

IMPACT OF GREEN PRACTICES ON EMPLOYEES' ATTITUDES TOWARDS HOTELS IN TÜRKİYE: THE MEDIATOR ROLE OF CLIMATE CHANGE AWARENESS

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ABSTRACT

This study set out to investigate the relationships among green practices, hotel employees' advocacy, climate change awareness, and organizational citizenship behavior, with a particular focus on the mediating role of climate change awareness in the link between green practices, employee advocacy, and organizational citizenship behavior. A survey was used to collect data from staff members of İzmir, Türkiye's Green Star hotels. Hypotheses were tested using a three-stage regression analysis. The findings prove that green practices of hotels increase employee's awareness of climate change, organizational citizenship behavior and employee advocacy behaviour, and employees' climate change awareness increases their organizational citizenship behavior and employee advocacy behaviour. Furthermore, the results show that the association between green practices and employee advocacy and organisational citizenship behaviour is partially mediated by climate change awareness.

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INTRODUCTION

In recent years, the impact of climate change has become a significant concern for stakeholders in the tourism sector. The consequences of global

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warming have prompted a more serious and widespread approach to addressing this issue. As a highly climate-sensitive industry, tourism is both affected by climate change and plays a growing role in its human-induced acceleration (Scott et al., 2012). Thus, tourism sector enterprises, especially hotels, are simultaneously recognized as both a considerable source of greenhouse gas emissions and potentially an important victim of a changing climate (Pang et al., 2013). In order to combat climate change, hotels implement green practices that include water and energy conservation, improvement of air quality, and waste management, and they can use these practices to have an influence on customers and employees.

Employee advocacy and organizational citizenship behavior (OCB) are key indicators of employees' positive attitudes toward hotels. Employee advocacy is the voluntary posting of favourable information about their company on social media by staff members (Akgunduz & Sanli, 2017). On the other hand, OCB encompasses discretionary behaviors aimed at safeguarding and enhancing the organization's interests, even when such actions are not explicitly outlined in job descriptions (Podsakoff et al., 2009). There are various factors which have an effect on employees' advocacy and OCB. In this context, this research has three basic assumptions. The first assumption, based on Social Exchange Theory (SET), suggests that employees establish an exchange relationship with hotels that implement green practices, the second assumption is that, based on Social Identity Theory (SIT), employees with climate change awareness associate their own identities with the green hotels; and the last assumption is that they display employee advocacy and OCB as a result of their exchange relationships and corresponding identities.

Building on this framework, the present study examines green hotel employees in Türkiye. It aims to explore the impact of green practices and climate change awareness on OCB and employee advocacy, as well as the mediating role of climate change awareness in the relationship between green practices and these outcomes. To explain the relationship between green practices, OCB, and employee advocacy, this research draws on SET and SIT. The research contributes to the existing body of literature by addressing a variety of voids in the field of green practices in hotels. Furthermore, this research study aims to make theoretical and practical contributions.

(1) Although there are studies in literature explaining the relationships between green employee participation, OCB and environmental pollution (Patwary et al., 2023), OCB and environment (Luu,

2019), environmental expectation and OCB (Elshaer et al., 2022), no empirical and comprehensive research study has been conducted in the literature that investigates the variables of employee advocacy, climate change awareness, green practices, and OCB in the context of hotel employees.

(2) Hotel enterprises incur various costs to be able to implement green practices. By examining the impact of these costs on employee advocacy and OCB, The purpose of this study is to provide business managers with useful information about human resource management.

(3) The assumptions of the SET will be tested by determining how employee advocacy and OCB are affected if employees with climate change awareness accept green practices in hotels within the scope of an employer-employee relationship.

(4) Finally, it will contribute to SIT by testing the assumption that employees identify themselves with Green Star hotels depending on their awareness of climate change. The study established the following research questions:

RQ1: What effect do the environmentally friendly practices of hotels have on the organizational citizenship behavior and employee advocacy actions of hotel staff?

RQ2: What is the effect of employees' awareness of climate change on their OCB and employee advocacy behaviors?

RQ3: What effects do the green initiatives of hotels have on the OCB and employee advocacy behaviors of staff who are aware of climate change?

LITERATURE REVIEW

Green Practices of Hotels and Employee Advocacy

Due to the intricate nature of hotel management services, there is a greater effect on environmental degradation as they carry out their daily tasks. Consequently, hoteliers must recognize sustainable strategies to reduce environmental impact while also meeting the needs of their employees and, naturally, their customers (Khalil et. al. 2024). Green initiatives in hotels foster a favorable work atmosphere, enhance employee morale and job satisfaction (Pham et al., 2023), and also play a role in generating a sense of

pride and allegiance towards the business (Wu et al., 2016). Employees who perceive their organizations as dedicated to sustainable practices are regarded as more inclined to speak favorably about the business to others, which includes prospective customers and job applicants (Wu et al., 2016). Furthermore, when staff members recognize that the hotel is taking active measures to emphasize sustainability and implement eco-friendly practices, they tend to become supporters of the company and enthusiastically endorse its environmental initiatives to others (Dewi et al., 2023). SIT elucidates the implementation of eco-friendly practices by hotel staff: the theory posits that a person's behavior (in this case, employees) is significantly shaped by their self-perception in relation to a social group (in this instance, social group refers to the organization) with which they associate (Ahmad et al., 2022). SIT, a theoretical framework in psychology that explores the mechanisms through which individuals cultivate and sustain their sense of self via their affiliation with different social groups (Brown, 2000), emphasizes the significance of self-perception in relation to group membership and analyzes group dynamics and intergroup relationships (Song & Phang, 2015). The theory posits that individuals strive to uphold a favorable social identity by aligning themselves with groups they regard as positive and differentiating their groups from others (Huddy, 2001). Furthermore, according to the SIT, employees' advocacy behaviour is formed depending on the social exchange relationship with organizations, which are considered as a social structure. Hence, it can be said that employees seek a balance in their exchange relationships with their organizations by basing their attitudes and behaviour on their employers' loyalty to them (Yeh, 2014). Employee advocacy is a voluntary behavioral framework indicating that employees serve not just as supporters but also as promoters for their organization, its offerings and services, and its brands to the outside community (Ahmad et al., 2022). As a company conveys its values and shows its capacity to create meaningful experiences in the workplace, employees are more likely to identify with the business. Those with a strong sense of identification are more concerned with the organization's well-being, driving them to act in its best interest to a greater degree than those with weaker identification (Gullifor et al., 2023). At this stage, environmentally friendly practices foster employees' feelings of pride and commitment by cultivating a supportive work atmosphere and enhancing job contentment, while also favorably influencing employee support for the business (Karmoker et al., 2021; Yusoff et al., 2020).

While environmentally friendly practices boost employees' feelings of pride and loyalty by fostering a positive workplace atmosphere and

enhancing job satisfaction, they simultaneously promote employee advocacy for the business/enterprise (Yusoff et al., 2020). The endorsement and implementation of eco-friendly practices by enterprises result in employees forming a stronger bond with the enterprise's mission and feeling a sense of pride and ownership in reaching the green objectives at work (Unsworth et al., 2021). Collective accountability for the environment among staff encourages them to work towards the ongoing enhancement of eco-friendly practices (Afsar & Umrani, 2020). Based on the SIT, the research studies in the literature and the aforementioned issues, it is hypothesized that eco-friendly practices will make a positive impact on employee advocacy and, hence, H1 was developed.

H1. Eco-friendly practices positively influence hotel employees' employee advocacy.

Green Practices and Organizational Citizenship Behavior

Organizational citizenship behaviors include the behaviors of employees that contribute to the organization beyond their duties in their job descriptions. Based on SET (Blau, 1983), when employees recognize the advantages and support for environmentally friendly practices, they are more inclined to engage in green activities willingly (Jiang & Kim, 2015). Additionally, as noted by SET, when employees recognize that environmental conservation is a significant objective and perceive support from the company, they are more likely to participate in eco-friendly practices to enjoy the associated advantages (Khan et al., 2022). Employees who participate in eco-friendly practices and recognize their company's dedication to sustainability tend to cultivate a heightened sense of ownership and accountability regarding the business and its objectives. Adopting green practices in hotels fosters a favorable work atmosphere and positively influences employees' attitudes towards the organization by enhancing job satisfaction (Karmoker et al., 2021).

In the literature, research carried out on hotel staff in Vietnam indicated that a significant positive association exists between OCB and the green training offered by businesses (Pham et al., 2019); between OCB and green training as well as eco-friendly practices; Kim et al. (2020) discovered that a positive significant correlation is present between employees' views on organizational support and their environmental beliefs and environmental organizational citizenship behavior. In another words OCB in improving the efficacy and efficiency of environmental management

(Boiral, 2009). Building on this foundation and existing research in the literature, H2 is developed.

H2. Eco-friendly practices positively influence OCB of employees.

Green Practices and Climate Change Awareness

The Theory of Planned Behaviour (TPB) suggests that if a behaviour is perceived as positive, it is more likely to be displayed (Ajzen, 1985). The theory suggests that persons who have positive attitudes and subjective norms and who also have a perception of behavioral control are likely to engage in goal-oriented behaviour. This is an appropriate representation for environmentally friendly behaviour. In the past few years, certain researchers have applied TPB to investigate how attitudes, subjective norms, and perceived behavioral control influence environmentally friendly behavior. According to the TPB, awareness of climate change and associated behaviors are affected by three primary factors: one's attitude towards climate change, societal norms concerning climate change, and the perceived control over climate change behaviors (Pardana et al., 2019). Studies in the literature (Boiral et al., 2015) show that when businesses engage in environmentally friendly initiatives, this fosters a belief among employees that the organization holds the environment in high regard, and from a business standpoint, it is anticipated that employees will endorse these initiatives. In other words, the increase in environmentally friendly initiatives leads employees to show similar behaviors (Raza et al., 2021; Zibarras & Coan, 2015). The primary motive for this is that it serves as a means for employees to articulate their support and alignment with their organization as a component of social exchange, and employees partake in specific behaviors that they believe are advantageous to both the environment and their organization. Studies (Bakker & Schaufeli, 2008; Raza et al., 2021) have also found that there is an increase in green behaviour of employees in workplaces where green practices are implemented. Drawing from the TPB and related field studies, it is assumed that employees' awareness of climate change will have an effect on green practices in the organization; and thus, H3 is developed.

H3. Eco-friendly practices positively influence employees' awareness of climate change.

Green Practices and Employee Advocacy

Employees engage in social exchange with their organizations by offering support and advocacy in exchange for certain benefits or rewards (Thelen, 2020). Rewards can encompass elements such as acknowledgment, opportunities for career progression, or enhanced job stability. Comprehending the significance of SET in employee advocacy provides insight into what drives employee motivation and actions in supporting their organizations. Employees who exhibit greater commitment to their organizations are more inclined to participate in advocacy behaviors, as they possess a heightened sense of loyalty and dedication (El-Aty & Deraz, 2018). According to this theory, individuals are more likely to engage in environmentally friendly behaviors, such as reducing carbon emissions or adopting sustainable practices when they perceive a net benefit or gain (Jiang & Kim, 2015). Employees involved in extra role behaviors propose ideas to enhance the environmental performance of organizational resources (Zacher, et al., 2023). In this regard, it is contended that awareness of climate change will positively influence employee advocacy behaviors towards eco-friendly star hotels, and consequently, H4 was formulated.

H4. Awareness of climate change positively influences the advocacy of Green Star hotel employees.

Climate Change Awareness and Organizational Citizenship Behavior

Increasing awareness of environmental conservation issues has led the hospitality industry to engage in eco-friendly practices (Yusoff et al., 2020). Green Star hotels are enterprises that stand out as an important stakeholder for sustainable tourism and which can take various actions to reduce the impact on the environment. These such hotels endeavor to conserve natural resources, save energy and water, recycle, and provide services in an environmentally friendly manner through means of various strategies and practices (Hsiao et al., 2018). Green Star hotels aim to create a sustainable tourism model by minimizing environmental impact. These hotels make various efforts to minimize environmental impact through sustainability strategies and practices. These initiatives encompass actions like energy and water conservation, waste management and recycling, and offering eco-friendly services (Yuniati, 2021).

Companies with an eco-conscious outlook strive to promote a sustainable corporate culture, while motivating their staff to perform their duties in an environmentally friendly way whenever feasible

(Darvishmotevali & Altinay, 2022). The literature finds that the adoption of green practices is not only advantageous in terms of operational costs of the hotel and customer satisfaction, but also leads to organizational citizenship behaviors among employees in hotels with a strong organizational environment (Waqas et al., 2021). There is a strong relationship between organizational perceptions for supporting green initiative organizations and the scope of organizational citizenship behavior (OCB) that employees demonstrate (Aboramadan & Karatepe, 2021; Kim et al., 2020). According to the descriptions given above and the research in the literature, it is expected that awareness of climate change will enhance the OCB of employees in Green Star hotels; thus, H5 was developed.

H5. Climate change awareness has a positive impact on OCB of Green Star hotel employees.

The Mediator Role of Climate Change Awareness

In the present world of growing awareness regarding the effects of climate change, it is essential to utilize energy and resources effectively while reducing environmental harm. It is believed that adopting green initiatives in hotel businesses can save costs (Suharti & Sugiarto, 2020), motivate employees (Ahmad et al. 2022), appeal to environmentally conscious customers and investors (Yong et al., 2020), and ultimately contribute to the protection of the planet (Khan et al., 2021). Employee advocacy is crucial for effective implementation of green practices in these businesses (Nisar et al., 2021). Employees have a significant role in achieving a hotel's objectives, including sustainability objectives. Along with employees, research has indicated that managers play a crucial role in shaping an organization's strategic decisions and performance; the managers' views on environmental conservation will influence how the business reacts to environmental issues (Zhao et. al., 2024). Environmentally responsible leaders not only influence ideas about environmental responsibility and citizenship behaviors among employees but also cause these ideas and green behaviors to spread throughout the business (Faraz et al., 2024). At this point, in addition to its effects on organizational pride, responsible leadership also strengthens its indirect effects on the relationships between advocacy behavior (Liu et al., 2024).

Employee advocacy is the equivalent of employees defending their organizations, values, products and services. This involves employees using their personal and professional networks through social media or word-of-mouth to promote and support the organization (Lee & Kim, 2021).

Research indicates that eco-friendly practices yield beneficial effects, not solely on the physical environment within which the organization functions but also on the workforce. A general increase in the job satisfaction of employees in workplaces that implement environmentally friendly practices is observed, which leads to employees to place increasing value on environmentally friendly businesses (Yusoff et al., 2020). In other words, it is assumed that employees' awareness of climate change may also have an impact on the effect of green hotel practices on employee advocacy behaviors; and thus, H6 was developed.

H6. Climate change awareness serves a mediating role regarding the influence of green practices on the advocacy behaviors of hotel employees.

Climate Change Awareness and Citizenship Behavior

Green practices are practices that reduce environmental damage and waste, encourage less resource consumption, and focus on operating with environmentally friendly policies. Climate change awareness not only contributes environmental sustainability but also positively influences the Organizational Citizenship Behavior (OCB) of hotel employees (Hsiao et al., 2018; Kim et al., 2019). Additionally, it impacts the environmental and socio-economic conditions that affect tourist behavior and the allure of destinations, consequently exerting considerable pressure on the tourism sector (Tanrisever et al., 2024). While hotels possess the capacity to enhance climate change awareness within the organization through various practices, they also motivate their employees to participate in behaviors that extend beyond their job responsibilities (Kim et al., 2020; Pham et al., 2019). Moreover, awareness of climate change and a focus on eco-friendly practices enhance the favorable connection between hotel staff's personal convictions, environmentally-related actions, and OCB (Chou, 2014). However, the level of support offered by the organization significantly influences the degree to which employees engage in environmentally conscious behaviors (Raineri & Paillé, 2016). When employees feel that there is a strong level of organizational backing for green initiatives, they are more inclined to participate in environmentally friendly OCB (Wu et al., 2016). The efforts of the hotel to reduce their carbon footprint, or any negative impact on the environment, will be considered beneficial for the functionality of the hotel and will be supported by willing employees who feel a responsibility for the hotel. These efforts can take various forms, such as conservation of energy or resources and volunteering for environmentally friendly tasks or assignments (Cvelbar et al., 2021). Employees displaying OCB indicate energy and resource savings and

motivate their peers to engage in environmentally sustainable corporate activities (Lee & Gong, 2024). According to the existing literature, it is believed that awareness of climate change will account for some of the impact that green practices have on employees' citizenship behaviors; thus, H7 was developed.

H7. Climate change awareness plays a mediating role in influencing how green practices affect the citizenship behaviors of hotel employees.

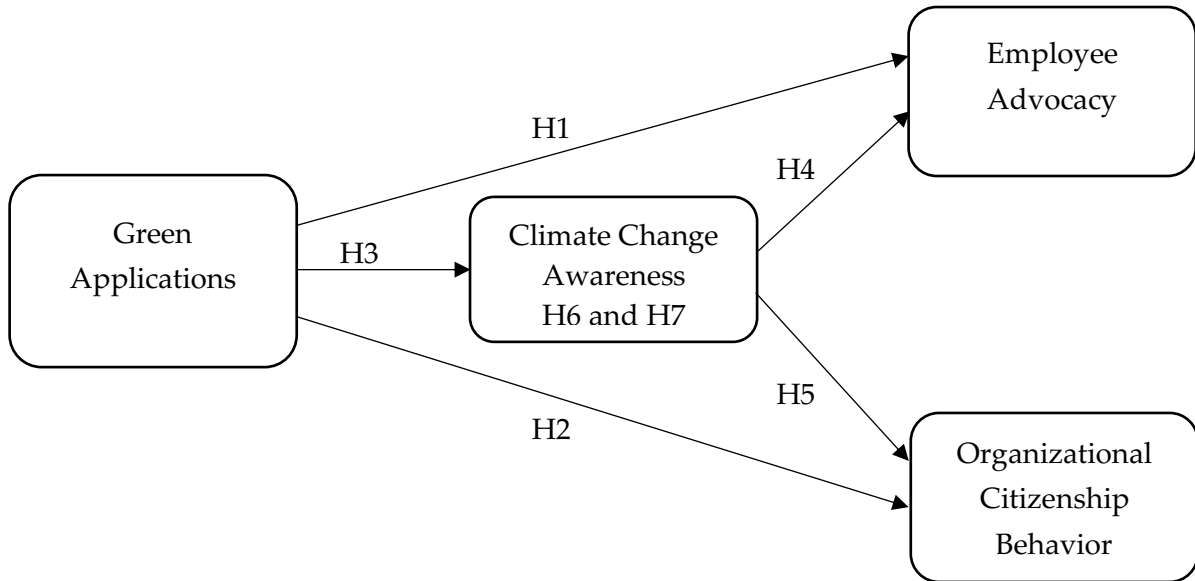


Figure 1. *The Conceptual Framework of Research*

Fig. 1 indicates the main model of this study. According to Fig. 1, employee advocacy and organizational citizenship behavior are dependent variables, green applications are independent variables and climate change awareness is mediator variable.

METHODOLOGY

Data Collection and The Study Constructs

In order to collect data, a questionnaire including scales whose validity and reliability have been proven in the literature was utilized. This questionnaire included four scales and six questions added to determine the characteristics of the participants. In order to determine the green practices carried out in hotels, the "Green Practices Scale" consisting of four dimensions and 16 items developed by Mallen-Ntiador (2017) and adapted into Turkish by Ismael and Keskin (2021) was used.

In addition, in order to determine the climate change awareness of employees, the “Climate Change Awareness Scale” developed by Kim and Hall (2019), which consists of one dimension and six items, was used. the questionnaire includes the OCB Scale (six items and one dimension) in Ma et al.’s (2022) study and the Employee Advocacy Scale (one dimension and three items) in Lee and Kim’s (2021) study. The OCB, Employee Advocacy Scale and Climate Change Awareness Scale, which were originally in English, were adapted to Turkish based on the back-to-back method. Furthermore, questions were added to the questionnaire in order to determine the demographic characteristics of the employees.

Population and Sample Size

Since 1993, Green Stars are being awarded by the Turkish Ministry of Culture and Tourism to enterprises providing hospitality services that meet the required qualifications in order to protect the environment within the scope of sustainable tourism, to raise environmental awareness, to encourage and promote the positive contribution of touristic facilities to the environment (Green Star, 2024). The number of Green Star certified hospitality enterprises in Türkiye is 445. Of these, 27 of these enterprises are located in İzmir, with a total of 5,343 rooms and 11,103 beds (Green Star Facility Statistics, 2024).

Exact data on the number of employees of green star hotel in İzmir could not be obtained. For this reason, the number of rooms and beds were taken into consideration when determining the size of the population. The population size was calculated based on the assumption where one employee corresponded to one room and 0.5 employee per bed (Ertuğral, 2002). On this assumption, according to the number of rooms there would be an estimated number of 5,343 employees and according to the number of beds, 5,551 employees; and thus, the average population size was determined as 5,447 employees. Taking into account the 95% confidence interval and 5% margin of error, a sample size of 359 employees was accepted as sufficient.

Data Collection

In the data collection process, firstly, managers of Green Star Hotels in İzmir were contacted and informed about the purpose and scope of the study in order to get permission for data collection. The 12 of 27 hotel managers gave the permission for collect data. The 12 hotels were visited by the researchers; the purpose of the study was explained to the employees and the

questionnaire was administered to the employees who agreed to participate in the study. A total of 558 valid questionnaires were collected from the employees by convenience sampling method between June-December 2023. 38% (206 persons) of the employees participating in the research were university graduates, 82% (431 persons) had up to 5 years' work experience, 47% (254 persons) were under the age of 25, 66% (360 persons) were single. The gender distribution of the participants is balanced and the departments they work in are housekeeping, front office, service and kitchen.

Analysis Techniques

In the process of preparing the data set ready for analysis, firstly the missing data was completed. The normal distribution of the data set was determined by skewness and kurtosis values. After the multiple normal distribution was proven, the structural validity of the scales was determined by exploratory factor analysis (EFA) and internal consistency was explained by taking the Cronbach's alpha values as a basis. In the EFA, it was accepted as equal value that each factor consisted of at least 3 items, item factor loadings were at least 0.40 and factor eigenvalues were above 1 (Hair et al., 2010). Varimax rotation method was preferred as the rotation method. The Common Method Bias (CMB) was tested using Harman's single factor test. The hypotheses proposed in the study was tested using regression analysis.

RESULTS

EFA was carried out to determine the validity of the scales used in the research. The results of the EFA are summarized in Table 1. Although the scales of climate change awareness, employee advocacy and OCB were distributed in factor structures as it was in the original, the green practices scale showed a different factor distribution compared to the original. The items in the three factors of energy, water and air quality of the green practices scale, which was 4 factors in the original, collated under a single factor in the EFA, and the items related to recycling and waste management in a separate factor.

In the EFA, the KMO measure was 0.838, and Barlett's Test of Sphericity yielded a significant result ($p < .001$), indicating the dataset's suitability for EFA. The AVE values of green practices, climate change awareness, employee advocacy and organizational citizenship behavior were 19.5%, 16.9%, 12.2%, 8.4%, and 8.3%, respectively. The four factors model accounted for 65.40% of the total variance, surpassing the

recommended threshold of 60% (Gursoy et al., 2025). According to Cronbach's alpha test, the overall reliability was 0.87 and the alpha values of the factors ranged between 0.636 and 0.94, implying acceptable internal consistency (Griethuijsen et al., 2014). Based on these findings, the factor structures are accepted as valid and reliable.

Table 1. *Exploratory Factor Analysis Results*

Factors and Item Numbers	Factor Loadings	Cronbach Alpha
Green Practices		.864
GP1	.833	
GP2	.817	
GP3	.739	
GP4	.666	
GP5	.659	
GP6	.614	
GP7	.542	
GP8	.529	
Climate Change Awareness		.907
CCA1	.890	
CCA2	.886	
CCA3	.829	
CCA4	.822	
CCA5	.796	
Employee Advocacy		.943
EA1	.926	
EA2	.904	
EA3	.902	
OCB		.636
OCB1	.827	
OCB2	.801	
OCB3	.518	
OCB4		.652
OCB5	.755	
OCB6	.698	
OCB7	.662	

The relationships between the variables are shown in Table 2. Employee advocacy is positively related to OCB ($r=.121$ $p<.001$), green practices ($r=.415$ $p<.001$) and climate change awareness ($r=.163$ $p<.001$). OCB are positively correlated with green practices ($r=.350$ $p<.001$) and climate change awareness ($r=.230$ $p<.001$).

Table 2. Means, Standard Deviations, and Correlation Coefficients

Variables	Mean	Std. Dev.	EA	OCB	GP	CCA	RWM	AQ-WS-ES
EA	2.5478	1.31	1					
OCB	4.4675	.67	.121**	1				
GP	3.7769	.78	.415**	.350**	1			
CCA	3.7554	1.02	.163**	.230**	.230**	1		
RWM	3.6168	1.01	.281**	.204**	.705**	.247**	1	
AQ-WS-ES	3.8366	.85	.399**	.352**	.949**	.181**	.447**	1

EA= Employee Advocacy OCB= Organizational Citizenship Behavior GP=Green Practices
CCA= Climate Change Awareness RWM= Recycling and Waste Management
AQ= Air Quality ES= Energy Saving WS= Water Saving
**p<.01

According to Table 2, there is a low-level positive relationship between employee advocacy and RWM, OCB, and CCA, and a medium level positive relationship between GP and AQ-WS-ES. There is also a low-level positive relationship between OCB and CCA and RWM, and a medium level positive relationship between GP and AQ-WS-ES. There is a low-level positive relationship with GP and CCA. These positive relationships show that when one of these variables increase, the other variable also increases. Therefore, it could be said that the increase in CCA and GP increases OCB and EA.

Common Method Bias (CMB)

The Harman's single factor test was performed to determine the CMB in the measurement model. When 22 items consisting of 6 factors in the measurement model were grouped under a single factor, the AVE value was determined as 28.909%. Podsakoff et al. (2003) stated that there is no CMB if the AVE value is less than 50% when combined under a single factor. Therefore, it is accepted that there is no CMB in this data set for this research study. In addition, as the employees participated in the research voluntarily, they were informed about anonymity on the first page of the questionnaire and it was stated that their responses would not be evaluated as either true or false. This prior information provided in the data collection process is also a method used to prevent CMB according to Tabrizi et al. (2023).

Hypothesis Tests

A three-stage process was undertaken to test the hypotheses of the study. In the first stage, the direct impact of the independent variable on the dependent variables and in the second stage, the direct impact of the mediator variable on the dependent variable were tested. The analysis results for these two stages are presented in Table 3. In the last stage, the impact of the mediator variable on the independent variable's effect on the dependent variable was tested with three-stage regression analysis. The results of this mediator impact analysis are presented in Table 3.

According to Table 3, green practices have a significant and positive impact on OCB ($\beta=.298$ $p<0.001$), employee advocacy ($\beta=.694$ $p<0.001$) and climate change awareness ($\beta=.302$ $p<0.001$). Therefore, H1, H2 and H3 are accepted. In addition, the impact of climate change awareness on employees' OCB ($\beta=.150$ $p<0.001$) and employee advocacy ($\beta=.208$ $p<0.001$) is also significant and positive. Therefore, H4 and H5 are accepted.

Table 3. *The Results of Hypothesis Tests*

			β	SE	P	R ²	Result
H1. Green Applications	--->	EA	.694	.065	.001	.172	Supported
H2. Green Applications	--->	OCB	.298	.034	.001	.123	Supported
H3. Green Applications	--->	CCA	.302	.054	.001	.053	Supported
H4. CCA	--->	EA	.208	.053	.001	.027	Supported
H5. CCA	--->	OCB	.150	.027	.001	.053	Supported
H6. CCA	--->	OCB	.103	.026	.001	.146	Partial Mediating
Green Applications	--->	OCB	.267	.034	.001		Effect
H7. CCA	--->	EA	.091	.051	.072	.177	Partial Mediating
Green Practices of Hotel	--->	EA	.667	.066	.001		Effect

EA= Employee Advocacy OCB= Organizational Citizenship Behavior GP=Green Practices
CCA= Climate Change Awareness RWM= Recycling and Waste Management
AQ= Air Quality ES= Energy Saving WS= Water Saving

According to the analysis results, green hotel practices have a direct positive and significant impact on OCB ($\beta=.298$). When climate change awareness is added to this impact as a mediator variable, the strength of the impact decreases ($\beta=.267$), but remains significant. Therefore, it can be said that climate change awareness has a partial mediator role in the impact of green hotel practices on employee OCB. According to the mediation model, the total impact ($0.302 \times 0.103 + 0.267 = 0.298$) of green practices on OCB is 0.298. The share of the indirect impact in the total impact ($(0.302 \times 0.103) /$

0.298) = 0.104, that is to say, 10%. This is the share of climate change awareness within the model. The remaining 90% is the directly impact in the model. The rate of climate change awareness and green practices which explains employee's OCB is 14.6%.

In addition, according to the analysis results, green hotel practices have a direct significant impact on employee advocacy ($\beta=.694$). When climate change awareness is added to this as a mediating variable, although the severity of the impact decreases ($\beta=.667$), it remains significant. Therefore, it can be said that climate change awareness has a partial mediating role impact on the effect of green hotel practices on employee advocacy.

Based on the mediation test, the total impact ($0.302 \times 0.091 + 0.667 = 0.694$) of green hotel practices on employee advocacy is equal to 0.694. The share ($0.302 \times 0.091 / 0.694 = 0.039$) of indirect impact in the total impact is 4%. This is the share of climate change awareness in this model. The remaining 96% is provided by the direct impact in the model. Climate change awareness and green practices explain 17.7% of employees' employee advocacy behaviors.

DISCUSSION AND CONCLUSION

This research sought to assess the eco-friendly practices of hotels and the climate change awareness among employees regarding their organizational citizenship behavior and employee advocacy behaviors. Data were gathered from 12 eco-friendly hotels in Türkiye. A total of 558 valid responses were obtained through a questionnaire. EFA and multiple regression analysis were conducted utilizing SPSS. The findings of this research indicated that the green practices of hotels and employees' awareness of climate change enhance their organizational citizenship behavior and employee advocacy behaviors. In addition, the results demonstrate that employees' awareness of climate change partially mediates the effect of green practices on OCB and employee advocacy.

Green practices increase employees' climate change awareness, OCB and employee advocacy behaviors. As the SIT suggests (Tajfel & Turner, 1979), as employees identify themselves with the hotel's green practices, their attitudes towards the hotel becomes more positive. This empirical research shows that OCB and employee advocacy are among these positive attitudes. Moreover, according to SET suggests that exchange relations are reciprocal (Blau, 1983). According to this theory, as long as hotels continue

to implement practices that employee value, employee will show positive behaviors toward the organization (Wu et al., 2021). As stated by SET, companies that have well-articulated green objectives, green training programs, and efficient green performance evaluation and reward mechanisms garner a reciprocally positive reaction from their employees, which is evident as a dedication to the environment through the embrace of green and/or favorable behaviors (Ma et al., 2024; Shah et al., 2024). The current research proved that green practices have value for employees, therefore, employees will show OCB and employee advocacy toward hotels that have green practices.

Green practices employed by hotels enhance employees' awareness regarding climate change. The degree of climate change awareness among employees rises following their exposure to green practices, which pertains to an attitudinal aspect. This observation substantiates the theoretical premise (Oc & Bashshur, 2013) that exposure to the attitudinal aspect is influential when there is an intention to alter employees' attitudes or when new attitudes are sought.

The change relationship between the presence of green practices and employees' positive behaviors towards the organization is also supported from the perspective of SET (Blau, 1983) based on the findings of this study. When employees place value on green practices and maintain this attitude, they carry out tasks that are not included in their job descriptions and advocate for the business in order to contribute to the hotel which undertakes these practices (Patwary et al., 2023). As a result of OCB, the performance of the business and customer satisfaction increase and costs decrease; while the reputation of the enterprise is strengthened with employee advocacy behaviors. Thus, the efforts made by the hotel to contribute to the environment and to society is accepted by the employees as a factor of change and in return, they display OCB and employee advocacy behaviors.

Climate change awareness increases employees' OCB and employee advocacy behaviors. This situation shows that employees with climate change awareness have high sensitivity towards the environment and society. It is also proof that employees with climate change awareness engage in voluntary behaviors for the success of hotel that use collective natural resources.

Lastly, this study demonstrated that climate change awareness serves as a mediator in the relationship between green practices and organizational citizenship behavior, as well as between green practices and

employee advocacy. Climate change awareness enhances the strength of the positive relationship between green practices and OCB, along with green practices and employee advocacy. According to the SET, when employees possess climate change awareness, the green practices of hotels lead to increased OCB and employee advocacy. Consequently, this study adds to the existing body of research by exploring the mediating role of climate change awareness. Furthermore, the partial mediating role of climate change awareness substantiates the positive influence of green practices on employee behaviors, particularly OCB and employee advocacy behaviors, as noted in the literature (Khan et al., 2021; Nisar et al., 2021; Suharti & Sugiarto, 2020; Yong et al., 2020).

Practical Implications

Many hotels use green practices in their promotion activities as an element of prestige. It can be said that green practices are carried out to influence customer preferences. Nonetheless, this study demonstrates that green initiatives also have a beneficial impact on employees' perceptions of the organisation. Therefore, the actions taken by hotels within the scope of water and energy conservation, air quality and waste management increase the awareness of climate change in employees, leading them to contribute to the organization beyond their job descriptions and to make efforts to promote the enterprise outside the organization. Hotel managers can contribute to the emergence of these positive effects by sharing information about green practices within the organization with various visual tools in the spaces use most commonly by employees (staff dining hall, spaces used during breaks and sleeping quarters).

The results indicate that environmentally friendly practices in the hotel enhance the climate change awareness of the employees. Individuals possessing climate change awareness will conserve water and energy in their daily activities, contribute to the preservation of air quality, and demonstrate attentiveness to recycling efforts. Consequently, environmentally friendly practices will not only exert a favorable influence on the attitudes of employees towards the organization but will also foster a commitment to the principles of global citizenship.

Employee advocacy is among the voluntary behaviors of employees (Tsarenko et al., 2018). Therefore, it can be assumed that employees who act as employee advocacy have high levels of organization commitment and other positive attitudes (Akgunduz & Sanli, 2017). The results of the current research prove that employee have climate change awareness are affected

by the green practices and show employee advocacy behaviors. In order to create a sense of commitment, especially emotional commitment, in employees, hotel managers should create climate change awareness. Thus, green practices in the hotel could positively affect employee advocacy behaviors of hotel employees.

In order for employees to show voluntary behaviors such as OCB and employee advocacy, climate change awareness needs to be created and increased. The most effective way to create awareness is education (Açıklan et al., 2024). During the education process, employees need to be informed about what climate change is, its importance, causes and consequences. These educations need to be given in formal education institutions starting from the family and encouraged in the society. The duration of social media usage in Türkiye is above the world average (Marketing Türkiye, 2024). Therefore, sharing interesting and visually appealing messages on social media in order to create awareness in the society can increase the effect of information activities.

Hotel employees need to be convinced to deal with climate change individually and organizationally. One of the most important methods used in the persuasion process is message framing based on losses and gains. In order to convince employees, it may be useful for hotel managers to focus on what will be lost if climate change is not struggled and what will be gained if it is struggled. Moreover, hotel management may associate environmentally-friendly behaviors with employees' performance in order to enhance their disposition towards sustainable practices, including the conservation of water and energy. Thus, employees will display more green behaviors as a means of also protecting their personal interests. It is expected that green behaviors displayed to protect personal interests will eventually transform into attitudes over time.

The results of the present study indicate that environmentally sustainable practices enhance employees' organizational citizenship behavior and their advocacy behaviors. Depending on the effect on OCB on productivity (Muthuraman & Al-Haziazzi, 2017) and customer satisfaction (Barroso Castro et al., 2004), and employee advocacy on the marketing of the business (Thomas, 2020), it would be beneficial for hotel managers to inform employees about the existence of green practices. Visuals regarding the existence of green practices could be positioned on business's logo, in areas used by employees for resting and eating, and green practices carried out on social media platforms used by employees to communicate among themselves could be shared.

Organizational identification shows that there are similarities between organizational values and employee values (Ashforth & Mael, 1989). If employees have CCA, they are aware of the importance of nature (Grechyna, 2025). Similarly, the existence of green practices prove that the hotels is making an effort to protect nature. Having common values towards nature will mean the employees to identify more with the hotel. This will make the employees proud of hotel. Therefore, in the recruitment process candidate employees with the qualifications to fit the position and who also have climate change awareness can be recruited and the organization-employee harmony can be increased. Employees who are committed to addressing climate change will endorse the organization's sustainable practices and will endeavor to contribute to the organization beyond their defined job responsibilities. Furthermore, actions aimed at combating climate change may also be factored into the promotion evaluation process.

Limitations

In this study, the awareness of climate change among employers and their attitudes towards enterprises were assessed through inquiries directed at customers. This may enhance the positive attitudes of employers due to social expectation bias and may also influence the explanatory power of the analytical results. To address the issue of social expectation bias, future research could evaluate employers' awareness of climate change, consumer behavior concerning climate change (CCB), and electronic word-of-mouth (eWOM) attitudes by utilizing the perspectives of customers who engage with employers. In addition, this study was conducted in Türkiye and within hotels; results which may lead to better generalization can be obtained when conducted in different countries and in other establishments in the tourism sector.

Another constraint of this study pertains to the chosen sampling technique. In this study, the convenience sampling method, categorized as one of the non-probability sampling techniques, was selected owing to its cost-effectiveness, expedited access to the sample size, and additional benefits it offers to the researcher. However, this sampling method has many limitations such as sample bias and inability to generalize. Therefore, in future studies, the quota sampling method could be preferred by taking into account criteria such as department, age, gender, education, experience and hierarchical position of the employees.

In this study, the mediating role of climate change awareness in the influence of green practices on organizational citizenship behavior and employee advocacy was investigated without accounting for situational factors (such as hotel accessibility, propensity to utilize social media, and accommodation costs). In subsequent research, employer attitudes towards the enterprises may be explored by incorporating situational factors into consideration.

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