



Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership

Trong Tuan Luu

To cite this article: Trong Tuan Luu (2019): Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership, Journal of Sustainable Tourism, DOI: [10.1080/09669582.2019.1601731](https://doi.org/10.1080/09669582.2019.1601731)

To link to this article: <https://doi.org/10.1080/09669582.2019.1601731>



Published online: 16 May 2019.



Submit your article to this journal [↗](#)



Article views: 9



View Crossmark data [↗](#)



Green human resource practices and organizational citizenship behavior for the environment: the roles of collective green crafting and environmentally specific servant leadership

Trong Tuan Luu

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

ABSTRACT

Green behavior among employees can contribute to the green performance of organizations. Regardless of the salience of human resource (HR) practices in translating organizational strategy into employee behaviors, this role of green HR practices in shaping employee green behavior has been under-explored. Through surveys of the participants from tour operators in Ho Chi Minh City, Vietnam, our study seeks to investigate how green HR practices impact organizational citizenship behavior for the environment (OCBE) at team and individual levels as well as the mechanisms underlying such effects. The results demonstrated the positive relationships between green HR practices and collective as well as individual OCBE. Collective green crafting was found to mediate these relationships. Besides, environmentally specific servant leadership served as a moderator to strengthen the effects of green HR practices on collective green crafting as well as OCBE at team and individual levels. We anticipate our research to solicit further investigations into mechanisms underlying the nexus between green HR practices and employee green behavior. Discussion on the implications for tourism practitioners is presented.

ARTICLE HISTORY

Received 3 June 2018
Accepted 26 March 2019

KEYWORDS

Green human resource practices; organizational citizenship behavior for the environment; collective green crafting; environmentally specific servant leadership; Vietnam

Introduction

By virtue of its continuing growth and high carbon intensity, tourism will form a growing part of the world's greenhouse gas emissions (Lenzen et al., 2018). Green sustainability policies and strategies can help reduce the carbon footprint of organizations in the tourism industry (Manika, Wells, Gregory-Smith, & Gentry, 2015). However, in order to translate such green strategies into organizational green performance, such strategies should be, through green HR practices, translated into green behaviors of employees who assume center-stage and serve as agents for the effective implementation of green strategies (Dumont, Shen, & Deng, 2017; Spanjol, Tam, & Tam, 2015). Research highlighted the role of HR practices in translating organizational strategies into employee behaviors, contributing to organizational performance (Barrena-Martínez, López-Fernández, & Romero-Fernández, 2017; Oke, Walumbwa, & Myers, 2012). Numerous scholars argue that, so as to be effective, green sustainability initiatives need to be embedded across the organization (Haugh & Talwar, 2010; Lamm, Tosti-Kharas, & King, 2015) such as through green

HR practices. Green HR practices are viewed as “HRM activities, which enhance positive environmental outcomes” (Kramar, 2014, p. 1075) by aligning practices such as selection, training, and performance assessment with green objectives (Jabbour, de Sousa Jabbour, Govindan, Teixeira, & de Souza Freitas, 2013). Our research focuses on green HR practices and their impacts in the tourism context to fill the gap of the sparse tourism research on green HR practices in comparison with tourism research on CSR (Luu, 2018) or generic management research on green HRM (Dumont et al., 2017; Paillé, Chen, Boiral, & Jin, 2014; Zibarras & Coan, 2015) (see further Table 1).

Sustainability at the macro level commences with individual actions (Ciocirlan, 2017). Therefore, our research focuses on voluntary green behavior among employees known as citizenship behavior toward the environment (OCBE) as an individual outcome of green HR practices. OCBE is defined as “voluntary behavior[s] not specified in official job descriptions that, through the combined efforts of individual employees, help to make the organization and/or society more sustainable” (Lamm, Tosti-Kharas, & Williams, 2013, p. 165). Moreover, in the literature, OCB has been investigated at both individual and collective (team) level due to the importance of both individual and team contributions to the organizational performance of its strategy (Chun, Shin, Choi, & Kim, 2013). Since tourism research in green behavior stream has remained rather quiet about team-level green behavior, our study seeks to fill this gap by delving into how and when green HR practices contribute to OCBE at both individual and team levels. Specifically, our research examines collective green crafting as a mediation mechanism (how) and environmentally specific servant leadership as a moderator (when) for the nexuses between green HR practices and individual- and team-level OCBE. Based on the views of job crafting and collective job crafting (Tims, Bakker, Derks, & van Rhenen, 2013), we conceptualize collective green crafting as collectively altering resources and demands for green activities of the team to render these activities more meaningful for team members. From Liden, Wayne, Liao, and Meuser (2014) perspective of servant leadership, environmentally specific servant leadership is viewed as leading with motivation to encourage and serve others in their pursuit of green goals and contribution to the green sustainability (Luu, 2018).

Our research can contribute to the relevant literature in at least three ways. First, this inquiry further extends the immature research stream on the role of green HR practices in activating OCBE. It also adds team-level OCBE to the growing body of outcomes of green organizational influences in general and green HRM in particular. The current research further extends the green management research stream by seeking empirical evidence for the relationship between green HRM and OCBE from the tourism industry in a South-East Asian emerging market (i.e. Vietnam) since this research stream has tended to focus on manufacturing industries (e.g. Paillé & Raineri, 2015) or service industries other than tourism such as hospitality (Zientara & Zamojska, 2018) or education (Temminck, Mearns, & Fruhen, 2015). This empirical evidence not only provides novel contextual insights into the green management research stream but also contributes to further generalize the research results of this stream to the tourism service sector as well as South-East Asian economies.

Second, our research draws upon the conservation of resources (COR) theory to shed light on how and when green HR practices foster individual- and team-level OCBE. The COR theory holds that possessing ample resources, individuals are inclined to take proactive resource gain strategy to acquire additional resources as well as invest their current resources in behaviors above and beyond minimum expectations as a way to sustain their resource pool (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Stoverink, Chiaburu, Li, & Zheng, 2018). Therefore, through the lens of this theory, gaining green-related resources through green HR practices, employees are inclined to engage in proactive behaviors such as green crafting behavior synergized at the collective level, thereby acquiring further green-related resources for OCBE at individual and team levels. There is a lack of the convergence between the HRM research and job crafting research (Meijerink, Bos-Nehles, & de Leede, 2018) especially in the green management literature albeit Guerri and Carollo (2016) refer to bottom-up change processes in green HRM

Table 1. Recent key empirical studies on green behaviors.

Articles	Context/ method	Antecedents	Notable findings	Mediators/ moderators	Theoretical framework
Green HRM and green behaviors					
Zibarras and Coan (2015)	Context: UK method: quantitative & qualitative	Environmentally specific HRM practices	promote pro-environmental behavior		
Pailié et al. (2014)	Context: manufacturing firms in Northern China Method: Quantitative	Strategic human resource management (non-environmentally specific)	Foster organizational citizenship behavior for the environment	Moderator: internal environmental concern	
Dumont et al. (2017)	Context: a Chinese subsidiary of an Australian multinational paper packaging manufacturer Method: Quantitative	Green HRM	Influences in-role green behavior and extra-role green behavior	Mediator: psychological green climate Moderator: Individual green values	Supplies-values fit theory
Jia et al. (2018)	Context: medical firms located in the northeastern part of China Method: Quantitative	Transformational leadership	affects employees' green creativity	Mediators: green human resource management, green passion	The ability–motivation–opportunity theory (AMO)
Other antecedents and green behaviors					
Pailié and Mejía-Morelos (2014)	Context: Mexico Method: Quantitative	Perceived organizational support	Shapes pro-environmental behaviors	Mediator: job attitudes (satisfaction and commitment) Moderator: perceived psychological contract breach	Social exchange theory
Lamm et al. (2015)	Context: U.S. Method: Quantitative	Perceived organizational support toward the environment (POSE)	Shapes organizational citizenship behaviors toward the environment (OCBE)	Mediator: psychological empowerment	Perceived organizational support theory
Temminck et al. (2015)	Context: two public bodies, namely an environmental regulator and educational institute in the UK Method: Quantitative	Employees' concern for the environment and employees' perceived organizational support for environmental efforts	Shape organizational citizenship behavior directed towards the environment (OCBE)	Mediator: affective organizational commitment	Daily et al. (2009) OCBE model
Zientara and Zamojska (2018)	Context: four- and five-star hotels in Poland Method: Quantitative	Green organizational climate, personal environmental values, and affective organizational commitment	Impact organizational citizenship behavior for the environment (OCBE)	Moderator: green organizational climate	Value_belief–norm theory (VBN), attachment theory, social exchange theory, and theory of situational strength

(continued)

Table 1. Continued.

Articles	Context/ method	Antecedents	Notable findings	Mediators/ moderators	Theoretical framework
Manika et al. (2015)	Context: seven different organizations in the United Kingdom Method: Quantitative	Individual employees' general environmentally friendly attitudes and the importance of an organization's environmentally friendly reputation to the employee) and organizational (perceived environmental behavior of an organization and perceived incentives and support from an organization) variables Individual environmental beliefs and personal environmental norms Social norms and leadership support to act pro-environmentally Leader conscientiousness and group member conscientiousness	Influence green employee behaviors (recycling, energy savings, and printing reduction)		Corporate social responsibility framework
Chou (2014)	Context: hotels in Taiwan Method: Quantitative		Positively influence employees' environmental behavior Influence pro-environmental behaviors	Moderator: green organizational climates Mediator: Intention to act pro-environmentally	The behavioral norm-activation theory Theory of planned behavior (TPB)
Blok et al. (2015)	Context: Wageningen UR, a Dutch university Method: Quantitative		Influence group member voluntary workplace green behavior	Mediators: leader moral reflectiveness, leader voluntary workplace green behavior, group work green advocacy, and group member moral reflectiveness	A multilevel theory of social change in organizations (Aguilera, Rupp, Williams, & Ganapathi, 2007)
Kim et al. (2017)	Context: three South Korean companies Method: Quantitative		Influence employees' workplace pro-environmental behaviors	Mediator: employees' harmonious environmental passion	Festinger's (1954) social comparison theory, social learning theory
Robertson and Barling (2013)	Context: U.S. and Canada Method: Quantitative	Leaders' environmental descriptive norms, their environmentally specific transformational leadership and their workplace pro-environmental behaviors Spiritual leadership	Influences pro-environmental behaviors	Mediators: workplace spirituality, environmental passion, intrinsic motivation Moderators: perceived	Spiritual leadership theory, the norm-activation model, the value-belief-norm theory of environmentalism
Afsar et al. (2016)	Context: six companies from two industries (software and banking) in Thailand Method: Quantitative				

(continued)

Table 1. Continued.

Articles	Context/ method	Antecedents	Notable findings	Mediators/ moderators	Theoretical framework
Zhang et al. (2016)	Context: China Method: Quantitative	Ethical leadership	Affects organizational citizenship behavior directed towards the environment (OCBE)	organizational support, environmental awareness Mediator: employee's environmental self accountability Moderator: employee's prosocial motivation	Social learning theory, affective event theory
Paillé et al. (2016)	Context: Mexico Method: Quantitative	Perceived co-worker support	pro-environmental behavior (eco-helping)	Mediators: commitment to colleagues, job satisfaction, intention to help others	Social exchange theory
Norton et al. (2014)	Context: an online survey panel (Amazon's Mechanical Turk) Method: Quantitative	The perceived presence of a sustainability policy	Influences employee green behavior (EGB) (task-related and proactive EGB)	Mediators: green work climate perceptions of the organization and of co-workers	The theory of normative conduct (TNC) (Cialdini, Reno, & Kallgren, 1990)
Chan et al. (2014)	Context: hotels in Hong Kong Method: Quantitative	Environmental knowledge, environmental awareness and environmental concern	Foster intention to implement green practices	Mediator: eco-logical behavior	Theory of planned behavior (TPB)
Paillé and Raineri (2015)	Context: a non-green industry in Canada Method: Quantitative	Perceived corporate environmental policies	Shapes employee eco-initiatives	Mediator: perceived organizational support Moderator: perceived psychological contract breach for the relationship between organizational support and eco-initiatives	Social exchange theory
Spanjol et al. (2015)	Context: Australia Method: Quantitative	Environmental orientation fit	Influences employee creativity	Mediator: job satisfaction Moderator: regulatory pressure	Person-environment (P-E) fit theory

when reporting green HRM-related paradoxes. Our research can fill this gap by unravelling the mediating role of collective green crafting for the link of green HR practices to OCBE at individual and collective levels. Furthermore, by using the COR theory to cast light on the mediating role of collective green crafting, our research advances the application of this theory to the HRM and green behavior territories.

Last, while the predictive roles of green HRM and leadership for green behavior have been touched on in separate empirical studies (e.g. Dumont et al., 2017; Kura, 2016; Robertson & Barling, 2013; Zhang, Chen, & Liu, 2016), the interactive effects of these two constructs still have been neglected (refer to Table 1). The current study intends to fill this gap by unpacking the interaction effects of green HR practices and environmentally specific servant leadership as well as by adding this new environmentally specific leadership style to the environmental management research.

Literature review and hypothesis development

Green HRM practices and organizational citizenship behavior for the environment (OCBE)

OCBE

Green behavior is a form of organizational citizenship behavior (OCB) (Zientara & Zamojska, 2018). Organizational citizenship behavior for the environment (OCBE) mirrors an employee's willingness to collaborate with his/her organization and its members to enact behaviors above and beyond his/her job roles that benefit the natural environment (Daily, Bishop, & Govindarajulu, 2009, p. 246). Moreover, from this view of OCBE, we conceptualize collective (team-level) OCBE as a team's willingness to cooperate with its organization and other teams to engage in environmentally beneficial behaviors above and beyond the team roles. Collective OCBE reflects the synergy of the efforts of team members in green activities that the sustainability strategy calls for, rather than the sum of individual green contributions. Premised on Boiral and Paillé (2012) view of OCBE dimensions, collective OCBE can comprise eco-civic engagement (the team's voluntary participation in the organization's green programs and activities), eco-helping (the team's voluntarily helping other teams better integrate environmental concerns), and eco-initiatives (the team's discretionary behaviors and suggestions to enhance green performance of the organization).

Green human resource (HR) practices

Human resource (HR) practices are designed to implement the HRM strategy of an organization. Green HR practices consist of recruitment and selection, training, performance management, rewarding, and involvement that aim to build green values as well as knowledge and skills related to green activities (Pless, Maak, & Stahl, 2012; Renwick, Redman, & Maguire, 2013; Tang, Chen, Jiang, Paillé, & Jia, 2018). Green recruitment and selection involve recruiting and selecting candidates with green awareness utilizing tests to ensure that employees are positive about environmental issues as well as questions related to environmental beliefs, values, and knowledge (Renwick et al., 2013; Tang et al., 2018). Green training programs are designed to not only enhance employees' awareness of, knowledge of, and skills in green activities but likewise a climate that spurs all employees to become involved in green initiatives (Fernández et al., 2003). Green training should focus on changing attitudes and emotional involvement toward green goals (Bissing-Olson, Iyer, Fielding, & Zacher, 2013; Zibarras & Coan, 2015). Green integrated training not only includes green comprehensive programs but also links them to performance management systems, which is an approach to creating a green climate (Renwick et al., 2013; Tang et al., 2018). Green performance management involves assessing employees' performance in the process of green management (Jabbour & Santos, 2008) as well as delivering feedback on

their green performance (Zibarras & Coan, 2015). In line with green performance management, non-financial rewards should be offered alongside financial incentives in the form of green travel benefits, green tax, and green recognition (Tang et al., 2018). Finally, employees should be provided with opportunities to participate in environmental management via green involvement including articulation of a clear green vision, building a green learning climate and various communication channels, offering green activities, and encouraging green involvement (Tang et al., 2018).

Green HR practices and OCBE

In our research, we anticipate that green HR practices will exert effects on OCBE at the individual and collective levels. To underpin these effects, we draw on the COR theory. The COR theory discusses individuals' investment, development, and COR (Hobfoll, 2001), which refer to personal attributes, energies or conditions that an individual values (Hobfoll, 1988). As such, resources can comprise organizational level resources and individual level resources (Hobfoll, 2001).

The COR theory is apparently an appropriate framework to explain employees' motivation for proactively acquiring resources in a resource gain spiral to develop OCBE since green management research has tended to focus on organizational level resources such as organizational support (Lamm et al., 2015; Manika et al., 2015; Temminck et al., 2015), supervisor support (Blok, Wesselink, Studynka, & Kemp, 2015; Daily et al., 2009), or perceived co-worker support (Paillé, Mejía-Morelos, Marché-Paillé, Chen, & Chen, 2016). Green HR practices can be deemed to be organizational level resources, which build team members' knowledge and values related to green activities as well as help involve them in such activities (Tang et al., 2018; Tariq, Jan, & Ahmad, 2016). Meijerink et al. (2018) have recently discussed the role of organizational level resources from HR practices in activating employees' motivation to proactively engage in building resources and applied the COR theory to illuminate the effects of HR practices on employee proactive behavior.

The COR theory holds that since lack or loss of resources may induce negative psychological effects, individuals are inclined to avoid or minimize resource loss and seek to sustain their resource pool (Hobfoll, 2011; Hobfoll & Shirom, 2001). Possessing limited resources, individuals are prone to take defensive resource strategy to protect or conserve their remaining resources and perform at the minimum level (Halbesleben et al., 2014; Stoverink et al., 2018). On the contrary, individuals with ample resources are inclined to take proactive resource gain strategy and engage in behaviors above and beyond minimum expectations (Halbesleben et al., 2014; Stoverink et al., 2018) such as proactive, voluntary, or extra-role behaviors. Bordia, Restubog, Bordia, and Tang (2017) view such behaviors as an exchange of resources for experience of resource gain spirals in terms of structural resources (knowledge and skills), social resources (relationships), and personal resources (self-esteem and pride). The COR theory further underscores a "resource caravan" (Hobfoll, 2001, p. 349) in which resources can be transferred from one form (structural/social resources) to another (personal resources).

Within the green HRM system, employees can acquire an ample pool of green-related values, knowledge and skills from green training programs (Tang et al., 2018; Zibarras & Coan, 2015). The various communication channels in the green HRM system can enable employees to be well informed about environmental issues in their workplace (Tang et al., 2018). Employees are provided with opportunities to engage in quality improvement and problem-solving on environmental issues such as in tourism service processes. Possessing green-related resources from green HR practices, employees are inclined to invest their current resources in OCBE beyond minimum expectations, experience resource gain spirals (more green-related knowledge, skill, and community-oriented values), as well as develop personal resources (through resource caravan) such as pride in the organization's green strategy and their contribution to it directly or indirectly through helping others behave pro-environmentally.

Refining the COR theory, Halbesleben and Wheeler (2015) propose that a reciprocal resource gain spiral forms through a chain effect from resource investment behaviors (source of resources) through the perceived availability of resources and perceptions about investment instrumentality, to resource investment behaviors (among recipients of resources). As such, employees (recipients of green-related resources) invest their resources in OCBE by virtue of availability of ample green-related resources from green HR practices as well as their perceptions about this investment instrumentality (value of OCBE for further acquisition of social and personal resources as discussed above).

Furthermore, green HRM practices can create another salient organizational resource, namely an atmosphere of green learning among team members, which is further spread by formal or informal communication channels (Tang et al., 2018). In addition to this green learning atmosphere, green HR practices have been reported to cultivate the norm as a road map for employees to behave pro-environmentally (Ren, Tang, & Jackson, 2018) as well as help one another engage in such a green behavior (Paillé et al., 2014) individually and collectively. Therefore, green HR practices are presumed to provide green-related resources (i.e. green-related knowledge, values, norm, and climate) for team members to individually and collectively engage in OCBE.

Empirical evidence has been established for the association between green HRM and employee green behavior (Zibarras & Coan, 2015) as well as extra-role green behavior (Dumont et al., 2017). Jia, Liu, Chin, and Hu (2018) further reported the impact of green HRM on green creativity among employees. Generic HRM practices have also been reported to exert an influence on collective behavior (Ma, Long, Zhang, Zhang, & Lam, 2017). From the COR theory perspective and the empirical evidence as presented, we can expect that green HR practices may have positive relationships with individual and collective OCBE:

H1: Green HRM practices are positively related to collective OCBE.

H2: Green HRM practices are positively related to individual OCBE.

Collective green crafting as a mediator

Collective green crafting

Employees are more motivated to engage in their work when they are enabled to redesign their job in terms of its task structure and relationships, and experience it in a more meaningful fashion (Wrzesniewski & Dutton, 2001). This form of job redesign is known as job crafting. Job crafting is viewed as the changes that employees make in job demands and job resources. Job can be crafted at the individual level and collective level as well (Tims et al., 2013). Team members can collectively mobilize and synergize efforts and competencies to enhance structural and relational job resources, augment challenging job demands, and attenuate hindering job demands (Tims et al., 2013) to attain the team goals. When the members of a team interact and craft resources as a mutual synergy in the direction of the green goals of the team, they engage in "collective green crafting". We conceptualize "collective green crafting" as the team members' synergy of their efforts for increasing structural and relational job resources and challenging job demands for pro-environmental contributions, as well as reducing job demands that hinder their engagement in green behavior. Based on Bakker, Rodríguez-Muñoz, and Vergel (2016) view of crafting job resources, enhancing structural resources alludes to proactively mobilizing resources such as opportunities for development of knowledge and skills for green activities of the team, while enhancing social resources refers to seeking support for the team's green tasks or feedback for its green performance from other teams. From Tims et al.'s (2012) view of crafting job demands, the team can increase challenging job demands through proactive engagement in new green projects, and mitigate hindering job demands for instance by decreasing the number of emotional interactions or cognitive tasks relating to green activities through the support from within the team, other teams and other managers.

Green HR practices and collective green crafting

Different from management-centered HRM perspective that views employees as passive recipients of HR practices, employee-centered HRM perspective (Wright & Boswell, 2002) advocates the likelihood that employees can act as active or proactive members and they themselves shape their own cognitions and behaviors through their perceptions and observations of HR practices (Lepak & Boswell, 2012; McBride, 2008; Meijerink et al., 2018). Green HR practices take employee-centered HRM perspective since they view employees as the agents that implement organizational green policies (Dumont et al., 2017). This employee-centered perspective in green HR practices is also in line with the shift from top-down job design to bottom-up job design in which employees “craft” their job resources to produce job meaning (Rosso, Dekas, & Wrzesniewski, 2010; Wrzesniewski & Dutton, 2001). Therefore, in this research, we anticipate green HR practices to influence OCBE at individual and collective levels through fostering collective green crafting.

Our research further draws upon the COR theory to shed light on this mediating role of collective green crafting. Since employees tend not to be passive recipients of HRM practices, but (pro-)active players (McBride, 2008), upon perceiving and receiving ample organizational-level resources for green activities through green HR practices (Tang et al., 2018; Zibarras & Coan, 2015), team members are motivated to act as proactive agents and take proactive resource gain strategies to build additional resources for the team’s green activities. One of the proactive strategies that team members can take is collective green crafting. Berg, Wrzesniewski, and Dutton (2010) found that when organizational resources such as training opportunities are lacking, employees tend to display a low level of proactive engagement in acquiring new knowledge and skills. Green training programs can offer opportunities for building structural resources (i.e. green-related knowledge, skills, and values) (Dumont et al., 2017), with which the team members can be motivated and able to engage as well as encourage each other to collectively engage in green behavior and devise eco-initiatives. Supervisory support and feedback for the team’s green activities, as part of green HR practices (Tang et al., 2018), are social resources for team members to develop higher motivation and ability to collaboratively craft the team’s green activities as well as fulfil its green goals. Gordon, Demerouti, Le Blanc, and Bipp (2015) reported that feedback from supervisors and co-workers may further activate feedback seeking behavior among employees. Meijerink et al. (2018) further highlight the role of organizational level resources from HRM practices in activating employees’ motivation to proactively engage in building additional structural and social job resources for job crafting. Expressed differently, drawing upon such opportunities or organizational resources, team members are motivated to proactively enhance structural and social resources for the team’s green crafting process.

Employees may proactively invest their existing resources accrued through green HR practices in new green projects, above minimum expectations, for building new green tours, greening destinations, or shaping green tourists since such projects, albeit challenging, help employees enhance their repertoire of knowledge and skills as well as build new relationships even across the organization or beyond it (Meijerink et al., 2018). In other words, working in an environment of green HR practices, employees are inclined to reinvest the resources that they have acquired from the organization in proactively enhancing challenge job demands.

Furthermore, scholars contend that job resources that employees craft drawing upon organizational resources may contribute to enhance personal resources such as self-efficacy and self-esteem, which help reduce hindrance job demands (Bakker & Demerouti, 2014). With the sharing of social resources as well as personal resources, team members can arrange tasks relating to green activities in a way that team members can feel less cognitively and emotionally intense and can devise more creative green solutions.

In other words, through the lens of the COR theory, green HR practices can serve a source of resources for team members to collectively enhance green-related structural resources, social

resources, and challenging green task demands as well as reduce hindrance green task demands. This is consistent with prior research on the impact of HRM on collective job crafting (Luu, 2017a) or individual job crafting (Meijerink et al., 2018).

Collective green crafting and collective OCBE

When a team collectively crafts resources and demands, its engagement can be leveraged (Tims et al., 2013). When the team synergizes and crafts tasks for its green goals, the norm for green contributions further grows. Norms capture the team's expectations about and guide behaviors of its members (Tims et al., 2013). Collective green crafting may signal that behaviors contributing to the green goals of the team are expected of all team members. Team members even influence each other to conform to the norm (Tims et al., 2013), driving them to collectively engage in OCBE.

In addition, collective job crafting reflects a strong person-group fit (Luu, 2017b). As a result, in a team with collective green crafting, team members have a stronger inclination to collaboratively engage in green behavior contributing to the collective.

Through collective green crafting, collective OCBE is expected to thrive not only because team members collectively craft resources and demands for green activities but also because they develop and share altruistic and green values through collectively crafting green tasks. In conjunction with the previous section, we postulate that collective green crafting can play a mediating role for the relationship between green HR practices and collective OCBE:

H3: Collective green crafting mediates the positive relationship between green HR practices and collective OCBE.

Collective green crafting and individual OCBE

When green-related knowledge and values are shared in the collective green crafting process, individual members are further exposed to green-related knowledge and values. In a team with collective green crafting, individuals can obtain coaching and feedback for their green behavior not only from their supervisors but also from their peers. The interactions with and the support from colleagues can help individuals develop stronger motivation to partake and help others partake in green behaviors. In other words, through collective green crafting, individuals can build additional green-related resources to engage in OCBE.

Furthermore, when team members collectively engage in green crafting, the observational learning process may occur more strongly since they can observe green behaviors from more role models (i.e. their peers). By observing their peers, team members can infer which behaviors are appropriate in the workplace (Tims et al., 2013). Hence, individual members are more motivated to enhance their individual OCBE. Besides, collective green crafting reflects open communication in the team, which Amabile (1988) views as influencing the extent to which resources (knowledge and skills) are converted into initiatives, here, relating to green activities (i.e. eco-initiatives). Research has also reported the nexus between job crafting and OCB (Bavik, Bavik, & Tang, 2017; Gong, Greenwood, Hoyte, Ramkissoon, & He, 2018). In juxtaposition with the prior discussion on the link between green HR practices and collective green crafting, the ensuing hypothesis is proposed:

H4: Collective green crafting mediates the positive relationship between green HR practices and individual OCBE.

Environmentally specific servant leadership as a moderator

Environmentally specific servant leadership

Servant leaders lead with a motivation to serve others (Liden et al., 2014). They prioritize the interests of others as well as those of a larger community (Greenleaf, 1970; Schaubroeck, Lam, &

Peng, 2011). They act as a role model with empathy, altruistic values and the commitment to the goals of their group (Schaubroeck et al., 2011; Whittington, 2017). Servant leaders exhibit their moral responsibility to the success and growth of the organization (Whittington, 2017) as well as to those of its stakeholders including its employees and community (Ehrhart, 2004, p. 68). Built on such characteristics of servant leadership, environmentally specific servant leaders are viewed as ones who serve as role models with green values and the commitment to the green goals, and serve and help others such as employees contribute to the sustainable growth of the organization and a larger community (Luu, 2018). Based on Van Dierendonck's (2011) servant leadership attributes, environmentally specific servant leadership can be characterized by providing direction for, empowering and developing people to be pro-environmental citizens, and demonstrating humility, authenticity, interpersonal acceptance, and stewardship towards employees' pro-environmental contributions (Luu, 2018).

One area that appears not to be fully understood is the impact of different leadership styles on green behavior. Among the studies in our review, environmental transformational leadership (Robertson & Barling, 2013), spiritual leadership (Afsar, Badir, & Kiani, 2016) and ethical leadership (Zhang et al., 2016) have been assessed. It is feasible that different styles of leadership might vary in their impact on green behavior, as is reflected in other areas (Kuenzi & Schminke, 2009; Norton, Parker, Zacher, & Ashkanasy, 2015).

Regardless of suggestions by environmental psychologists that altruistic/other-oriented reasons guided by serving behavior might engender green behavior (Afsar et al., 2016; Luu, 2018; Steg & Vlek, 2009), noticeably missing from research attention has been the influence of environmentally specific servant leadership on employee's green behavior (Afsar, Cheema, & Javed, 2018; Luu, 2018). Moreover, leader conscientiousness and moral reflectiveness were reported to be associated with voluntary workplace green behavior (Kim et al., 2017). Therefore, environmentally specific servant leadership, which reflects conscientiousness and moral reflectiveness especially towards green activities, may function as an appropriate channel to foster both team and individual-level OCBE.

Servant leadership and transformational leadership differ in terms of motivation mechanism and leader concern about their followers' behavior and contribution. A key motivational mechanism of transformational leadership is to transform followers into leaders themselves (Bass & Bass, 2008) by articulating and translating a vision, inspiring their followers, intellectually challenging them, and empowering them (Bass, 1985). Contrarily, under servant leadership, working towards a shared goal is attained through a culture-based value system (other-oriented values) rather than through the communication of an organizational vision.

Furthermore, according to Karakas and Sarigollu (2013), while ethical leadership reflects ethical sensitivity and integrity as well as spiritual leadership reflects spiritual depth and integrity, servant leadership reflects integrity, calling and community responsiveness. Hence, in comparison with environmental transformational leadership, spiritual leadership, and ethical leadership, environmentally specific servant leadership may reflect a higher level of orientation towards others especially employees and the community in terms of environmental concerns. Moreover, environmentally specific servant leadership is more environmentally specific than spiritual leadership and ethical leadership.

Environmentally specific servant leadership as a moderator

Research has reported the role of leadership as a moderator for the effects of HRM practices (Alfes, Shantz, Truss, & Soane, 2013; Marescaux, De Winne, & Forrier, 2017). Environmentally specific servant leadership has also been found to have interactive effects with organizational factors to promote green behavior (Afsar et al., 2018). Consequently, we can expect environmentally specific servant leadership to strengthen the effects of green HR practices on collective green crafting and in turn OCBE at team and individual levels. Through providing green-related resources, green HR practices send pro-environmental signals to the team and its members. However, the team and its

members may respond more strongly to these signals and further engage in building resources for collective green crafting and OCBE if they also perceive and observe the consistent signals from their leader. Ostroff and Bowen (2016) contend that employees will perceive the strength of HRM system when they find the consistency in messages from the management.

Furthermore, environmentally specific servant leaders serve as role models of green values (Luu, 2018), who contribute to strengthen the green norm that green HR practices cultivate through green training, green performance management, green reward, and green involvement (Tang et al., 2018). Leaders have the scope and visibility to ensure that the green norm reaches a large number of employees (Zibarras & Coan, 2015). Environmentally specific servant leaders can further reinforce this norm by further instilling green values into followers' perceptions. Followers in turn spread these values through the team in a contagion process (Liden et al., 2014; Raineri, 2017). Expressed differently, managers can act as key gatekeepers for facilitating the green norm and values (Zibarras & Coan, 2015). In addition, environmentally specific servant leaders, as a more proximal lever, not only help reinforce green-related organizational resources such as norms and values from green HR practices (a more distant lever) but also help the team seek resources from other teams and managers. They also provide the team and its members with advice, support, and encouragement for new green projects, as well as work with the team to find ways to reduce hindering demands for the team's engagement in green activities. With this support from environmentally specific servant leaders, the team can more efficiently craft resources and demands for green activities.

On the contrary, when employees are suspicious of their manager's real motive behind the green measures, they are reluctant to implement green activities (Chan, Hon, Chan, & Okumus, 2014). Employees are likely to perceive the real green motive when they observe their leader, through environmentally specific servant leadership, serve and support their green behavior, as well as contribute to the translation of green HR practices into daily activities. In other words, environmentally specific servant leaders at the team level may serve to amplify the organizational level resources from green HR practices. Therefore, through the lens of the COR theory, such ample resources will further motivate team members to acquire further green-related resources to engage and help other engage in green activities. Moreover, from the views of Ramus and Steger (2000) and Zibarras and Coan (2015), since managers often do not give as much support to green behavior as other management-related activities such as HRM, environmentally specific servant leadership and green HRM practices are not equivalent sources of resources. Hence, according to the COR theory, environmentally specific servant leadership is less likely to serve as a substitute resource for green HRM practices, but instead contribute to the further development of resources from green HR practices as earlier discussed.

Prior research has reported the interactive effect of leadership and generic HR practices (Neves, Almeida, & Velez, 2018). Though the interactive effect of leadership and green HR practices has not been examined, scholars have investigated the interactions between leadership and organizational support toward the environment (Afsar et al., 2016) or between environmentally specific servant leadership and organizational environmental policies such as corporate social responsibility (Afsar et al., 2018). This line of discussion leads to the ensuing hypotheses:

H5: Environmentally specific servant leadership moderates the positive relationship between green HR practices and collective green crafting, such that the relationship will be more (less) positive when followers perceive their leaders to be high (low) on environmentally specific servant leadership.

H6: Environmentally specific servant leadership moderates the positive relationship between green HR practices and collective OCBE, such that the relationship will be more (less) positive when followers perceive their leaders to be high (low) on environmentally specific servant leadership.

H7: Environmentally specific servant leadership moderates the positive relationship between green HR practices and individual OCBE, such that the relationship will be more (less) positive when followers perceive their leaders to be high (low) on environmentally specific servant leadership.

Figure 1 depicts the linkages among the research variables.

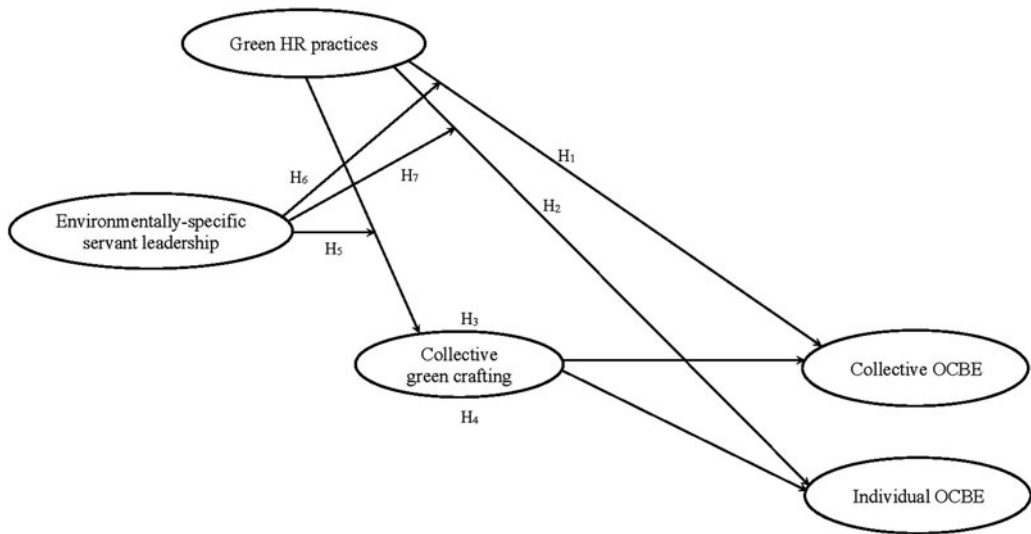


Figure 1. Research model.

Research methods

Questionnaire

The English questionnaire version was developed. Two bilingual researchers translated it into Vietnamese and back-translated it into English independently (Schaffer & Riordan, 2003) with any ambiguities addressed through further discussions. Scale items were anchored on a five-point Likert scale of 1 = “strongly disagree” to 5 = “strongly agree” unless otherwise stated. Exploratory factor analysis was conducted on the scale items. The items with factor loadings under .30 were excluded (Hair, Black, Babin, & Anderson, 2010).

Green HR practices were measured using Dumont et al. (2017) six-item scale (e.g. “My company provides employees with green training to promote green values”). Employee perceptions of green HR practices were assessed since numerous studies have demonstrated that employees’ work attitudes are more strongly influenced by their perceptions of HRM than by the actual provision of HR practices as reported by managers (Den Hartog, Boon, Verburg, & Croon, 2013; Liao, Toya, Lepak, & Hong, 2009; Meijerink et al., 2018).

To garner data for collective green crafting, employees were asked to indicate how often their team had engaged in each of the behaviors (1 = never, 5 = very often) in an eight-item scale adapted from Tims et al.’s (2013) collective job crafting scale (e.g. “My team tries to develop its capabilities for green performance”).

A 12-item scale that Luu (2018) adapted from Liden, Wayne, Zhao, and Henderson (2008) Servant Leadership Scale was adopted to gauge environmentally specific servant leadership (e.g. “I am encouraged by my manager to volunteer in environmental activities”, “My manager cares about my eco-initiatives”). Exploratory factor analysis was conducted on “environmentally specific servant leadership” measure using one half of the sample. The Bartlett’s test of sphericity was significant ($p < .001$) and the Kaiser–Meyer–Olkin value was .80, providing support for the factorability of the correlation matrix. The principal axis factoring extracted one factor with eigenvalue surpassing 1 (eigenvalue = 1.54, accounting for 17.12% of variance). All individual factor loadings surpassed .60. A confirmatory factor analysis (CFA) was conducted on this variable using the other half of the sample. The results lent support for the single dimensional structure ($\chi^2/df = 191.74/81 = 2.37$; TLI = .95; IFI = .95; CFI = .95; SRMR = .056; RMSEA = .052).

Collective OCBE was measured through a ten-item scale adapted from Boiral and Paillé (2012) (e.g. “Our team actively participates in environmental events organized in and/or by our organization”). Individual OCBE was measured using Boiral and Paillé’s (2012) ten-item scale (e.g. “I voluntarily carry out environmental actions and initiatives in my daily work activities”).

Control variables. Control variables include employee age, gender, education (high school degree or lower = 1, bachelor’s degree or equivalent = 2, and master’s degree or higher = 3) and organizational tenure (years). Furthermore, on account of its ability to impact team outcomes, team size was controlled (Hirst, Van Knippenberg, & Zhou, 2009). Employee–supervisor relationship length (the number of years) was controlled since employees and supervisors with short relationship tenures are inclined to be less precise in rating each other’s behavior (Wu & Parker, 2017).

Prior to the main data collection, the pilot test was conducted among 40 employees from two tour operators different from the participating ones to ensure the relevancy, suitability, and clarity of the research measures.

Sampling and data collection

This study recruited tour operators based in Ho Chi Minh City, Vietnam, which had at least 100 employees (Luu, 2014; Opute & Madichie, 2017) and an established green strategy (Hsieh, 2012), and their tour departments had at least ten employees. Non-probability snowball sampling technique (Saunders, Lewis, & Thornhill, 2013) was employed to recruit appropriate tour operators. We contacted tour operators with which we had connections to obtain their chief executives’ permission and support for data collection as well as asked them to introduce us to other tour operators in their networking. Sixty-eight tour operators agreed to participate in our surveys. We asked HR managers of tour operators to provide the lists of tour department members and their contact details for the data collection process.

Data collection was conducted in two survey waves starting in December 2017. The time lag between the survey waves was intended to create the temporal separation between the collection of independent, mediator and dependent variables (Newman, Miao, Hofman, & Zhu, 2016). This temporal separation could reduce the saliency of contextually provided retrieval cues and likelihood to use previously provided responses when answering ensuing questions (Podsakoff, MacKenzie, & Podsakoff, 2012).

In the first-wave survey (T1), the data on green HR practices and environmentally specific servant leadership were collected from employees. In the second-wave survey (T2), conducted two months after T1, the responses in regards to collective green crafting were collected from employees who participated in T1 survey. Also in the second-wave survey, we collated the data on individual OCBE from those employees and collective OCBE from their direct managers. Supervisory assessment of collective OCBE further reduced the concern about common method bias (Anand, Vidyarthi, Liden, & Rousseau, 2010) that would exist if employees reported on both collective green crafting and collective OCBE.

We telephoned employees and their direct manager in the tour departments to invite their participation. When an employee was willing to partake in the survey, we also asked him or her to introduce us to other colleagues in the same department. Though we had contact details of their colleagues from HR managers, this introduction could help enhance the likelihood of participation. We emailed employees and managers different sets of survey instruments. We contacted only employees who had worked under the current manager for at least one year (Groen, Wilderom, & Wouters, 2017) including this two-wave data collection period. A follow-up email was sent to the non-respondents after ten days. Prior to the questionnaire distribution, the questionnaires were code-numbered to match responses from employees with those from their direct managers (T2).

Among the employees, 1,421 employees (71.19%) participated in the T1 survey. The T2 survey collated 1,244 complete responses (62.32%) from employees who participated in the T1 survey. Excluding departments with fewer than five participants (Addison, Teixeira, Pahnke, & Bellmann, 2017) and non-response from managers resulted in the final sample of 1,024 employees (51.30%) and 156 direct managers (67.53%), pertaining to 44 tour operators (64.70%).

Since 10:1 sample-to-item ratio is required for the multivariate data analysis (Hair et al., 2010) and the minimum sample size for structural equation modeling is 100 (Hox & Maas, 2001), the sample size for both employees (1,024 employees > 36 items \times 10) and managers (156 direct managers > 10 items \times 10) sufficed for the study. Further, this sample size surpassed the minimum threshold of 10 times the number of path relationships leading to the outcome construct proposed by Elbanna, Child, and Dayan (2013). The level-two (department-level or team-level) sample size of 156 in our study was also above McNeish and Haring's (2017) minimum threshold of 40.

Among the employees, 687 employees (67.08%) were female, their average age was 32.06 years ($SD = 7.14$), and their average organizational tenure was 5.52 years ($SD = 3.91$). Out of the managers, 59 managers (37.82%) were female, their average age was 35.83 years ($SD = 8.47$), and their average organizational tenure was 7.26 years ($SD = 4.19$). Chi-square contingency table based test was applied to compare the first wave sample of employees with the second wave sample in terms of demographic characteristics. The results revealed no significant differences between the two groups of respondents in terms of employees' age ($\chi^2 = 3.364$; $p = .351 > .05$), gender ($\chi^2 = 2.186$; $p = .229$), and organizational tenure ($\chi^2 = 3.625$; $p = .374$).

Data analysis strategy

Multilevel structural equation modeling was conducted using MPlus 7.2 for data analyses due to the multilevel nature of the data, with individuals nested within teams. Moreover, recent analysis by Preacher, Zyphur, and Zhang (2010) indicated the application of multilevel structural equation models to overcome the limitations of traditional multilevel analysis in predicting mediation effects through multiple levels. We conducted a series of CFAs with maximum likelihood estimation to assess the discriminant validity of the latent variables. We also compared the fit indicators of the structural partial mediation model and the full mediation model. The goodness-of-fit values for Tucker–Lewis coefficient (TLI), incremental fit index (IFI), and comparative-fit index (CFI) exceeding .90 indicate an acceptable fit, and surpassing .95 indicate a good fit (Bentler & Bonett, 1980). A value under .06 for standardized root mean square residual (SRMR) and root mean square error of approximation (RMSEA) indicates a good fit into data (Beauducel & Wittmann, 2005). The indirect effect was tested with confidence intervals (CIs) using 1,000 bootstrap sampling (Shrout & Bolger, 2002).

All variance inflation factors (VIFs) (the highest VIF value was 2.67) were well within the threshold limit of five (Hair et al., 2010, pp. 204–205) and even under 3.3, a more conservative criterion that Diamantopoulos and Siguaw (2006) suggest. Tolerance is notably higher than the cutoff value of .3 (Hair et al., 2010). These results indicate that multi-collinearity is not a concern for further analysis. Moreover, to minimize the potential threat of multi-collinearity associated with testing moderating hypotheses, continuous predictor variables were mean-centered and interaction terms were created by multiplying these centered values (Cohen, Cohen, West, & Aiken, 2003).

Results

Measurement models

As displayed in Table 2, the results of CFAs indicated a good fit between the hypothesized five-factor model and the data. It was also a better fit than other, more parsimonious alternative models that collapsed some or all factors. These results provided support for the construct

Table 2. Comparison of measurement models for studied variables.

Models	χ^2	df	$\Delta\chi^2$	TLI	IFI	CFI	SRMR	RMSEA
Hypothesized five-factor model	276.92	161		.96	.96	.95	.038	.035
Four-factor model 1: Green HR practices and collective green crafting combined	363.54	166	86.62**	.92	.93	.92	.082	.079
Four-factor model 2: Green HR practices and environmentally specific servant leadership combined	387.66	166	110.74**	.91	.88	.89	.097	.101
Three-factor model: Green HR practices, environmen- tally specific servant, and collective green crafting combined	473.08	172	196.16**	.76	.76	.77	.129	.126
Two-factor model: Green HR practices, environmen- tally specific servant, and collective green crafting combined into one factor; collective and individual OCBE combined into the other	497.31	177	220.39**	.75	.74	.75	.131	.133
One-factor model: All variables combined	684.97	183	408.05**	.67	.65	.66	.144	.148

** $p < .01$.

distinctiveness. In addition, discriminant validity was attained since the square root of the average variance extracted (AVE) of each construct surpassed its correlations with the other constructs (Fornell & Larcker, 1981) (Table 3).

Furthermore, multilevel CFA models individual- and team-level constructs simultaneously at both levels. The hypothesized model has adequate fits for the within-team ($\chi^2/df = 350.98/161 = 2.18$; TLI = .96; IFI = .95; CFI = .95; SRMR = .047; RMSEA = .051) and between-team ($\chi^2/df = 281.77/161 = 1.75$; TLI = .93; IFI = .94; CFI = .94; SRMR = .060; RMSEA = .058) models. These results indicate that the factor structure developed in our model is strong at both within-team and between-team levels of analysis.

Analysis of mediating and dependent variables using a two-level null-model to partition the variance into the two levels simultaneously demonstrated that 22% of the variance in collective green crafting resided at the team level, and 37% resided at the employee level. For individual OCBE, 19% of variance resided at the team level, and 41% resided at the employee level. For collective OCBE, 14% of the variance resided at the team level, and 32% of the variance resided at the employee level.

Convergent validity was achieved since, after the removal of the low-loaded items (loadings under .30), factor loadings surpassed the recommended level of .50 ($t > 1.96$) (Siponen, Mahmood, & Pahnla, 2014). The reliabilities of the scales were assessed through the composite construct reliability coefficients and AVE (Table 3). Composite reliabilities ranged from .78 (for collective OCBE) to .85 (for environmentally specific servant leadership), above the .70 cutoff value (Bagozzi & Yi, 1988). AVE, which ranged from .62 (for collective green crafting) to .73 (for green HR practices), also exceeded the recommended benchmark of .50 (Fornell & Larcker, 1981).

Common method issue

Common method variance (CMV) bias was tested through the marker variable approach (Lindell & Whitney, 2001). A marker variable (i.e. attitude toward social media usage), which was theoretically unrelated to other variables, was included into the survey. In the current inquiry, all significant zero-order correlations remained significant after the marker variable was partialled out, indicating the low CMV risk in the dataset. Furthermore, interaction effects in our study could merely be deflated by CMV bias rather than being its artifacts (Siemsen, Roth, & Oliveira, 2010).

Table 3. Correlation matrix and average variance extracted.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	Cronbach's alpha	CCR	AVE
1 Employee age	32.06	7.14													
2 Employee gender			.01												
3 Employee education			.03	.01											
4 Organizational tenure	5.52	3.91	.05	.04	.03										
5 Team size	6.56	2.28	.02	.01	-.04	-.05									
6 Employee-supervisor relationship length	3.29	1.03	.04	.02	.07	.06	.02								
7 Green HR practices	3.51	.48	.02	.01	.04	.06	.01	.07	(.86)					.81	.83	.73
8 Collective green crafting	3.47	.39	.04	.02	.05	.04	-.07	.10	.43***	(.79)				.79	.81	.62
9 Collective OCBE	3.44	.41	.03	.01	.04	.05	-.09	.13*	.36***	.41***	(.81)			.77	.78	.65
10 Individual OCBE	3.49	.43	.06	.03	.07	.07	.04	.10	.38***	.43***	.32***	(.83)		.82	.82	.68
11 Environmentally specific servant leadership	3.39	.36	.04	.01	.04	.06	-.03	.11	.25***	.29***	.27***	.30***	(.84)	.84	.85	.70

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

Aggregation

Intra-class correlations (i.e. ICC1 and ICC2) were used to evaluate the appropriateness of aggregating individual scores of some variables in our research model to the group level (i.e. team) (i.e. ICC1 and ICC2) (Stewart, Fulmer, & Barrick, 2005). The ICC1 and ICC2 for green HR practices were .17 and .72, for collective green crafting were .16 and .68, and for environmentally specific servant leadership were .19 and .75, respectively. James, Demaree, and Wolf (1984) suggested the further calculation of r_{wg} average value. The r_{wg} average value was .78 [.72, .85] for green HR practices, .76 [.71, .82] for collective green crafting, and .81 [.74, .87] for environmentally specific servant leadership, all surpassing Klein et al.'s (2000) cutoff parameter of .70. These results demonstrate the appropriateness for analysis of the data at the team level.

Hypothesis testing

As displayed in Table 4, green HR practices demonstrated the significant, positive association with collective OCBE ($\beta = .34, p < .01$) and with individual OCBE ($\beta = .37, p < .01$), lending support for hypotheses H1 and H2, respectively. Furthermore, green HR practices were significantly and positively correlated with collective green crafting ($\beta = .42, p < .001$), which was significantly and positively associated with collective OCBE ($\beta = .38, p < .001$) and with individual OCBE ($\beta = .41, p < .001$). A post hoc result indicated the positive relationship between collective OCBE and individual OCBE ($\beta = .28, p < .01$). Another post hoc analysis result revealed the significantly positive association between environmentally specific servant leadership and collective OCBE ($\beta = .26, p < .01$) as well as individual OCBE ($\beta = .29, p < .01$).

After controlling for demographic variables, the hypothesized partial mediation model of the relationship between green HR practices and collective OCBE via collective green crafting fit into the data well ($\chi^2/df = 150.69/81 = 1.86$, TLI = .95, IFI = .95, CFI = .96, SRMR = .041, RMSEA = .044), and fit better than its alternative full mediation model ($\chi^2/df = 169.35/83 = 2.04$, TLI = .90, IFI = .92, CFI = .91, SRMR = .079, RMSEA = .082, $\Delta\chi^2_{(2)} = 18.66, p < .01$). The indirect effect of green HR practices on collective OCBE via the mediation of collective green crafting was

Table 4. Findings from the structural equation model.

	Description of path	Path coefficient (unstandardized)	Conclusion
Controls			
	Employee age	.05	
	Employee gender	.02	
	Employee education	.06	
	Organizational tenure	.07	
	Team size	-.07	
	Employee-supervisor relationship length	.12*	
	R^2	.03	
Paths			
H1	Green HR practices → collective OCBE	.34** (.09)	Supported
H2	Green HR practices → individual OCBE	.37** (.10)	Supported
H3	Green HR practices → collective green crafting	.42*** (.14)	Supported
	Collective green crafting → Collective OCBE	.38*** (.11)	Supported
H4	Collective green crafting → Individual OCBE	.41*** (.13)	Supported
H5	Green HR practices × Environmentally specific servant leadership → collective green crafting	.26** (.08)	Supported
H6	Green HR practices × Environmentally specific servant leadership → collective OCBE	.19* (.05)	Supported
H7	Green HR practices × Environmentally specific servant leadership → individual OCBE	.22* (.05)	Supported

Model fit: $\chi^2 = 276.92$; $df = 161$; TLI = .96; IFI = .96; CFI = .95; SRMR = .038; RMSEA = .035; * $p < .05$; ** $p < .01$; *** $p < .001$.

Standard errors are displayed in parentheses.

.15 ($SE = .11, p < .01$). The 1,000 bootstrap sampling result demonstrated that 95% CIs for the distribution of the product of coefficients ranged between .09 and .22, not containing zero. These results provided supporting evidence for hypothesis H3 that green HR practices have an indirect impact on collective OCBE via collective green crafting as a mediator.

Since SEM allows for the simultaneous testing of both moderation and mediation (Edwards & Lambert, 2007; Preacher, Rucker, & Hayes, 2007), we tested a model in which the indirect effect was moderated by environmentally specific servant leadership at the link between green HR practices and collective green crafting. We regressed collective green crafting onto the latent variable interaction between green HR practices and environmentally specific servant leadership. The results demonstrated that this partial mediation with an interaction between green HR practices and environmentally specific servant leadership ($\chi^2/df = 139.21/80 = 1.74$, $TLI = .96$, $IFI = .95$, $CFI = .96$, $SRMR = .037$, $RMSEA = .039$) was a statistically better fitting model than a partial mediation model with no interaction ($\Delta\chi^2_{(1)} = 11.48, p < .01$). These findings provided support for the moderating role of environmentally specific servant leadership for the indirect effect of green HR practices on collective OCBE via collective green crafting.

Similarly, after controlling for demographic variables, the hypothesized partial mediation model the relationship between green HR practices and individual OCBE via collective green crafting fit into the data well ($\chi^2/df = 142.56/81 = 1.76$, $TLI = .96$, $IFI = .95$, $CFI = .95$, $SRMR = .045$, $RMSEA = .041$), and fit better than its alternative full mediation model ($\chi^2/df = 163.51/83 = 1.97$, $TLI = .91$, $IFI = .90$, $CFI = .90$, $SRMR = .091$, $RMSEA = .085$, $\Delta\chi^2_{(2)} = 20.95, p < .01$). The indirect effect of green HR practices on individual OCBE through collective green crafting as a mediator was .17 (95% CIs = .04–.29, $SE = .13, p < .01$). These results provided supporting evidence for hypothesis H4 that green HR practices have an indirect impact on individual OCBE via the mediating role of collective green crafting.

The results also revealed that this partial mediation with an interaction between green HR practices and environmentally specific servant leadership ($\chi^2/df = 129.60/80 = 1.62$, $TLI = .95$, $IFI = .96$, $CFI = .96$, $SRMR = .037$, $RMSEA = .034$) was a statistically better fitting model than a partial mediation model with no interaction ($\Delta\chi^2_{(1)} = 12.96, p < .01$). These findings provided support for the moderating role of environmentally specific servant leadership for the indirect effect of green HR practices on individual OCBE via collective green crafting.

Furthermore, the results revealed the significantly positive interaction term of “green HR practices” \times “environmentally specific servant leadership” for collective green crafting ($\beta = .26, p < .01$) (see Table 4). The interaction pattern between green HR practices and environmentally specific servant leadership in our study was also estimated through simple slope tests (Preacher, Curran, & Bauer, 2006). The plotted interaction in Figure 2 indicated that green HR practices

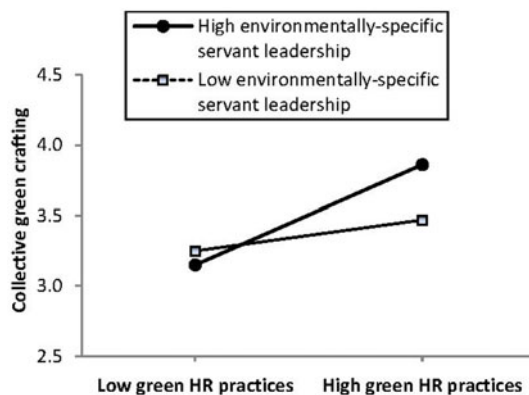


Figure 2. Moderating effect of environmentally specific servant leadership for the effect of green HR practices on collective green crafting.

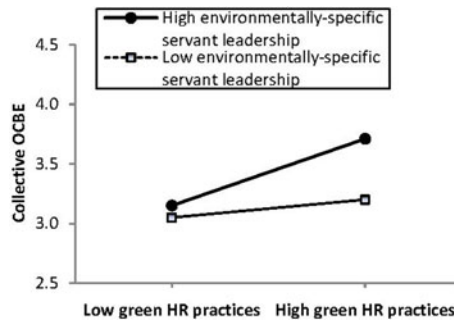


Figure 3. Moderating effect of environmentally specific servant leadership for the effect of green HR practices on collective OCBE.

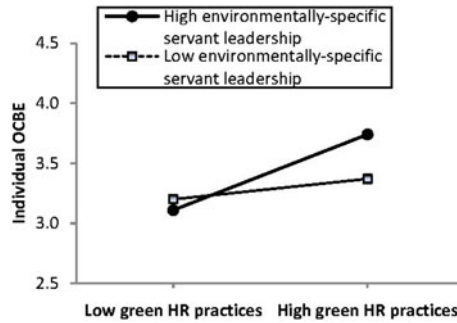


Figure 4. Moderating effect of environmentally specific servant leadership for the effect of green HR practices on individual OCBE.

enhanced collective green crafting when environmentally specific servant leadership was high (one SD above the mean) (simple slope = $.71, p < .01$) versus low (one SD below the mean) (simple slope = $.22, p < .01$). These findings provided proof for hypothesis H5.

The interaction term of “green HR practices” \times “environmentally specific servant leadership” for collective OCBE was significantly positive ($\beta = .19, p < .05$) (see Table 4). The plotted interaction in Figure 3 demonstrated that green HR practices amplified collective OCBE when environmentally specific servant leadership was high (simple slope = $.56, p < .05$) versus low (simple slope = $.15, p < .05$). These results contributed evidence to hypothesis H6.

Likewise, the interaction term of “green HR practices” \times “environmentally specific servant leadership” in the “individual OCBE” equation was significantly positive ($\beta = .22, p < .05$) (see Table 4). The plotted interaction in Figure 4 revealed that green HR practices increased individual OCBE to a higher degree when environmentally specific servant leadership was high (simple slope = $.63, p < .05$) than when low (simple slope = $.17, p < .05$). These findings provided support for hypothesis H7.

Conclusions

Summary of research findings

The results in our inquiry demonstrated the positive relationships between green HR practices and individual as well as collective OCBE via collective green crafting as a mediator. Environmentally specific servant leadership was also found to strengthen the positive relationships between green HR practices and collective green crafting as well as OCBE at the individual and collective levels.

Our research results are in line with a prior report endorsing the positive nexus between green HR practices and employee extra-role green behavior (Dumont et al., 2017). Albeit collective green crafting has not been investigated, our findings are also consistent with prior findings on the positive relationship between HRM and collective job crafting (Luu, 2017a) as well as the positive relationship between job crafting and OCB (Bavik et al., 2017; Gong et al., 2018). Furthermore, the interaction effects between green HR practices and environmentally specific servant leadership found in our research is in line with prior findings on the interaction effects of leadership and organizational support toward the environment (Afsar et al., 2016) or the interaction effects of environmentally specific servant leadership and corporate social responsibility initiatives (Afsar et al., 2018).

Research implications

Through these findings based on the data from the tourism industry, our inquiry can contribute to the literature in multiple ways. First, our study extends the literature by investigating voluntary green behavior known as OCBE at both team and individual levels. Notwithstanding the magnitude of teams in contributing to the organization's performance and sustainability (Moxen & Strachan, 2017), green management research in general and green HRM research in particular have tended to anchor on workplace green behavior at the individual level (Yusoff & Nejadi, 2018). Collective OCBE especially eco-initiatives such as eco-tours, beach-cleaning tours, or tours without animal exploitation should be the synergy of green efforts from the entire team. Our research takes a step further to study collective OCBE as well as integrate both individual OCBE and collective OCBE into a single study. This is also in line with the movement in other research streams to the collective level of certain behaviors such as OCB or creative behavior, which have been primarily assessed at the individual level (Hon & Lui, 2016; Tang & Tang, 2012). As such, our study advances the green management literature not only by adding collective OCBE to the growing but limited body of workplace green outcomes but also by pioneering to delve into dual-level green outcomes.

The post hoc analysis result also demonstrated the impact of collective OCBE on individual OCBE. This finding is in tune with the report on the influence of team-level behavior on individual-level behavior (e.g. Tims et al., 2013), explained by the fact that team-level behavior, once formed, tends to further strengthen the norm guiding behaviors among members and thereby further enhance individual behavior (Tims et al., 2013). Scholars have recently touched on dual-level antecedents, mediation paths or outcomes in management research as well as the interaction between levels (e.g. Dong, Bartol, Zhang, & Li, 2017; Tims et al., 2013; Wang & Howell, 2010). Through investigating dual-level green outcomes and the influence of collective green outcome on individual green outcome, our study carries this dual-level management research stream to a novel domain, namely workplace green management.

Second, our inquiry makes further contribution to the literature through its investigation into green HR practices as an organizational antecedent of team-level and individual-level OCBE. Our research hence distinguishes itself from prior empirical studies that have revolved around the precursors such as corporate social responsibility (e.g. Luu, 2017c), perceived corporate environmental policies (e.g. Paillé & Raineri, 2015), perceived organizational support toward the environment (e.g. Lamm et al., 2015; Manika et al., 2015; Temminck et al., 2015) or leadership (e.g. Afsar et al., 2016; Blok et al., 2015; Kim et al., 2017; Robertson & Barling, 2013; Zhang et al., 2016). Albeit green HR practices are designed to build knowledge, skills, and values related to green activities (Pless et al., 2012; Renwick et al., 2013; Tang et al., 2018), merely recently has strong scholarly attention been drawn to the effects of green HRM on individual green behavior (Dumont et al., 2017; Ren et al., 2017).

Nonetheless, to the best of our knowledge, the effects of green HR practices still have been empirically neglected in the tourism research (see [Table 1](#)). The current research further extends the green behavior research stream by seeking empirical evidence for the relationship between green HRM and OCBE from the tourism industry in a South-East Asian emerging market (i.e. Vietnam). The green management research in general and the green HRM research stream in particular have had the propensity to focus on manufacturing industries (e.g. Paillé & Raineri, 2015) or service industries other than tourism such as hospitality (Zientara & Zamojska, 2018) or education (Temminck et al., 2015). Additionally, the green HRM literature is by and large rooted in Western theories and, given the magnitude of Asian economic development for green management, this is a crucial gap to be bridged in literature (Renwick et al., 2013). Our study therefore not only provides novel contextual insights into the green management research but also contributes to further generalize research results of this stream to the tourism service sector as well as South-East Asian economies. Moreover, though this research was conducted in the Vietnamese setting, it has significant implications for other contexts, due to the fact that green management has become a contemporary global issue (Norton, Zacher, & Ashkanasy, 2014).

Third, while other studies have found relationships between job crafting and OCB in general (Bavik et al., 2017; Gong et al., 2018), our research suggests that green job crafting relates to OCBE as well as extends the job crafting research to a new domain, namely green activities. Moreover, our research further expands the body of influence channels of green HRM effects by assessing the role of collective green crafting as a team-level mediation mechanism through which green HR practices influence OCBE at both individual and collective levels. With this team-level mediation mechanism, our research differentiates itself from previous green HRM studies that have focused on contextual mediators such as green climate (Dumont et al., 2017) or individual mediators such as green passion (Jia et al., 2018). Our study thus adds a novel contextual mediator to the growing but limited repertoire of contextual influence channels for green HRM, marks the convergence between green HRM research and task crafting research streams, as well as expands our understanding of the antecedents and consequences of green crafting, thereby filling a research gap on the role of employee proactivity in the equation of HRM and employee outcomes (Guan & Frenkel, 2018; Luu, 2017b; Meijerink et al., 2018).

Fourth, prior research on green behaviors has largely applied either the norm-activation model (the triggering role of moral norms), the theory of planned behavior (the role of rational choice), or value-belief-norm theory (the driving role of personal values) (Bamberg & Möser, 2007; Norton et al., 2015). Nonetheless, Andersson, Shivarajan, and Blau (2005) failed to explain sustainability behavior in an organizational setting through value-belief-norm theory. Moreover, while most HRM research has drawn upon social exchange theory (Blau, 1964) to shed light on the effects of HR practices on employee OCB (Newman et al., 2016) and some green management studies have also utilized this theory to predict green behavior, our study derives an explanation for the effects of green HR practices on OCBE via collective green crafting from the COR theory.

The COR theory does not challenge these theories, but offers an alternative explanation for the underlying processes of workplace green behaviors. The COR theory seems to serve as an appropriate framework for studying green behaviors in the workplace since most green management studies have focused on organizational support (Lamm et al., 2015; Manika et al., 2015; Temminck et al., 2015), supervisor support (Blok et al., 2015; Daily et al., 2009; Gkorezis, 2015), or perceived co-worker support (Paillé et al., 2016), namely concepts associated with resources. In our study, all independent variables related to resources and resource gain were found to be associated with green behaviors. These results indicate that taking into account the conservation and accumulation of green-related resources in the workplace contributes to elucidating employee engagement in green sustainability in work settings.

The primary tenet of the COR theory applied in our study is that the possession of ample resources will drive individuals to take proactive resource gain strategy and accrue further

resources as well as invest their current resources in behaviors above and beyond the minimum expectations (Halbesleben et al., 2014; Stoverink et al., 2018). This tenet explains why employees, who perceive and receive green-related resources through green HR practices, endeavor to proactively craft green task resources and task demands in order to enhance their green-related resource base for engagement in OCBE above minimum expectations. Moreover, employee investment in extra-role behaviors such as OCBE in response to the supply of resources through green HR practices is also in line with the view of exchange of resources with the organization that Bordia et al. (2017) add to the COR theory. Meijerink et al. (2018) argue the role of organizational level resources from HRM practices in activating employees' motivation to proactively engage in building additional structural and social job resources for job crafting and apply the COR theory to cast light on these effects. Our study therefore not only provides further empirical evidence to illustrate the COR theory but likewise to extend the application of this theory to a new territory, that is green management research.

Last, while generic green management research has centered on contextual moderators such as perceived psychological contract breach (Paillé & Mejía-Morelos, 2014), regulatory pressure (Spanjol et al., 2015), green organizational climate (Chou, 2014; Zientara & Zamojska, 2018), prior green HRM research has tended to delve into individual moderators such as individual green values (e.g. Dumont et al., 2017) or internal environmental concern (Paillé et al., 2014) for the effects of green HRM. Our research hence advances green HRM research as well as generic green management research by providing empirical evidence for environmentally specific servant leadership as a contextual moderator. Notwithstanding reflecting green-oriented, altruistic, and community-oriented values that environmental psychologists deem to be crucial in guiding green behavior (Afsar et al., 2016; Luu, 2018; Steg & Vlek, 2009), environmentally specific servant leadership has been surprisingly absent from consideration (Afsar et al., 2018; Luu, 2018). Moreover, the interactive effect of this leadership style with green HR practices in our research provided further evidence for Ostroff and Bowen's (2016) view of HRM system strength as being created through the consistency in signals from HR practices and leaders.

Managerial implications

As guided by our research findings, green HR practices should be implemented in tour companies to attain their green goal agenda. Tour companies should, through green training programs, provide employees with green-related resources such as green awareness and values, other-oriented values, as well as knowledge and skills for the effective engagement in green activities and the development of eco-initiatives such as eco tours or destination greening programs. Besides, green HR practices should contain employee involvement activities to grant team members autonomy to act as proactive agents of the organizational green agenda and collectively craft resources for green activities. Altruistic and other-oriented values from green training programs not only orientate team members toward community-oriented green activities but likewise foster collective actions in the green crafting process as well as green activities within and beyond their team.

Furthermore, tour companies should ensure the consistency in signals in terms of green-related resources from HR practices and managers. Environmentally specific servant leadership should be built across the organizational pyramid through leadership training as well as succession planning. Managers' experience of adopting environmentally specific servant behavior should be shared in leadership training sessions or via communication channels within the workplace.

Limitations of the study and future research

Our research has certain limitations that need to be addressed by future studies. Albeit our research was conducted in a two-wave format, the causal relationships among the variables

might not be derived from the research results due to the lack of a cross-lagged study. Moreover, the data collected through the perceptions of the participants may not reflect the actual happening in the workplace. Therefore, in future research, the data for green HRM practices can be sourced from reports from HR departments, and the data for OCBE at team and individual levels can be sourced through participant observations. In addition, since the data in our research were collected through self-reported questionnaires, they could be exposed to the CMV bias risk (Podsakoff et al., 2012). This bias, however, was not a serious concern in our study in light of the marker variable test (Lindell & Whitney, 2001), the moderation tests (Siemsen et al., 2010), and the data collection from multiple sources (i.e. employees and their managers) (Podsakoff et al., 2012).

Since our research was based on the data from the tourism industry in the Vietnamese market, its results may have limited generalizability to other industries and other market contexts. Our research should hence be replicated in other types of service organizations such as hospitality organizations or healthcare organizations. Due to the role of green behaviors in contributing to green products in manufacturing industries, our research model should be retested in factories in both heavy and light industries. Moreover, the collectivistic nature of the Vietnamese culture (Le, Polonsky, & Arambewela, 2015) might influence the degree of team green behavior. Comparative analyses of our research model should thus be conducted in collectivistic versus individualistic cultures.

Our research provided empirical evidence for some mechanisms underlying the positive relationship between green HRM and green behaviors at team and individual levels. Nonetheless, every mechanism cannot be explored in a single study (Dumont et al., 2017). Future research should examine other mediators and moderators for such a relationship. On account of the role of HRM in shaping green culture or climate (Dumont et al., 2017), green culture or climate of the team can serve as a mediation mechanism for the effect of green HRM practices on green behaviors. Furthermore, due to their potential influence on employee behavior (Dong, Liao, Chuang, Zhou, & Campbell, 2015), customer empowering behaviors can act as a moderator for such effects of green HRM practices.

Disclosure statement

No potential conflict of interest was reported by the authors.

References

- Addison, J. T., Teixeira, P., Pahnke, A., & Bellmann, L. (2017). The demise of a model? The state of collective bargaining and worker representation in Germany. *Economic and Industrial Democracy*, 38(2), 193–234. doi:10.1177/0143831X14559784
- Afsar, B., Badir, Y., & Kiani, U. S. (2016). Linking spiritual leadership and employee pro-environmental behavior: The influence of workplace spirituality, intrinsic motivation, and environmental passion. *Journal of Environmental Psychology*, 45, 79–88. doi:10.1016/j.jenvp.2015.11.011
- Afsar, B., Cheema, S., & Javed, F. (2018). Activating employee's pro-environmental behaviors: The role of CSR, organizational identification, and environmentally specific servant leadership. *Corporate Social Responsibility and Environmental Management*, 25(5), 904–911. doi:10.1002/csr.1506
- Aguilera, R. V., Rupp, D. E., Williams, C. A., & Ganapathi, J. (2007). Putting the S back in corporate social responsibility: A multilevel theory of social change in organizations. *Academy of Management Review*, 32(3), 836–863. doi:10.5465/amr.2007.25275678
- Alfes, K., Shantz, A. D., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement and employee behaviour: A moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351. doi:10.1080/09585192.2012.679950
- Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in Organizational Behavior*, 10(1), 123–167.

- Anand, S., Vidyarthi, P. R., Liden, R. C., & Rousseau, D. M. (2010). Good citizens in poor-quality relationships: Idiosyncratic deals as a substitute for relationship quality. *Academy of Management Journal*, 53(5), 970–988. doi: [10.5465/amj.2010.54533176](https://doi.org/10.5465/amj.2010.54533176)
- Andersson, L., Shivarajan, S., & Blau, G. (2005). Enacting ecological sustainability in the MNC: A test of an adapted value-belief-norm framework. *Journal of Business Ethics*, 59(3), 295–305. doi:[10.1007/s10551-005-3440-x](https://doi.org/10.1007/s10551-005-3440-x)
- Bagozzi, R. P., & Yi, Y. (1988). On the evaluation for structural equation models. *Journal of the Academy of Marketing Science*, 16(1), 74–94.
- Bakker, A. B., & Demerouti, E. (2014). Job demands–resources theory. In P. Y. Chen & C. L. Cooper (Eds.), *Wellbeing: A complete reference guide* (Vol. 3; pp. 37–64). Chichester: Wiley.
- Bakker, A. B., Rodríguez-Muñoz, A., & Vergel, A. I. S. (2016). Modelling job crafting behaviours: Implications for work engagement. *Human Relations*, 69(1), 169–189. doi:[10.1177/0018726715581690](https://doi.org/10.1177/0018726715581690)
- Bamberg, S., & Möser, G. (2007). Twenty years after Hines, Hungerford, and Tomera: A new meta-analysis of psycho-social determinants of pro-environmental behaviour. *Journal of Environmental Psychology*, 27(1), 14–25. doi: [10.1016/j.jenvp.2006.12.002](https://doi.org/10.1016/j.jenvp.2006.12.002)
- Barrena-Martínez, J., López-Fernández, M., & Romero-Fernández, P. M. (2017). Towards a configuration of socially responsible human resource management policies and practices: Findings from an academic consensus. *The International Journal of Human Resource Management*, in press. doi:[10.1080/09585192.2017.1332669](https://doi.org/10.1080/09585192.2017.1332669)
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York, NY: Free Press.
- Bass, B. M., & Bass, R. (2008). *The Bass handbook of leadership: Theory, research, and managerial applications*. New York, NY: Free Press.
- Bavik, A., Bavik, Y. L., & Tang, P. M. (2017). Servant leadership, employee job crafting, and citizenship behaviors: A cross-level investigation. *Cornell Hospitality Quarterly*, 58(4), 364–373. doi:[10.1177/1938965517719282](https://doi.org/10.1177/1938965517719282)
- Beauducel, A., & Wittmann, W. W. (2005). Simulation study on fit indexes in CFA based on data with slightly distorted simple structure. *Structural Equation Modeling*, 12(1), 41–75. doi:[10.1207/s15328007sem1201_3](https://doi.org/10.1207/s15328007sem1201_3)
- Bentler, P. M., & Bonett, D. G. (1980). Significance tests and goodness of fit in the analysis of covariance structures. *Psychological Bulletin*, 88(3), 588–606. doi:[10.1037//0033-2909.88.3.588](https://doi.org/10.1037//0033-2909.88.3.588)
- Berg, J. M., Wrzesniewski, A., & Dutton, J. E. (2010). Perceiving and responding to challenges in job crafting at different ranks: When proactivity requires adaptivity. *Journal of Organizational Behavior*, 31(2-3), 158–186. doi:[10.1002/job.645](https://doi.org/10.1002/job.645)
- Bissing-Olson, M. J., Iyer, A., Fielding, K. S., & Zacher, H. (2013). Relationships between daily affect and pro-environmental behavior at work: The moderating role of pro-environmental attitude. *Journal of Organizational Behavior*, 34(2), 156–175. doi:[10.1002/job.1788](https://doi.org/10.1002/job.1788)
- Blau, P. (1964). *Exchange and power in social life*. New York, NY: Wiley.
- Blok, V., Wesselink, R., Studynka, O., & Kemp, R. (2015). Encouraging sustainability in the workplace: A survey on the pro-environmental behaviour of university employees. *Journal of Cleaner Production*, 106, 55–67. doi:[10.1016/j.jclepro.2014.07.063](https://doi.org/10.1016/j.jclepro.2014.07.063)
- Bordia, P., Restubog, S. L. D., Bordia, S., & Tang, R. L. (2017). Effects of resource availability on social exchange relationships: The case of employee psychological contract obligations. *Journal of Management*, 43(5), 1447–1471. doi:[10.1177/0149206314556317](https://doi.org/10.1177/0149206314556317)
- Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of Business Ethics*, 109(4), 431–445. doi:[10.1007/s10551-011-1138-9](https://doi.org/10.1007/s10551-011-1138-9)
- Chan, E. S., Hon, A. H., Chan, W., & Okumus, F. (2014). What drives employees' intentions to implement green practices in hotels? The role of knowledge, awareness, concern and ecological behaviour. *International Journal of Hospitality Management*, 40, 20–28. doi:[10.1016/j.ijhm.2014.03.001](https://doi.org/10.1016/j.ijhm.2014.03.001)
- Chou, C. J. (2014). Hotels' environmental policies and employee personal environmental beliefs: Interactions and outcomes. *Tourism Management*, 40, 436–446. doi:[10.1016/j.tourman.2013.08.001](https://doi.org/10.1016/j.tourman.2013.08.001)
- Chun, J. S., Shin, Y., Choi, J. N., & Kim, M. S. (2013). How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behavior. *Journal of Management*, 39(4), 853–877. doi:[10.1177/0149206311419662](https://doi.org/10.1177/0149206311419662)
- Cialdini, R. B., Reno, R. R., & Kallgren, C. A. (1990). A focus theory of normative conduct: recycling the concept of norms to reduce littering in public places. *Journal of Personality and Social Psychology*, 58(6), 1015–1026. doi: [10.1037//0022-3514.58.6.1015](https://doi.org/10.1037//0022-3514.58.6.1015)
- Ciocirlan, C. E. (2017). Environmental workplace behaviors: Definition matters. *Organization & Environment*, 30(1), 51–70. doi:[10.1177/1086026615628036](https://doi.org/10.1177/1086026615628036)
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd ed.). Mahwah, NJ: Lawrence Erlbaum.
- Daily, B. F., Bishop, J. W., & Govindarajulu, N. (2009). A conceptual model for organizational citizenship behavior directed toward the environment. *Business & Society*, 48(2), 243–256. doi:[10.1177/0007650308315439](https://doi.org/10.1177/0007650308315439)
- Den Hartog, D. N., Boon, C., Verburg, R. M., & Croon, M. A. (2013). HRM, communication, satisfaction, and perceived performance: A cross-level test. *Journal of Management*, 39(6), 1637–1665. doi:[10.1177/0149206312440118](https://doi.org/10.1177/0149206312440118)

- Diamantopoulos, A., & Siguaw, J. A. (2006). Formative versus reflective indicators in organizational measure development: A comparison and empirical illustration. *British Journal of Management*, 17(4), 263–282. doi:10.1111/j.1467-8551.2006.00500.x
- Dong, Y., Bartol, K. M., Zhang, Z. X., & Li, C. (2017). Enhancing employee creativity via individual skill development and team knowledge sharing: Influences of dual-focused transformational leadership. *Journal of Organizational Behavior*, 38(3), 439–458. doi:10.1002/job.2134
- Dong, Y., Liao, H., Chuang, A., Zhou, J., & Campbell, E. M. (2015). Fostering employee service creativity: Joint effects of customer empowering behaviors and supervisory empowering leadership. *Journal of Applied Psychology*, 100(5), 1364–1380. doi:10.1037/a0038969
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management*, 56(4), 613–627. doi:10.1002/hrm.21792
- Edwards, J. R., & Lambert, L. S. (2007). Methods for integrating moderation and mediation: A general analytical framework using moderated path analysis. *Psychological Methods*, 12(1), 1–22. doi:10.1037/1082-989X.12.1.1
- Ehrhart, M. G. (2004). Leadership and procedural justice climate as antecedents of unit-level organizational citizenship behavior. *Personnel Psychology*, 57(1), 61–94. doi:10.1111/j.1744-6570.2004.tb02484.x
- Elbanna, S., Child, J., & Dayan, M. (2013). A model of antecedents and consequences of intuition in strategic decision-making: Evidence from Egypt. *Long Range Planning*, 46(1-2), 149–176. doi:10.1016/j.lrp.2012.09.007
- Fernández, E., Junquera, B., & Ordiz, M. (2003). Organizational culture and human resources in the environmental issue: A review of the literature. *International Journal of Human Resource Management*, 14(4), 634–656. doi:10.1080/0958519032000057628
- Festinger, L. (1954). A theory of social comparison processes. *Human Relations*, 7(2), 117–140. doi:10.1177/001872675400700202
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable and measurement errors. *Journal of Marketing Research*, 18(1), 39–50. doi:10.1177/002224378101800104
- Gkorezis, P. (2015). Supervisor support and pro-environmental behavior: The mediating role of LMX. *Management Decision*, 53(5), 1045–1060. doi:10.1108/MD-06-2014-0370
- Gong, B., Greenwood, R. A., Hoyte, D., Ramkissoon, A., & He, X. (2018). Millennials and organizational citizenship behavior: The role of job crafting and career anchor on service. *Management Research Review*, 41(7), 774–788. doi:10.1108/MRR-05-2016-0121
- Gordon, H. J., Demerouti, E., Le Blanc, P. M., & Bipp, T. (2015). Job crafting and performance of Dutch and American health care professionals. *Journal of Personnel Psychology*, 14(4), 192–202. doi:10.1027/1866-5888/a000138
- Greenleaf, R. K. (1970). *The servant as leader*. Newton Centre, MA: The Robert K. Greenleaf Center.
- Groen, B. A., Wilderom, C. P., & Wouters, M. J. (2017). High job performance through co-developing performance measures with employees. *Human Resource Management*, 56(1), 111–132. doi:10.1002/hrm.21762
- Guan, X., & Frenkel, S. (2018). How HR practice, work engagement and job crafting influence employee performance. *Chinese Management Studies*, 12(3), 591–607. doi:10.1108/CMS-11-2017-0328
- Guerci, M., & Carollo, L. (2016). A paradox view on green human resource management: Insights from the Italian context. *The International Journal of Human Resource Management*, 27(2), 212–238. doi:10.1080/09585192.2015.1033641
- Hair, J., Black, W., Babin, B., & Anderson, R. (2010). *Multivariate data analysis*. (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the “COR” understanding the role. *Of Resources in Conservation of Resources Theory*. *Journal of Management*, 40(5), 1334–1364. doi:10.1177/0149206314527130
- Halbesleben, J. R., & Wheeler, A. R. (2015). To invest or not? The role of coworker support and trust in daily reciprocal gain spirals of helping behavior. *Journal of Management*, 41(6), 1628–1650. doi:10.1177/0149206312455246
- Haugh, H. M., & Talwar, A. (2010). How do corporations embed sustainability across the organization? *Academy of Management Learning & Education*, 9(3), 384–396. doi:10.5465/AMLE.2010.53791822
- Hirst, G., Van Knippenberg, D., & Zhou, J. (2009). A cross-level perspective on employee creativity: Goal orientation, team learning behavior, and individual creativity. *Academy of Management Journal*, 52(2), 280–293. doi:10.5465/amj.2009.37308035
- Hobfoll, S. E. (1988). *The ecology of stress*. New York: Hemisphere.
- Hobfoll, S. E. (2001). The influence of culture, community, and the nested-self in the stress process: Advancing conservation of resources theory. *Applied Psychology*, 50(3), 337–421. doi:10.1111/1464-0597.00062
- Hobfoll, S. E. (2011). Conservation of resource caravans and engaged settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116–122. doi:10.1111/j.2044-8325.2010.02016.x
- Hobfoll, S. E., & Shirom, A. (2001). Conservation of resources theory: Applications to stress and management in the workplace. In R. T. Golembiewski (Ed.), *Handbook of organization behavior* (pp. 57–81). New York, NY: Dekker.

- Hon, A. H., & Lui, S. S. (2016). Employee creativity and innovation in organizations: Review, integration, and future directions for. *International Journal of Contemporary Hospitality Management*, 28(5), 862–885. doi:10.1108/IJCHM-09-2014-0454
- Hox, J. J., & Maas, C. J. (2001). The accuracy of multilevel structural equation modeling with pseudobalanced groups and small samples. *Structural Equation Modeling*, 8(2), 157–174. doi:10.1207/S15328007SEM0802_1
- Hsieh, Y. C. (2012). Hotel companies' environmental policies and practices: A content analysis of their web pages. *International Journal of Contemporary Hospitality Management*, 24(1), 97–121. doi:10.1108/095961112
- Jabbour, C. J. C., & Santos, F. C. A. (2008). Relationships between human resource dimensions and environmental management in companies: Proposal of a model. *Journal of Cleaner Production*, 16(1), 51–58. doi:10.1016/j.jclepro.2006.07.025
- Jabbour, C. J. C., de Sousa Jabbour, A. B. L., Govindan, K., Teixeira, A. A., & de Souza Freitas, W. R. (2013). Environmental management and operational performance in automotive companies in Brazil: The role of human resource management and lean manufacturing. *Journal of Cleaner Production*, 47, 129–140. doi:10.1016/j.jclepro.2012.07.010
- James, L. R., Demaree, R. G., & Wolf, G. (1984). Estimating within-group interrater reliability with and without response bias. *Journal of Applied Psychology*, 69(1), 85–98. doi:10.1037//0021-9010.69.1.85
- Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The continuous mediating effects of GHRM on employees' green passion via transformational leadership and green creativity. *Sustainability*, 10(9), 3237–3254. doi:10.3390/su10093237
- Karakas, F., & Sarigollu, E. (2013). The role of leadership in creating virtuous and compassionate organizations: Narratives of benevolent leadership in an Anatolian tiger. *Journal of Business Ethics*, 113(4), 663–678. doi:10.1007/s10551-013-1691-5
- Kim, A., Kim, Y., Han, K., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management*, 43(5), 1335–1358. doi:10.1177/0149206314547386
- Klein, K. J., Bliese, P. D., Kozlowski, S. W. J., Dansereau, F., Gavin, M. B., Griffin, M., & Bligh, M. C. (2000). Multilevel analytical techniques: Commonalities, differences, and continuing questions. In K.J. Klein, & S.W.J. Kozlowski (Eds.), *Multilevel theory, research, and methods in organizations: foundations, extensions, and new directions* (pp. 512–553). San Francisco, CA: Jossey-Bass.
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069–1089. doi:10.1080/09585192.2013.816863
- Kuenzi, M., & Schminke, M. (2009). Assembling fragments into a lens: A review, critique, and proposed research agenda for the organizational work climate literature. *Journal of Management*, 35(3), 634–717. doi:10.1177/0149206308330559
- Kura, K. M. (2016). Linking environmentally specific transformational leadership and environmental concern to green behaviour at work. *Global Business Review*, 17(3_suppl), 15–145. doi:10.1177/0972150916631069
- Lamm, E., Tosti-Kharas, J., & King, C. E. (2015). Empowering employee sustainability: Perceived organizational support toward the environment. *Journal of Business Ethics*, 128(1), 207–220. doi:10.1007/s10551-014-2093-z
- Lamm, E., Tosti-Kharas, J., & Williams, E. G. (2013). Read this article, but don't print it: Organizational citizenship behavior toward the environment. *Group & Organization Management*, 38(2), 163–197. doi:10.1177/1059601112475210
- Le, H., Polonsky, M., & Arambewela, R. (2015). Social inclusion through cultural engagement among ethnic communities. *Journal of Hospitality Marketing & Management*, 24(4), 375–400. doi:10.1080/19368623.2014.911714
- Lenzen, M., Sun, Y. Y., Faturay, F., Ting, Y. P., Geschke, A., & Malik, A. (2018). The carbon footprint of global tourism. *Nature Climate Change*, 8(6), 522. doi:10.1038/s41558-018-0141-x
- Lepak, D. P., & Boswell, W. (2012). Strategic HRM and employee organizational relationship (EOR). In L. M. Shore, J. Coyle-Shapiro, & L. Tetrick (Eds.), *The employee-organization relationship: Applications for the 21st century* (pp. 455–483). New York, NY: Routledge.
- Liao, H., Toya, K., Lepak, D. P., & Hong, Y. (2009). Do they see eye to eye? Management and employee perspectives of high-performance work systems and influence processes on service quality. *Journal of Applied Psychology*, 94(2), 371–391. doi:10.1037/a0013504
- Liden, R. C., Wayne, S. J., Liao, C., & Meuser, J. D. (2014). Servant leadership and serving culture: Influence on individual and unit performance. *Academy of Management Journal*, 57(5), 1434–1452. doi:10.5465/amj.2013.0034
- Liden, R. C., Wayne, S. J., Zhao, H., & Henderson, D. (2008). Servant leadership: Development of a multidimensional measure and multi-level assessment. *The Leadership Quarterly*, 19(2), 161–177. doi:10.1016/j.leaqua.2008.01.006
- Lindell, M. K., & Whitney, D. J. (2001). Accounting for common method variance in cross-sectional research designs. *Journal of Applied Psychology*, 86(1), 114–121. doi:10.1037//0021-9010.86.1.114
- Luu, T. T. (2014). Knowledge sharing and competitive intelligence. *Marketing Intelligence & Planning*, 32(3), 269–292. doi:10.1108/MIP-05-2013-0077
- Luu, T. T. (2017a). HR flexibility and job crafting in public organizations: The roles of knowledge sharing and public service motivation. *Group & Organization Management*, in press.

- Luu, T. T. (2017b). Collective job crafting and team service recovery performance: A moderated mediation mechanism. *Marketing Intelligence & Planning*, 35(5), 641–656. doi:10.1108/MIP-02-2017-0025
- Luu, T. T. (2017c). CSR and organizational citizenship behavior for the environment in hotel industry: The moderating roles of corporate entrepreneurship and employee attachment style. *International Journal of Contemporary Hospitality Management*, 29(11), 2867–2900. doi:10.1108/IJCHM-02-2016-0080
- Luu, T. T. (2018). Activating tourists' citizenship behavior for the environment: The roles of CSR and frontline employees' citizenship behavior for the environment. *Journal of Sustainable Tourism*, 26(7), 1178–1203.
- Ma, Z., Long, L., Zhang, Y., Zhang, J., & Lam, C. K. (2017). Why do high-performance human resource practices matter for team creativity? The mediating role of collective efficacy and knowledge sharing. *Asia Pacific Journal of Management*, 34(3), 565–586. doi:10.1007/s10490-017-9508-1
- Manika, D., Wells, V. K., Gregory-Smith, D., & Gentry, M. (2015). The impact of individual attitudinal and organisational variables on workplace environmentally friendly behaviours. *Journal of Business Ethics*, 126(4), 663–684. doi:10.1007/s10551-013-1978-6
- Marescaux, E., De Winne, S., & Forrier, A. (2017). Developmental HRM, employee well-being and performance: The moderating role of developing leadership. *European Management Review*, in press.
- McBride, J. (2008). The limits of high performance work systems in unionised craft-based work settings. *New Technology, Work and Employment*, 23(3), 213–228. doi:10.1111/j.1468-005X.2008.00214.x
- McNeish, D. M., & Harring, J. R. (2017). Clustered data with small sample sizes: Comparing the performance of model-based and design-based approaches. *Communications in Statistics-Simulation and Computation*, 46(2), 855–869.
- Meijerink, J., Bos-Nehles, A., & de Leede, J. (2018). How employees' pro-activity translates high-commitment HRM systems into work engagement: The mediating role of job crafting. *The International Journal of Human Resource Management*, in press. doi:10.1080/09585192.2018.1475402
- Moxen, J., & Strachan, P. (Eds.) (2017). *Managing green teams: environmental change in organisations and networks* (2nd ed.). New York, NY: Routledge.
- Neves, P., Almeida, P., & Velez, M. J. (2018). Reducing intentions to resist future change: Combined effects of commitment-based HR practices and ethical leadership. *Human Resource Management*, 57(1), 249–261. doi:10.1002/hrm.21830
- Newman, A., Miao, Q., Hofman, P. S., & Zhu, C. J. (2016). The impact of socially responsible human resource management on employees' organizational citizenship behaviour: the mediating role of organizational identification. *The International Journal of Human Resource Management*, 27(4), 440–455. doi:10.1080/09585192.2015.1042895
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 28(1), 103–125. doi:10.1177/1086026615575773
- Norton, T. A., Zacher, H., & Ashkanasy, N. M. (2014). Organisational sustainability policies and employee green behaviour: The mediating role of work climate perceptions. *Journal of Environmental Psychology*, 38, 49–54. doi:10.1016/j.jenvp.2013.12.008
- Oke, A., Walumbwa, F. O., & Myers, A. (2012). Innovation strategy, human resource policy, and firms' revenue growth: The roles of environmental uncertainty and innovation performance. *Decision Sciences*, 43(2), 273–302. doi:10.1111/j.1540-5915.2011.00350.x
- Opute, A. P., & Madichie, N. O. (2017). Accounting-marketing integration dimensions and antecedents: Insights from a frontier market. *Journal of Business & Industrial Marketing*, 32(8), 1144–1158.
- Ostroff, C., & Bowen, D. E. (2016). Reflections on the 2014 decade award: Is there strength in the construct of HR system strength? *Academy of Management Review*, 41(2), 196–214. doi:10.5465/amr.2015.0323
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121(3), 451–466. doi:10.1007/s10551-013-1732-0
- Paillé, P., & Mejía-Morelos, J. H. (2014). Antecedents of pro-environmental behaviours at work: The moderating influence of psychological contract breach. *Journal of Environmental Psychology*, 38, 124–131. doi:10.1016/j.jenvp.2014.01.004
- Paillé, P., Mejía-Morelos, J. H., Marché-Paillé, A., Chen, C. C., & Chen, Y. (2016). Corporate greening, exchange process among co-workers, and ethics of care: An empirical study on the determinants of pro-environmental behaviours at coworkers-level. *Journal of Business Ethics*, 136(3), 655–673. doi:10.1007/s10551-015-2537-0
- Paillé, P., & Raineri, N. (2015). Linking perceived corporate environmental policies and employees eco-initiatives: The influence of perceived organizational support and psychological contract breach. *Journal of Business Research*, 68(11), 2404–2411. doi:10.1016/j.jbusres.2015.02.021
- Pless, N. M., Maak, T., & Stahl, G. K. (2012). Promoting corporate social responsibility and sustainable development through management development: What can be learned from international service learning programs?. *Human Resource Management*, 51(6), 873–904. doi:10.1002/hrm.21506
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63(1), 539–569. doi:10.1146/annurev-psy-120710-100452

- Preacher, K. J., Curran, P. J., & Bauer, D. J. (2006). Computational tools for probing interactions in multiple linear regression, multilevel modeling, and latent curve analysis. *Journal of Educational and Behavioral Statistics*, 31(4), 437–448. doi:10.3102/10769986031004437
- Preacher, K. J., Rucker, D. D., & Hayes, A. F. (2007). Addressing moderated mediation hypotheses: Theory, methods, and prescriptions. *Multivariate Behavioral Research*, 42(1), 185–227. doi:10.1080/00273170701341316
- Preacher, K. J., Zyphur, M. J., & Zhang, Z. (2010). A general multilevel SEM framework for assessing multilevel mediation. *Psychological Methods*, 15(3), 209–233. doi:10.1037/a0020141
- Raineri, A. (2017). Linking human resources practices with performance: The simultaneous mediation of collective affective commitment and human capital. *The International Journal of Human Resource Management*, 28(22), 3149–3178. doi:10.1080/09585192.2016.1155163
- Ramus, C. A., & Steger, U. (2000). The roles of supervisory support behaviors and environmental policy in employee “Ecoinitiatives” at leading-edge European companies. *Academy of Management Journal*, 43(4), 605–626. doi:10.2307/1556357
- Ren, S., Tang, G., & Jackson, S. E. (2018). Green human resource management research in emergence: A review and future directions. *Asia Pacific Journal of Management*, 35(3), 769–803.
- Renwick, D. W. S., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International Journal of Management Reviews*, 15(1), 1–14. doi:10.1111/j.1468-2370.2011.00328.x
- Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders’ influence on employees’ pro-environmental behaviors. *Journal of Organizational Behavior*, 34(2), 176–194. doi:10.1002/job.1820
- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in Organizational Behavior*, 30(1), 91–127. doi:10.1016/j.riob.2010.09.001
- Saunders, M., Lewis, P., & Thornhill, A. (2013). *Research methods for business students* (6th ed.). Harlow: Pearson.
- Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods*, 6(2), 169–215. doi:10.1177/1094428103251542
- Schaubroeck, J., Lam, S. S., & Peng, A. C. (2011). Cognition-based and affect-based trust as mediators of leader behavior influences on team performance. *Journal of Applied Psychology*, 96(4), 863. doi:10.1037/a0022625
- Shrout, P. E., & Bolger, N. (2002). Mediation in experimental and nonexperimental studies: New procedures and recommendations. *Psychological Methods*, 7(4), 422–445. doi:10.1037//1082-989X.7.4.422
- Siemsen, E., Roth, A., & Oliveira, P. (2010). Common method bias in regression models with linear, quadratic, and interaction effects. *Organizational Research Methods*, 13(3), 456–476. doi:10.1177/1094428109351241
- Siponen, M., Mahmood, M. A., & Pahlila, S. (2014). Employees’ adherence to information security policies: An exploratory field study. *Information & Management*, 51(2), 217–224. doi:10.1016/j.im.2013.08.006
- Spanjol, J., Tam, L., & Tam, V. (2015). Employer–employee congruence in environmental values: An exploration of effects on job satisfaction and creativity. *Journal of Business Ethics*, 130(1), 117–130. doi:10.1007/s10551-014-2208-6
- Steg, L., & Vlek, C. (2009). Encouraging pro-environmental behaviour: An integrative review and research agenda. *Journal of Environmental Psychology*, 29(3), 309–317. doi:10.1016/j.jenvp.2008.10.004
- Stewart, G. L., Fulmer, I. S., & Barrick, M. R. (2005). An exploration of member roles as a multilevel linking mechanism for individual traits and team outcomes. *Personnel Psychology*, 58(2), 343–365. doi:10.1111/j.1744-6570.2005.00480.x
- Stoverink, A. C., Chiaburu, D. S., Li, N., & Zheng, X. (2018). Supporting team citizenship: The influence of team social resources on team-level affiliation-oriented and challenge-oriented behaviour. *Human Resource Management Journal*, 28(2), 201–215.
- Tang, G., Chen, Y., Jiang, Y., Paillé, P., & Jia, J. (2018). Green human resource management practices: Scale development and validity. *Asia Pacific Journal of Human Resources*, 56(1), 31–55. doi:10.1111/1744-7941.12147
- Tang, T. W., & Tang, Y. Y. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*, 31(3), 885–895. doi:10.1016/j.ijhm.2011.10.007
- Tariq, S., Jan, F. A., & Ahmad, M. S. (2016). Green employee empowerment: A systematic literature review on state-of-art in green human resource management. *Quality & Quantity*, 50(1), 237–269. doi:10.1007/s11135-014-0146-0
- Temminck, E., Mearns, K., & Fruhen, L. (2015). Motivating employees towards sustainable behaviour. *Business Strategy and the Environment*, 24(6), 402–412. doi:10.1002/bse.1827
- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80(1), 173–186. doi:10.1016/j.jvb.2011.05.009
- Tims, M., Bakker, A. B., Derks, D., & van Rhenen, W. (2013). Job crafting at the team and individual level: Implications for work engagement and performance. *Group & Organization Management*, 38(4), 427–454. doi:10.1177/1059601113492421
- Van Dierendonck, D. (2011). Servant leadership: A review and synthesis. *Journal of Management*, 37(4), 1228–1261. doi:10.1177/0149206310380462
- Wang, X. H. F., & Howell, J. M. (2010). Exploring the dual-level effects of transformational leadership on followers. *Journal of Applied Psychology*, 95(6), 1134–1144. doi:10.1037/a0020754

- Whittington, J. L. (2017). Creating a positive organization through servant leadership. In C.J. Davis (Ed.), *Servant Leadership and Followership* (pp. 51–79). Heidelberg, Berlin: Springer.
- Wright, P. M., & Boswell, W. R. (2002). Desegregating HRM: A review and synthesis of micro and macro human resource management research. *Journal of Management*, 28(3), 247–276. doi:[10.1016/S0149-2063\(02\)00128-9](https://doi.org/10.1016/S0149-2063(02)00128-9)
- Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26(2), 179–201. doi:[10.2307/259118](https://doi.org/10.2307/259118)
- Wu, C. H., & Parker, S. K. (2017). The role of leader support in facilitating proactive work behavior a perspective from attachment theory. *Journal of Management*, 43(4), 1025–1049. doi:[10.1177/0149206314544745](https://doi.org/10.1177/0149206314544745)
- Yusoff, Y. M., & Nejati, M. (2018). A conceptual model of green hrM adoption towards sustainability in hospitality industry. In Quoquab, F., Thurasamy, R., & Mohammad, J. (Eds.), *Driving green consumerism through strategic sustainability marketing* (pp. 229–250). Hershey, PA: IGI Global.
- Zhang, J., Chen, Y., & Liu, J. (2016, January). Ethical leadership and OCBE: The influence of prosocial motivation and self accountability. In J. Humphreys (Ed.), *Academy of management proceedings (Meeting Abstract Supplement)* (vol. 2016, No. 1; p. 15588). Briarcliff Manor, NY: Academy of Management. doi:[10.5465/ambpp.2016.15588abstract](https://doi.org/10.5465/ambpp.2016.15588abstract)
- Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: A UK survey. *The International Journal of Human Resource Management*, 26(16), 2121–2142. doi:[10.1080/09585192.2014.972429](https://doi.org/10.1080/09585192.2014.972429)
- Zientara, P., & Zamojska, A. (2018). Green organizational climates and employee pro-environmental behaviour in the hotel industry. *Journal of Sustainable Tourism*, 26(7), 1142–1159. doi:[10.1080/09669582.2016.1206554](https://doi.org/10.1080/09669582.2016.1206554)