



Reducing environmental pollution by organisational citizenship behaviour in hospitality industry: the role of green employee involvement, performance management and dynamic capability

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Abstract

Being a prominent tourist destination, the hotel industry's demand in Malaysia has been increasing day by day. There is still a shortage of studies focusing on how hotels can make environmental management routine work, take environmental laws seriously and be more responsive to the environment. This study focused on the connections between green employee involvement, green performance management and green dynamic capability in implementing environmental law in the hospitality industry. The study also evaluates the mediating role of implementing environmental law between green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour to reduce pollution. This study employed a quantitative approach to test the hypotheses and a convenient sampling method to collect the data from hotel employees. Out of 600 distributed questionnaires, useable responses were 253 to proceed with data analysis. Data were analysed through structural equation modelling (SEM) using the Smart-PLS and SPSS. The relationship between green employee involvement, green performance management, green dynamic capability and implementation of environmental laws was discovered and considered unique in the hotel industry in Malaysia. The study further established the mediating role of environmental law between independent and dependent variables.

Keywords Environmental pollution · Hotel industry · Employee involvement · Performance management · Green dynamic capability · Organisational citizenship behaviour

Introduction

In recent years, increased environmental demands from the industry and clients and new legislation and rules have increased the awareness and expertise of companies coping

with environmental challenges, including hotels and the more significant hospitality sector (Chan and Hsu 2016). Environmental sustainability management techniques have been necessary for the hotel industry to enhance environmental efficiency and retain a competitive edge (Peng et al. 2020; Chan and Hsu

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2016). Thus, environmental issues have been an emerging subject in management research recently (Guerci et al. 2016), focusing on incorporating environmental sustainability techniques into the management level of the organisation (Raza et al. 2018). Boiral (2009, p. 23) has defined OCBE as “individual and discretionary social behaviours that are not explicitly recognized by the formal reward system and that contribute to a more effective environmental management by organizations”. Besides, implementing sustainable practices benefits hotels’ green employee involvement, green performance management and the green dynamic capability of workers (Qiu et al. 2020). It promotes their green activities and ability to incorporate sustainability practices in their organisations (Nguyen and Pervan 2020). Scholars have written articles on various facets of green practices by employees and OCBRP so far.

The articles released in this field have left the following major gap in the study. Firstly, theoretical research seeks to better explain current green practices through employees’ research (Masri and Jaaron 2017). Some observational studies examine green practices and related factors’ relation to environmental efficiency (Ren et al. 2017) and the hotel industry, respectively (Zaid et al. 2018; Hwang and Lyu 2020). OCBRP-related studies have also concentrated mainly on the relationships between OCBRP and the environmental support of organisations (Wesselink et al. 2017), green dynamic capability and employee involvement in organisations (Paille et al. 2018; Meintjes and Hofmeyr 2018) and organisational identification (Afsar et al. 2018).

Secondly, according to the principle of social interaction (Emerson 1976), workers are likely to willingly engage in environmental practices if they consider respect for green practice benefits. Besides, Kim et al. (2015) proposed a multiplicative model (the three-way interactive effect) that clarifies the contribution of workforce practices to the benefits of organisational efficiency. While some previous studies refer to the value of environmental management concerning the nature of benefits such as hotel efficiency, competitive advantage and customer loyalty (Hameed et al. 2020; Chan and Hsu 2016), very few researchers have researched green practices in this area extensively from the employee’s perspective straightway. Moreover, no scholar in green has shown how green employee involvement, green performance management and green dynamic capability activities interactively influence the implementation of environmental law and OCBRP in particular. With this consideration, the current study aims to understand the connections between green employee involvement, green performance management and green dynamic capability in implementing environmental law in the hospitality industry. The study also evaluates the mediating role of implementing environmental law between green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour to reduce pollution.

The remaining sections of the study included the literature reviews, research methodology, data analysis and findings, discussion and conclusion. Literature reviews consist of theoretical underpinning, hypothesis development and research framework. The research methodology discusses the instrumentation and data analysis, and technique. Data analysis and findings consist of demographic information, measurement model analysis, structural model analysis and mediating role of implementation of environmental law. The last section emphasised the discussion and conclusion, theoretical implications, practical implications and limitations of the study.

Literature review

Theoretical underpinning and research framework

Blau and Kahn (1996) described the social exchange theory as a voluntary action “reciprocation of favours” (p. 16). The action is more prone to having the obligation of returning/repaying the favour when an individual gives a favour. The act of reciprocation triggers a balanced relationship between the parties for returning benefits and services (Gouldner 1960). Islam and Patwary (2013) and Tourigny et al. (2013) clarified that the employee-organisation relationship enhances when there is a balance between desirable employees’ attitudes and behaviour. As a result, the employees will be more on giving back to the organisation with their best efforts and dedication. Nonetheless, the dilemma of exchanging relationships depends on how it’s being observed. Employees with more emotional attachments with the organisation have organisational citizenship behaviours (Rioux and Penner 2001).

This research aims to understand the connections between green employee involvement, green performance management and green dynamic capability in implementing environmental law in the hospitality industry. The social exchange theory by Homan (1961) is the most suitable underpinning theory. It strongly synchronises the exchanging favours of employee-organisational relationships where both parties demonstrate reciprocity and work towards sustainability. The study also evaluates the mediating role of implementing environmental law between green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour to reduce pollution. Organisational citizenship behaviour for reducing pollution is based on skill motivation and potential (Anwar et al. 2020). The collaborative impact of the activities towards organisational citizenship behaviour for reducing pollution is explored through the quantitative methodology for hotels in Malaysia’s evolving but currently under-studied context. Thus, the work provides a bridge between two significant issues in the management of tourism: the environmental

management (Chan and Hsu 2016) of the hospitality industry (Martínez-Martínez et al. 2019). For the past few decades, both organisations and policymakers have been concerned about the environmental effects (Robertson and Barling 2017). Based on the above literature and discussion, the researchers have developed this research framework below in Fig. 1. In this framework, green employee involvement, green performance management and green dynamic capability are independent variables. Organisational citizenship behaviour for reducing pollution is a dependent variable, and implementation of environmental law is the mediating variable.

Green employee involvement

Green involvement practices encourage workers to engage in corporate greening. It includes developing a participatory atmosphere where workers may speak out on critical environmental matters and discuss solutions to address these challenges creatively (Zhang et al. 2019). It is also possible that workers will be interested in developing and applying the environmental plan, which will improve their understanding and capacity to cope with environmental concerns (Pham et al. 2019; Patwary et al. 2021). Simultaneously, the workforce’s presence empowers staff and engineers to support the organisation’s ecological programmes (Ahmad 2015; Zaki and Norazman 2019). Enabling workers to cope wisely with environmental concerns and giving them the ability to contribute to the achievement of environmental priorities would likely encourage employees to participate in green efficiency, both task-related and discretionary, conduct promoting green organisational goals. Hameed et al. (2020) identified beneficial associations between behaviours of green employee involvement and actions towards the community in the area of mutual corporate citizenship. Green workforce involvement is an essential aspect of green practice. Providing green options by engaging staff allows employees to engage in innovative thoughts on sustainable practices, assist them in achieving the company’s environmental priorities and establish effective environmental

management programmes (Jackson et al. 2011). This practice can be used as a single element to boost workers’ environmental behaviour on the job (Mishra 2017). For example, green practices allow workers to actively prevent emissions (Paillé et al. 2020). Furthermore, workers are more likely to partake in conservation activities willingly if empowered to make decisions and recommendations on environmental issues (Zientara and Zamojska 2018). Therefore, employee involvement needs to be improved to implement environmental law and encourage OCBRP (Masri and Jaaron 2017).

H1: Green employee involvement has a positive and significant relationship with implementing environmental law in the hospitality industry.

Green performance management

EEC refers to a sense of duty and accountability for the world at work (Abbas 2020). Green training is an environmental strategy that provides employees with the required information, values and abilities (Luu 2018). Green performance management suggests a method to direct employees to match their actions with the organisation’s green goals (Molina-Azorin et al. 2015) and green employee engagement seeks to provide opportunities for employee participation (Pinzone et al. 2016).

The green awareness of workers by climate preparation activities carries lifelong knowledge and dedication, leading to the absorption and acceptance of Green thought, skills and attitudes (Chaudhary 2020). For instance, green performance management input on employee green performance tends to discourage unwanted behaviours (Pham et al. 2020) and improve loyalty and transparency to the environment (Zhong and Moon 2020). Similarly, Luu (2018) stated that EEC is constantly driven by employee participation in the community. For example, creating green collaboration will enable workers to consider why, when, how, where and when to use sustainable practices to enhance employee participation in green workplace activities (Kamran et al. 2021).

Green performance monitoring promotes staff involvement in corporate sustainability events (Thanki and Thakkar 2019). The environmental appraisal of workers makes employees perceive environmental knowledge and responsibilities more easily increases their ability to adhere to voluntary green actions (Pham et al. 2019) and assure environmental accountability on the job site (Pinzone et al. 2016). Green performance management promotes workers’ ability to share and use the environmental expertise and skills gained through green training programmes to improve the green potential of employees. Simultaneously, as high management provides workers with the chance to engage in environmental conservation programmes and events, this offers a beneficial business atmosphere in which employees use their

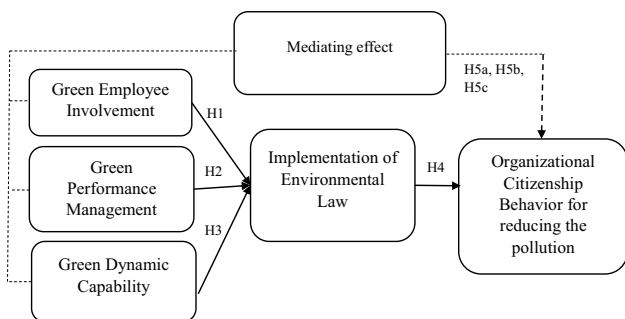


Fig. 1 Research framework

expertise to educate and understand more about environmental needs and a greener ability. Thus, we proposed that:

H2: Green performance management has a positive and significant relationship with implementing environmental law in the hospitality industry.

Green dynamic capability

Green dynamic capacity is an important strategy to increase hotel performance in today's dynamic, unstable and complex market (Chowdhury and Quaddus 2021). According to Dangelico et al. (2017), dynamic capacity was first suggested as an entity's ability to incorporate, create and reconfigure external and internal resources to accommodate the constantly evolving hospitality and tourism. Indeed, their market success and organisational methods offer a strategic edge to firms. They are assisted by the organisation's management and resources, including human resources, money, infrastructure and technology (Harguem 2021). However, future competitive patterns can be difficult to predict in certain markets. The speed of technology transition and the challenge of hotel industry needs are typically compounded (Wang et al. 2020).

Similarly, green dynamic skills will contribute to the absorption of knowledge relevant to sustainable business growth, such as improvements in green technologies' efficiency and green customer preferences (Masri and Jaaron 2017). In reality, green dynamics primarily incorporates three facets or subzones: environmental sensing capacity, resource seizure and resource capacity reconfiguration (Won 2018). The previous literature indicated that dynamic capability has a significant impact on environmental performance (Alom et al. 2019) and environmental management (Wu et al. 2021). Makhoulfi et al. (2022) postulated that dynamic capability can foster environmental activities. Razzaq et al. (2022) and Zhang et al. (2022) focused on the green dynamic capabilities and environmental laws and regulations. Accordingly, there is a gap between green dynamic capability and implementing environmental law. Hence, green dynamic capability can play a significant role in implementing environmental law in the hospitality industry. Therefore, we postulated that:

H3: Green dynamic capability has a positive and significant relationship with implementing environmental law in the hospitality industry.

Implementation of environmental law

Maximising capital is the secret to building competitive edges in businesses or sectors, as demonstrated by

the resource-based vision (Yusoff et al. 2020). Therefore, two sides can be discussed as follows on environmental laws. On the one hand, environmental policies can limit the flow of goods on markets or inter-companies and result in a shortage of resources. On the other hand, restricting manufacturing materials would allow hotel businesses to explore new manufacturing approaches and boost competitive edges concerning the competition. This is similar to Verma and Chandra's suggestion on invention compensation. According to Verma and Chandra (2018), environmental law is a legislative instrument for environmental conservation and a legitimate facet to encourage business creativity. However, environmental protection's reliability and internal transition process (Patwary et al. 2022; Robertson and Barling 2017) remain a substantial controversy. There are still a lot of discussions. Different kinds of environmental regulations affect such efficiency in various business sectors, considering the aggregate environmental factor productivity that has been proposed in recent years (Zhang et al. 2021). Therefore, the researchers are committed to exposing the effects on sustainable operations of various regulations. Ensembled by Porter's narrow hypothesis, some studies split the effect of the two on corporations' success on environmental law into mandatory and voluntary regulations (Kapera 2018; Yusoh and Mat 2020). It was subsequently divided into three elements: command-regulated regulation, voluntary regulation and market regulation (Ren et al. 2017). These regulations require hotel businesses to expand investment in environmental sustainability, reinforcing technical advancement that leads to protecting the environment.

There is a need to systematically investigate the relationship between environmental policies, internal influences, economic growth and financial efficiency. Environmental policy is considered the core part of the theoretical system as the point of departure (Verma and Chandra 2018). While several studies studied the theoretical path from environmental regulation and technological advancement to business results, only a few involved picking a practical approach for hotel businesses and public authorities. In comparison, previous studies centred less on inter-companies' influences within the study setting, e.g. organisational ability, management behaviours and strategic roles influenced by outside policy instruments (Zhang and Huang 2019). We also attempt to examine environmental laws' internal and external impacts on organisational citizenship behaviour to reduce pollution and find an appropriate means of solving these concerns. Therefore, we proposed that:

H4: Implementing environmental law has a positive and significant relationship with organisational citizenship behaviour to reduce pollution in the hospitality industry.

Organisational citizenship behaviour for reducing pollution

Organisational citizen's behaviour (OCB) leads to an organisation's productive running and may not constitute part of the employee's structured specifications (Anwar et al. 2020). OCB is helpful, but administrators have trouble eliciting or rewarding their absence through arrangement and official incentives since their behaviour is voluntary. OCB is beneficial and attractive (Wang et al. 2018). Mishra (2017) reports that extra-role activities within the hospitality industry mostly drive non-financial incentives. Masri and Jaaron (2017) define five types of OCB, suggesting that workers carry out activities in jobs that go well beyond their minimum criteria, meaning altruism to support others. Civil virtue implies that employees engage responsibly in the organisation's political life; sport says they are neither plaintiff nor have good attitudes and indifferent courtesy. Corporate citizenship habits can influence customer satisfaction. This is caused by greater contact between staff and customers and increased "climatic service". The association between OCB and client satisfaction may be attributed to an increased service level in the hospitality sector (Patwary et al. 2020). Boiral et al. (2015) submitted that OCB is particularly relevant for workers with direct consumer interaction as this group's OCB results in an increased customer quality appraisal.

Though the organisation does not pay OCB, it may also add to the organisation's efficiency. For an organisation's environmental effectiveness, organisational citizenship for reducing pollution (OCBRP) can be seen as a key component, reports Masri and Jaaron (2017). In his report, Ahmad (2015) asserted that OCBRP is connected to discretionary job conduct, unrelated to the structured corporate remuneration structure, and facilitates, in essence, the organisation's efficiency and productive activity. Alt and Spitzeck (2016) added further that the founding work of OCBRP is that such conducts are always internally guided and that they emerge from the desire for a sense of accomplishment or ability, affiliation or personal affiliation. Besides, in a standardised work description, OCBRP has increased the productivity metrics required by an enterprise. Besides, the promotion of colleagues' well-being, working groups and the organisation is embodied in acts carried out by employees that exceed the minimum expected roles of the OCBRP. Patwary et al. (2021) proposed, in their analysis of the hotel industry's frontline employees, that to fulfil and surpass the client's demands, management must ensure that the frontline employees satisfy their job position requirements and accept the formal function requirements. The efficiency of the staff is doubled. Managers appear to give staff involved with the OCBRP a higher output ranking (Albertini 2017). This may be because OCBRP workers are more positively viewed and valued. Another explanation might be that managers

may either believe that OCBRP plays an essential role in OCBRP's progress, its impact from the implementation of environmental law or see OCBRP as a contribution by employees (Chan and Hsu 2016). Another impact is that a higher success level is associated with incentives such as wage increases, raises, compensation or career-related benefits (Albertini 2017). Thus, we proposed the following hypothesis:

H5a: Implementation of environmental law mediates the relationship between green employee involvement and organisational citizenship behaviour for reducing pollution in the hospitality industry.

H5b: Implementation of environmental law mediates the relationship between green performance management and organisational citizenship behaviour for reducing pollution in the hospitality industry.

H5c: Implementation of environmental law mediates the relationship between green dynamic capability and organisational citizenship behaviour for reducing pollution in the hospitality industry.

Method

Research design

This study explored the holistic view of organisational citizenship behaviour for reducing pollution in Malaysia's hospitality industry context. The study examines green employee involvement, green performance management and green dynamic capability to implement environmental law in the hospitality industry. The study also evaluates the mediating role of implementing environmental law between green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour to reduce pollution. Employees in the hotel industry could play a key role in reducing environmental pollution. Therefore, this study employed a quantitative approach to test the hypotheses. This study employed a non-probability sampling method to collect data from the hotel employees in Malaysia.

Data collection procedures

Self-administrated questionnaires were distributed to the employees of specific organisations ranked 4- and 5-star hotels. We distributed 600 questionnaires to the respondents using social media platforms such as WhatsApp, Linked In, Facebook and email. We ensure to the participants that our research will be used for academic purposes only, and respondents will remain anonymous. We have received 253 valid responses for data analysis with a response rate

of 42.16%. Data were analysed through structural equation modelling (SEM) using the Smart-PLS tools and SPSS. Structural equation modelling (SEM) is applied to minimise measurement error because this method can shape the hierarchy of latent constructs (Hair et al. 2016). While selecting the respondents based on their position in the hotel, we followed these categories (lower-level employees, supervisory positions and junior assistant managers. Patwary et al. (2022) followed the same categories while conducting the hotel study.

Instrumentation

The instrument used in this study consisted of two parts: demographic information such as gender, age, education and year of experience. The second part contains the employees' organisational citizenship behaviour questionnaire to reduce pollution, green employee involvement, green performance management, green dynamic capability and implementation of environmental law in the hospitality industry. Ten items were used to measure organisational citizenship behaviour for reducing the pollution developed by Ahmad (2015), five items from Pham et al. (2020b) were used to measure green employee performance, and Masri and Jaaron (2017) green performance management was measured using five items developed by Masri and Jaaron (2017) and Pinzone et al. (2016). A 7-item construct proposed by Lin and Chen (2017) was used to measure green dynamic capability using, and this study measured the implementation of environmental law through four items from Niyobuhungiro (2019).

Data analysis and technique

This study used two statistical tools (SPSS and Smart-PLS) to analyse the data. PLS is used to aid structure equation modelling (SEM) and test the hypotheses. The analysis procedure consists of two steps to utilise SEM: measurement and structural models. The SPSS version 25.0 was used to conduct descriptive statistics of the respondents. Smart-PLS outputs are categorised into two, including measurement and structural model.

Analysis and findings

Demographic information

Table 1 shows the respondents' demographic distribution for gender, marital status, age, race and education level. For gender, 45.8% of the respondents are male, and 54.2% are female. The majority of the respondents are married, 66.8%, single is 30%, widow is 2.4% and divorced is 0.8%. In terms of age group, the highest age group consists of "26 to 29 years" 34.8% followed by "30

Table 1 Demographic profile of respondents

Characteristics	Frequency	Percentage
Gender		
Male	116	45.8
Female	137	54.2
Marital status		
Single	76	30.0
Married	169	66.8
Widow	6	2.4
Divorced	2	0.8
Age (years)		
18–21 years old	11	4.3
22–25 years old	53	20.9
26–29 years old	88	34.8
30–33 years old	79	31.2
34 years and above	22	8.7
Experience in hotel industry		
0–2 years	23	9.1
> 2–5 years	50	19.8
> 5–8 years	123	48.6
> 8–10 years	26	10.3
> 10–15 years	31	12.3
Education level		
Never been to school	1	0.4
Primary school	17	6.7
Secondary school	19	7.5
Skills certificate	51	20.2
Diploma	81	32.0
Degree/bachelor	60	23.7
Masters	22	8.7
PhD/doctoral	2	0.8

to 33 years" which is 31.2%, "22 to 25 years" 20.9%, "34 to above" 8.7% and 18 to 21 years is 4.3%. The majority of the respondents has 5 to 8 years of experience in the hotel industry, 48.6%, followed by 2 to 5 years are 19.8%, 10 to 15 years are 12.3%, 8 to 10 years are 10.3% and 0 to 2 years are 9.1%. For the education level, the majority of the Diploma and bachelor's degree holders, which are 32.0% and 23.7% respectively, and skills certificate (20.2%), master's degree holders (8.7%), and Secondary school respondents (7.5%) and Primary School respondents (6.7%), and PhD respondents (0.8%), and Never been to school respondents is 3.8%.

Measurement model analysis

The study examines green employee involvement, green performance management and green dynamic capability to

implement environmental law in the hospitality industry. The study also evaluates the mediating role of implementing environmental law between green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour to reduce pollution. Researchers adopted the two steps to avoid methodological problems in the study, including the measurement and structural models. Measuring the model, many parameters need to test the model. Therefore, constructs validity and reliability, convergent validity and discriminant validity were tested.

In the measurement model of the study, the outer loadings are good enough to fit into the construct (Fig. 2). Outer loadings of the study for green employee involvement are 0.868, 0.859, 0.816, 0.669 and 0.724 respectively; green performance management are 0.850, 0.798, 0.781, 0.761 and 0.738 respectively; green dynamic capability is 0.808, 0.837, 0.771, 0.800, 0.772, 0.747 and 0.778 respectively. Organisation citizenship behaviour for reducing the pollution is 0.787, 0.738, 0.761, 0.745, 0.708, 0.784, 0.747, 0.769, 0.799 and 0.811 respectively; implementation of environmental law is 0.855, 0.886, 0.766 and 0.795 respectively. Table 2 presents the construct validity and reliability of this study. The findings reveal that Cronbach's alpha score is

ranged between 0.845 and 0.921, whereas the rho_A value is ranged from 0.854 to 0.923. This study's composite reliability (CR) ranges from 0.890 to 0.934, which is greater than the threshold value of 0.70 (Hair et al. 2020). Similarly, the average variance (AVE) score is ranged between 0.585 and 0.684, which is greater than the cutoff point of 0.50. All the criteria of the constructs are achieved the required level, which implies that construct validity and reliability meet the satisfactory level of this study.

The outer loadings, Cronbach alpha and average variance attracted indicate that the study items have high reliability. In addition to that, discriminant validity was checked through the Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) performed (see Table 3), which finds no issues with the study's measurement model as suggested by Cheah et al. (2018) and Hair et al. (2020).

Structural model analysis

The diagram in Fig. 3 is shown to demonstrate the structural model of the study. *T*-values of the model show high efficiency in the construct. The influence of the independent variable on the dependent variable is positively significant.

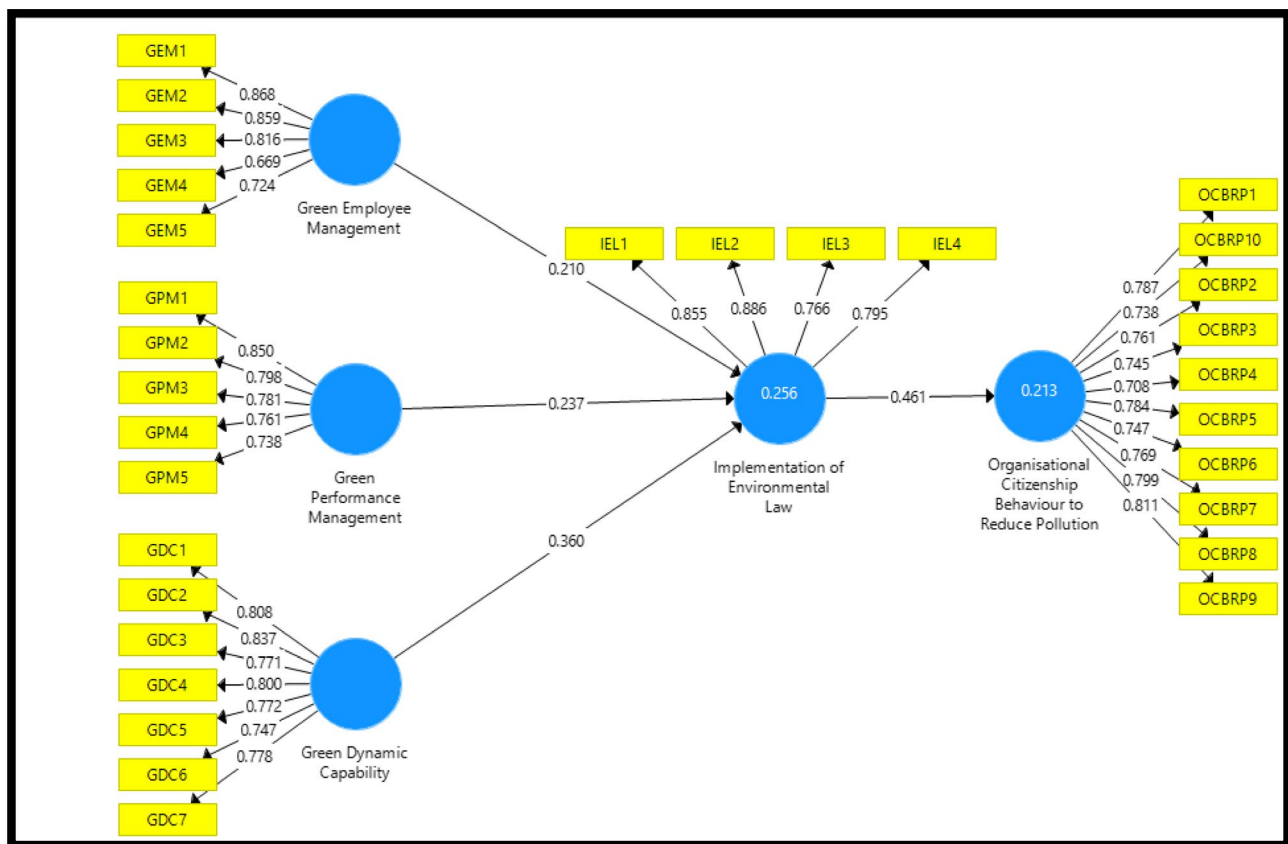


Fig. 2 Measurement model

Table 2 Construct validity and reliability

Variables	Cronbach's alpha	rho_A	Composite reliability	Average variance extracted (AVE)
Green dynamic capability	0.899	0.906	0.920	0.621
Green employee management	0.852	0.891	0.892	0.626
Green performance management	0.848	0.876	0.890	0.619
Implementation of environmental law	0.845	0.854	0.896	0.684
Organisational citizenship behaviour to reduce pollution	0.921	0.923	0.934	0.586

Table 3 Discriminant validity (Fornell-Larcker Criterion and Heterotrait-Monotrait (HTMT) ratio criterion)

	GDC	GEM	GPM	IEL	OCBRP
Fornell-Larcker criterion					
GDC	0.788				
GEM	0.115	0.791			
GPM	0.086	-0.055	0.787		
IEL	0.404	0.239	0.256	0.827	
OCBRP	0.194	0.163	0.218	0.461	0.766
Heterotrait-Monotrait (HTMT) ratio criterion					
GDC					
GEM	0.120				
GPM	0.105	0.090			
IEL	0.456	0.266	0.291		
OCBRP	0.203	0.192	0.238	0.511	

To examine the direct effects, the bootstrapping method was performed in Smart PLS 3. This study's direct relationship is standardised into two: firstly, the influence of green employee involvement, green performance management, green dynamic capability on implementation of environmental law and secondly, environmental law's influence on organisational citizenship behaviour reduces pollution in the hotel industry.

As shown in Table 4, the independent variables of this study green employee involvement (T value = 3.231, p value = 0.001), green performance management (T value = 4.307, p value = 0.000) and green dynamic capability (T value = 5.543, p value = 0.000) have significant relationship with implementation of environmental law. Besides, implementing environmental law also has a significant relationship with organisational citizenship behaviour for reducing pollution (T value = 7.702, p value = 0.000). Thus, hypothesis H1, H2, H3 and H4 are accepted.

Mediating role of implementation of environmental law

Table 5 shows the mediating effects of the study, as this study considers the implementation of environmental law as a mediating variable. As shown in Table 5, implementation

of environmental law plays a significant mediating role in between green employee involvement (T value = 2.641, p value = 0.008), green performance management (T value = 3.543, p value = 0.000), green dynamic capability (T value = 4.524, p value = 0.000) and organisational citizenship behaviour for reducing the pollution. Therefore, hypotheses H5a, H5b and H5c are accepted.

Discussion

Hotels remain a new field for green employee involvement, green performance management and green dynamic capability. A quantitative method is appropriate in this situation because it can allow us to examine the complexities of the research issue and have better results (Kivunja and Kuyini 2017). At the same time, increasingly, it has become an interesting matter, particularly in the Malaysian hospitality industry context. While Fernández-Robin et al. (2019) suggest that green practices will motivate employees' disciplinary behaviour against the community, very few researchers have debated this aspect. For example, green practices on OCBRP in the medical system in England (Pinzone et al. 2019). The results found that green employee involvement has a positive and significant relationship with implementing environmental law in the hospitality industry. It indicates that law implementation will increase while employees are involved in green-related activities willingly. It concludes that hypothesis 1 is accepted. These findings are aligned with previous studies by Pham et al. (2019). Green performance management also has a positive and significant relationship with implementing environmental law in the hospitality industry. The management staff are highly concerned about maintaining green performance and environmental law awareness, bringing fruitful outcomes to reduce environmental pollution. Thus, hypothesis 2 is accepted. Previous studies support these outcomes by Yusoff et al. (2020). According to Masri and Jaaron (2017), the connection between the green processes of training, encouragement and compensation and the green improvement of workers in tourism organisations, instead of exploring the role of OCBRP. Previous studies supported the relationship between dynamic capability and

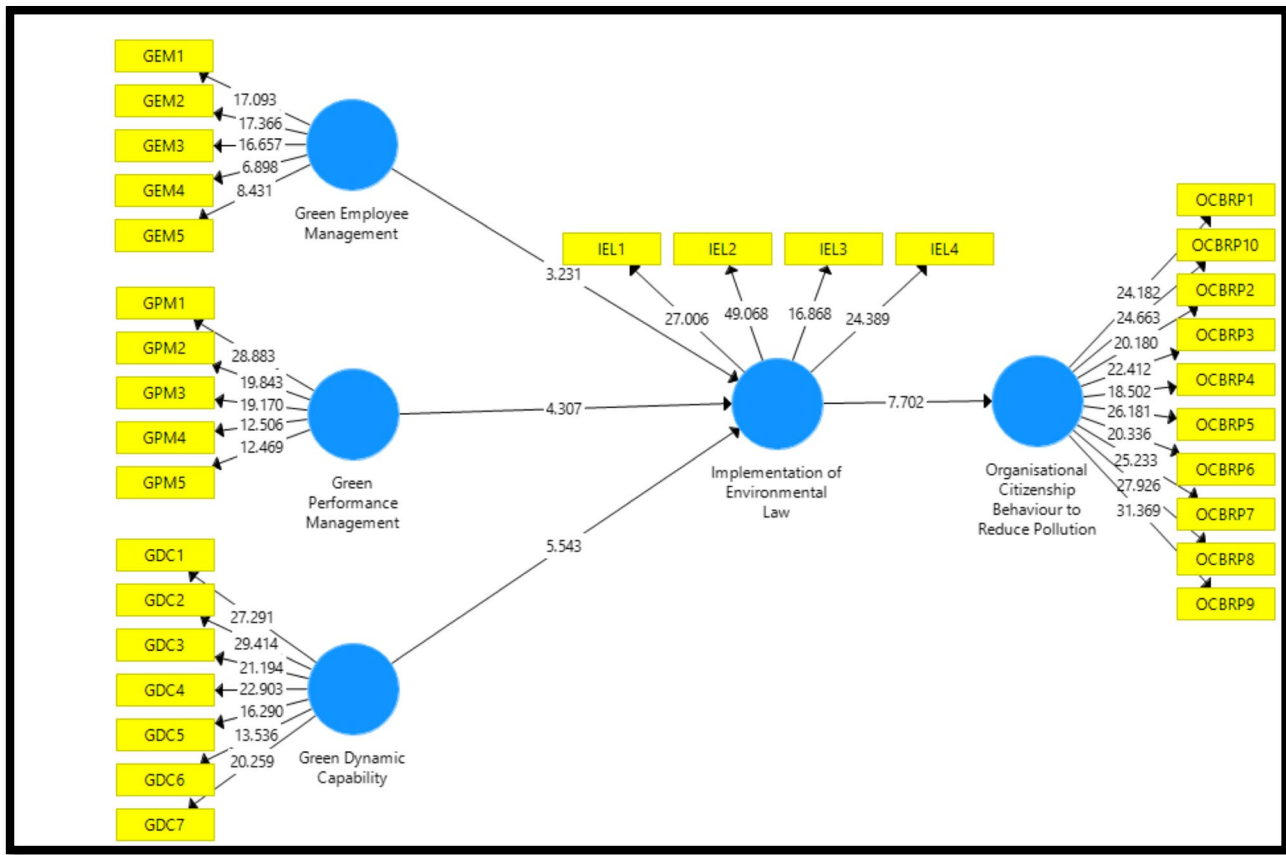


Fig. 3 Structural model of the study

Table 4 Path coefficient

Relationship	Beta (β)	Standard deviation	T statistics	P values
H1: green employee management—> implementation of environmental law	0.210	0.065	3.231	0.001
H2: green performance management—> implementation of environmental law	0.237	0.055	4.307	0.000
H3: green dynamic capability—> implementation of environmental law	0.360	0.065	5.543	0.000
H4: implementation of environmental law—> organisational citizenship behaviour to reduce pollution	0.461	0.060	7.702	0.000

Table 5 Mediating effects of the study

Relationship	Beta (β)	Std. deviations	t-value	P-values
H5a: green employee management—> implementation of environmental law—> organisational citizenship behaviour to reduce pollution	0.097	0.037	2.641	0.008
H5b: green performance management—> implementation of environmental law—> organisational citizenship behaviour to reduce pollution	0.109	0.031	3.543	0.000
H5c: green dynamic capability—> implementation of environmental law—> organisational citizenship behaviour to reduce pollution	0.166	0.037	4.524	0.000

law implementation. This study found similar results as green dynamic capability does not influence the hospitality

industry’s environmental law. Thus, hypothesis 3 is also accepted. This study aligned with Wang et al. (2020).

The results found that environmental law implementation has a positive and significant relationship with organisational citizenship behaviour for reducing pollution in the hospitality industry. While environmental law is perfectly implemented in the hotel industry, it will lead to organisational citizenship. As a result, it will reduce environmental pollution caused by the hotel industry. It concludes that the hypothesis is accepted. These findings are similar to Abbas (2020). For the mediating effects, the results found that environmental law's implementation mediates the relationship between green employee involvement, green performance management and organisational citizenship behaviour for reducing pollution in the hospitality industry. While employees feel they are involved, and their performance is counted for good, it will lead to proper implementation of environmental law in all aspects of the hotel industry and organisational citizenship behaviour. Furthermore, this study found that the organisation's dynamic capability related to the green movement would find organisational citizenship behaviour through the appropriate implementation of environmental law. From these results, hypotheses 5, 6 and 7 are accepted as proposed. Furthermore, to increase environmental efficiency, workers' involvement in green behaviour is important, especially the organisational citizenship behaviour to reduce pollution (OCBRP) (Chang et al. 2019). This involvement leads to addressing environmental issues and improving organisations' sustainable growth (Lace 2018).

Practical implications

From a practical standpoint, these research findings are unique to the interpretation of the Malaysian context. In contrast with Western studies, there are important discrepancies as these results refute Joshi and Dhar's methodological findings (Joshi and Dhar 2020). It is important to analyse the green employee involvement, green performance management, green dynamic capability and organisational citizenship behaviour if hotels want high working success in the team. This research enables hoteliers to better understand the essence of organisational citizenship behaviour to reduce pollution and establish techniques to enhance environmental management in Malaysia's hospitality industry. This makes for better operational efficiency through less energy and water consumption in the hotel. Managers must also clearly recognise the employees' psychological demands that can contribute to the persistence in implementing environmental laws and the weakening of positive outcomes, such as well-being, happiness and productivity (Sánchez-Medina et al. 2016). Overall, achieving organisational citizenship behaviour for reducing pollution could be an effective tactic for ensuring hotels remain competitive in the market while providing quality customer service to guests, and hotel staff may benefit from a profitable experience.

Theoretical contribution

This study contributes to knowledge by establishing new direct and mediating relationships. Yusoff et al. (2020) indicate that the hospitality sector does not represent a significant perpetrator of environmental degradation from the use of non-renewable sources. It is also considered comparatively innocuous (Asghar et al. 2022; Chan and Hsu 2016). At the same time, considering that many hospitality facilities are limited, this intake hits comparatively high levels when added together (Abbas and Dogan 2022; Ren et al. 2017). Environmental responsibility falls into play in those cases. Besides, hotel industry managers understand the strong dependency of the industry on water and realise that because of its high-water consumption (Lace 2018; Tian et al. 2020) and high waste generation, it is also perceived as environmentally unfriendly (Pham et al. 2020a). In particular, these regions have consequences for the hospitality industry's energy use, which impacts the climate and culture indelibly (Chiu et al. 2014; Xing et al. 2020).

Policy implications

There are several ways policymakers can be benefited from this structural model of the study. Policymakers can implement this model and observe how environmental laws are being taken care of in the hotel industry. Managers need to develop policies that support continuous green practices for employees because it is an important element in increasing in hotel environmental awareness. The policymakers could make this study a guideline while implementing sustainable practices in the hotel and tourism industry.

Limitations and future suggestions

Despite practical and theoretical contributions, this study concedes some limitations as well. Firstly, the study is cross-sectional based where data is only collected once. Besides, the issue of causalities was not evaluated. Abdo et al. (2020) suggested that different driven theories and models should be tested using structural equation modelling in the cross-sectional natured study. The stakeholders would benefit greatly from a longitudinal study as respondents understanding and motivation change constantly. The study only focused on the employees. Future studies can consider both units of analysis by including employees and consumers to get more constructive responses and research outcomes.

Conclusion

In conclusion, the relationship between green employee involvement, green performance management, green dynamic capability and implementation of environmental

laws was discovered and considered unique in the hotel industry context in Malaysia. The study also further established the mediating role of environmental law between green employee involvement, green performance management and organisational citizenship behaviour to reduce pollution in the hospitality industry. The method by which employees can strengthen and further support their constructive way of ensuring that they stay dedicated and enjoy themselves in the hotel industry and at the same time giving priority to reduce environmental pollution. Therefore, work activities that combine expertise and improvement techniques with many difficult challenges among hotels' workers will further improve environmental management.

Author contribution Ataul Karim Patwary: conceptualisation, idea generation and final review; Arshian Sharif: data analysis, discussion; Roslizawati Che Aziz: literature review and editing; Mohamad Ghazali Bin Hassan: methodology, literature review; Arsalan Najmi: data screening and coding; Muhammad Khalilur Rahman: discussion and conclusion.

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Data availability The data that support the findings of this study are openly available on request.

Declarations

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Competing interest The authors declare no competing interests.

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