



Factors Influencing Employees’ Organizational Citizenship Behaviors for the Environment in Indian Hotel Industry

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Abstract

As the hotel sector is accountable for negative environmental impact and there is a rise in Indian hotels adopting the mission of environmental sustainability, it is the need of the hour to study in depth the voluntary discretionary behaviors of employees, namely Organization citizenship behaviours for the environment (OCBEs), which play a vital role in the successful implementation of hotels’ environmental efforts. In order to explore the determinants of employees’ OCBEs, a survey was conducted among 522 employees belonging to eight premium hotels with strong environmental policy. The result validates the positive relationship between Green organizational climate (GOC) and employees’ OCBEs. It also reveals that green organizational climate is positively related to employees’ environmental commitment. The findings of the study confirm that employees’ environmental commitment and perceived behavioral control are positively related to OCBEs. This study proves the mediating role of employee’s environmental commitment in the relationship between green organizational climate and their OCBEs. It also validates the moderating role of employees’ perceived behavioral control. This study elucidates the determinants of employees’ OCBEs and provides managerial implications for the hotel management which guide them in their journey of responsible luxury.

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Keywords: employees' organizational citizenship behaviours for the environment (OCBEs); green organizational climate (GOC); employees' environmental commitment (EEC); employees' perceived behavioral control (PBC).

Introduction

Responsible luxury has become the slogan of the hospitality industry across the globe. During the last two decades, the hospitality and tourism industry is undergoing a transformation from profit driven industry to being socially responsible. Often criticized for its environmental impact, the hospitality industry is keen on adopting eco-friendly practices. The hospitality industry in India has understood the environmental impact of its business processes and are making conscious efforts to implement environmentally sustainable practices (Joseph & Deshmukh, 2016). Eco-friendly practices of hotels entail conservation of water, conservation of energy by using renewable energy sources, proper waste management etc. In India, the first hotel to implement eco-friendly practices is The Orchid Hotel, Mumbai, the first hotel in Asia with ecotel certification (Fukey & Issac, 2014).

The hotel management alone cannot accomplish the motto of environmental sustainability and in this scenario, employees play a pivotal role in successfully implementing the hotel's eco-friendly practices (Ramus, 2001; Ramus & Killmer, 2007). Here, organizational citizenship behaviours towards the environment (OCBEs) gains significance. Boiral and Paille (2012) define OCBEs as "individual and discretionary social behaviours that are not explicitly recognized by the formal reward system and that contribute to a more effective environmental management by organizations". OCBEs consist of three categories namely eco-initiatives, eco-helping and eco-civic engagement (Boiral & Paille, 2012).

Various psychological and organizational factors which determine OCBEs have to be explored (Francoeur, Paille, Yuriev & Boiral, 2021). As environmental sustainability is gaining significance among Indian hotels, it becomes imperative to examine the factors motivating employees' OCBEs through the knowledge of which hotels can develop policies and procedures which would enhance their environmental performance. This study addresses the research question posited

by Zientera and Zamojska (2018) to examine whether employees' environmental commitment mediates the relationship between green organizational climate and employees' OCBs. Also, the study tests the influence of green organizational climate, employees' environmental commitment and perceived behavioral control (PBC) on employees' OCBs. It also examines the moderating role of employees' PBC.

The next section provides the theoretical background of the research followed by the formulation of hypotheses. Subsequently, research methodology, data analysis and findings are presented. The theoretical and managerial implications are discussed. Also, the limitations of the study are cited and future research avenues are suggested.

Literature Review and Hypothesis Development

Organizational Citizenship Behaviours for the Environment (OCBs)

OCBs are defined as employees' environmental efforts that are discretionary acts within the workplace not rewarded or required by the organization (Daily, Bishop & Govindarajulu, 2009, p.243). Employees' OCBs have a remarkable impact on a firm's environmental performance. The three main dimensions of OCBs are eco-initiatives (discretionary behaviours and suggestions), eco-helping (helping colleagues to coordinate ecological issues in the workplace) and eco-civic engagement (active participation in the organization's eco-friendly programs), Boiral, Raineri & Talbot, (2018). Boiral et al. (2012) developed and validated the scale for the measurement of OCBs. OCBs continue to be a theoretical concept whose factors are yet to be explored.

Green Organizational Climate

Green Organizational climate (GOC) refers to the employees' perceptions about the way an organization goes about greening its operations (Zientara, Zamojska, Maciejewski, & Nikodemaska-Wołowik, 2019). Green organizational climate generates a favourable work environment which imparts its employees with environmental values, motivating them to participate in eco-initiatives. Studies establish the positive relationship between green organizational climate and OCBs (Priyankara, Saeed, Nubuor & Jayasuriya, 2018; Zientera & Zamojska, 2018).

Green Organizational Climate and Employees' OCBs

Whenever employees sense that they function in a strong green organizational climate (GOC), they are stimulated to carry out pro-environmental initiatives (Zientara et al.,2018). Environmental policy and supervisory support from the dimensions of green organizational climate (Chou,2014). The study by Norton, Zacher, Parker and Ashkanasy (2017) reported that a green psychological climate is positively related to employee green behaviors (EGB). Although the study by Zientara et al. (2018) among Polish hotel employees established that their GOC is positively related to their OCBs, this relationship is not examined in the realm of the Indian hotel sector, hence the following hypothesis is postulated:

Hypothesis 1: Green organizational climate (GOC) is positively related to employees' OCBs.

Employees' Environmental Commitment

Environmental commitment (EEC) is defined as the psychological attachment and long-term orientation to nature (Davis, Le & Coy, 2011). Rahman and Reynolds (2016) reported that environmental commitment influences an individual's keenness to do beneficial acts for the sake of the environment. The study by Montabon, Morrow and Cantor (2016) has proved that the dimensions of GOC, namely formalization of environmental activities (environmental policy) as well as supervisory support, are positively related to employee commitment to work related environmental activities. However, the relationship between employees' environmental commitment (EEC) and green organizational climate remains unexplored in the pertinent literature. The following hypothesis is postulated:

Hypothesis 2: Green organizational climate is positively related to employees' environmental commitment (EEC).

Employees' Environmental Commitment & OCBs

The study by Davis, Green and Reed (2009) reported that individuals having high orientation towards environmental commitment engage in more eco-friendly behaviors than those with low orientation towards environmental commitment. If employees

have a high level of environmental commitment, they will be more motivated to demonstrate pro-environmental behaviors that align with their organization's environmental policy. Employees with high environmental commitment will dedicate more time to pro-environmental tasks like finding solutions to environmental problems, helping colleagues to solve environmental issues and working collaboratively with colleagues for the effective implementation of organization's environmental policy (Temminck, Mearns & Fruhen, 2015). Even though numerous studies reveal the positive influence of employees' environmental commitment (EEC) on pro-environmental behaviours and environmental citizenship behaviours (ECBs) (Davis, Le & Coy, 2011; Cantor et al., 2012); Montabon et al., 2016), its influence on employees' OCBs remains unexplored and there is a dearth of research exploring this relationship in the Indian hotel sector. The following hypothesis is postulated:

Hypothesis 3: Employees' environmental commitment (EEC) is positively related to their OCBs.

Mediating Role of Employees' Environmental Commitment

The study by Paille and Morelos (2017) among service sector employees established the mediating effect of employees' environmental commitment in the relationship between managerial support and propensity to recycle. When employees notice that their work climate is favourable to promote eco-friendly behaviors, they will be committed to perform OCBs (Zientera et al., 2018). The study by Raineri and Paille (2016) confirmed the mediating role of employees' environmental commitment in the relationship of the two dimensions of green organizational climate, namely environmental policy and supervisory support behaviors on environmental citizenship behaviors (ECBs). Zientera et al. (2018) has posited the research question to test whether employees' affective organizational commitment plays a mediating role in the relationship between green organizational climate and their OCBs. As there is a lack of studies validating the mediating role of employees' environmental commitment in the relationship between green organizational climate and OCBs and in order to address the research question posited by Zientera et al. (2018).

Hypothesis 4: Employee's environmental commitment mediates the relationship between Green organizational climate and their OCBEs.

Employees' Perceived Behavioral Control

Perceived behavioral control (PBC) is the person's belief as to how easy or difficult the performance of the behavior is likely to be (Ajzen & Madden, 1986). Ease or difficulty to engage in recycling behavior can be explained by internal or external factors (Hornik, Cherian & Madansky, 1995). In PBC, internal sources of control refer to a person's knowledge, skills, and abilities whereas external sources of control are perceived support or obstacles in the work settings such as available facilities, time or cooperation from colleagues (Kraft, Rise, Sutton & Roysamb, 2005). According to the theory of planned behavior, an individual's intention to perform a behavior increases as perceived behavioral control increases (Cordano & Frieze, 2000).

Employees' Perceived Behavioral Control and OCBEs

Numerous studies reported that PBC is a main determinant of pro-environmental behaviors (Kaiser & Gutscher, 2003; Han, 2015; Leung & Rosenthal, 2019). The study by Boiral, Talbot & Paille (2015) among Canadian manufacturing sector employees proved that perceived behavioral control is positively related to manager's OCBEs. Tudor et al. (2007) reported that low PBC in terms of lack of time may affect healthcare employees' willingness to engage in sustainable waste management actions in their job.

The hotel employees often feel difficulty in finding time to engage in OCBEs amidst their busy schedule. Also, the environmental aspects are very complex and technical so that employees lack the competencies to execute OCBEs (Boiral, Talbot & Paille, 2015). In this particular context, OCBEs is promoted by the internal sources of control like individual's knowledge, skills and abilities as well as external sources of control such as available facilities, time or cooperation from colleagues (Kraft et al., 2005). Although the positive relationship between employees' PBC and their OCBEs are established by studies conducted among employees and managers belonging to Canadian educational and manufacturing sectors respectively (Yuriev, Boiral & Guillaumie, 2020; Boiral et al., 2015), this relationship is not yet explored in the context of Indian hotel industry. Hence, the following hypothesis is formulated:

Hypothesis 5: Employees' perceived behavioral control (PBC) is positively related to their OCBs.

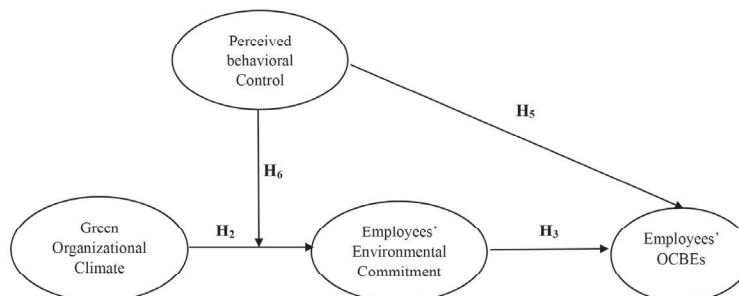
Moderating Role of Perceived Behavioral Control

Testing the moderating role of PBC might improve the notion about the relationship between employees' environmental commitment and propensity to engage in conservation behaviors (Paille & Morelos, 2017). Scant research has attempted to test this moderating role of PBC. According to Klein, Molloy and Brinsfield (2012), individuals are more likely to commit themselves to targets if they feel that they have certain control over the situation and confidence in their ability to accomplish the target. This proposition is yet to be tested in the realm of OCBs. The study by Paille and Morelos (2017) among service sector employees validated the moderating effect of PBC in the indirect relationship between managerial support and propensity to adopt recycling behavior through employees' environmental commitment. However, the moderating role of PBC in the indirect relationship between green organizational climate and employees' OCBs through employees' environmental commitment is never explored in the literature on OCBs.

Hypothesis 6: Employees' perceived behavioral control moderates the indirect relationship between green organizational climate and OCBs through employee environmental commitment.

The conceptual framework of the study derived from the review of literature is depicted below:

Figure 1: CONCEPTUAL FRAMEWORK



Source: From Primary Data

Methodology

Sample and Data Collection

The research design adopted for the study is descriptive research. The sampling technique adopted is a judgmental sampling method. Standardized questionnaire was used to collect data from hotel employees working in eight premium Indian hotels with strong environmental policy. The employees selected for the survey belong to F&B Production, F&B Service, Engineering and housekeeping departments having a work experience of minimum 2 years in the current hotel. The survey was carried out in hybrid mode i.e., both online via google forms and offline by distributing hard copies of questionnaires to the employees. Around 70 questionnaires were distributed among 8 hotels and at the end of the survey, 522 completely filled questionnaires are received.

Regarding demographics of the sample, 52.8% are males and 47.2% of them are females Majority of the employees (44.5%) have 3 years -5 years of work experience followed by 34.8% having 5 -10 years of experience whereas only 10 % have 2 years - 3 years of work experience in the current organization whereas 7% of employees have 10 years -15 years of work experience and only 3.7% employees have above 15 years of work experience. 46% of the respondents are chefs working in F&B Production, 43.4% of respondents are stewards while 7% respondents are engineers, followed by 3.6% respondents who are housekeeping employees.

Measures

The questionnaire was developed by using the preexisting scales. We used a ten item scale by Boiral and Paille (2012) to measure OCBs. Environmental commitment is measured on a 7-item scale by Raineri and Paille (2016). Green organizational climate was measured using the 14-item scale by Chou (2014). Perceived behavioral control is measured by the 3-item scale by Boiral, Talbot and Paille (2015) adapted from the scale developed by Cordano and Frieze (2000).

Data Analysis and Results

Measurement Model Analysis

Initially, the measurement model is validated by confirmatory factor analysis (CFA) followed by the theoretical model tested by SEM. CFA is tested using SEM with the help of IBM AMOS 21. Composite reliability is examined using the CFA model with the maximum likelihood method. As depicted in table 1, it can be inferred that all variables have composite reliability values greater than 0.7. Convergent validity is estimated by measuring average variance extracted (AVE). AVE value greater than 0.5 is acceptable and from table 1, it can be inferred that all the variables have AVE greater than 0.5 indicating adequate convergent validity. Discriminant validity is tested by checking whether the square root of AVEs of a construct is greater than the inter item correlation between itself and other constructs (Fornell-Larcker,1981). From table 2, it can be inferred that all the constructs have adequate discriminant validity indicating that they do not statistically overlap each other. The goodness of fit indices of the measurement model was checked and the results (Table 3) indicate that all the values are within the acceptable limits providing a good fit to the data ($\chi^2/df = 4.36$, GFI = 0.878, RMSEA = 0.081, CFI = 0.896; NFI = 0.882). All variables have Cronbach's alpha values above 0.70, higher than the accepted value. Table 1 depicts the reliability results.

Table 1. Psychometric properties

Constructs	Composite Reliability	Cronbach Alpha
AVE		
GOC	0.983	0.983
0.855		
EEC	0.987	0.987
0.915		
OCBEs	0.948	0.949
0.651		

Note: CR - Composite Reliability, CA - Cronbach Alpha, AVE - Average Variance Explained. GOC - Green organizational climate, EEC - Employees' environmental commitment, OCBEs - Organizational citizenship behaviors for the environment, PBC - Perceived behavioral control

Table 2. Discriminant Validity of the Measurement Model

Constructs	GOC	EEC	OCBEs	PBC
GOC	0.925*			
EEC	0.753	0.957*		
OCBEs	0.677	0.618	0.807*	
PBC	0.689	0.754	0.611	0.909*

* Square Root of AVE values. GOC – Green organizational climate, EEC – Employees' environmental commitment, OCBEs – Organizational citizenship behaviors for the environment, PBC – Perceived behavioral control

Table 3. Goodness of Fit Indices

Goodness of Fit Indices

χ^2/df	4.365
GFI	0.878
RMSEA	0.081
AGFI	0.881
NFI	0.882
CFI	0.896
IFI	0.897
RFI	0.872
PCFI	0.825
PNFI	0.812

Abbreviations: χ^2 , chi-square; df, degree of freedom; GFI, goodness of fit index; RMSEA, root mean square error of approximation., NFI, normed fit index; CFI, comparative fit index.

Testing Hypotheses - Direct Relationships

After performing the Confirmatory Factor Analysis (CFA), the research hypotheses are tested for mediation and moderation effects and the results are presented in Table 5 and Table 6.

The hypotheses presuming the direct relationships among the variables namely H_1 , H_2 , H_3 , and H_5 are examined by Linear regression analysis using IBM SPSS 23.0. In order to statistically validate these direct hypotheses, path coefficients and corresponding significance values are tested. Hypothesis 1 posited a significant positive relationship between green organizational climate and employees' OCBEs and the result validates it. The result also confirms that a green organizational climate is found to have a significant positive relationship with

employees' environmental commitment ($p < 0.05$) supporting hypothesis 2. The findings establish that employees' environmental commitment as well as employees' perceived behavioral control have significant positive relationships with employees' OCBs ($p < 0.05$), validating hypotheses 3 and 5. Table 4 provides the direct hypothesis testing results.

Table 4: Summary of Direct Hypothesis Results

No.	Hypotheses	Path Coefficient	P Value	R ²	Result
H ₁	Green organizational climate is positively related to employees' OCBs.	0.389	0.000	0.151	Accepted
H ₂	Green organizational climate is positively related to employees' Environmental commitment	0.742	0.000	0.551	Accepted
H ₃	Employees' environmental commitment is positively related to their OCBs	0.571	0.000	0.326	Accepted
H ₅	Employees' Perceived behavioral control (PBC) is positively related to their OCBs.	0.463	0.000	0.215	Accepted

Mediation

Hayes' PROCESS Macro is used for testing mediation and moderated mediation hypotheses. Hypothesis 4 posits that employees' environmental commitment mediates the relationship between green organizational climate and employees' OCBs. Mediating role of employees' environmental commitment is tested using Model 4 of Hayes PROCESS. From table 5, it can be interpreted that the indirect effect of green organizational climate on employees' OCBs through

employees' environmental commitment is significant as the 95% bootstrap confidence interval of the indirect effect does not include zero ($Beta=0.3114$, $SE=0.029$, $p<0.05$, $CI95 [LLCI=0.2553, ULCI=0.3684]$) and thus hypothesis 4 is accepted.

Table 5: Result of Mediating Role of Employees' Environmental Commitment between Green Organizational Climate and Employees' OCBEs

Total Effect of X on Y					
Effect	se	t	p	LLCI	ULCI
0.2594	0.0270	9.6232	0.0000	0.2064	0.3123
Direct Effect of X on Y					
Effect	se	t	p	LLCI	ULCI
.0520	0.0358	-1.4530	0.1468	-0.1223	0.0183
Indirect Effect(s) of X on Y					
Effect	Boot SE	Boot LLCI	Boot ULCI		
TOTAL	0.3114	0.0290	0.2553	0.3684	

Source: Result of Mediation Analysis in PROCESS MACRO

The study tests the moderating role of employees' perceived behavioral control in the relationship between green organizational climate and employees' OCBEs through employees' environmental commitment (Hypothesis 6). Moderated mediation is tested using Model 14 of PROCESS (Hayes, 2018). From table 6, it can be inferred that since the 95% bootstrap confidence interval for the index of moderated mediation does not straddle zero in all conditional indirect effects, validating that employees' perceived behavioral control moderates the indirect effect of green organizational climate on employees' OCBEs through employees' environmental commitment. The interaction pattern is shown in figure 2.

Table 6: Index of Moderated Mediation

Hypothesis	Index	Boot SE	Boot LLCI	Boot ULCI	Results
H15	0.0773	0.0204	0.0369	0.1186	Supported

Source: Result of Moderated Mediation Analysis in PROCESS MACRO

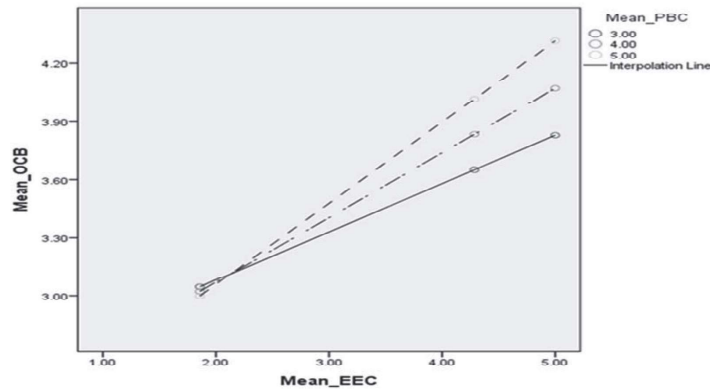


Figure 2: PBC as a Moderator in the Relationship between Green organizational climate and Employees' OCBs through Employees' Environmental Commitment

Discussion and Implications

The main objective of this study is to find out the influence of employees' environmental commitment, green organizational climate and employees' perceived behavioral control on OCBs among employees in the Indian hotel sector. The results of the study confirmed the hypotheses of the conceptual model.

The results confirm that a green organizational climate is positively related to employees' OCBs, thus confirming hypothesis 1. This is consistent with the findings by Zientera et al. (2018). The findings reveal that Green organizational climate is positively related to employees' environmental commitment. This corroborates the study finding by Montabon et al. (2016) which found that the formalization of environmental activities as well as supervisory support (the two dimensions of green organizational climate as per Chou, 2014) are positively related to employee commitment to work related environmental activities. This finding indicates that when hotels promote a favourable climate for eco-friendly practices, it stimulates the employees' commitment to demonstrate OCBs.

Another significant contribution of the study is that employees' environmental commitment is positively related to their OCBs. This finding is consistent with the study by Zientera et al. (2018) which found that employees' affective organizational commitment

is positively related to their OCBs. Employees' commitment to the environment is a determinant of their voluntary environmental behaviors (Robertson & Barling, 2013).

The study empirically validates the mediating role of employee's environmental commitment in the relationship between green organizational climate and their OCBs. This finding addresses the research question speculated by Zientera et al. (2018). The result corroborates with the study by Raineri and Paille (2016) which proved the mediating role of employee's environmental commitment on the relationship of environmental policy and supervisory support behaviors (the two dimensions of green organizational climate as per Chou, 2014) on environmental citizenship behaviors (ECBs).

The study also proves that employees' perceived behavioral control is positively related to their OCBs. This result corroborates with the findings by Yuriev et al. (2020) who conducted the study among Canadian university employees. Another significant finding of the study is that employees' perceived behavioral control moderates the indirect relationship between green organizational climate and OCBs through employee environmental commitment. This result is in line with the study by Paille and Morelos (2017) which established the moderating role of employees' PBC in the indirect relationship between managerial support and the propensity to adopt recycling behavior through employees' environmental commitment.

Contributions of the Study

The study offers several important contributions to the emerging literature on OCBs. The results prove the green organizational climate is positively related to employees' OCBs. This significant finding adds value to the existing literature as this relationship is not tested in the context of the Indian hotel sector but is tested in the context of the Polish hotel sector (Zientera et al., 2018). Another contribution of this research is that it proves the positive relationship between green organizational climate and employees' environmental commitment. This particular finding fills the void in the existing literature as the relationship between green organizational climate and employees' environmental commitment is not yet explored. The findings validate that employees' environmental commitment is positively related to

their OCBs. This result enriches the literature on OCBs as this relationship is not explored in the realm of OCBs but tested in the domain of sister constructs like environmental citizenship behaviors (ECBs) (Montabon et al.,2016) and pro-environmental behaviors (Mesmer et al.,2013).

Another major contribution of the study is validating the mediating role of employee's environmental commitment in the relationship between green organizational climate and their OCBs, hence addressing the research question posited by Zientera et al. (2018). Also, this finding contributes to the extant literature as the mediating effect of employee's environmental commitment in explaining the link green organizational climate and their OCBs is never explored so far. The results confirm that there exists a positive relationship between employees' perceived behavioral control and their OCBs. This finding enriches the existing body of knowledge on OCBs as this relationship is overlooked in the context of the Indian hotel sector whereas it is empirically validated in the context of the Canadian university employees (Yuriev et al., 2020). Another significant finding of the study is that employees' perceived behavioral control moderates the indirect relationship between green organizational climate and OCBs through employee environmental commitment. The moderating role of PBC in this relationship is under researched and this finding fills this research lacuna.

Managerial Implications

The study suggests several managerial implications which can be adopted by the hotel management to improve their environmental performance. The study statistically validates the positive relationship between green organizational climate and employees' environmental commitment. This finding reaffirms the necessity for fostering a strong green organizational climate by the hotel management which in turn stimulates employees' environmental commitment. By inculcating a strong green organizational climate, the hotel management provides employees a dais to engage in OCBs beneficial to the society. According to the results, employees' environmental commitment motivates employees to perform OCBs. Hence the hotel management should select and retain employees with higher environmental

commitment through green recruiting (Jabbour & Santos,2008).

The study confirms that employees' environmental commitment mediates the relationship between green organizational climate and employees' OCBs. Since environmental commitment is a strong determinant of OCBs, it is the need of the hour for the hotel management to stimulate employees' environmental commitment by implementing regular environmental training

As per the study results, employees' perceived behavioral control is positively related to OCBs. An employee having high PBC will be more motivated to engage in OCBs against the time constraints and busy work schedule. The hotel management should render employees strong support as well as facilities to engage in OCBs, thus strengthening the external aspect of PBC. The study proves the moderating role of PBC in the indirect relationship between green organizational climate and employees' OCBs through employees' environmental commitment. This finding indicates that PBC is a strong predictor of employees' OCBs.

Directions for Future Research and Limitations of the Study

The study has certain limitations which set avenues for future research. The dependent variables investigated in this study are very few and do not encompass all the possible determinants of OCBs. Hence, future research should consider other variables which would influence employees' OCBs, thus extending the scope of the research. Future research can extend the sample size to obtain more vivid results as the sample size used in this study is quite limited.

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