

Green human resource management, job embeddedness and their effects on restaurant employees' green voice behaviors

Green voice behaviors

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Abstract

Purpose – The purpose of this study is to test the interrelationships of green human resource management (GHRM), job embeddedness (JEM), green promotive voice behavior and green prohibitive voice behavior. It assesses JEM as a mediator of the link between GHRM and the aforesaid green voice behavioral consequences.

Design/methodology/approach – Data obtained from the employees of 11 restaurants in Northern Cyprus were used to gauge the said relationships via the partial least squares structural equation modeling.

Findings – GHRM boosts employees' JEM. Employees high on JEM exhibit green promotive and prohibitive behaviors at elevated levels. JEM is the psychological mechanism relating GHRM to green work outcomes.

Practical implications – Restaurateurs should create an environment that enables employees to speak up and share their opinions on the problems and challenges concerning the environmental sustainability and green initiatives of the restaurant. In addition, they should develop and maintain good relations with employees via GHRM practices. These are important implications that would promote eco-friendly behaviors among employees.

Originality/value – This paper focuses on JEM, green promotive voice behavior and green prohibitive voice behavior as the neglected outcomes of GHRM. That is, there is no empirical evidence reporting that GHRM fosters employees' JEM. This is also true for JEM as a mediator linking GHRM



Data used in this study came from the first author's master thesis.

to the aforementioned dimensions of green voice behavior. With this stated in mind, this study fills in these gaps.

Keywords Green human resource management, Green prohibitive voice behavior, Green promotive voice behavior, Job embeddedness, Restaurant employees

Paper type Research paper

Introduction

In a competitive market environment where environmental sustainability and green initiatives are now a priority (Ahmed *et al.*, 2021; Clark *et al.*, 2021; Jeong and Kubickova, 2021), many hospitality companies have started to take actions on several fronts. On one hand, they invest in human resource practices to cultivate their staff's knowledge and skills for the accomplishment of effective service delivery and customer satisfaction (Darban *et al.*, 2022; Karatepe *et al.*, 2022b) as well as retain talented employees and ensure sustainability (Cabral and Chiappetta Jabbour, 2020). On the other hand, hotels (e.g. Hilton and Accor) and/or restaurants (e.g. 7 Mehmet) try to adhere to environmental rules and regulations by focusing on sustainable gastronomy, using energy and water-saving devices, offering eco-certified cleaning products and reducing food waste (Acting Here Planet 21, 2022; Hilton Environmental Impact, 2022; Rendeiro, 2022).

The term "green human resource management" (GHRM) was coined by Renwick *et al.* (2013) and refers to the configuration of human resource management practices with the organization's environmental goals (Chiappetta Jabbour, 2013). Green training, rewards, teamwork and selection are among GHRM practices (Kalyar *et al.*, 2021; Kim *et al.*, 2019; Luu, 2022). As an emerging topic in the hospitality field (Pelit and Katircioglu, 2022), GHRM does not only lead to positive green work consequences (Kim *et al.*, 2019; Muisyo *et al.*, 2022) but also fosters positive non-green workplace outcomes (e.g. work engagement, task performance and diminished withdrawal cognitions) (Ari *et al.*, 2020; Karatepe *et al.*, 2022a; Shafaei *et al.*, 2020).

Having an understanding of the effect of GHRM on the retention of employees is critical because employee turnover is still a significant problem in the hospitality industry (Vakira *et al.*, 2022). GHRM practices can enhance job embeddedness (JEM), which enables firms to retain employees (Akgunduz *et al.*, 2022; Ampofo and Karatepe, 2022). JEM is composed of organizational and community embeddedness. Organizational embeddedness shows a focus on the aspects of the organizational environment that make individuals become embedded in their jobs, whereas community embeddedness indicates a focus on the aspects of the community that keep individuals at a job (Lee *et al.*, 2014). Employees' favorable perceptions of GHRM can make them become embedded in their jobs. Employees high on JEM do not only display positive organizational or work outcomes (Zia *et al.*, 2022) but also can help the firm to reach its environmental sustainability efforts.

Purpose

In view of the aforementioned discussion, our paper develops and tests a research model that examines the interrelationships of GHRM, JEM, green promotive voice behavior and green prohibitive voice behavior. The objectives of the present research are to test: (a) the impact of GHRM on JEM, (b) the effect of JEM on the aforesaid green voice behaviors and (c) JEM as a mediator linking GHRM to green promotive voice behavior and green prohibitive voice behavior.

Voice behavior, which is represented by promotive and prohibitive voice behaviors, highlights employees' efforts to come up with innovative suggestions for change and even when others disagree (Liang *et al.*, 2012). Promotive voice behavior denotes workers'

statement of novel ideas and feedback for improving the overall performance of the department or the firm, while prohibitive voice behavior highlights workers' statement of concerns about any issues (e.g. incidents, disruptive staff behavior) that are harmful to their firm (Van Dyne and LePine, 1998). Accordingly, we define green voice behavior as employees' novel and innovative suggestions for the firm's environmental sustainability efforts and green initiatives even though other relevant parties show disagreement.

Using the definition of voice behavior given by Van Dyne and LePine (1998) and the one about green voice behavior, we define green promotive and prohibitive voice behaviors, which were first coined by Nourafkan *et al.* (2021). Green promotive behavior refers to organizational members' constructive recommendations and novel ideas about the overall functioning of the firm's environmental sustainability efforts and green initiatives, while green prohibitive behavior refers to their expressions of concern about unfriendly behaviors that might impair the firm's environmental sustainability efforts.

To develop the previously said linkages, we use solid theoretical underpinnings such as social exchange theory (SET) (Cropanzano and Mitchell, 2005), JEM theory (Mitchell *et al.*, 2001), attribution theory (Nishii *et al.*, 2008) and reformulation of attitude theory (Bagozzi, 1992). Using these theories would enable us to understand whether they prove useful for hypotheses development regarding the interrelationships of GHRM, JEM and green voice behavior.

Contribution

Examining the aforesaid linkages enhances current knowledge. First, studies indicated that organizational commitment and employee engagement mediated the effect of JEM on turnover intentions (Ampofo and Karatepe, 2022), while the effects of harmonious and obsessive passion on JEM were mediated by work engagement (Teng *et al.*, 2021). Research also documented that JEM mediated the impacts of different leadership styles (e.g. authoritarian leadership) on restaurant employees' creativity (Khorakian *et al.*, 2021). Yet no empirical paper has explored the link of GHRM to JEM so far (Amrutha and Geetha, 2020; Tanova and Bayighomog, 2022; Yong *et al.*, 2020). To fill in this void, we test employees' perceptions of GHRM and assess its impact on JEM.

Second, in this paper, we use green promotive and prohibitive voice behaviors as the outcomes of GHRM. This is important as there is no established research about its relationship to these green work consequences (Tanova and Bayighomog, 2022). More importantly, JEM is considered as a mediator of the effect of GHRM on the aforesaid green voice behaviors as there is a need for empirical research to decipher the black box between GHRM and green work outcomes (cf. Ye *et al.*, 2022). Our review of the GHRM-related pieces in the relevant literature (Table 1) explicitly suggests that JEM, green promotive voice behavior and green prohibitive voice behavior are among the *neglected* consequences of GHRM.

Finally, the existing empirical research on restaurant sustainability or environmental sustainability in restaurant settings when compared with the ones in the hotel industry is scarce (Baloglu *et al.*, 2022). To address this void and add to the compendium knowledge in the field, we use data collected from restaurant employees. Using restaurant employees as a case in point is critical because without employees engaging in eco-friendly behaviors, it would be difficult for hospitality companies to attain environmental goals (cf. Karatepe *et al.*, 2021; Molina-Collado *et al.*, 2022).

In the following section, we present the literature review and derive several hypotheses regarding the interrelationships of GHRM, JEM, green promotive voice behavior and green prohibitive voice behavior. Then the research model is depicted. Subsequently, we delineate the method that is followed by the discussion of empirical findings. We culminate the paper by offering theoretical implications and implications for business practice.

Source	Sample and country	Main findings
Aboramadan and Karatepe (2021)	Hotel employees, Palestine	Perceived green organizational support fully mediated the impact of GHRM on task performance and OCB
Al-Romeedy (2019)	Travel agency employees, Egypt	Managerial constraints and constraints related to employees impeded the implementation of GHRM
Darban <i>et al.</i> (2022)	Hotel employees, Turkey	WENG fully mediated the impact of GHRM on absences from work and green recovery performance
Farooq <i>et al.</i> (2022)	Hotel employees, Morocco	Green transformation leadership strengthened the positive effect of GHRM on green self-efficacy and green self-efficacy was a partial mediator between GHRM and green creativity
Haldorai <i>et al.</i> (2022)	Hotel employees, Philippine	GHRM partly mediated the effect of top management green commitment and green intellectual capital on environmental performance
Irani <i>et al.</i> (2022)	Hotel employees, Turkey	GHRM had a positive association with green process innovation, environmental commitment, and environmental performance
Karatepe <i>et al.</i> (2022a)	Hotel employees, Taiwan	Perceived organizational support for the environment and WENG serially mediated the impact of GHRM on pro-environmental behavior and quitting intentions
Kim <i>et al.</i> (2019)	Hotel employees, Thailand	GHRM was positively linked to organizational commitment, eco-friendly behavior and hotel environmental performance
Luu (2020)	Tour company employees, Vietnam	Green management initiatives (green strategy and green human resource and South Korea practices) had an indirect positive relationship with OCB for the environment through environmentally specific servant leadership
Nisar <i>et al.</i> (2021)	Hotel employees, Malaysia	Green training and development and green discipline management increased green intellectual capital and pro-environmental behavior
Pham <i>et al.</i> (2019a)	Hotel employees, Vietnam	Green human resource practices such as training, employee involvement and performance appraisal were positively related to OCB for the environment
Pham <i>et al.</i> (2019b)	Hotel employees, Vietnam	Green training and green rewards were found to be significant determinants of environmental commitment
Pham <i>et al.</i> (2020)	Hotel employees, Vietnam	Green training demonstrates a positive association with environmental commitment, firm environmental performance and OCB
Raza and Khan (2022)	Hotel employees, Pakistan	GHRM enhanced affective commitment and eco-friendly behavior
Shafaei <i>et al.</i> (2020)	Hotel employees, Malaysia	GHRM completely mediated the positive association between organizational environmental culture and environmental performance
Úbeda-García <i>et al.</i> (2021)	Hotel employees, Spain	GHRM and environmental outcomes serially mediated the effect of company's social responsibility efforts on firm performance
Yusoff <i>et al.</i> (2020)	Hotel employees, Malaysia	Green recruitment and selection, green training and development, and green compensation positively influenced environmental performance

Table 1.
A summary of empirical papers on green human resource management with hospitality and tourism samples

Notes: GHRM = green human resource management; OCB = organizational citizenship behavior; WENG = work engagement

Literature review, hypotheses and research model

Green human resource management

A detailed examination made in the pertinent literature reveals that companies have paid particular attention to the investment in GHRM practices to bolster workers' eco-friendly behaviors, enhance the image and reputation of the organization and contribute to financial performance (Pham *et al.*, 2019a). This is not surprising because injecting green management and environmental sustainability in human resource practices has become a priority for a number of companies in the manufacturing and service industries (cf. Ari *et al.*, 2020; Marrucci *et al.*, 2021; Yong *et al.*, 2022). Nowadays, it seems that adopting GHRM initiatives is a must for organizations to deliver uplifted operational and sustainable performance to attain competitive advantage (Zaid and Jaaron, 2023). Consequently, there is an increasing attention to the role of GHRM in different aspects of employee and organizational outcomes (Marrucci *et al.*, 2022). For instance, a recent study among employees working in manufacturing firms revealed that GHRM enhanced environmental performance via employees' eco-friendly behaviors and psychological green climate (Naz *et al.*, 2022). Research revealed that green rewards and training as the main components of GHRM positively related to millennial hotel employee retention (Islam *et al.*, 2022).

Lu *et al.*'s (2022) research illustrated that anticipated environmental emotions partly mediated the link between GHRM and employees' environmental citizenship behaviors. A recent study showed that green inclusive leadership was positively linked to hotel workers' pro-environmental behaviors via GHRM (Patwary *et al.*, 2022). Another empirical study confirmed that GHRM influenced bank employees' green behaviors through green commitment (Khan *et al.*, 2022). Moreover, GHRM triggered environmental sustainability which in turn influenced corporate social responsibility and employee branding in the textile sector (Yasin *et al.*, 2022). It was reported that the environmental beliefs of Chinese companies' chief executive officers were positively linked to GHRM practices which in turn resulted in better environmental and financial performances via employees' environmental commitment (Ren *et al.*, 2022).

Research in the manufacturing industry documented that green commitment was a mediator between GHRM and eco-friendly behaviors (Ansari *et al.*, 2021). Ahmad *et al.* (2021) found that GHRM mediated the link between ethical leadership and green work behavior. Rubel *et al.* (2021) demonstrated that green work climate mediated the relation between GHRM and eco-friendly behavior. A study conducted in green office buildings indicated that GHRM acted as a mediator between organizational readiness and green behavior, while green behavior played a mediating role in the link between GHRM and organizational identification (Parida *et al.*, 2021). Another study in the accommodation context illustrated that green behavior mediated the interactive effects of corporate social responsibility, GHRM and responsible leadership on job performance (He *et al.*, 2021). Tuan's (2022) work also denoted that the effect of GHRM on hotel workers' felt responsibility for the environment was mediated by responsible leadership.

Empirical pieces published earlier than the abovementioned studies also linked GHRM to various green and positive non-green work outcomes such as commitment to the environment, pro-environmental behavior and organizational identification (Chaudhary, 2020; Kim *et al.*, 2019; Saeed *et al.*, 2019). However, the current literature has not offered any findings regarding the effect of GHRM on JEM or the impact of GHRM on green voice behavior so far. The dearth of evidence is also true for the association between JEM and green voice behavior. Considering the gaps in the literature, our paper proposes that JEM is the mediator that relates GHRM to green promotive voice behavior and green prohibitive voice behaviors, which are the two types of green voice behavior.

Job embeddedness

JEM is a complex concept that denotes employees' cognitive and affective-based evaluation of the job (Chen, 2022). According to many scholars in the organizational studies, JEM is a very important construct that can influence individuals' attitudes and behaviors. For example, Ahmad *et al.* (2022) highlighted the significant role of JEM as a mediator between health-care employees' relational coordination and their well-being. While work-life balance and intrinsic work values were found to enhance JEM, JEM was negatively related to young university graduates' proclivity to leave their jobs (Fuchs *et al.*, 2022). Another study among hotel employees found that JEM was a significant mediator between a number of organizational antecedents such as growth opportunities and voluntary turnover intentions (Mashi *et al.*, 2022). Zhou *et al.*'s (2021) research among nurses asserted a positive link between JEM and voice behavior.

Despite the significant role of JEM as a mediating mechanism between various organizational interventions and positive employee outcomes, to date there is no empirical study that observes this function between GHRM practices and workers' green voice behaviors. This is surprising because a recent study suggested that GHRM can foster organizational members' JEM and result in their task-related pro-environmental behaviors (Karatepe *et al.*, 2022a).

(Green) voice behavior

It is argued that listening to individuals' concerns not only decreases their dissatisfaction but also provides an opportunity for any organization to attain sustainable success. Therefore, employees need to raise their voices and contribute to the organizational green goals. However, in the pertinent literature, there is limited knowledge about the mechanism through which employees' green voices may be uplifted. This is especially true for the *two types of green voice behavior*. Empirically, Aboramadan *et al.* (2022) denoted that perceived green organizational support mediated the association of GHRM with green voice behavior.

An analysis of the literature appears to present adequate evidence to support our argument that JEM can enhance employees' green behaviors through GHRM. Specifically, creating a work environment where employees have "links" with their coworkers and managers/owners, they can feel more secure. Moreover, the application of GHRM practices can clarify the values which their workplace is advocating. Altogether, job-embedded employees can be expected to freely raise their green voices under the aforementioned conditions. According to Ng and Lucianetti (2018), job-embedded employees assume that their future and their organizations' future are intertwined with each other, thereby provoking them to display increased learning goal orientation, which, as a result, enhances their voice behavior. Achmadi *et al.* (2022) found that competitive climate moderated the positive effect of leader humility on voice behavior. Liu *et al.* (2022) demonstrated that workers' moral identity was positively associated with voice behavior, and work engagement was a mediator between workers' moral identity and voice behavior. In another study, job autonomy had a positive link with employees' promotive voice behavior through work engagement (Kao *et al.*, 2022).

SET (Cropanzano and Mitchell, 2005), JEM theory (Mitchell *et al.*, 2001), attribution theory (Nishii *et al.*, 2008) and reformulation of attitude theory (Bagozzi, 1992) are used to develop the hypotheses with regard to the direct and mediating impacts. One of the most prominent theories that is associated with workplace behaviors is SET (Cropanzano and Mitchell, 2005). According to this theory, interactions between the firm and employees should present reciprocal interdependence (Blau, 1964). When employees perceive that their firm values the contribution of their employees, they react with favorable behaviors and feel obligated to help the firm for the accomplishment of its goals. We believe that when

employees witness their management's investment in employees through green training, rewards and empowerment, they strive to reciprocate via green voice behavior.

JEM theory posits that the extent to which an employee is embedded in his/her job is significantly explained by perceptual factors and the surrounding environment (Mitchell *et al.*, 2001). Employees with green values potentially search for organizations run by GHRM practices. Job-embedded employees are likely to display desirable behaviors and attitudes as a result of GHRM practices and prefer to remain with the firm.

As propounded by attribution theory (Nishii *et al.*, 2008), employees show positive responses when they find that the firm implements GHRM practices to create and increase awareness about the protection of the environment and motivates individuals to be pro-environmentalists (Aboramadan and Karatepe, 2021). The reformulation of attitude theory suggests that appraisal precipitates emotions which then impact an employee's behaviors (Bagozzi, 1992). The presence of GHRM practices provokes employees' JEM and, as a response, they raise green voice behavior. The hypothesized associations are discussed below.

Hypotheses

Green human resource management and job embeddedness. JEM is designated by "links," "fit" and "sacrifice." Employees forming or having good relations with their coworkers and managers/owners ("links") are embedded in their jobs. When these employees' values and career goals fit well with those of the firm, they display JEM. Individuals are also enmeshed in their jobs when they see that they will lose valued material and psychological benefits if they leave the firm (Lee *et al.*, 2004).

The extant hospitality literature supports the premise that human resource practices foster employees' JEM. For instance, Afsar *et al.* (2018) reported that human resource practices triggered hotel employees' JEM. A study of public workers disclosed that human resource practices such as rewards and growth opportunities enhanced JEM (Nguyen *et al.*, 2017). The pertinent literature has reported limited studies about the relationships of GHRM practices to employees' intentions to leave (Islam *et al.*, 2020). Individuals who perceive that GHRM practices are valuable contributions to the cultivation of green knowledge and skills and signify the restaurants' efforts toward the protection of the ecological environment have lower propensity to leave. However, as can be observed in various review studies (Tanova and Bayighomog, 2022), there is still no evidence about whether companies implementing GHRM practices can enhance employees' JEM.

To develop the hypothesis about the impact of GHRM on JEM, we use SET (Cropanzano and Mitchell, 2005). According to this theoretical focus, there would be trusting and mutual commitments between the firm and its organizational members when they comply with the rules of exchange (Cropanzano and Mitchell, 2005). Rules of exchange contain repayment rules such that managerial decisions give rise to a response or actions by employees (Saks, 2006). Broadly speaking, when employees feel that the firm invests in cultivating their green knowledge and skills through various human resource practices (e.g. green training and teamwork) associated with environmental sustainability, they feel obliged to reciprocate. They would repay the organization via higher JEM. That is, in response to GHRM practices they have obtained from the firm, they would display high levels of JEM. These employees would have quality relations with other organizational members and find that their values fit well with those of the firm associated with environmental sustainability. They would remain with the organization in order not to sacrifice these benefits surfacing from the cultivation of their green knowledge and skills. Thus, we hypothesize that:

H1. GHRM relates positively to restaurant employees' JEM.

Job embeddedness and green voice behavior. According to JEM theory (Lee *et al.*, 2004), individuals who are involved in a number of tasks or assignments and possess good ties with people, fit well in their jobs and use their knowledge and skills in the workplace, and know that they forfeit benefits if they leave are motivated to perform at high levels. Evidence in the relevant literature supports this assertion. For instance, Park *et al.* (2021) showed a significant positive association between JEM and hotel staff's extra-role service behaviors. Zia *et al.* (2022) reported that high levels of JEM resulted in positive outcomes such as higher task performance among hotel employees. Ali *et al.*'s (2022) work also documented that JEM enhanced nurses' job performance at public hospitals.

Though limited, there are findings concerning the effect of JEM on voice behavior. Specifically, Ng and Feldman (2013) showed that employee embeddedness was positively associated with their voice behavior. Tan *et al.* (2019) demonstrated that JEM fostered voice behavior toward the university among the administrative staff.

In view of JEM theory and the evidence given above, we surmise that individuals who are embedded in their jobs and are socially embedded in their company would display green voice behaviors. A workplace that enables employees to establish and develop good ties with supervisors and coworkers, use their knowledge and skills, and understand the loss of benefits as a result of quitting would promote green voice behavior. Such employees can exhibit green promotive voice behaviors by making green suggestions that would affect the environmental decision of the restaurant. These employees can come up with constructive green suggestions that would enable the restaurant to accomplish its environmental and green goals. They can also display green prohibitive voice behaviors by advising their coworkers against their potential non-green behaviors that would impede the environmental performance of the restaurant or preclude the restaurant from reaching its environmental goals. These positive green voice behavioral outcomes would be achieved when employees develop good relations with their coworkers in the restaurant, apply their green knowledge and skills, and are cognizant of the loss of benefits (e.g. green rewards) if they quit. Thus, we hypothesize that:

H2. JEM relates positively to restaurant employees' green promotive voice behaviors.

H3. JEM relates positively to restaurant employees' green prohibitive voice behaviors.

Green human resource management and green voice behavior. As propounded by attribution theory (Nishii *et al.*, 2008), employees can give different meanings to the restaurant's GHRM practices. For example, if the restaurant invests in GHRM practices to decrease cost and exploit employees, then these practices would be negatively related to employee outcomes (cf. Tracey, 2012). Employees respond positively when they perceive that the restaurant designs GHRM practices to create and promote their awareness about environmental sustainability and green initiatives of the firm and lead them to become eco-citizens (Aboramadan and Karatepe, 2021). Accordingly, our paper proposes that restaurant employees respond positively to GHRM practices such as green training and rewards in light of the attributions they make concerning the actual implementation of GHRM practices.

The literature demonstrates empirical pieces, which have found that human resource practices influence employees' voice behaviors (Badru *et al.*, 2022; Hu and Jiang, 2018). However, there is no evidence denoting that employees provide useful recommendations and new ideas regarding the organization' environmentally sustainability efforts (green promotive voice behavior) or express their concerns about others' unfriendly behaviors that

might impede the organization's efforts about the protection of the environment (green prohibitive voice behavior). Thus, we hypothesize that:

H4. GHRM relates positively to restaurant employees' green promotive voice behaviors.

H5. GHRM relates positively to restaurant employees' green prohibitive voice behaviors.

The mediation of job embeddedness. JEM theory proposes that JEM is treated as a principal mediating variable between specific job-related factors and employee retention (Holtom and Inderrieden, 2006). Harris *et al.* (2011) also highlight that JEM is one of the underlying mechanisms relating on-the-job factors to employee attitudes and behaviors. In empirical terms, Zia *et al.* (2022) found that JEM was a key mediating mechanism that linked servant leadership to task performance, organizational citizenship behaviors and proclivity to leave. Afsar *et al.*'s (2018) work denoted that JEM mediated the effects of human resource practices and trust in supervisors on proclivity to quit. Yang *et al.*'s (2020) research also illustrated that JEM mediated the effects of transformational leadership and proactive personality on work performance among hotel employees.

In light of JEM theory and said findings, we contend that GHRM practices are the job-related factors that would give rise to elevated levels of JEM and therefore enhance employees' green promotive and prohibitive voice behaviors. For instance, employees receiving green training and rewards and working in green teams can boost their green knowledge and skills (Aboramadan and Karatepe, 2021). This would make them motivated to perform their green-related tasks. JEM, as a motivational construct, would enable them to have good connections with their managers and coworkers, use their green knowledge and skills to help the firm to promote its green culture, and remain with the restaurant for taking advantage of various benefits (e.g. green career opportunities) (Ari *et al.*, 2020). In such a workplace, these employees would exhibit green promotive and prohibitive voice behaviors.

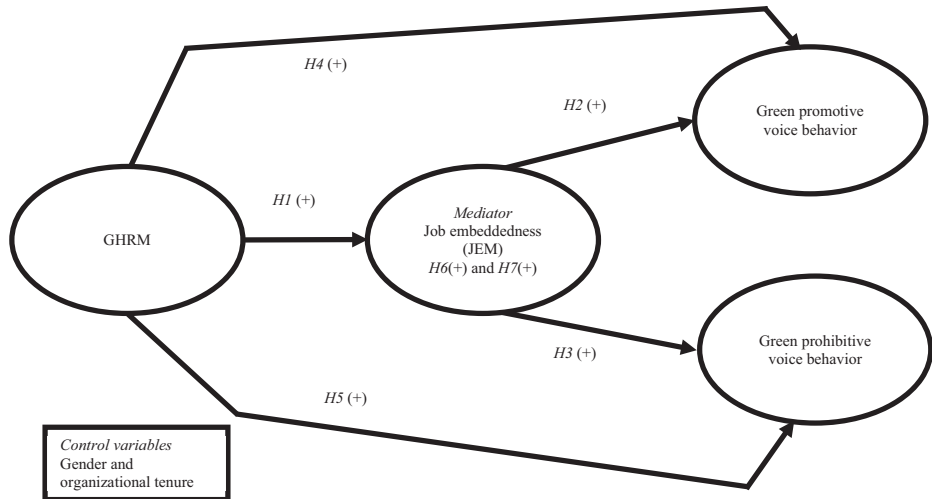
In addition to JEM theory (Mitchell *et al.*, 2001), the reformulation of attitude theory presents guidance about the development of the hypotheses regarding the mediation of JEM (Bagozzi, 1992). Employees appraise past, present and future events and outcomes. Babakus *et al.* (2003) state that having a pleasant event results in satisfaction that will in turn guide the individual to reach that outcome. That is, employees' cognitive appraisal of green human resource practices would lead to affective or emotional responses such as JEM. Employees' feelings of JEM would govern their green promotive and prohibitive voice behaviors. In other words, such employees would make suggestions to improve the restaurant's environmental sustainability efforts and point out the problems against the environmental sustainability in the restaurant. Thus, we hypothesize that:

H6. JEM positively mediates the effect of GHRM on restaurant employees' green promotive voice behaviors.

H7. JEM positively mediates the effect of GHRM on restaurant employees' green prohibitive voice behaviors.

Research model

Drawing from SET (Cropanzano and Mitchell, 2005), JEM theory (Mitchell *et al.*, 2001), attribution theory (Nishii *et al.*, 2008) and the reformulation of attitude theory (Bagozzi, 1992), our paper gauges the interrelationships of GHRM, JEM, green promotive voice behavior and green prohibitive voice behavior. The research model in Figure 1 proposes that



Notes: *H1.* GHRM relates positively to restaurant employees' JEM; *H2.* JEM relates positively to restaurant employees' green promotive voice behaviors; *H3.* JEM relates positively to restaurant employees' green prohibitive voice behaviors; *H4.* GHRM relates positively to restaurant employees' green promotive voice behaviors; *H5.* GHRM relates positively to restaurant employees' green prohibitive voice behaviors; *H6.* JEM positively mediates the effect of GHRM on restaurant employees' green promotive voice behaviors; *H7.* JEM positively mediates the effect of GHRM on restaurant employees' green prohibitive voice behaviors

Figure 1.
Research model

restaurants investing in GHRM practices positively influence employees' JEM, green promotive voice behavior and green prohibitive voice behavior. Job-embedded individuals display green promotive and prohibitive voice behaviors. As shown in [Figure 1](#), JEM mediates the impact of GHRM on green promotive and prohibitive voice behaviors. In congruence with similar papers, gender and organizational tenure are treated as potential controls due to their potential impacts on voice behavior ([Liang et al., 2012](#)).

Method

Sample and data collection

Data gathered from the employees of 11 restaurants in Gazimagusa in Northern Cyprus were used to gauge the previously mentioned hypotheses. In this paper, both the convenience and judgmental sampling techniques were used ([Arnolds and Boshoff, 2002](#)). Specifically, to select the restaurants, we used the convenience sampling technique because it enables the researchers to receive the timely response in comparison with the probability sampling techniques ([Smart et al., 2021](#)). This technique enabled the researchers to consider the eagerness and accessibility of the prospective restaurants ([Senbeto and Hon, 2021](#)). The judgmental sampling method, which enables the researchers to select the potential respondents using their judgment associated with the study purpose ([Black, 2010](#)), was

applied in this study. Accordingly, the researchers invited the respondents who were aware of the restaurant's environmental sustainability efforts such as investment in energy and water-saving devices and reduction of food waste. Therefore, these nonprobability sampling techniques allowed the researchers to access the appropriate restaurants and their employees (e.g. eagerness and accessibility with employees informed about the restaurant's environmental sustainability efforts) which, due to the characteristics of the sector, was not possible to quantify or locate *a priori*.

To control common method variance (CMV), several critical procedural remedies were applied. Specifically, information about management support for employee participation and voluntary participation as well as anonymity and confidentiality was given in the first page of the survey. In addition, information such as there are no wrong or right responses to the items also appeared in the first page of the survey.

A total of 150 questionnaires were personally distributed to restaurant employees. A total of 130 questionnaires with a response rate of 86.7% were obtained. Table 2 shows the respondents' profile. Consistent with a recent study (Tosun *et al.*, 2022), the majority of the individuals employed in restaurants in Northern Cyprus were male.

Measurement

The survey was prepared in English. Then it was back-translated into Turkish. Two academicians fluent in Turkish and English controlled the back-translated survey. The feedback received from them showed that all items were deemed readable and understandable.

Six items from Kim *et al.* (2019) were used to gauge GHRM. Similar empirical pieces also used the abovementioned scale to measure GHRM (Darban *et al.*, 2022; Raza and Khan, 2022).

Demographic variables	Frequency	%
<i>Age</i>		
18–27	93	71.5
28–37	34	26.2
38–47	2	1.5
48–57	1	0.8
Total	130	100.0
<i>Gender</i>		
Male	93	71.5
Female	37	28.5
Total	130	100.0
<i>Education</i>		
Secondary and high school	3	2.3
Two-year college degree	27	20.8
Four-year college degree	90	69.2
Graduate degree	10	7.7
Total	130	100.0
<i>Organizational tenure</i>		
Less than 1 year	59	45.4
1–5	61	46.9
6–10	8	6.2
11–15	2	1.5
Total	130	100.0

Table 2.
Respondents' profile
(*n* = 130)

To assess restaurant employees' JEM, we used Crossley *et al.*'s (2007) JEM scale. Employees were requested to read and responded to seven items by taking into account both work (e.g. fit with job) and nonwork-related factors (e.g. community perks). A number of empirical papers measured JEM with the abovementioned scale (Park *et al.*, 2021; Yang *et al.*, 2020).

Green promotive and prohibitive voice behaviors were adapted from the work of Liang *et al.* (2012). The scale developed by Liang *et al.* (2012) was used in many empirical pieces (Han and Hwang, 2019; Lu and Lu, 2020). Each of these scales comprised five items. This approach is in congruence with the works of Luu (2018), Luu (2019) and Aboramadan (2022), which has adapted the service recovery performance items from Boshoff and Allen (2000) to operationalize green recovery performance, the organizational support items from Eisenberger *et al.* (1986) to assess organizational support for green behaviors, and the work engagement items from Schaufeli *et al.* (2006) to measure green work engagement, respectively. Exploratory factor analysis with principal components was performed. Two factors with eigenvalues > 1.0 collectively explained 84.1% of the variance. In addition, all items loaded onto their underlying factors.

In this paper, we used disagree-agree scales with five response points ("1 = strongly disagree to 5 = strongly agree") for the items used in the present research. In congruence with Kim *et al.* (2017), the place of birth was used as a marker variable ("0 = capital city" and "1 = other cities"). Gender ("0 = male" and "1 = female") and organizational tenure (measured in four categories) were used as control variables.

Data analysis

We used the partial least squares structural equation modeling (PLS-SEM) technique to assess the structural model. The use of unobservable latent variables specified as composites is one of the main reasons for using PLS-SEM (Cepeda-Carrion *et al.*, 2019; Hair *et al.*, 2017; Henseler, 2017). Following Henseler (2017), all the variables studied are considered composites as they are unobservable constructs that arise from theoretical thought and constitute artifacts from a mixture of measurable elements. There are at least two more reasons for using PLS-SEM in our empirical paper. First, this technique offers consistent estimates for the analysis of models based on reflective composites such as the one in our model (Dijkstra and Henseler, 2015). Second, PLS-SEM has shown robustness when estimating model parameters in studies whose sample sizes are small (Jung *et al.*, 2022; Reinartz *et al.*, 2009). In our research, the small size of the study population restricts the size of the sample used. Taken together, PLS-SEM is an appropriate analytic technique to gauge the measurement and structural models (Hair *et al.*, 2019a; Rigdon *et al.*, 2017). In our study, we used the SmartPLS v.3 software.

In order to verify whether the proposed model had an adequate statistical power, we employed a statistical power analysis. An F test for linear multiple regression (Fixed model, R^2 deviation from zero) was developed using the G*Power v.3.1.9.7 software (Faul *et al.*, 2009) based on the following parameters: we assumed a mean effect size ($f^2 = 0.150$), a probability of correctly rejecting the null hypothesis when it should be rejected in a Power = 0.90 level and a probability of error when detecting statistical significance at the $\alpha = 0.05$ level. In addition, we considered the largest number of predictors to be 4 (there were four relationships regarding the exogenous variables such as green promotive voice behavior and green prohibitive voice behavior). Consequently, our model needed a minimum sample of 108 cases (Cohen, 1992; Faul *et al.*, 2009). Given that our sample was composed of 130 participants, it reached sufficient statistical power to assess the proposed model using the variance-based SEM (Hair *et al.*, 2017).

Results

Confirmatory tetrad analysis

As a step prior to the measurement model assessment, we carry out a confirmatory tetrad analysis (CTA) to avoid erroneous specifications of the measurement model that can lead to inaccurate estimates of the parameters and represent a validity threat (Hair *et al.*, 2017; Latan, 2018). CTA provides an empirical basis to assess whether our research data supports the structure and specification made for the model, in our case, a model of reflective composites (Gudergan *et al.*, 2008). Before beginning the analysis, it was confirmed that all the indicators as a whole correlated in values different from zero. We used parameters recommended by Hair *et al.* (2017) – the bootstrap routine with 5,000 subsamples, two-tailed test and a significance level of 0.10. For all cases, Bonferroni bias-corrected confidence intervals showed that nonredundant tetrads were not significantly different from zero (always included zero). These results suggest that the measurement model is in fact a reflective composite model, providing support for the initial specification of the latent constructs in the model (GHRM, JEM, green promotive voice behavior and green prohibitive voice behavior).

Measurement model

In light of the guidelines given by Hair *et al.* (2014), the reliability of reflective measures needs to be assessed at the item and construct level. The validity of these measures from a content, convergent and discriminant perspective should be verified. Content validity was ensured by the use of scales that have been previously validated and used in the management literature (Pavlou and El Sawy, 2006).

It is generally considered that indicator loadings should take values greater than 0.70. However, values close to this threshold should be retained provided that they do not lead to deterioration in the validity and reliability of the scales (Chin *et al.*, 2020; Hair *et al.*, 2014). Three items were discarded because they did not meet the criterion mentioned above. The factor loadings of the remaining items were significantly above or slightly below this threshold and did not deteriorate the validity and reliability results (Table 3). In addition, we assessed the internal consistency reliability in the following ways. First, we computed coefficient alpha for all variables. The values ranged from 0.701 to 0.831. Second, we used the Dijkstra-Henseler's Rho (ρ_A). The values were between 0.708 and 0.841. Finally, we calculated composite reliability scores. The values ranged from 0.815 to 0.876. Overall, the measures were reliable (Hair *et al.*, 2019b). We also gauged the average variance extracted values. As demonstrated in Table 3, all of the values were greater than 0.50, confirming convergent validity (Hair *et al.*, 2019b).

We use the heterotrait-monotrait (HTMT) criterion to assess discriminant validity (Henseler *et al.*, 2016). The HTMT results in Table 4 were below 0.90, confirming discriminant validity (Voorhees *et al.*, 2016). Measure intercorrelations and descriptive statistics are presented in Table 5.

Statistical remedies: common method variance

Two statistical remedies were implemented to check CMV. Statistical package for the social sciences (SPSS v.28 software) was used in both cases. Specifically, we used Harman's single-factor test. To do this, all of the items (excluding the ones discarded) were subjected to unrotated exploratory factor analysis. The first factor accounted for 32.65% of the total variance. This is lower than 50% (McFarlin and Sweeney, 1992). This test is essential but inadequate (Chang *et al.*, 2010). Therefore, we used the marker variable technique to control CMV (Podsakoff *et al.*, 2003). The partial correlation test demonstrated that the significance

Construct/Item	FL	α	pA	CR	AVE
<i>GHRM</i> (from Kim <i>et al.</i> , 2019)					
This restaurant provides adequate training to promote environmental management as a core organizational value	0.681***	0.831	0.841	0.876	0.542
This restaurant considers how well employees are doing at being eco-friendly as part of their performance appraisals	0.664***				
This restaurant relates employees' eco-friendly behavior to rewards and compensation	0.735***				
This restaurant considers personal identity-environmental management fit in recruitment and selection	0.776***				
Employees fully understand the extent of corporate environmental policy	0.742***				
This restaurant encourages employees to provide suggestions on environmental improvement	0.808***				
<i>JEM</i> (from Crossley <i>et al.</i> , 2007)					
I feel attached to this restaurant	0.715***	0.817	0.824	0.867	0.522
It would be difficult for me to leave this restaurant	0.735***				
I am too caught up in this restaurant to leave	0.675***				
I feel tied to this restaurant	0.791***				
I simply could not leave the restaurant that I work for	0.693***				
It would be easy for me to leave this restaurant. (R)	Dropped				
I am tightly connected to this restaurant	0.720***				
<i>PROM</i> (from Liang <i>et al.</i> , 2012)					
I proactively develop and make suggestions for issues that may influence the environmental decisions of the restaurant	0.683***	0.701	0.718	0.815	0.526
I proactively suggest new projects which are beneficial to the environment of the restaurant	0.759***				
I raise suggestions to improve the restaurant's environmental procedure	0.787***				
I proactively voice out constructive suggestions that help the restaurant reach its environmental goals	0.665***				
I make constructive suggestions to improve the restaurant's environmental operation	Dropped				
<i>PROH</i> (from Liang <i>et al.</i> , 2012)					
I advise other colleagues against unfriendly behaviors that would hamper environmental performance of the restaurant	0.663***	0.705	0.708	0.819	0.531
I speak up honestly with problems that might cause serious damage to the environment of the restaurant, even when/ though dissenting opinions exist	Dropped				
I dare to voice out opinions on things that might affect the environmental efficiency in the restaurant even if that would embarrass others	0.754***				
I dare to point out environmental problems when they appear in the restaurant, even if that would hamper relationships with other colleagues	0.764***				
I proactively report environmentally related coordination problems in the workplace to the management	0.730***				

Table 3.
Psychometric
properties of the
measures

Notes: R = Reverse coded; GHRM = green human resource management; JEM = job embeddedness; PROM = green promotive voice behavior; PROH = green prohibitive voice behavior; FL= factor loading *** p -value < 0.001; α = coefficient alpha; pA = Dijkstra-Henseler's statistic; CR = composite reliability; AVE = average variance extracted

of the correlations did not amend as a result of the control of the marker variable. Overall, CMV was not a problem.

Structural model

We proceeded to test the relationships without the marker variable. Following Hair et al. (2014), the assessment of the structural model must begin by ruling out collinearity problems between the model variables. Next, we assess path coefficients including both significance levels and signs of the direct and mediating relationships. It is also necessary to test effect size (f^2) and determination coefficient for endogenous variables (R^2).

We assess the possibility of collinearity between the constructs of the model through the variance inflation factor (VIF). Values greater than 3.0 suggest levels of collinearity between variables that can be problematic during hypothesis testing (Hair et al., 2014). The VIFs showed values between 1.006 and 1.513. Hence, collinearity was not a problem for our analysis (Hair et al., 2019b).

We used a bootstrapping test based on 4,999 subsamples and one-tailed test. As we summarized in Table 6, the results indicated that GHRM was positively linked to JEM ($\beta = 0.570, p < 0.001, f^2 = 0.481$), confirming H1. Furthermore, there was a positive linkage between JEM and green promotive voice behavior ($\beta = 0.436, p < 0.001, f^2 = 0.168, H2$) and between JEM and green prohibitive voice behavior ($\beta = 0.488, p < 0.001, f^2 = 0.244, H3$). Accordingly, H2 and H3 were supported. However, our data could not confirm the hypothesized relationships in H4 and H5. The analysis showed that GHRM was not significantly associated with green promotive voice behavior ($\beta = 0.080, p > 0.001, f^2 = 0.006, H4$) and green prohibitive voice behavior ($\beta = 0.145, p > 0.001, f^2 = 0.022, H5$). In both cases, the confidence interval included zero. Therefore, H4 and H5 were not supported.

Variables	1	2	3	4
1. GHRM	–			
2. JEM	0.657	–		
3. PROM	0.416	0.618	–	
4. PROH	0.537	0.737	0.866	–

Table 4. Discriminant validity check using the HTMT criterion

Notes: GHRM = green human resource management; JEM = job embeddedness; PROM = green promotive voice behavior; PROH = green prohibitive voice behavior; HTMT = heterotrait-monotrait ratio

Variables	1	2	3	4	5	6	7
1. Gender	–						
2. Organizational tenure	0.035	–					
3. Green human resource management	0.021	0.021	–				
3. Job embeddedness	–0.098	–0.048	0.538*	–			
4. Green promotive voice behavior	0.021	–0.022	0.333*	0.505*	–		
5. Green prohibitive voice behavior	0.011	0.000	0.399*	0.566*	0.590*	–	
6. Place of birth	–0.001	–0.059	0.129	–0.020	–0.006	–0.026	–
Mean	0.285	1.638	4.462	4.523	4.379	4.508	0.785
Standard deviation	0.453	0.671	0.655	0.688	0.678	0.624	0.413

Table 5. Summary statistics and correlations

Note: * $p < 0.05$ (one-tailed test)

Path	Coefficient	<i>t</i> -values	CI	f^2	Decision
<i>H1</i> : GHRM → JEM	0.570 (0.000)	5.406	0.382; 0.732	0.481	Supported
<i>H2</i> : JEM → PROM	0.436 (0.000)	4.185	0.266; 0.613	0.168	Supported
<i>H3</i> : JEM → PROH	0.488 (0.000)	5.035	0.325; 0.645	0.244	Supported
<i>H4</i> : GHRM → PROM	0.080 (0.198)	0.849	-0.074; 0.232	0.006	Not supported
<i>H5</i> : GHRM → PROH	0.145 (0.086)	1.363	-0.037; 0.309	0.022	Not supported
<i>H6</i> : GHRM → JEM → PROM	0.248 (0.002)	2.929	0.126; 0.402	–	Full mediation
<i>H7</i> : GHRM → JEM → PROH	0.278 (0.001)	3.292	0.153; 0.429	–	Full mediation
(CV) Gender → PROM	0.051 (0.288)	0.561	-0.110; 0.192	0.003	
(CV) Tenure → PROM	-0.085 (0.174)	-0.938	-0.245; 0.057	0.010	
(CV) Gender → PROH	0.081 (0.150)	1.036	-0.050; 0.208	0.010	
(CV) Tenure → PROH	0.011 (0.432)	0.171	-0.101; 0.113	0.000	
<i>Endogenous variable</i>		R^2		Adjusted R^2	
JEM		0.325			0.319
PROM		0.236			0.224
PROH		0.340			0.330
Discrepancy	Saturated model		Estimated model		
	Value	HI_{99}	Value	HI_{99}	
SRMR	0.055	0.074	0.072	0.076	Supported
d_{ULS}	0.630	1.152	1.102	1.207	Supported
d_G	0.245	0.422	0.292	0.423	Supported

Notes: GHRM = green human resource management; JEM = job embeddedness; PROM = green promotive voice behavior; PROH = green prohibitive voice behavior, *p*-value in parentheses based on $t_{[4999]}$, one-tailed test; CI = bootstrapping 95% confidence interval; CV = control variable; SRMR = standardized root mean square residual; d_{ULS} = unweighted least squares distance; d_G = geodesic distance, *T*-values: one-tailed test $t > 2.33$, $p < 0.01$

Table 6.
Structural model test results

Following the guideline of [Carrion et al. \(2017\)](#), we tested the mediating effect of JEM in our model (results in [Tables 6 and 7](#)). For *H6*, there was a significant indirect link between GHRM and green promoting voice behavior through JEM ($\beta = 0.248$, $p < 0.002$). Furthermore, as expected in *H7*, we confirmed an indirect relationship between GHRM and green prohibitive voice behavior through JEM ($\beta = 0.278$, $p < 0.001$). The absence of a significant direct effect of GHRM on exogenous variables reported for *H4* and *H5* demonstrated that JEM completely mediated the effect of GHRM on green promotive and prohibitive voice behaviors ([Zhao et al., 2010](#)). None of the control variables (gender and tenure) was significantly related to green promotive and green prohibitive voice behaviors. Moreover, the significance of the effects did not amend with or without the control variables.

We also used variance accounted for (VAF) to determine the extent to which the mediations investigated explained the variance of the dependent variables. VAF denotes the association between the specific indirect impact and the total effect and can be used as a measure of the size of the mediation impact ([Hair et al., 2014](#)). The findings illustrated that the mediation effects tested in the present paper explained 76.65% of the variance for green promotive voice behavior and 65.73% for green prohibitive voice behavior ([Table 7](#)). Thus, our mediation hypotheses presented in *H6* and *H7* were confirmed.

Path	Point estimate	Confidence interval Bias corrected		VAF %
		5%	95%	
<i>Direct effects</i>				
GHRM → PROM (<i>H4</i>)	0.080(0.198)	-0.074	0.232	
GHRM → PROH (<i>H5</i>)	0.145(0.086)	-0.037	0.309	
<i>Specific indirect effects</i>				
GHRM → JEM → PROM (<i>H1xH2</i>)	0.248(0.002)	0.126	0.432	75.65
GHRM → JEM → PROH (<i>H1xH3</i>)	0.278(0.000)	0.156	0.432	65.73
<i>Total effects</i>				
GHRM → PROM (<i>H4+H6</i>)	0.329(0.001)	0.141	0.501	
GHRM → PROH (<i>H5+H7</i>)	0.424(0.000)	0.219	0.591	

Notes: GHRM = Green human resource management; JEM = Job embeddedness; PROM = Green promotive voice behavior; PROH = Green prohibitive voice behavior; VAF = Variance accounted for; *p*-value in parentheses

Table 7.
Mediation test

The evaluation of R^2 depends on the nature of the constructs included in the hypothesized model. Our work presents constructs that represent employee behaviors or attitudes. In this case, it was considered that values greater than 0.2 for R^2 showed a sufficient explanatory capacity of the model (Hair *et al.*, 2014). The values for R^2 ranged from 0.236 to 0.340, indicating an adequate explanatory power for the nature of our variables. The values for f^2 ranged from 0.168 to 0.481 for the hypothesized relations. Following Cohen's (1992) criterion, these results suggested effects from moderate to strong.

Finally, following the procedure recommended by Henseler *et al.* (2016), we gauged the model from discrepancies between the empirical data matrix and the correlation matrix of our model, both saturated and estimated models. We considered together the "standardized root mean square residual (SRMR), unweighted least squares distance (d_{ULS}) and geodesic distance (d_G)." The values obtained for these three parameters met the requirements. That is, the SRMR remained below 0.08 (Henseler, 2017), while the values for d_{ULS} and d_G remained lower than 99% quantile (HI_{99}) obtained from a bootstrap sampling process (Henseler *et al.*, 2016). Overall, such parameters demonstrated that the model had an adequate fit and should not be rejected (Henseler *et al.*, 2016).

Discussion and conclusions

Conclusions

In the present paper, we proposed and tested a research model that explored JEM as a mediator of the impact of GHRM on restaurant employees' green promotive and prohibitive voice behaviors. All of the hypothesized linkages were supported and the model is viable. There are several important observations.

First, the results suggest that the presence of GHRM sends strong messages to individuals that the restaurant makes investment to cultivate organizational members' green knowledge and skills. Individuals having positive perceptions of these practices possess good relations with their colleagues, use these knowledge and skills in the workplace and remain with the restaurant in order not to lose green rewards and pay as well as psychological benefits. If employees sacrifice these benefits, they may not get a similar job in another restaurant where there are GHRM practices such as green training and

rewards. In addition, they may not find a supportive green work environment that would promote green voice behavior. The abovementioned finding receives support from the studies in the extant literature that management's investment in human resource practices fosters employees' JEM (Afsar *et al.*, 2018). In congruence with SET (Cropanzano and Mitchell, 2005), workers feel obliged to respond through high levels of JEM in response to GHRM practices.

Second, as a result of their decision to remain with the restaurant, employees contribute to the restaurant's environmental sustainability efforts and green initiatives by exhibiting high levels of green promotive and prohibitive voice behaviors. Simply put, JEM boosts restaurant employees' green voice behaviors. Consistent with JEM theory (Mitchell *et al.*, 2001) and recent findings (Zia *et al.*, 2022), employees staying in the organization exhibit positive behavioral consequences. Having such employee behaviors in place is important because employees high on JEM would raise suggestions to improve the working procedures about the restaurant's environmental and green goals. Though others disagree with them and show dissenting opinions, employees with prohibitive voice behavior would also speak up frankly and honestly about environmental problems that would result in substantial costs for the restaurant in the future.

Third, the findings regarding link of GHRM to green promotive and prohibitive voice behaviors are not in congruence with our predictions and the attribution theory (Nishii *et al.*, 2008). That is, various types of GHRM practices do not directly and significantly influence the abovementioned green voice behaviors. Unlike the ones who are embedded in their jobs, it seems that employees are not willing to contribute to the restaurant via their green voice behaviors in view of the attributions (e.g. management's intention to generate and enhance awareness about environmental sustainability) they have made regarding the implementation of GHRM practices.

Fourth, JEM completely mediates the effect of GHRM on restaurant employees' green promotive and prohibitive voice behaviors. Consonant with the reformulation of attitude theory (Bagozzi, 1992), workers' cognitive evaluation of the restaurants' green human resource practices results in an emotional response, which is JEM. These workers in turn exhibit green voice behaviors at elevated levels. These findings support the cognitive appraisal → emotional response → behavioral consequence process. Consistent with JEM theory (Harris *et al.*, 2011), JEM is one of the primary mechanisms relating on-the-job factors (i.e. GHRM) to employee behaviors such as green promotive and prohibitive voice behaviors.

Theoretical implications

Our paper makes at least three important contributions to the hospitality literature. In particular, the finding concerning the effect of GHRM on JEM is a significant addition to the current knowledge on GHRM. Our claim arises from different reviews that none of the empirical papers has explored the linkage between these two constructs so far. Specifically, Amrutha and Geetha's (2020) and Yong *et al.*'s (2020) reviews on GHRM have delineated no evidence about its relationship to JEM. This research gap is also pronounced in Tanova and Bayighomog's (2022) recent review on GHRM. This is surprising because GHRM is an important tool that is considered one of the best ways to establish and maintain good relations between the firm and its stakeholders (Ye *et al.*, 2022) and motivates employees to display positive green and non-green work outcomes (Darban *et al.*, 2022; Shafaei *et al.*, 2020). In addition, management investing in GHRM practices can establish good ties with employees and meet their expectations with regard to its commitment to the protection of the ecological environment (cf. Karatepe *et al.*, 2022b).

Employees perceive the restaurant's green human resource practices as a valuable contribution to the development of their green knowledge and skills and the restaurant's commitment to the protection of the ecological environment. Such practices would enable the firm to invest in environmental sustainability and retain employees. Management also needs to know whether these practices make employees fit well in their jobs, become tied to their coworkers and become aware of the loss of benefits (e.g. green rewards, green career progress) if they quit.

Our paper suggests that JEM is one of the primary mediating variables relating GHRM to employees' green promotive and prohibitive voice behaviors, which have not been tested so far (Amrutha and Geetha, 2020; Tanova and Bayighomog, 2022). Considering JEM as a mediator has been underscored in Harris *et al.*'s (2011) work that JEM is a primary mediating mechanism relating job-related factors (e.g. GHRM practices) to employee behaviors (e.g. green voice behavior). This finding is critical because the findings suggest that GHRM is not directly and significantly associated with green promotive and prohibitive voice behaviors. This highlights the role of a mechanism (i.e. JEM) that links GHRM to these behavioral consequences. By reporting such findings, our paper deciphers the black box between GHRM or human resource practices and green work consequences (cf. Ye *et al.*, 2022).

In addition, it is evident that hospitality organizations cannot attain their environmental goals without employee participation in the process (Karatepe, 2022). Therefore, our paper highlights the significance of employee involvement in environmentally friendly behaviors by collecting data from restaurant employees.

Practical implications

There are several useful implications for practice emanating from the current empirical study. First, restaurateurs need to recognize and appreciate how employees' green voice behavior can contribute to the environmental well-being of their companies. In a work environment where employees can freely share their green voices (promotive and prohibitive), any environmental problems (e.g. excessive food waste and energy consumption) can be realized and handled so quickly. This would result in the prevention of the additional cost of late interference.

Second, our findings enhance the awareness of restaurateurs about the significant direct and indirect role of GHRM on both employees' JEM and their green outcomes. Accordingly, it is recommended for restaurant owners to implement green practices and demonstrate their commitment to environmental sustainability to their staff. When employees perceive such a commitment from their management, they can be more encouraged to participate in environmentally friendly behaviors and enforced to feel embedded in their jobs. This can be exhibited by various practices such as conducting short green training programs that can increase staff's knowledge of environmental issues and their companies' investment in the ecological environment.

Third, management can use various financial and nonfinancial green rewards as a tool to send a message to the restaurant staff about their true will to protect the environment. For instance, as a part of non-financial rewards, restaurateurs can provide the most successful employees with green appraisal certificates designed for that purpose. The ones with high number of certificates could be rewarded with promotions.

Fourth, with the previously mentioned practices, restaurateurs can increase the JEM levels of employees. Because when the restaurant invests in the cultivation of their green knowledge and skills and rewards their green behaviors, employees feel more fit in their jobs and become aware of the loss of benefits if they quit. This finding suggests to the restaurant owners the value of

employees' JEM. Special attention should also be paid by the management of restaurants to the recruitment of candidates who are really sensitive to the protection of environmental sustainability. In this case, restaurateurs can make sure that their employees have the initial capability of getting adapted to the demands of their new job.

Considerable efforts should be made by managers to associate employees with each other and with the environmental programs that their workplaces have been pursuing. This is because creating links is a key to employees' JEM and embedded employees have higher chances of sharing their voices. To do so, management can organize occasional outdoor gatherings for leisure or sports activities where employees can join and spend time with the organizational members. This can enhance the closeness of the restaurant staff with each other and contribute considerably to their JEM.

Fifth, management of the restaurants can link employees with the environmental plans and programs of their workplace by sharing brochures that clearly explain the main environmental goals of the restaurant and underline the role of employees in the attainment of such goals. Finally, restaurateurs can organize a special Sunday green occasion for the staff and their family members every month where consumption of organic food is a priority. They can share it on social media by explaining the details of the restaurant's environmental sustainability efforts such as reduced waste food and diminished water and energy consumption.

Limitations and future research

Apart from the contributions of our paper, there are certain limitations that accentuate the need for future research. First, the hypothesized associations were assessed using self-report data. This is susceptible to CMV. Therefore, several procedural remedies were used. In addition, the findings of statistical remedies revealed that CMV was not a threat in the present research. Despite these remedies, it would be useful if future empirical pieces could gather data through a time-lagged design and assess restaurant employees' green voice behaviors via their immediate supervisors.

Second, the cross-sectional sample precludes us from drawing cause-and-effect conclusions. Tapping longitudinal designs makes it possible to examine alternative causal patterns. Longitudinal designs would enable the researcher to test whether employees having the opportunity to display green voice behaviors are high on JEM.

Finally, future research can focus on green intrinsic motivation, one of the least investigated green personality variables. Specifically, green intrinsic motivation, which refers to the passion for eco-friendly behavior that is directed by internal drive or rewards (Li *et al.*, 2020), can be treated as a potential moderator that would strengthen the positive impact of JEM on restaurant workers' green promotive and prohibitive voice behaviors.

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