

Proliferating green innovative work behavior through green organizational culture: Mediating role of green ambidexterity and values in the hospitality context

Abstract

The present research aims to outspread our understanding of how green organizational culture affects green innovative work behaviors via employee green values and green ambidexterity – an underexplored mechanism in hospitality organizations. We leveraged the social information processing theory and the supplies-values fit theory to test the hypothesis from the data obtained from 306 hotel employees in the USA through the Prolific Academic platform. The data was analyzed using PLS-SEM. The results revealed no significant association between green organizational culture and green innovative work behavior. Employee green values and green ambidexterity depicted significant mediating effects on the association between green organizational culture and green innovative work behavior. Our results imply a significant understanding of the development of theoretical knowledge and a real application of green organizational culture and green innovative work behavior.

Keywords: Green organizational culture, Green innovative work behavior, Employee green values, Green ambidexterity, Innovation, Supplies-values fit theory.

Introduction

As more and more reports emerge about the damaging practices of the hospitality sector towards the environment (Bani-Melhem et al., 2022), for instance, enormously using resources, waste or surplus, sound pollution, and ecological disruption, these organizations are gradually facing both societal and legal compulsions to be green in their processes (Haldorai et al., 2022; Kim et al., 2020; Okumus et al., 2020; Yu et al., 2017). The tourism and hospitality industry's role in the service sector contributes to environmental conservation alongside its expansion (Lenzen et al., 2018). As a result, hospitality and tourism organizations face increasing pressure to adopt green practices across their operations and to provide eco-friendly products (Tuan, 2017, 2020). Consequently, the hospitality industry views the creative actions of employees as a crucial resource for managing sustainable business practices, products, and services that address environmental challenges (Darvishmotevali et al., 2020; Mejia, 2019). Consequently, several hotels have initiated the adoption of policies for ecological innovation (Lee et al., 2010). Such policies positively influence organizational performance, like market growth and

investment returns (Wijethilake et al., 2018). Greening the workforce is a challenge linked with the effective implementation of environmental management activities, as employees are leading in bringing up valuable ideas that reinforce the environmental policy of the organizations (Ren & Jackson, 2020; Ren et al., 2018; Wiesner et al., 2018). Employees' green innovative work behavior (GIWB) is labeled as creating and applying innovative and valuable notions that have an ecologically friendly effect on organizations' products, services, procedures, and initiatives (Chen & Chang, 2013); it seems to be a crucial basis to achieve green goals of the hospitality organizations (Kalyar et al., 2021). Innovative behavior, in general, as a crucial contributor to the success of hotel organizations, has been well acclaimed (Chou et al., 2012; Chang et al., 2011). Nonetheless, we cannot disregard the challenges employees face when involved in organizational greening and the significance of GHRM practices in the hospitality sector, facilitating building the perception and involvement of the human capital in eco-friendly behavior to augment environmental performance (Tanveer et al., 2024). Furthermore, formal organizational documentation and policies on GHRM are lacking, thus making it challenging to foster pro-environmental behaviors among employees. Moreover, the support of top management and shared learning across functions are vital to enable green behaviors among employees (Mishra, 2017). Besides, unwillingness to participate in environmentally friendly practices can be ascribed to challenging work environments, like low salaries, lack of work-life balance, emotional labor (Adekoya, 2022), etc.

Despite the projected benefits, green innovative behavior, green creativity, or task-related and proactive pro-environmental behavior as a concept remains obscure in the hospitality literature (Tandon et al., 2023; Karatepe et al., 2022; Bhutto et al., 2021). This obscurity is owing to the emphasis of research in hospitality and tourism either on environmental initiatives related to citizenship behaviors (Zhao & Zhou, 2021; Kim et al., 2020) or generic green behaviors (Okumus et al., 2019; Su & Swanson, 2019), however, GIWB has hardly been explored distinctly and separately (Luu, 2021). GIWB is a substitution for innovation with the intent of producing eco-friendly services with its roots in the concept of green organizational citizenship behavior (GOCB), consequently alleviating the harmful effects of the environment on the organization (Paillé & Raineri, 2015). Hence, organizations must produce green initiatives and initiate green creativity by combining their sustainability philosophy with creative outlooks (Karatepe et al., 2021; Aboramadan & Karatepe, 2021; Song & Yu, 2018).

Sustainability is entrenched in organizational procedures, as it reorients its ethos by emphasizing green initiatives and values. Porter et al., (2016) elucidate that organizational

culture (OC) plays a distinguishing role in the accomplishment of practices that are ecological and supportable, besides being considered significant in the hospitality sector to comprehend outcomes for individuals and organizations (Ali et al., 2019; Gray et al., 2000). Another important and related concept is the organizational climate (GOCL), which is a product of the interface among an organization's elements like culture, systems, structure, leader's behavior, and employees' emotional needs (Pareek, 1989). Organizational culture and climate, though interconnected, differ in how they affect employees' behaviors and perspectives. Organizational culture reflects the deeply rooted values, beliefs, and standards that evolve and shape the organization's enduring "identity." These elements create a stable framework that is slow to change (Schein, 2010). In contrast, organizational climate is more immediate and reflects the current "atmosphere" in the workplace, influenced by employees' perceptions of their work environment, leadership, and relationships. Unlike culture, climate is more dynamic, often shifting with changes in leadership, policies, or workplace events (Ostroff & Bowen, 2000). Culture and climate work in a complementary manner. A well-aligned culture can foster a supportive climate that reinforces cultural values, whereas misalignment between the two can cause employee dissatisfaction or confusion. For instance, if an organization's culture encourages innovation but the climate discourages risk-taking, employees may feel that stated values do not match reality (Kozlowski & Klein, 2000). Culture and climate influence how employees experience and interact within their workplace. Hence, if organizational culture promotes green behaviors, the organizational climate shall support and reinforce them with relevant information, policies, resources, and methods, and employee capabilities will be built through training.

Existent research suggests that green organizational culture (GOC) is a comparatively novel and scarcely explored notion (Afum et al., 2020). Nevertheless, there has been limited empirical research investigating GOC (for example, Ahmed et al., 2021b; Al-Swidi et al., 2021; Wang, 2019), and still, it remains in the evolving phase. OC denotes shared psychological beliefs (Ravasi & Schultz, 2006), emblems, ceremonies, and common customs (Deal and Kennedy, 1992) that oversee behavior in the organization. Consequently, GOC has been referred to as the standards and principles that lead various initiatives by organizations toward becoming eco-friendly (Afum et al., 2020). When the entire organization embraces green initiatives, it leads to the transition of OC to GOC. GOC has been established to upsurge efficiency, grow a positive brand image as an employer (Leonidou et al., 2015), augment creativity and innovation (Gürlek & Tuna, 2018; Yang et al., 2017), and is a source of edge over competitors for the organization (Banerjee, 2002). While scholarly investigations into

GOC and GIWB are advancing, it remains an evolving arena limited by a substantial knowledge deficit, three of which we recognize as inspirations for the study.

First, the prior research recognized that GIWB is contingent on various factors, like individual and organizational antecedents. For instance, inclusive leadership (Bhutto et al., 2021), environmentally specific servant leadership (Tuan, 2020), and green transformational leadership (Mittal & Dhar, 2016) are the main organizational components that might support to encourage employees creatively and innovatively to manage environmental challenges at the workplace. Furthermore, employees' green creativity might also be influenced by employees' environmental attitudes or passion, i.e., individual factors (Jia et al., 2018). Previous studies have additionally established some more antecedents that might also affect the creative behavior of individuals, like the work setting and management ethics (Ahmed et al., 2021a; Li et al., 2020; Feng et al., 2018). However, the intricate and vital consequences of these factors on GIWB remain uncertain due to inadequate evidence. Notwithstanding the contributions of the researchers so far, we know relatively little about how GOC influences GIWB in the hotel sector. Hence, this study intends to fill this gap by examining the GOC as an antecedent of GIWB in the context of the hotel sector.

Second, there is limited understanding of the boundary conditions between Green Organizational Climate (GOC) and Green Individual Work Behavior (GIWB). In this study, employee green values (EGV) and green ambidexterity (GA) are examined as mediators. A meta-analysis by Gürlek and Koseoglu (2021) on the progression of green innovation in the hospitality industry analyzed 74 studies from 32 different journals. However, none of these studies investigated the relationship between GOC and GIWB or considered EGV and GA as mediating factors. According to the supply-values fit (SVF) theory, when there is alignment between an employee's personal values and those promoted by the organization, it results in positive workplace behaviors and attitudes (Edwards, 1996, 2007, p. 128). Previous research suggests that personal environmental values have a positive effect on individual environmentally friendly behavior (Andersson et al., 2005). Therefore, employees are more likely to be committed to achieving organizational objectives if their green values align with those of the organization (Kim et al., 2019). The SVF theory also posits that green HRM initiatives positively influence employees' green behavior, particularly when they hold strong green values (Edwards & Shipp, 2007). Additionally, individual green values enhance the relationship between green human resource management practices and environmental concern (Gilal et al., 2019). However, none of the research has considered the impact of EGV on the

association between GOC and GIWB. Hence, we propose that EGV as a mediating variable between GOC and GIWB will bridge a critical research gap.

Organizations must continually articulate and implement green innovation strategies to enhance sustainability, as environmental considerations are the top priority for them, for example, energy conservation, preventing pollution, and improvement of environmental quality (Wang et al., 2021b). Therefore, organizations are inclined to be involved in concurrent exploitative green innovation (ELGI) and exploratory green innovations (ERGI), which is denoted as green ambidexterity (GA) or ambidextrous innovation. Thereby effectively dealing with environmental threats, consequently leading to a competitive advantage, higher performance, augmenting the green image, gaining customer appreciation, and increasing the market reach (Asiaei et al., 2023; Singh et al., 2022; Wang et al., 2020). Organizations with ambidexterity can effectively utilize and examine their knowledge while responding to external environmental changes (Lin & Ho, 2016). ELGI implies the utilization of prevailing information, capabilities, and methods about the environment to encourage current green plans and products (Chen et al., 2014). In contrast, ERGI implies novel information, understanding, and aptitudes about the environment to form innovative green products and markets (Wang et al., 2020).

Chen et al., (2020) and Roscoe et al., (2019) suggested that to inspire employees to undertake green innovation, GOC is crucial for organizations. Furthermore, extant research established that OC is a moderator enabling novelty (Gopalakrishnan & Zhang, 2017), ecological accomplishment (Dubey et al., 2017), and ecological planning (Dai et al., 2018). However, petite studies in the environmental management context investigate how GOC influences green innovation (Wang, 2019; Chen et al., 2020). Furthermore, comparatively, numerous studies focus on the extrinsic aspects impacting green innovation than intrinsic aspects of the organization (Song & Yu, 2018; Ford et al., 2014; Lin et al., 2013), like GOC. Hence, the present study examines GA's mediating effect on the association between GOC and GIWB. Therefore, outspreading extant literature and answering the calls for future study, this study proposes to investigate the mediating mechanism of EGV on the GOC and GIWB association and GA on the GOC and GIWB association.

Third, it is observed that the inclination of existing studies on green literature related to employee creative or innovative behavior is more towards developing nations like India (e.g., Mittal and Dhar, 2016), China (Su & Swanson, 2019; Wang et al., 2021a), Pakistan (Munawar et al., 2022), whereas insights related to developed countries are sparse (Cho & Yoo, 2021; Bani-Melhem et al., 2022). Furthermore, lagging its peers, according to the Environmental

Performance Index (EPI) 2022, out of 22 affluent democracies in the Global West, the United States is positioned 20th and globally 43rd (Wolf et al., 2022). This comparatively low position echoes the repeal of environmental protection policies and initiatives. Especially its discontinuation from the Paris Climate Agreement and debilitated methane emissions guidelines envisioned that while many of its peers in the developed nations endorsed strategies to lessen their greenhouse gas emissions meaningfully, the United States lost valuable time to alleviate climate change (Wolf et al., 2022). Additionally, the EPI 2022 predicts that over 50% of remaining global greenhouse gas emissions in 2050, if the present trends continue, will be accounted for by 4 countries, namely, the USA, China, India, and Russia (Wolf et al., 2022). To test the study's research model, data will be gathered from individuals employed in hotels in the USA. This strengthens the research gap by focusing on understanding GOC and GIWB in a developed country, i.e., the USA, in our context.

Drawing from variables and results offered by the extended literature on sustainability, we recognize green organization culture (GOC), green ambidexterity (GA), exploitative green innovation (ELGI), exploratory green innovations (ERGI), employee green values (EGV), and green innovative work behaviors (GIWB) as the variables of interest in the present study. The present study intends to examine the role of EGV and GA as mediators in the association of GOC and GIWB of employees. We leverage the Social Information Processing (SIP) Theory and Supplies Value Fit (SVF) Theory to develop and test the hypothesized associations using SmartPLS on data from 306 hotel employees in the USA. The findings of our study offer three unique contributions to the existing literature, which are as follows: a) the present study contributes by extending the green behavior research in general and GIWB in specific and establishing the GOC as an antecedent of GIWB for the hospitality sector; b) the study offers a unique understanding by using the dual theoretic lenses of Social Information Processing and Supplies values fit theories to examine the study variables and expand the theoretical insights in GIWB research, and c) the study augments green behavior research by interpreting the parallel mediation, underlying the effect of GOC on GIWB.

Theoretical Background and Hypotheses Development

The present research aims to expand our understanding of how GOC affects GIWB via EGV and GA, which are underexplored mechanisms. To support our research standpoints, we evoke the Social Information Processing (SIP) Theory (Salancik & Pfeffer, 1978) and the

Supplies-values Fit (SVF) Theory (Edwards, 1996). Figure 1 illustrates the research model of the study.

Social Information Processing (SIP) Theory

The Social Information Processing theory advocates that the attitudes and behaviors of individuals are created following the social context in which they work (Salancik & Pfeffer, 1978). The SIP theory propagates that “individuals, as accommodative beings, adjust attitudes, beliefs, and behavior to their social environment” (Salancik & Pfeffer, 1978, p. 226). Hence, when employees notice their peers participating in environmentally friendly actions, they may be inclined to adopt similar green behaviors; this inclination often stems from social interactions with leaders or coworkers and the desire to fit in, build, or enhance social connections, such collective behaviors create a green workplace culture (Kim et al., 2017; Khan & Khan, 2022). SIP theory emphasizes how individuals regulate outlooks, values, attitudes, and goals to clarify how the work environment influences employees' rejoinders and work consequences (Yang & Li, 2023). The central idea is that individuals are highly accommodative beings that vigorously or submissively gather information about their environment and process it as per specific serialized processes regulating and controlling their attitudes and behavior. According to SIP theory, with the change in an organizational environment, employees will modify the way of information processing to adapt to their work motivation and behavior (Salancik & Pfeffer, 1978).

SIP theory can be valuable in the present study in investigating the role of Green Ambidexterity (GA) as a mediator in the association between GOC and GIWB. Based on SIP theory, we postulate that GOC offers social signals, examples to follow, positive reinforcement, and a unified perspective on sustainability. These elements collectively guide employees to adopt behaviors that align with the organization's environmental goals, motivating them to engage in exploratory and exploitative green practices. As a result, a GOC positively influences GA by creating an environment that supports continuous innovation and improvement in sustainable initiatives. Therefore, the study leverages SIP to advocate that in espousing and implementing GIWB and GA, employees may take cues available in their culture. Consequently, they experience a better sense of assimilation with the environmental performance ideas of their organizations (e.g., see He et al., 2021; Thabet et al., 2023; Veerasamy et al., 2023), thereby promoting GIWB and GA.

Supplies-values Fit Theory

Research affirmed two kinds of individuals– environment fit (Kristof, 1996), i.e., a) the demand–ability fit – which denotes the information, abilities, and resources needed by the environment, and b) the supply–value fit, which denotes the compatibility between desired work facets of an individual, wherein the resources that are offered by the work environment are referred as supplies (Edwards, 1996). The present study used the Supplies-values Fit (SVF) theory as the second unifying theory as it is more pertinent to EGV. SVF theory accentuates resemblances in the fundamental attributes between individuals and their work setting (Muchinsky & Monahan, 1987). SVF theory postulates that the congruence of an employee's personal values with those offered by the organization leads to positive workplace behaviors and attitudes (Edwards, 1996, 2007, p. 128). Consequently, based on Edwards' (1996) SVF theory, when an organization's offerings are valued by its employees, subsequently, they are keen to work to attain organizational goals as these align with their values. Hence, taking from the SVF theory (Edwards, 1996, 2007), the compatibility of organization and EGVs will sequentially lead employees to exhibit green workplace behaviors, i.e., GIWB. Therefore, we reason that GOC stimulates employees' GIWB via EGV as a mediator.

Hypotheses Development

Green Organizational Culture and Green Innovative Work Behaviour

Gürlek and Koseoglu (2021) found that the most prominent factor among the other drivers for green innovation was cultural factors. Researchers affirm GOC as one of the main components of green innovation (Gürlek & Koseoglu, 2021; Asadi et al., 2020; Gürlek & Tuna, 2018). Novel ideas and outlooks in the organization result from an environmentally focused cultural change, leading to the organization's sustainability (García-Machado & Martínez-Ávila, 2019). GOC not only emphasizes the ecological apprehensions of outside stakeholders but also echoes the active amalgamation of guidelines and ideals for better ecological accountability and sustenance of organizational procedures (Jiang et al., 2018), consequently driving engagement of employees in more green creative behavior (Meijerink et al., 2020).

SIP theory posits that employees interpret and adjust to their work settings by internalizing cues from leaders, peers, and organizational norms (Salancik & Pfeffer, 1978). This is especially relevant to green behavior, as studies suggest that employees who perceive

strong organizational support for sustainability tend to mirror these values. For instance, Renwick et al., (2013) noted that a green climate fosters environmentally friendly behavior through the norms and expectations prevalent in the organization. Taking cues from the SIP theory, individuals build their understanding and behavior grounded on information in their immediate social environment (Salancik & Pfeffer, 1978); consequently, employees will devote more energy to discretionary behaviors (Tandon et al., 2023; Mo et al., 2022; Zhu et al., 2021), bestowing to attaining the organization's sustainable goals. Research shows that green organizational culture has positively impacted employees' environmentally friendly behaviors and overall environmental performance (Al-Swidi et al., 2021). Furthermore, organizational culture positively influences innovative green behavior for employees of small and medium enterprises in Indonesia (Siswanti & Muafi, 2022). This suggests that a work culture centered on ecological values can encourage staff to adopt sustainable practices, improving organizational environmental outcomes. Hence, employees are more inclined to adopt eco-friendly behaviors when organizations foster a culture prioritizing corporate sustainability (Hooi et al., 2022). Leveraging SIP (Salancik & Pfeffer, 1978), individuals use cues in their organization's GOC to interpret conditions for innovative behaviors. SIP theory propagates that individuals are highly accommodative beings that vigorously or submissively gather information about their environment and process it as per specific serialized processes regulating and controlling their attitudes and behavior (Salancik & Pfeffer, 1978). Hence, taking cues from SIP theory, when GOC advocates pro-environmental values and practices, employees tend to take these cues, process them, and showcase attitudes and behaviors reflecting GIWB. Therefore, the following hypothesis:

H1: Green organizational culture has a positive association with green innovative work behavior

Green organizational Culture and employee green values

Our study focuses on EGV, which denotes the attributes of an individual that link to their values regarding the safeguarding and conservation of the ecosystem (De Groot & Steg, 2010). Researchers suggest the conception that GOC values impel organizations to assimilate green values into their procedures to create green products (Leonidou et al., 2015). The research observed that the psychological climate and employee green behavior relationship is reinforced when individuals are high on green values (Dumont et al., (2017). Furthermore, environmental (green) values are deemed to play a dominant role in influencing the environmental behaviors of employees (Chaudhary, 2020; Dumont et al., 2017; Vermeersch et al., 2016; Chou, 2014).

Consequently, based on Edwards' (1996) SVF theory, when an organization's offerings are valued by its employees, subsequently, they are keen to work to attain organizational goals as these align with their values. Hence, the following hypothesis:

H2a: Green organization culture has a positive association with employee green values

Employee Green Values and green innovative behavior

Human values, defined as the principles and desired end states that guide individual attitudes, emotions, and behaviors (Kasser, 2002), play a significant role in shaping environmental behaviors. Prior studies suggest that various human values influence the expression of environmental behaviors (Kothe et al., 2019; Ruepert et al., 2017; Tamar et al., 2020). Expanding on this research, our study focuses on employee green values, which employees see as essential for protecting the natural environment (Steg et al., 2014). However, limited research has explored the link between employees' green or environmental values and green creativity (Al-Hawari et al., 2021; AlSuwaidi et al., 2021). For instance, existing literature indicates that individuals with environmental values are more likely to engage in pro-environmental behaviors (Andersson et al., 2005; Chou, 2014). Consequently, green values can influence extra-role behaviors and the alignment between individual and organizational values, positively affecting the organization's green initiatives and practices (Cheema et al., 2020). Additionally, previous research highlights that employees' skills, values, motivation, and energy levels can enhance their green creativity (Ogbeibu et al., 2021; Wenjing et al., 2020). Moreover, green transformational leadership and a strong intrinsic motivation for environmental responsibility are vital in promoting employees' green creativity (Mittal & Dhar, 2016; Li et al., 2020; Zhang et al., 2020). Finally, creative behaviors are often strengthened in an environmentally focused task setting (Ogbeibu et al., 2020; Spanjol et al., 2015).

SVF theory postulates that the congruence of an employee's personal values with those offered by the organization leads to positive workplace behaviors and attitudes (Edwards, 1996, 2007, p. 128). Consequently, based on Edwards' (1996) SVF theory, when an organization's offerings are valued by its employees, subsequently, they are keen to work to attain organizational goals as these align with their values. Thus, employees with green values will be keen on engaging GIWB due to the congruity of individual and organizational environmental values of innovative work behaviors. Therefore, the following hypothesis:

H2b: Employee green values have a positive association with green innovative work behavior

Employee Green Values as a Mediator

In an organization's operating philosophy and behavior, organizational culture is vital in defining its employees' values, principles, behaviors, intellectual habits, and styles (Gopalakrishnan & Zhang, 2017; Dai et al., 2018). Organizations tend to resolve difficulties and orient their policies and behaviors with pro-environmental values as they adopt green culture (Li et al., 2011). To ensure that the behavior of employees is in harmony with organizational enterprises, a significant variable accountable is the culture (Chang & Lin, 2015). Organizational culture motivates employees to preserve the environment; as affirmed by research, the GOC inspires employees' beliefs and behavior toward environmental protection (Gürlek and Tuna, 2018). Consequently, employees feel more connected with environmental problems, as organizational culture inclines toward green culture.

This implies that when the values of both the organizations and individuals are aligned, employees tend to produce more green behaviors; based on this, we propose that GOC fosters GIWBs, which EGV strengthens. Like SVF theory (Edwards & Lambert, 2007) affirms that employees will display positive work attitudes and behaviors (which, based on the present study, is GIWBs) if values are congruent with the organizations. Thus, it is asserted that EGV mediates the association between GOC and GIWB. Hence, we hypothesize that:

H2c: Employee green values mediate the association between green organization culture and green innovative work behavior

Green organization culture and green ambidexterity

Organizations should concurrently involve ELGI and ERGI to meet the environmental challenges (Úbeda-García et al., 2022) leading to GA. GOC has a crucial role in GA as the Environmental organizational culture (EOC) or GOC comprises an organization's insights and principles for environmental safety. Organizational culture is a type of organizational resource that can support an organization's conduct of innovation (Matinaro & Liu, 2017) and hence leads to competitive advantage (Zhu et al., 2013). Gopalakrishnan and Zhang (2017) emphasized that the organizational culture moderates innovation, and organizations with a high level of EOC tend to facilitate both the ELGI and ERGI, i.e., the GA. Furthermore, researchers specify that an organization lacking effective measures, and a robust environmental culture cannot foster green innovation (Ali et al., 2021).

Culture has always been a fundamental force driving innovation (Naranjo-Valencia et al., 2016; Rezaei et al., 2018; Aboramadan et al., 2020; Lam et al., 2021). Organizational culture shapes employees' perceptions of innovation, leading them to view workplace processes and practices as promoting and reinforcing innovative behaviors (Szczepańska-Woszczyna, 2015; Shanker et al., 2017). SIP theory further supports the concept of green ambidexterity—balancing exploitation and exploration of green initiatives within an organization—suggesting that employees modify their behaviors based on environmental cues encouraging sustainable practices. For instance, Jabbour & Santos (2008) found that a green climate promoting both innovation and environmental standards can lead employees to adopt green ambidexterity, driven by their desire to meet organizational expectations. According to SIP theory, with the change in an organizational environment, employees will modify the way of information processing to adapt to their work motivation and behavior (Salancik & Pfeffer, 1978). Therefore, within a GOC, various social signals like communication, policies, and leadership behaviors emphasize the significance of sustainability. These signals convey to employees that environmental responsibility is a fundamental value, influencing their attitudes and motivating them to align their actions with sustainable objectives. This collective dedication to sustainability drives employees to participate in both green exploration (pursuing new, innovative solutions) and green exploitation (optimizing current eco-friendly practices). Hence, drawing on the SIP theory, employees process cues available in the organizational culture through shared assumptions, beliefs, values, practices, etc., on exploitative green innovation (ELGI) and exploratory green innovations (ERGI) and accordingly will involve themselves in GA. Therefore, the following hypotheses:

H3a: Green organization culture has a positive association with green ambidexterity

Green ambidexterity and green innovative work behavior

The relationship between GA and GIWB remains a largely unexplored area in the hospitality sector, with limited existing literature on this specific association. However, numerous studies have examined the link between innovation and performance, such as green innovation's impact on environmental performance (Rehman et al., 2021; Singh et al., 2020), corporate performance (Tang et al., 2018), and green performance (Sharma et al., 2021; Wang & Juo, 2021). Additionally, there is evidence of a connection between environmental innovation and overall performance (Carrion-Flores & Innes, 2010). Green innovation helps organizations gain a competitive advantage, protect the natural environment, and promote sustainable development (Sharma et al., 2021; Wang & Juo, 2021). Improving a firm's green performance involves

developing new business models that align with economic success. ELGI focuses on enhancing existing products and processes to be eco-friendly without significant changes, while ERGI involves introducing new products and processes (Rehman et al., 2021). We postulate, based on SVF theory, that the employee's process cues available in the organizational culture by way of shared assumptions, beliefs, values, practices, etc., on ELGI and ERGI, and accordingly will involve themselves in GIWB. Therefore, we hypothesize:

H3b: Green ambidexterity has a positive association with green innovative work behavior

Green ambidexterity as a Mediator

Past studies lack the availability of research exploring GA as a mediator in the relationship between GOC and GIWB. However, the exploration of opportunity, generation of ideas, promotion of ideas, and realization of the ideas are the four facets of innovative work behavior that encompass explorative and exploitative activities (Ruhnke & Mulder, 2016), i.e., the GA. Research recognizes human capital as a crucial factor in driving organizational innovation (Martínez-Falcó et al., 2024); on the other hand, ambidexterity depends on employees active engagement in innovative work processes (Moreno-Luzon et al., 2024). Hence, the central idea of SIP (Salancik & Pfeffer, 1978) is that individuals are highly accommodative beings that vigorously or submissively gather information about their environment and process it as per specific serialized processes regulating and controlling their attitudes and behavior. Thus, SIP theory advocates that in espousing and implementing GIWB, employees may take cues available in their culture via GA. Therefore, we propose that employees will be more involved in GIWBs when an organization has robust GOC via 'exploitative and exploratory green innovations', i.e., GA as a mediator. Hence, we postulate that GA mediates the association between GOC and GIWBs. Thus, it is hypothesized that:

H3c: Green ambidexterity mediates the association between green organization culture and green innovative work behavior

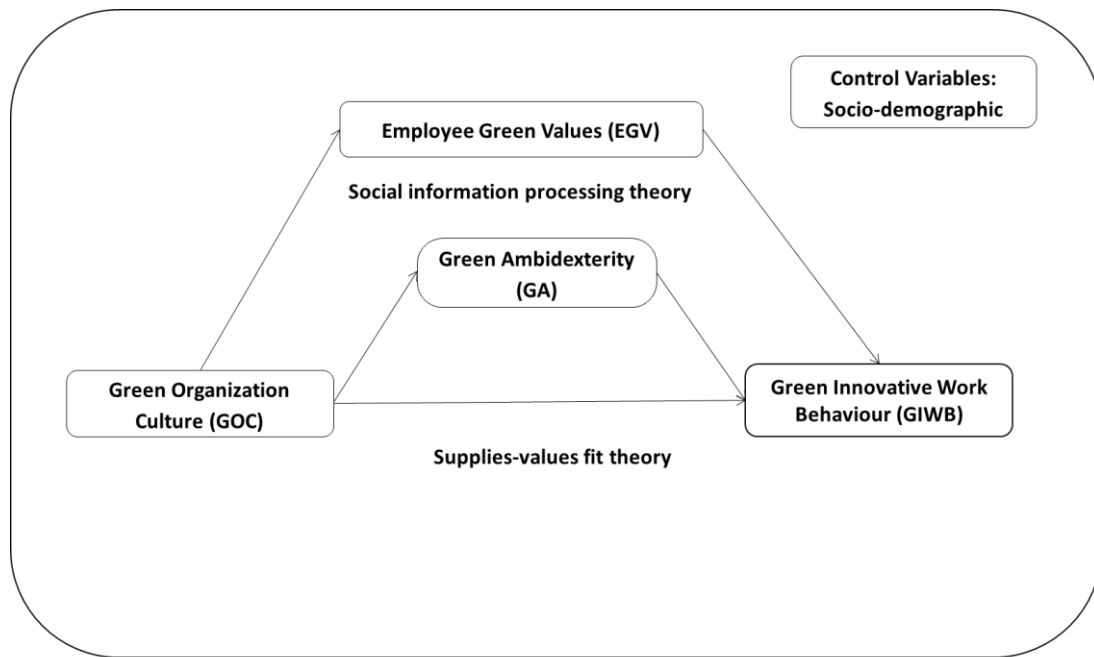


Figure 1: Research Model

Methodology

Sample and procedure

We utilized online mode for data collection from hotel employees in the USA. The Prolific Academics collection service launched the online questionnaire in June 2023. Prolific Academic is the preferred and extensively used platform for data collection as it offers rigorous recruitment standards, quick response times, and user-friendliness (Tandon et al., 2023). The screening tools provided by Prolific Academic enabled the selection of hotel employees in the USA as the research context.

The survey consisted of demographic details and responses about the study constructs. The details of the study items are depicted in Annexure 1 of the study. To ensure the study measures' face and content validity (Anwar et al., 2023) The survey was sent to a panel of three professors with expertise in human resource management research and one industry professional. After incorporating their feedback, the final questionnaire was circulated, and we received 306 valid responses. We controlled the socio-demographic variables to reduce their impact on the hypothesized associations.

Instrument

Standardized scales were utilized in the study, and the results were assessed on a five-point Likert scale, with 5 for strongly agree and 1 for strongly disagree. Items of *Green Organisational Culture* were adapted from Banerjee (2002); Fraj et al., (2011); and Wang (2019). Employees' *green ambidexterity* was assessed utilising scale by Sheng and Chien, (2016); and Chen et al., (2014). Employees' *green values* were measured using the scale Qazi et al. (2020), which was adapted from Dumont et al., (2017); and Chou (2014). *Green innovative work behavior* was assessed using a scale adapted from Hu, Horng, and Sun (2009); and Scott and Bruce (1994). The instrument details are depicted in Annexure 1 of the study.

Analytical Intent and Common Method Bias

The data was analyzed for the proposed research model using SmartPLS version v.4.0.9.5 and IBM SPSS Statistics version 26.0 (Wahab et al., 2022). We utilized SmartPLS to test our hypothesized relationships. PLS-SEM can assess the model estimate for both explanatory and predictive approaches (Hair et al., 2017). Additionally, we used 5,000 subsamples for the PLS bootstrapping procedure to evaluate the significance level of the constructs. As the variance inflation factor values for each of the study constructs were less than 5, hence, the issue of multicollinearity was ruled out (O'Brien, 2007). To gauge the common method bias (CMB), we used Harman's single-factor test (Fuller et al., 2016; Podsakoff et al., 2003). Our approach is congruent with recent studies (Sharma et al., 2021; Talwar et al., 2021; Talwar et al., 2020a; Talwar et al., 2020b). As the variance extracted (31.2%) was lower than the recommended value of 50% (Henseler et al., 2015), it can be concluded that the CMB was not an issue in the present study.

Measurement model analysis

We used Cronbach's alpha (α) and composite reliability (CR) to assess internal consistency. As depicted in Table 1, the value of α ranged between 0.83 and 0.96, which was above the acceptable value (Nunnally, 1968). Likewise, the value of CR for all the constructs was also found above the recommended value (0.85-0.96) (Fornell & Larcker, 1981).

Table 1: Reliability and Validity of Study Constructs

Constructs	FL	Cronbach	CR	AVE
Green Organizational Culture (GOC)				
GOC1	0.91	0.96	0.96	0.83
GOC2	0.91			
GOC3	0.94			
GOC4	0.94			
GOC5	0.91			
GOC6	0.86			
Green ambidexterity (GA)				
GA1	0.87	0.95	0.95	0.77
GA2	0.88			
GA3	0.89			
GA4	0.9			
GA5	0.84			
GA6	0.88			
GA7	0.88			
Employee Green Values (EGV)				
EGV1	0.73	0.83	0.85	0.60
EGV2	0.81			
EGV3	0.82			
EGV4	0.84			
EGV5	0.66			
Green Innovative Work Behaviour (GIWB)				
GIWB1	0.86	0.94	0.94	0.77
GIWB2	0.89			
GIWB3	0.90			
GIWB4	0.89			
GIWB5	0.83			
GIWB6	0.86			

Table 2. Descriptive statistics, Correlation and Discriminant validity

Sno.	Variables	1	2	3	4
1	EGV	0.78			
2	GA	0.45	0.88		
3	GIWB	0.60	0.47	0.87	
4	GOC	0.43	0.82	0.42	0.91

Note: All values are significant at .01 level, N=306, $\sqrt{\text{of AVE}}$, is depicted diagonally; correlation values are significant at .01 level, Green Organizational Culture (GOC), Green ambidexterity (GA), Employee Green Values (EGV), Green Innovative Work Behaviour (GIWB)

Table 2 depicts the descriptive statistics, correlation, and discriminant validity. To assess the discriminant validity, we used HTMT values with threshold values of 0.90 for the structural

model (Henseler et al., 2015). As depicted in Table 3, all the values are under the threshold values, thereby supporting discriminant validity.

Table 3. Heterotrait-Monotrait (HTMT) ratio of correlations

Sno.	Variables	1	2	3	4
1	EGV				
2	GA	0.5			
3	GIWB	0.67	0.51		
4	GOC	0.48	0.86	0.45	

Note: Green Organizational Culture (GOC), Green ambidexterity (GA), Employee Green Values (EGV), Green Innovative Work Behaviour (GIWB)

The standardized root mean residual (SRMR) value, as depicted in Table 4 of the study, is found to be .06, which was above the recommended value of .01 (Henseler et al., 2014; Hu et al., 1998), hence, representing a good model fit. The normed fit index (NFI) value was .89, close to 1, suggesting an acceptable fit. R^2 , f^2 , and Q^2 values of the model were utilized to measure the explanatory power of our hypothesized model. The R^2 values of EGV, GA, and GIWB were .19, .68, and 0.42, respectively, indicating the model's high explanatory power (Hair et al., 2011). We utilized a blindfolding test to assess the model's predictive accuracy (Geisser, 1974; Stone, 1974); (Woodside & Zhang, 2013). The Q^2 values of EGV, GA, and GIWB were .18, .68, and .17, which were greater than the recommended value of zero, suggesting the model to be predictive. As depicted in Table 4 of the study, the f^2 value of EGV on GIWB was .32, indicating a large effect size (Cohen, 2013). The effect sizes of GOC on EGV and GA were 0.24 and 2.18, respectively, indicating large effect sizes. The effect size of GOC on GIWB and the effect size of GA on GIWB were .02 and .03, respectively, indicating small effect sizes (Cohen, 2013).

Table 4: Coefficient of Determination (R^2), Predictive Analytics (Q^2), Effect Size (f^2), and Model Fit

Constructs	EGV	GA	GIWB	GOC
R^2	0.19	0.68	0.42	
Q^2	0.18	0.68	0.17	
f^2				
EGV			0.32	
GA			0.03	
GIWB				
GOC	0.24	2.18	0.02	
Model Fit			SRMR	NFI
			0.06	0.89

Note: Green Organizational Culture (GOC), Green ambidexterity (GA), Employee Green Values (EGV), Green Innovative Work Behaviour (GIWB)

Structural model analysis

The results of the hypotheses are depicted in Table 5 and Figure 2 of the study. H1 of the study was not supported when the result between GOC and GIWB was found insignificant. ($\beta = 0.00$, $p = 0.94$). Furthermore, positive and significant associations were found between GOC and EGV ($\beta = 0.44$, $p = 0.00$) and between EGV and GIWB ($\beta = 0.48$, $p = 0.00$), supporting both H2a and H2b. Similarly, between GOC and GA ($\beta = 0.82$, $p = 0.00$) and between GA and GIWB ($\beta = 0.25$, $p = 0.00$) a positive and significant association is established, thus, supporting H3a and H3b of the study respectively.

We used Bootstrapping with 5,000 was run to test the indirect associations, following the recommendations of Hair et al., (2014) and Ringle et al., (2020). As can be depicted from the results, EGV significantly mediated the relationship between GOC and GIWB (*Indirect effect* = .21, *LLCI*=0.14, *ULCI*=0.28), and GA significantly mediated the relationship between GOC and GIWB (*Indirect effect*= .21, *LLCI*=0.07, *ULCI*=0.35), thus, supporting H2c and H3c respectively. The mediating effects are considered as indirect-only mediation as the direct effects are insignificant, but the indirect effects are significant (Zhao et al., 2020).

Table 5. Direct and mediating effects

HYP	Path	β	t	p-value	Result
H1	GOC-----GIWB	0.01	0.07	0.94	n.s.
H2a	GOC-----EGV	0.44	8.63	0.00	supported
H2b	EGV-----GIWB	0.49	9.14	0.00	supported
H3a	GOC-----GA	0.83	40.15	0.00	supported
H3b	GA-----GIWB	0.25	2.92	0.00	supported
Mediator		Indirect	t	BCCI 95%	
H2c	GOC-----EGV-----GIWB	0.21	6.12	(0.15-0.29)	supported
H3c	GOC-----GA-----GIWB	0.21	2.88	(0.07-0.36)	supported

Notes: BCCI- Bias Corrected Confidence interval, LL-Lower level, UL-Upper level, Green Organizational Culture (GOC), Green ambidexterity (GA), Employee Green Values (EGV), Green Innovative Work Behaviour (GIWB), Not supported (n.s.)

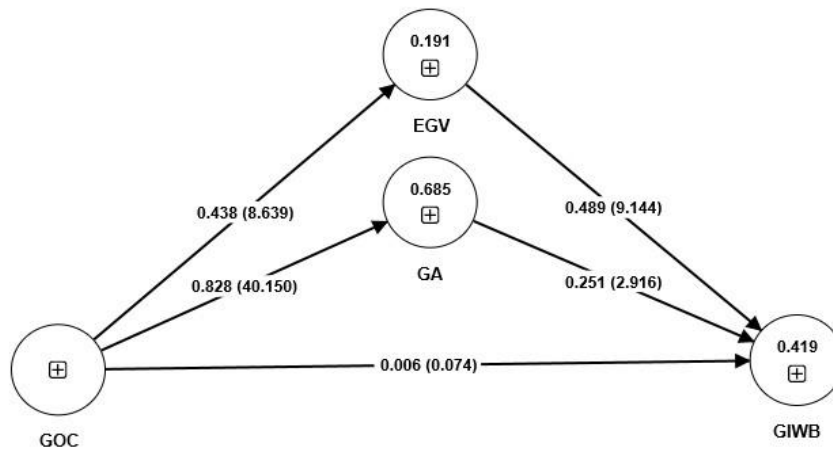


Figure 2: Structural Model

Discussion

The present research intends to extend our cognizance of how GOC affects GIWB via EGV and GA and to support these standpoints, SIP and the SVF were evoked. The present study answers the research objective by examining the role of EGC and GA as mediators in the association of GOC and GIWB of employees through hypothesized relationships.

H1 of the study was not supported as the result between GOC and GIWB was found insignificant. Based on the literature, the study proposed that GOC would have a stimulating impact on the GIWB of employees, ensuring their involvement in pro-environmental behaviors. However, the results are contrary, do not have a priori explanation, and are novel. Innovative behaviors are purported to be contingent partly on employees' supposed necessity, eagerness, and capability to innovate, i.e., readiness for innovation (Peng et al., 2020; Holt & Daspit, 2015; Rafferty et al., 2013). Hence, even if organizations provide the context for aligning green values for employees, if employees lack intrinsic motivation, which drives their readiness for innovation, they will not engage in GIWB even though the organization has conducive cultures (GOC) enabling innovative behaviors. Therefore, hospitality organizations must not overlook the critical role of employees' individual factors in fostering GIWBs.

H2a and H2b were supported when positive and significant associations were found between GOC and EGV and between EGV and GIWB. Previous literature noted limited studies on the association between GHRM and EGV, for example, Islam et al., (2021); Liu et al., (2021), and Chou (2014); however, these studies lack investigating the direct relationships

between GOC and EGV and between EGV and GIWB, thus making the present study findings notable. Organizational culture facilitates motivating employees to preserve the environment; as affirmed by research, the GOC inspires employees' beliefs and behavior toward environmental protection (Gürlek and Tuna, 2018), which further facilitates creating a congruence with the employees' green values. EGVs stimulate employees to engross in innovations to help preserve the environment, consequently leading to GIWB of employees in the organization. Hence, EGV has a positive and significant association with GIWB. Additionally, EGV significantly mediated the relationship between GOC and GIWB, thus supporting H2c. Environmental (green) values are deemed to play a dominant role in influencing employees' pro-environmental behaviors (Chaudhary, 2020; Dumont et al., 2017; Vermeersch et al., 2016; Chou, 2014). Hence, based on the tenets of SVF theory, when both the organizations and individuals' values are aligned, employees tend to produce more green behaviors; based on this, we propose that GOC fosters GIWBs, which EGV strengthens.

Similarly, a positive and significant association between GOC and GA and between GA and GIWB supported H3a and H3b of the study, respectively. Due to the dearth of research on the relationships mentioned above, the present study is novel in depicting that GOC will augment GA in the organization, and GA will lead to GIWB among employees. Furthermore, GA significantly mediated the relationship between GOC and GIWB, thus supporting H3c, respectively. Gopalakrishnan and Zhang (2017) elucidated that the organizational culture is a moderator in innovation, and organizations with a high level of EOC tend to facilitate exploitative and exploratory green innovations, i.e., GA. From the tenets of SIP, in espousing and implementing GIWB and GA, employees may take cues available in their culture. Consequently, they experience a better sense of assimilation with the environmental performance ideas of their organizations (e.g., see He et al., 2021; Thabet et al., 2023; Veerasamy et al., 2023), thereby promoting GIWB and GA. Therefore, we propose that employees engage more in GIWBs when an organization has robust GOC via exploitative and exploratory green innovations, i.e., GA as a mediator.

Theoretical Implications

The study findings offer three unique additions to the extant literature: first, the present study contributes by extending the general green behavior research and GIWB, specifically in the hospitality sector. The study results reveal that GOC is not an antecedent of GIWB in the context of the hotel sector. Previous studies considered different kinds of leadership (Bhutto et

al., 2021; Tuan, 2020; Mittal & Dhar, 2016) as the main organizational mechanism that encourages employee's creativity and innovation to manage environmental challenges at the workplace. Furthermore, employees' green creativity might also be influenced by employees' environmental attitudes or passion, i.e., individual factors (Jia et al., 2018). Additionally, some more antecedents that might impact the creative behavior of individuals, like the work setting and management ethics (Ahmed et al., 2021b; Li et al., 2020; Feng et al., 2018) were also established; however, the intricate and dynamic consequences of these factors on GIWB continued to be uncertain due to inadequate evidence. Hence, even if organizations provide the context for alignment of green values for employees, if they lack intrinsic motivation which drives their readiness for innovation (Holt & Daspit, 2015; Peng et al., 2020), they will not be engaging in GIWB even though the organization has conducive cultures (GOC) enabling innovative behaviors. Additionally, SIP theory advocates that the attitudes and behaviors of individuals are created following the social environment in which they work (Salancik & Pfeffer, 1978). The influence of these social cues is more if presented clearly and relevantly by colleagues and managers (Halbesleben et al., 2014). Hence, policymakers must engage immediate managers to act as role models in propagating the organization's pro-environmental values, beliefs, and practices to be espoused by the subordinates. Therefore, more future studies across other sectors are needed to examine and understand the role of individual, social, or organizational factors that can be considered antecedents of GIWB.

Second, the study offers a unique understanding by using the dual theoretic lenses of Social Information Processing and Supplies values fit theories to examine the study variables and expand the theoretical insights in GIWB research. The SIP theory advocates that the attitudes and behaviors of individuals are created following the social context in which they work (Salancik & Pfeffer, 1978). However, in the social context in which they work, GOC does not advocate GIWBs; the same will not be reflected in employee behavior. The SVF theory (Edward, 1996) propagates that an organization's offerings are valued by its employees. Subsequently, they are keen to work to attain organizational goals as these align with their values. Hence, taking cues from the SVF theory, the congruence of organization and employees' green values will sequentially lead employees to exhibit green workplace behaviors, i.e., GIWB. Therefore, we reasoned that GOC stimulates employees' GIWB via EGV as a mediator, and the study results validate the same.

Third, the research enhances green behavior research by interpreting the parallel mediation underlying the effect of GOC on GIWB. There is research on GHRM and EGV (Islam et al., 2021; Liu et al., 2021; Chou, 2014); however, no previous research found the

impact of EGV on the relationship between GOC and GIWB. Furthermore, the availability of studies investigating the effect of EOC/GOC on green innovation in an environmental management context is petite. Furthermore, comparatively, numerous studies focus on the extrinsic aspects impacting green innovation rather than the intrinsic aspects of the organizations (Song & Yu, 2018; Ford et al., 2014; Lin et al., 2013), like GOC. When organizations are inclined to engage in GA, they are effectively able to deal with environmental threats, consequently leading to a competitive advantage, higher performance, augmenting the green image, gaining customer appreciation, and increasing the market reach (Asiaei et al., 2023; Singh et al., 2022; Wang et al., 2020). Hence, organizations need to consider the role of EGV and GA in stimulating the association between GOC and GIWB. Nevertheless, recent research points out that regardless of the increasing public cognizance of environmental issues and climate change, they have developed into highly politicized and diverged topics (Tormis et al., 2024). The reason is that green policies are rapidly becoming identical with scientific know-how, technocratic administration, and participation of multifaceted global organizations, all regular targets of mainstream rage (Bonikowski & Gidron, 2016). Hence, hospitality organizations need to investigate these issues deeply.

Practical Implications

We propose four practical implications based on our findings for managers and organizations in the hospitality sector pursuing to develop guidelines further and reinforce the prevailing GOC practices to expand employees' green innovative work behavior. First, organizations and policymakers in hospitality organizations must design and implement a robust selection procedure to employ the right people who can contribute to the pro-environmental initiatives and efforts of the organizations. Hospitality organizations shall use validated psychometric tests to determine the incumbent's cognizance and mindfulness concerning the environment and their acquaintance with the organization's pro-environmental efforts in the selection process. Preference shall be given to hiring applicants whose green values are compatible with those of the organizations, as this will ensure the smooth augmentation of the organizations' pro-environmental initiatives with full employee support and willingness.

Second, hospitality organizations must send influential indicators to employees about the organization's commitment to conserving and preserving the environment. Besides proliferating the same on social media platforms, they must include environmental protection

in the organization's vision and mission statements and on its official website. Furthermore, managers and policymakers can increase their contribution to environmental protection and green practices by enhancing environmental consciousness, developing green knowledge and skills of employees by facilitating green training programs, empowering them, fostering teamwork, and bestowing rewards as positive indicators. Organizations must organize training programs to provide autonomy to employees with their green tasks; furthermore, the managers must ensure that training programs are designed in a way that rationally motivates their employees to demonstrate green innovative behaviors. Additionally, policymakers should consider using the concept of 'Ba', which provides a platform for the progress of an individual or shared knowledge (Nonaka & Konno, 1998). An organizational environment that supports knowledge creation and subsequent innovation promotes the social exchange of ideas and challenges existing frameworks (Thang et al., 2013). Ba refers to a continuously evolving, generative process that identifies the factors hindering or encouraging knowledge-creation activities (Lundvall & Borrás, 1999; Nonaka & Von Krogh, 2009). *Ba* enables the generation of new knowledge from existing knowledge by altering meanings and contexts. It can take the form of work groups, informal gatherings, project teams, temporary meetings, virtual spaces like email groups, or direct interactions with clients (Nonaka & Konno, 1998; Watanuki & Kojima, 2007; Kivijarvi, 2008; Rafaeli et al., 2009; Travaillie & Hendriks, 2010). Given the distinctive nature of hotels as workplaces characterized by a relatively high level of functional interdependence, 'Ba' fosters knowledge creation and consequent innovation. When fully empowered, along with rational and practical distribution of knowledge and innovative resources, employees experience a sense of control to do green innovation, encouraging their intent and stimulating them to attain such behavior.

Third, hotel organizations must create an organizational culture and philosophy that supports and propagates green ambidexterity. The evolution from the outmoded to the green innovative approach is not only about a change of awareness approaches, ways, and procedures but also about a change in the innovative intentions of employees. Hospitality organizations can engage employees through various internal contests, for example, selecting employees showcasing "effective green innovative work behavior," "the most pro-environmental employee of the week or month," etc. These contests will augment employees' knowledge and awareness of environmental protection while at the same time developing green innovative behaviors. To implement this, managers must closely monitor employees' behaviors and evaluate the novel green ideas and the regularity of such behaviors in the organization. Winners can be announced on social media and the organization's website; besides, they can be allowed

to implement their ideas or suggestions at a large scale. The incentive system must embrace both monetary and non-monetary rewards. Organizations can also implement a system wherein employees could share the profits derived from innovations or the property rights acquired by the organizations due to the innovations done by employees; this could stimulate employees' intention and desire for green innovative work behavior.

Fourth, managers and policymakers must create an enhanced and rigorous performance management system to augment employees' engagement in green innovative behaviors. Green innovative behaviors encompass ambiguity for employees; they could succeed or fail and face unfamiliar risks and challenges. Hence, hospitality organizations must eradicate employees' expectations of failures in green innovative behavior and banish their apprehensions to enable them to recognize that green innovation is a lucrative activity for them and the organization.

Limitations and Future Direction

Limitations are inevitable in any research process and must be recognized. Although we attempted to ascertain the consistency of the process while conducting the study, there were still a few limitations. First, our study's geographic (USA) and sector (hotel) contexts were constrained. Scholars may reflect on the study design and examine the cross-cultural and cross-industry research in future studies to create a comparable and more inclusive cognizance of how GOC impacts employee behaviors. Second, we investigated the impact of GOC on GIWB. Future studies may investigate the effect of GHRM on GIWB through its different aspects, such as green rewards, training, and performance appraisals. Third, the present research focussed on GOC as a predictor variable; hence, future research shall delve into understanding a related and significant concept of green organizational climate (GOCL). The impact of GOCL on the hypothesized relationships in the present conceptual model can be examined in the future. Fourth, the study results reveal that GOC is not an antecedent of GIWB. Thus, future studies shall examine the present conceptual model in other service sectors, like aviation, tour and travel organizations, and restaurants, to verify the present results. Fifth, the present study examined the impact of GOC on GIWB, an organizational-level variable. Hence, future studies shall examine individual-level variables like personality traits, such as openness to experience, narcissism, etc. Sixth, future studies shall explore underlying theories such as social exchange theory, ability-motivation opportunity theory, or organizational identity theory on the hypothesized relationships in the present conceptual model.

Seventh, we only included two variables – GA and EGV as mediators. Researchers can consider moderators, like leaders' traits and employees' knowledge, awareness, ownership, employees' propensity for green innovative behaviors, etc., to extend the research framework to elucidate more implications of GOC 's impact on employee outcomes. Lastly, the present research has a time-lagged study design; in the future, longitudinal and experimental research designs can be employed to extend the present results.

Declaration of Interest Statement

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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Annexure 1: Details of scale items	
Item	Source
Green Organizational Culture (GOC)	Adapted from Banerjee, 2002; Fraj et al., 2011; Wang, 2019
My organization makes a concerted effort to make every employee understand the importance of environmental preservation.	
My organization has a clear policy statement urging environmental awareness in every area.	
Environmental preservation is a high-priority activity in my organization.	
Preserving the environment is a central corporate value in my organization.	
My organization links environmental objectives with other corporate goals.	
My organization develops products and processes that minimize environmental impact.	
Green ambidexterity (GA)	Sheng and Chien, 2016; Chen et al., 2014
Our hotel actively improves green products, processes, and services.	
Our hotel actively adjusts current green products, processes, and services.	
*Our hotel actively strengthens the current green market.	
Our hotel actively strengthens current green technology.	
Our hotel actively adopts new green products, processes, and services.	
Our hotel actively exploits new green products, processes, and services.	
Our hotel actively discovers new green markets.	
Our hotel actively enters new green technology	
Employee Green Values (EGV)	Adapted from Qazi et al., 2020 who adapted from Dumont et al., 2017; Chou, 2014
I feel a personal obligation to do whatever I can to prevent environmental degradation	
People important to me thought that I should prevent environmental degradation	
If I start green work so most people who are important to me would encourage me	
If I will prevent environmental degradation so it will help me to make my interpersonal relationship closer	
It would make a good impression on other people	Adapted from Hu, Horng, and Sun, 2009; Scott and Bruce, 1994
Green Innovative Work Behaviour (GIWB)	
I come up with green innovative and creative notions at work	
I try to propose my own green creative ideas and convince others at work	
I seek new green service techniques, methods, or techniques at work	
I provide a suitable plan for developing new green ideas at work	
I try to secure the funding and resources needed to implement green innovations at work	
I consider myself a green creative member of my team at work	
* Item dropped due to low factor loading	