapping result presented, the indirect effect of empowerment on employees' green recovery performance through EEC was .13 (CI [.07, .21], $p < .01$). Rewarding also significantly predicted EEC ($\beta = .44$, $p < .001$). The bootstrapping result demonstrated the significant indirect effect of rewarding on employees' green recovery performance via EEC (.17, CI [.11, .29], $p < .01$). All path and bootstrapping results in the above discussion corroborated the hypotheses H2a–c on the mediating role of EEC.

The interaction term of the predictor "training" of green HR practices × the moderator "serving culture" was significantly positive ($\beta = .23$, $p < .05$). The interaction pattern between training and serving culture in the current inquiry was also assessed through the testing of the relationship between training and EEC at high (one SD above the mean) and low (one SD below the mean) values of serving culture (Aiken & West, 1991). Simple slope tests were conducted following Preacher, Curran, and Bauer's (2006) procedure. The plotted interaction in Figure 2(a) unveiled that "training" of green HR practices enhanced EEC when serving culture was high (simple slope = .76, $p < .05$) versus low (simple slope = .18, $p < .05$).

The interaction term of the predictor "empowerment" of green HR practices × the moderator "serving culture" was significantly positive ($\beta = .21$, $p < .05$). The plotted interaction in Figure 2(b) revealed that empowerment amplified EEC when serving culture was high (simple slope = .67, $p < .05$) versus low (simple slope = .12, $p < .05$).

Moreover, the interaction term of the predictor "rewarding" of green HR practices × the moderator "serving culture" was significant and positive ($\beta = .18$, $p < .05$). The plotted interaction in Figure 2(c) indicated that rewarding augmented EEC when serving culture was high (simple slope = .55, $p < .05$) versus low (simple slope = .08, $p < .05$). In brief, all these significantly positive interactive effects between green HR practices and serving culture provided empirical evidence for hypotheses H3a–c that postulated the moderation role of serving culture for the effects of green HR practices (training, empowerment and rewarding for pro-environmental behaviors) on EEC. These hypotheses were further supported by the corresponding slope tests.

Furthermore, the interaction term of the predictor "EEC" × the moderator "serving culture" was significant and positive ($\beta = .26$, $p < .01$), which supported hypothesis H4. This hypothesis was further supported by the plotted interaction in Figure 3 revealing that EEC increased their green recovery performance when serving culture was high (simple slope = .78, $p < .01$) versus low (simple slope = .17, $p < .01$).

Discussion and conclusion

Theoretical implications

Our research provided empirical evidence for the positive relationships between the dimensions of green HR practices (training, empowerment and rewarding for pro-environmental behaviors) and employees' green recovery performance via the mediation mechanism of EEC. The current inquiry also found the role of serving culture as an enhancer for the relationships between green HRM dimensions and EEC, as well as for the link between EEC and their green recovery performance.

Through these findings, our research can make various contributions to the workplace green behavior literature in general and the sustainable tourism literature in particular. First, while prior studies in green behavior research stream have focused on individual green behaviors in the

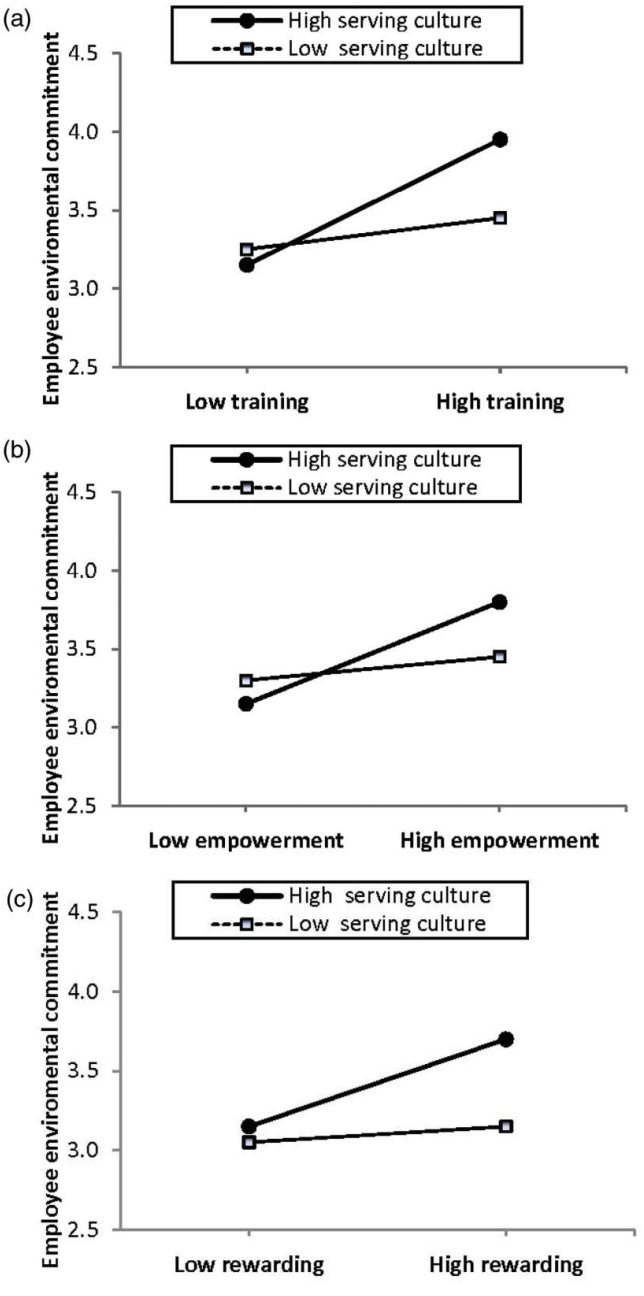

Figure 2. (a) Interaction effect of training and serving culture. (b) Interaction effect of empowerment and serving culture. (c) Interaction effect of rewarding and serving culture.

workplace such as voluntary workplace green behaviors (Kim, Kim et al., 2017; Safari, Salehzadeh, Panahi, & Abolghasemian, 2018) or organizational citizenship behavior for the environment (Luu, 2017c; Robertson & Barling, 2017), our research turns to employees' green recovery performance. Scholars have looked at the concept "green recovery" at the strategic level of an organization (e.g. Aşici & Bünül, 2012; Winston, 2010). However, they still have not drawn their attention to frontline employees' green recovery performance in service activities especially in tourism industry albeit service recovery literature has underscored the crucial role of service recovery performance in

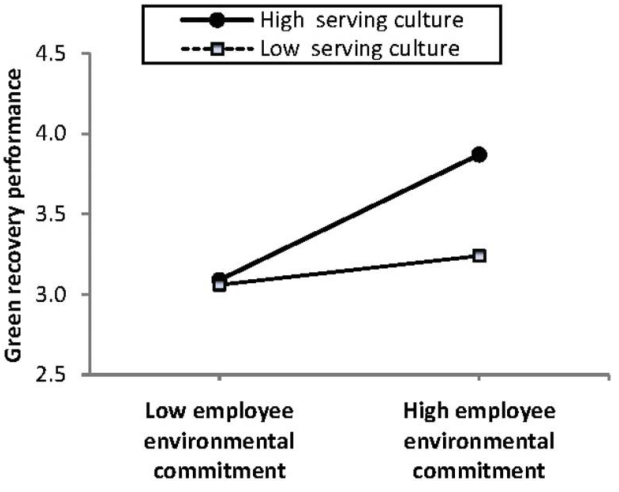

Figure 3. Interaction effect of employee environmental commitment and serving culture.

transforming customers into co-creators of values (Guo, Lotz, Tang, & Gruen, 2016) including pro-environmental values for the organization (Luu, in press). Based on service recovery perspective (Babakus et al., 2003; Guchait, Lee, Wang, & Abbott, 2016; Karatepe & Vatankhah, 2015), our research directs itself to employees' green recovery performance and a black box behind it, thereby bridging the gap of the lack of research on green recovery in the sustainable tourism literature.

Second, our research also bridges the gap of the dearth of research on the relationship between green HRM practices and employee green behavior (Dumont et al., 2017; Renwick et al., 2016). Most green behavior inquiries in general or in tourism industry in particular have tended to examine organizational antecedents such as corporate social responsibility (e.g. Luu, 2017b; Tian & Robertson, in press) or leadership (e.g. Kim, Kim et al., 2017). Some green behavior research has turned to HRM in general (e.g. Zibarras & Coan, 2015). Yet, in response to Jiang, Chuang, and Chiao's (2015) view that a specific employee behavior should be fostered through specific HRM policies and practices, as well as recent calls for further empirical evidence for the effects of green HRM on employee green behavior (Renwick et al., 2016), our research investigated and found empirical support for the positive relationships between the three dimensions of green HRM practices, namely training, empowering, and rewarding for pro-environmental behaviors, and employees' green recovery performance.

Third, our research contributes to decipher the black box behind the relationship between green HRM and employees' green recovery performance by investigating a moderated mediation mechanism underlying this relationship. Through the lens of Bagozzi's (1992) attitude theory that underscores the role of employee affective commitment in mediating the relationship between their appraisal of management practices and their behavior, our research focuses on the mediation mechanism of EEC. Furthermore, from Ostroff and Bowen's (2016) view, signals from organizational norms that are consistent with ones from HRM practices may strengthen the effectiveness of HRM practices. In light of this standpoint, our research assessed the role of serving culture that convey stakeholder-oriented signals (Liden et al., 2014; Luu & Vo, 2018) in enhancing the effects of green HRM practices on EEC. This moderation mechanism of serving culture in our research responds to recent calls for further inquiries into organization-level boundary conditions for green HRM effects in addition to individual boundary conditions (Dumont et al., 2017). It also responds to an emerging research stream on HR system strength that emphasizes the contribution of consistent signals from other organizational factors to the strength of HRM practices (Farndale & Sanders, 2017; Hauff et al., 2017; Ostroff & Bowen, 2016).

Fourth, our research provided empirical evidence for attribution theory (Fiske & Taylor, 1984/1991) and social identity theory (Tajfel & Turner, 1985) by using these theories to explain the relationships between green HR practices and employees' green recovery performance via their environmental commitment. The use of these theories resides in the premises that green HRM practices can foster employees' external attributions about the management intent in building environmental sustainability, and influence their self-concept toward the green image of their organization, thereby shaping their pro-environmental attitudes and behaviors. Since green behaviors in general and green recovery performance in particular are not reciprocal behaviors in employees' social exchange relationships with their organization in return for its benefits or favors, social exchange theory based on the principle of reciprocity (Blau, 1964; Cropanzano, Anthony, Daniels, & Hall, 2017) does not seem effective in casting light on the relationships between green HR practices and employees' green recovery performance in the current research.

Finally, this study contributes a new research model of green recovery performance to the sustainable tourism literature. For its sustainability, tourism industry should seek not only to build tourists' pro-environmental activities but also to appreciate, recognize and improve upon their feedback on the tourist organization's environmentally inadequate behaviors. Levers behind employees' green recovery performance should be activated to contribute to the sustainability of tourist organizations, tourist destinations and tourism industry. Additionally, the Vietnamese context, from which this research model derived the data, also provides a contextual insight into the research stream on green recovery performance. Though Vietnam has been suffering from anti-environmental actions from some tourists (Becker, 2015), community-oriented collectivistic nature of the Vietnamese culture (Dang, 2018; Luu, 2017d) may drive tourists to co-create green values with tourist organizations through their feedbacks on the environmental activities of the organizations. Therefore, comparative analysis should be conducted to detect the differences in findings of the current research model in collectivistic versus individualistic cultures.

Conclusion

This paper has sought to explicate the green HRM–green recovery performance link by viewing EEC as a mechanism through which the change in employees' self-concept shaped by their positive attributions about green HRM can be translated into their green recovery performance. Green HRM practices can form the platform that shapes EEC, which yields their motivation to engage in recovering environmentally–unfriendly activities in their tourist services. This platform will be stronger if the culture also transmits signals in regards to service to environmental sustainability (i.e. serving culture), and this path dependence may play a crucial role in the employees' choice of whether to be committed to the pro-environmental goal and engage in green recovery behavior.

Implications for practice

Our research provides some practical contributions to the green sustainable development of tourist organizations as well as tourism industry. The green sustainability of tourist organizations in part stems from employees' green recovery performance. In order to leverage this pro-environmental behavior from employees, tourist organizations should demonstrate their commitment to the green mission through green HR practices. Leaders should engage employees in training programs that are designed to instill pro-environmental values into them as well as guide them how to devise environmental solutions within their role to handle tourists' feedback on the organization's environmentally–unfriendly behaviors. Besides, the organization should empower employees not merely to behave pro-environmentally but also to submit eco-initiatives to a higher management tier to address bigger environmental issues that tourists have voiced. The organization should also build an individual performance indicator to measure employees' green recovery performance. Equitable rewards for employees' pro-environmental contributions based on accurate appraisals through such a green

performance indicator help reinforce pro-environmental values and behaviors that employees develop through training and empowerment.

Furthermore, the organization should build a culture in which people are inclined to serve other stakeholders above their own interests. Leaders should role model serving behaviors, especially toward the community, so that such serving behaviors may spread through the organization and the serving norm may emerge and become a compass guiding the behaviors of employees. Working in the midst of the other serving norm, employees may develop high motivation to learn behaviors beneficial to the green sustainability of the organization and the community, as well as confidently engage in green recovery behavior in their service activities.

Limitations and future research direction

The limitations of our research open up paths for future research. In the future replication of our research model, more objective measures than perceptual scales should be employed for some current research variables. Green HR practices can be gauged through green strategy implementation reports from organizations. Employees' green recovery performance can be assessed through an individual performance indicator. Moreover, self-reported data could be susceptible to CMV risk (Podsakoff et al., 2012). In the present study, CMV is nonetheless not a grave threat through marker variable test (Lindell & Whitney, 2001), interaction effect tests (Siemsen et al., 2010), and the collection of data from multiple sources (i.e. frontline employees and supervisors) (Podsakoff et al., 2012).

The data from tour companies may restrict the generalization of the current research model. Our research model should hence be retested in other sectors of hospitality and tourism industry such as hotels and restaurants, as well as in other service industries such as healthcare services (Luu, 2012). Additionally, green recovery performance should be examined in manufacturing organizations such as steel or chemical factories, several of which are damaging the environment (Ai Van & Minh Hai, 2015).

Our inquiry has just looked at some levers behind employees' green recovery performance. Further inquiries should be conducted to explore more levers so as to contribute further insights into green recovery performance literature. In addition to green HRM practices, leadership can also play a role in inspiring and role modelling employees with pro-environmental behaviors. Future research should thus investigate environmentally specific leadership style in the predictive or moderating role in research models of green recovery performance. Besides, individual moderators that augment green value congruence between employees and the organization should be incorporated into future research models.

Acknowledgments

The author thanks Professor Graham Miller, University of Surrey, and anonymous reviewers of Journal of Sustainable Tourism for their helpful comments and suggestions.

Disclosure statement

The author declares that they have no conflict of interest.

Notes on contributor

Luu Trong Tuan is currently a senior lecturer at Swinburne Business School, Swinburne University of Technology, Hawthorn, Australia. He received his medical doctor degree from University of Medicine, Ho Chi Minh City, Vietnam; master's degree from Victoria University, Australia; and PhD degree in management from Asian Institute of Technology (AIT), Thailand. His research interests include organizational behavior, human resouce management and healthcare management in both private and public sectors. He has published in numerous journals such as *Journal of Business Ethics*, *Public Management Review*,

Personnel Review, *Group & Organization Management*, *Knowledge Management Research & Practice*, *Management Decision*, *Journal of Organizational Change Management*, *Leadership & Organization Development Journal*, *Journal of Sustainable Tourism*, *International Journal of Contemporary Hospitality Management*, *Journal of Business and Industrial Marketing*, *Journal of Strategic Marketing and Marketing Intelligence & Planning*.

References

Addison, J. T., Teixeira, P., Pahnke, A., & Bellmann, L. (2017). The demise of a model? The state of collective bargaining and worker representation in Germany. *Economic and Industrial Democracy*, *38*(2), 193–234.

Aiken, L. S., & West, S. G. (1991). *Multiple regression: Testing and interpreting interactions*. Newbury Park, CA: Sage.

Aşici, A. A., & Bünül, Z. (2012). Green new deal: A green way out of the crisis?. *Environmental Policy and Governance, 22*(5), 295–306.

Ai Van, & Minh Hai. (2015, February 9). Mạnh tay với các hành vi gây ô nhiễm môi trường [Stronger actions towards environmental harm]. *Saigon Online*. Retrieved from http://www.sggp.org.vn/doanhnghiepxanhden/2015/2/375245/.

Babakus, E., Yavas, U., Karatepe, O. M., & Avci, T. (2003). The effect of management commitment to service quality on employees' affective and performance outcomes. *Journal of the Academy of Marketing Science, 31*(3), 272–286.

Bagozzi, R. P. (1992). The self-regulation of attitudes, intentions, and behavior. *Social Psychology Quarterly, 55*(2), 178–204.

Bagozzi, R. P., & Yi, Y. (1988). On the evaluation for structural equation models. *Journal of the Academy of Marketing Science, 16*(1), 74–94.

Becker, E. (2015, July 17). The revolt against tourism. *New York Times*. Retrieved from http://www.nytimes.com/2015/07/19/opinion/sunday/the-revolt-against-tourism.html?_r=0.

Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.

Bliese, P. D. (2000). Within-group agreement, non-independence, and reliability: Implications for data aggregation and analysis. In K. J. Klein, & S. W. J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations: Foundations, extensions, and new directions* (pp. 349–381). San Francisco, CA: Jossey-Bass.

Boshoff, C., & Allen, J. (2000). The influence of selected antecedents on frontline staff's perceptions of service recovery performance. *International Journal of Service Industry Management, 11*(1), 63–90.

Carmines, E., & McIver, J. (1981). Analyzing models with unobserved variables: Analysis of covariance structures. In G. Bohrnstedt, & E. Borgatta (Eds.), *Social measurement: Current issues* (pp. 65–115). Beverly Hills, CA: Sage Publications.

Cherian, J., & Jacob, J. (2012). A study of green HR practices and its effective implementation in the organization: A review. *International Journal of Business and Management, 7*(21), 25–33.

Choi, L., Lotz, S. L., & Kim, M. (2014). The impact of social exchange-based antecedents on customer organizational citizenship behaviors (COCBs) in service recovery. *Journal of Marketing Development and Competitiveness, 8*(3), 11–24.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed..). Mahwah, NJ: Lawrence Erlbaum.

Cole, D. A., & Maxwell, S. E. (2003). Testing mediational models with longitudinal data: Questions and tips in the use of structural equation modeling. *Journal of Abnormal Psychology, 112*(4), 558–577.

Cropanzano, R., Anthony, E., Daniels, S., & Hall, A. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals, 11*(1), 1–38.

Dang, T. N. (2018). The impact of political culture on the human rights-based approach to development in the Central Highlands of Vietnam. *Journal of Sustainable Development, 11*(1), 101–110.

Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management, 17*(4), 263–282.

Dubey, R., Gunasekaran, A., Helo, P., Papadopoulos, T., Childe, S. J., & Sahay, B. S. (2017). Explaining the impact of reconfigurable manufacturing systems on environmental performance: The role of top management and organizational culture. *Journal of Cleaner Production, 141*(4), 56–66.

Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management, 56*(4), 613–627.

Dyer, N. G., Hanges, P. J., & Hall, R. J. (2005). Applying multilevel confirmatory factor analysis techniques to the study of leadership. *The Leadership Quarterly, 16*(1), 149–167.

Erdogan, B., Bauer, T. N., & Taylor, S. (2015). Management commitment to the ecological environment and employees: Implications for employee attitudes and citizenship behaviors. *Human Relations, 68*(11), 1669–1691.

Farndale, E., & Sanders, K. (2017). Conceptualizing HRM system strength through a cross-cultural lens. *The International Journal of Human Resource Management, 28*(1), 132–148.

Ferris, G. R., Hochwarter, W. A., Buckley, M. R., Harrell-Cook, G., & Frink, D. D. (1999). Human resources management: Some new directions. *Journal of Management, 25*(3), 385–415.

Fiske, S. T., & Taylor, S. E. (1984/1991). *Social cognition* (2nd ed.). New York, NY: McGraw-Hill.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement errors. *Journal of Marketing Research, 18*(1), 39–50.

Gefen, D., & Straub, D. W. (2005). A practical guide to factorial validity using PLS-Graph: Tutorial and annotated example. *Communications of the Association for Information Systems, 16*(1), 91–109.
Groen, B. A., Wilderom, C. P., & Wouters, M. J. (2017). High job performance through co−developing performance measures with employees. *Human Resource Management, 56*(1), 111–132.
Guchait, P., Lee, C., Wang, C. Y., & Abbott, J. L. (2016). Impact of error management practices on service recovery performance and helping behaviors in the hospitality industry: The mediating effects of psychological safety and learning behaviors. *Journal of Human Resources in Hospitality & Tourism, 15*(1), 1–28.
Guo, L., Lotz, S. L., Tang, C., & Gruen, T. W. (2016). The role of perceived control in customer value cocreation and service recovery evaluation. *Journal of Service Research, 19*(1), 39–56.
Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate data analysis* (7th ed..). Upper Saddle River, NJ: Pearson Prentice Hall.
Hampel, B., Holdsworth, R., & Boldero, J. (1996). The impact of parental work experience and education on environmental knowledge, concern and behaviour among adolescents. *Environmental Education Research, 2*(3), 287–300.
Hauff, S., Alewell, D., & Katrin Hansen, N. (2017). HRM system strength and HRM target achievement—toward a broader understanding of HRM processes. *Human Resource Management, 56*(5), 715–729.
Hayes, B. E. (1994). How to measure empowerment. *Quality Progress, 27*(Feb.), 41–46.
Hsieh, Y. C. (2012). Hotel companies' environmental policies and practices: A content analysis of their web pages. *International Journal of Contemporary Hospitality Management, 24*(1), 97–121.
Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal, 6*(1), 1–55.
Jiang, K., Chuang, C. H., & Chiao, Y. C. (2015). Developing collective customer knowledge and service climate: The interaction between service-oriented high-performance work systems and service leadership. *Journal of Applied Psychology, 100*(4), 1089–1106.
Karatepe, O. M., & Vatankhah, S. (2015). High-performance work practices, career satisfaction, and service recovery performance: A study of flight attendants. *Tourism Review, 70*(1), 56–71.
Kelley, H. H. (1973). The process of causal attributions. *American Psychologist, 28*(1), 107–128.
Kim, T., Karatepe, O. M., Lee, G., Lee, S., Hur, K., & Xijing, C. (2017). Does hotel employees' quality of work life mediate the effect of psychological capital on job outcomes? *International Journal of Contemporary Hospitality Management, 29*(6), 1638–1657.
Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management, 43*(5), 1335–1358.
Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal, 57*(5), 1434–1452.
Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology, 86*(1), 114–121.
Luu, T. T. (2012). From unbalanced to balanced: Performance measures in a Vietnamese hospital. *Leadership in Health Services, 25*(4), 288–305.
Luu, T. T. (2014). Knowledge sharing and competitive intelligence. *Marketing Intelligence & Planning, 32*(3), 269–292.
Luu, T. T. (in press). Activating tourists' citizenship behavior for the environment: The roles of CSR and frontline employees' citizenship behavior for the environment. *Journal of Sustainable Tourism*.
Luu, T. T. (2017b). Knowledge sharing in public organizations: The roles of servant leadership and organizational citizenship behavior. *International Journal of Public Administration, 40*(4), 361–373.
Luu, T. T. (2017c). CSR and organizational citizenship behavior for the environment in hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management, 29*(11), 2867–2900.
Luu, T. T. (2017d). Reform in public organizations: The roles of ambidextrous leadership and moderating mechanisms. *Public Management Review, 19*(4), 518–541.
Luu, T. T., & Vo, T. T. (2018). Charismatic leadership and public service recovery performance. *Marketing Intelligence & Planning, 36*(1), 108–123.
Nishii, L. H., Lepak, D. P., & Schneider, B. (2008). Employee attributions of the "why" of HR practices: Their effects on employee attitudes and behaviors, and customer satisfaction. *Personnel Psychology, 61*(3), 503–545.
Opute, A. P., & Madichie, N. O. (in press). Accounting-marketing integration dimensions and antecedents: Insights from a frontier market. *Journal of Business & Industrial Marketing*.
Ostroff, C., & Bowen, D. E. (2016). Reflections on the 2014 decade award: Is there strength in the construct of HR system strength? *Academy of Management Review, 41*(2), 196–214.
Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology, 63*(1), 539–569.
Preacher, K. J., Curran, P. J., & Bauer, D. J. (2006). Computational tools for probing interactions in multiple linear regression, multilevel modeling, and latent curve analysis. *Journal of Educational and Behavioral Statistics, 31*(4), 437–448.

Preacher, K. J., & Hayes, A. F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods, 40*(3), 879–891.
Preacher, K. J., Zyphur, M. J., & Zhang, Z. (2010). A general multilevel SEM framework for assessing multilevel mediation. *Psychological Methods, 15*(3), 209–233.
Raineri, N., & Paillé, P. (2016). Linking corporate policy and supervisory support with environmental citizenship behaviors: The role of employee environmental beliefs and commitment. *Journal of Business Ethics, 137*(1), 129–148.
Rauniar, R., Rawski, G., Yang, J., & Johnson, B. (2014). Technology acceptance model (TAM) and social media usage: An empirical study on Facebook. *Journal of Enterprise Information Management, 27*(1), 6–30.
Renwick, D. W., Jabbour, C. J., Muller-Camen, M., Redman, T., & Wilkinson, A. (2016). Contemporary developments in Green (environmental) HRM scholarship. *The International Journal of Human Resource Management, 27*(2), 114–128.
Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews, 15*(1), 1–14.
Reser, J. P., & Bentrupperbäumer, J. M. (2005). What and where are environmental values? Assessing the impacts of current diversity of use of 'Environmental' and 'World Heritage' values. *Journal of Environmental Psychology, 25*(2), 125–146.
Robertson, J. L., & Barling, J. (2017). Toward a new measure of organizational environmental citizenship behavior. *Journal of Business Research, 75*(6), 57–66.
Safari, A., Salehzadeh, R., Panahi, R., & Abolghasemian, S. (2018). Multiple pathways linking environmental knowledge and awareness to employees' green behavior. *Corporate Governance: The International Journal of Business in Society, 18*(1), 81–103.
Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods, 6*(2), 169–215.
Schein, E. H. (2010). *Organizational culture and leadership* (4th ed.). San Francisco, CA: Jossey-Bass.
Siemsen, E., Roth, A., & Oliveira, P. (2010). Common method bias in regression models with linear, quadratic, and interaction effects. *Organizational Research Methods, 13*(3), 456–476.
Stewart, G. L., Fulmer, I. S., & Barrick, M. R. (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology, 58*(2), 343–365.
Tabachnick, B. G., & Fidell, L. S. (2014). *Using multivariate statistics* (6th ed.). Harlow: Pearson.
Tajfel, H., & Turner, J. C. (1985). *Psychology of intergroup relations*. Chicago, IL: Nelson-Hall.
Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources, 56*(1), 31–55.
Tian, Q., & Robertson, J. L. (in press). How and when does perceived CSR affect employees' engagement in voluntary pro-environmental behavior? *Journal of Business Ethics*.
Trung Duong. (2015). Voi đực 40 tuổi chết vì cõng khách du lịch đến kiệt sức [Male elephant dies of exhaustion from carrying tourists]. Retreived from http://vietnamnet.vn/vn/thoi-su/224513/voi-duc-40-tuoi-chet-vi-cong-khach-du-lich-den-kiet-suc.html.
Van Vaerenbergh, Y., & Orsingher, C. (2016). Service recovery: An integrative framework and research agenda. *The Academy of Management Perspectives, 30*(3), 328–346.
Wei, L. Q., Liu, J., & Herndon, N. C. (2011). SHRM and product innovation: Testing the moderating effects of organizational culture and structure in Chinese firms. *The International Journal of Human Resource Management, 22*(01), 19–33.
Weiner, B. (1985). "Spontaneous" causal thinking. *Psychological Bulletin, 97*(1), 74–84.
Williams, L. J., & Anderson, S. E. (1994). An alternative approach to method effects by using latent-variable models: Applications in organizational behavior research. *Journal of Applied Psychology, 79*(3), 323–331.
Winston, A. S. (2010). Green offers a plan for recovery. *Financial Executive, 26*(2), 23–24.
Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: A UK survey. *The International Journal of Human Resource Management, 26*(16), 2121–2142.
Zientara, P., & Zamojska, A. (in press). Green organizational climates and employee pro-environmental behaviour in the hotel industry. *Journal of Sustainable Tourism*.