



What makes a green citizen in Taiwan's restaurant industry?

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Generating employees' altruistic behaviors toward green activities is important. We sought to understand what factors influence green organizational citizenship behavior of employees in the restaurant industry in Taiwan by examining the relationships among green human resource management practices, employee commitment toward the environment, and green organizational citizenship behaviors. We used convenience sampling to collect data from 512 frontline staff of restaurant chains in Taiwan. Structural equation modeling was conducted to test our hypotheses, and the results show that five green human resource management practices were positively related to employee commitment toward the environment, which, in turn, positively affected green organizational citizenship behavior. Managers of restaurants can adopt this understanding of the relationships of green human resource management practices with employees' commitment toward the environment and green citizenship behavior.

Keywords

green human resource practices; employee environmental commitment; green organizational citizenship behavior; restaurant industry; altruistic behavior

In recent years, environmental issues have emerged as important social priorities and as a source of newly developing strategies in organizations (Amui et al., 2017). In Taiwan's restaurants, the trend of being "green-friendly" is not just voluntary; from 2017, legislation has been introduced that obligates owners to comply with relevant policies in green-friendly restaurant certification. Therefore, there is a focus in the industry on green activities.

The topic of green policies has attracted the research interest of many management scholars because of the strategic importance of developing sustainable organizations (Ren et al., 2018). For example, Fayyazi et al. (2015) examined barriers to green human resource management and found that the lack of an authoritative plan to implement green human resource management in all organizations was the greatest barrier. Huo et al. (2020) examined the relationships among commitment to human resource management, green human resource management, and green creativity and found that commitment to human resource management is a key factor influencing the implementation of green human resource management and green creativity. Ahmad (2015) explored various green human resource practices followed by managers in organizations and explained the function that green human resource practices fulfil in playing an active part in green issues, for example, in energy saving. Yusliza et al. (2019) explored the links between top management commitment, corporate social responsibility, and green human resource management using empirical data from Malaysia. They confirmed the crucial role of top management commitment in corporate social responsibility and green human resource management.

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Related studies have shown that the effect of green human resource practices on employees' environmental commitment and voluntary green behavior is still underdeveloped (Tang et al., 2018). In practice, the greening activity in an organization requires employees' altruistic behaviors. For example, employees can voluntarily deliver notions of environmental protection to the public, and can collaborate with the organization's other members to perform green activities (Boiral, 2009). Green activities in an organization require employees to perform extrarole behaviors, such as engaging in spontaneous and automatic energy-saving behaviors, which are beneficial to organizational effectiveness (Ramus & Killmer, 2007).

Employees' initiatives are regarded as important factors influencing organizational greening (Xiang & Yang, 2020). Compared to research in the organizational citizenship behavior area, there have been few empirical studies (see, e.g., Xiang & Yang, 2020) conducted on how to generate employees' altruistic behaviors toward green activities. Organizational greening activity extends beyond compliance with formal management systems to include employees' altruistic and voluntary extrarole behaviors that contribute to organizational effectiveness, and that are especially important for good environmental performance (Xiang & Yang, 2020). On the basis of social exchange theory, Emerson (1976) argued that the process of social exchange is initiated in organizations if employees perceive themselves as being treated well by the organization. Then they will reciprocate with positive attitudes and behaviors (Hitka et al., 2018). In the context of social exchange theory, we proposed that human resource practices should be designed to initiate positive exchange relationships. In addition, organizational citizenship behaviors can be viewed as the result of a social exchange process: If employees perceive that their organization cares about them, they will be committed to the organization and exhibit citizenship behavior. Extending this theory into a green setting, in this research we argued that employees' perception of their organization's environmental policy may enhance their commitment to the environment at work, and may then lead to reciprocal behavior of the employees.

We explored the relationships of green human resource management practices, employee commitment toward the environment, and green citizenship behavior in the restaurant industry in Taiwan. Referring to related studies, we constructed a conceptual model and tested two hypotheses using data collected from frontline employees in Taiwanese restaurants.

Literature Review and Hypotheses

Green Human Resource Practices

Green human resource management practices refer to human resource management aspects that focus on green issues (Mishra et al., 2014). With the role of green activities now increasing, green human resource management has emerged as a dominant area in business research (Saeed et al., 2019). These aspects can be viewed as research areas in which the aim is to provide understanding of environmental activities, such as staff training in environmental awareness, through the deployment of human resource management practices within the organization (Jabbour, 2015). Unlike other human resource management practices wherein the effectiveness of the organization is stressed, green human resource management practices are more favorable to environmental activities (Mishra et al., 2014). In other words, green human resource management comprises promotion of environmental awareness among employees and the organization's human resources managers can deliver environmental signals to employees, enhancing their environmental awareness. In addition, green human resource managers can refine employees' behaviors through initiatives such as green training programs, to create environmentally friendly attitudes in their working environment (Saeed et al., 2019).

Green human resource management practices comprise five dimensions: green recruitment, green training, green performance management, green rewards, and green involvement (Tang et al., 2018). *Green recruitment* refers to hiring candidates with a commitment to environmental activities, whereby companies use certain criteria to select suitable workers (Jabbour & Santos, 2008). *Green training* entails the provision to employees of insight into environmental issues and helping them adopt a green mindset and skills that

could produce enduring commitment to the environment (Perron et al., 2006). *Green performance management* entails setting in place a working system to evaluate employees' participation in environmental activities; the staff responsible for this area in firms can formulate criteria suitable to evaluate the green performance of all employees (Tang et al., 2018). *Green rewards* are financial and nonfinancial rewards offered by the management of the organization to attract and retain employees committed to fulfilling environmental goals (Jabbour et al., 2013). Finally, *green involvement* refers to employees' investment in environmental management, so that they feel encouraged to support organizational environmental activities and their awareness of environmental issues is enhanced (Tang et al., 2018).

Employee Commitment Toward the Environment

Employee commitment toward the environment has become an important research area as it is strongly related to attitudes toward work and behavior toward an organization's green activities. It refers to employees' emotional attachment to and identification with the organization's environmental issues; therefore, those employees with a high level of commitment to the environment have a strong belief in organizational green values and work hard toward the attainment of the organization's green goals. Hence, when individuals commit to environmental issues, they can adjust their attitude and behavior to pursue the organization's green values. If employees' environmental commitment is consolidated, they will be willing to exert extra effort to achieve the organization's green goals (Pinzone et al., 2016). Employees' individual environmental commitment can be regarded as a crucial element of the environmental commitment of the whole organization, which may enhance the sustainable performance of that organization (Liu et al., 2014).

Green Organizational Citizenship Behavior

Organizational citizenship behavior is defined as the extrarole behaviors of employees that are not regulated by a formal reward system in the workplace and are likely to enhance job performance within the organization (Yang, 2012). This concept can also be applied in an environmental context (Boiral, 2009). In the past 20 years, *green organizational citizenship behavior* (green OCB) has become an important research topic (see, e.g., Xiang & Yang, 2020), as the implementation of environmental activities cannot be addressed through formal systems alone. Therefore, employees' voluntary behaviors can facilitate the implementation of environmental issues (Boiral, 2009).

According to the classification set out by Boiral and Paillé (2012), green OCB can be divided into three constructs: eco-initiatives, ecocivic engagement, and ecohelping. *Eco-initiatives* refer to voluntary behaviors aimed at attending to environmental activities, in which employees' initiatives in the organization are stressed. *Ecocivic engagement* involves employees' support for the organization's green issues, which helps to achieve organizational environmental goals. *Ecohelping* relates to employees' spontaneous assistance of colleagues in the organization in performing activities that will achieve the organization's environmental goals, thus focusing on employees' mutual support.

Relationship Between Green Human Resource Practices and Employee Commitment Toward the Environment

Previous studies have indicated that a single practice or bundles of human resource practices are positively related to the development of employees' commitment to the organization (Yang, 2012). In the green context, green human resource management practices can enhance employees' commitment to and participation in environmental behaviors, which can improve their commitment toward the organization, consequently motivating them to practice green behaviors voluntarily (Tang et al., 2018). The reason for this is that when support for environmental efforts is stressed in a firm through the implementation of human resource management practices, employees increase their commitment to exhibiting environmental behaviors that support the organization's environmental goals (Tang et al., 2018). Perez et al. (2009)

proposed that when companies have management practices in place that focus on the environment, this can motivate employee commitment to the environment in the workplace. This occurs because employees working in green-oriented organizations adjust their opinions and values to adapt to the organizational green activities (Pinzone et al., 2016). The participation of the employees in environmental activities enhances their understanding of the company's environmental goals and policies, which, in turn, reinforces the employees' commitment to environmental issues (Jabbour & Santos, 2008). Accordingly, we formed the following hypotheses:

Hypothesis 1: Employees' perception of green human resource management practices will positively affect their commitment toward the environment.

Hypothesis 1a: Employees' perception of green recruitment policies will positively affect their commitment toward the environment.

Hypothesis 1b: Employees' perception of green training will positively affect their commitment toward the environment.

Hypothesis 1c: Employees' perception of green performance management will positively affect their commitment toward the environment.

Hypothesis 1d: Employees' perception of green reward systems will positively affect their commitment toward the environment.

Hypothesis 1e: Employees' perception of green involvement will positively affect their commitment toward the environment.

Relationship Between Employee Commitment Toward the Environment and Green Organizational Citizenship Behavior

In dissonance theory it is argued that an increase in their commitment to the organization causes employees to exhibit increased altruistic behaviors toward tasks (Yang, 2012). Employees' commitment to the company has been supported as a key factor in the performance of OCBs (Meyer et al., 2002). Several studies suggest that employees' commitment plays a crucial role in determining their extrarole behaviors (e.g., Meyer et al., 2002; Yang, 2012). Employees who are committed to their organization will be motivated to practice behaviors that may eventually benefit the organization (Yang, 2012). Applying this in the green context, when employees become committed to green activities in the company, they are likely to exhibit environmental behavior. Accordingly, we formed the following hypotheses:

Hypothesis 2: Employees' commitment toward the environment will positively affect their performance of green organizational citizenship behaviors.

Hypothesis 2a: Employees' commitment toward the environment will positively affect their performance of eco-initiatives.

Hypothesis 2b: Employees' commitment toward the environment will positively affect their ecocivic engagement.

Hypothesis 2c: Employees' commitment toward the environment will positively affect their performance of ecohelping behaviors.

Because of the legislation in place in Taiwan that requires green-friendly restaurant certification, the context of this study was extended to include social exchange theory in that setting. We aimed to understand the factors that influence the performance of green OCB by employees in Taiwan's restaurant industry, by examining the relationships among green human resource management practices, employee commitment toward the environment, and employees' green OCBs. We focused on Taiwan's restaurant industry for two main reasons: First, in recent years the service industry has been the driving force behind Taiwan's economic growth, with the restaurant industry contributing significantly (Xiang & Yang, 2020). Second, the restaurant industry is characterized by a high rate of exposure and contact between employees and customers. If service personnel can exhibit green OCBs, then delivering the green-friendly concept to customers should be beneficial.

Method

Participants

For the study sample we chose staff of chain restaurants in Taiwan. During the current COVID-19 pandemic, most people are still willing to eat out because the situation in Taiwan is under control (Chen, 2021). Hence, we chose six chain restaurants in Taipei, each of which employs an average of over 100 people.

We distributed 600 survey forms and received 518 responses (response rate = 86.33%). Six of the returned forms were removed because data were missing; thus, responses from 512 employees were used in the analysis. Of these respondents, 326 (63.67%) were men and 186 (36.33%) were women. Among the participants, 52% were aged between 21 and 30 years, 28% were aged between 31 and 40 years, and 20% were aged 41 years or over ($M_{\text{age}} = 27$ years, $SD = 1.21$). In terms of level of education, 14% had graduated from senior high school, 74% had a college-level education, and 12% had a master's degree. As regards marital status, 41% were married and 59% were not married. With regard to personal monthly income, 52% earned TWD 20,000–30,000 (USD 715–1,072) and 48% earned TWD 30,001–40,000 (US\$1,073–1,429). The mean salary was TWD 28,000 ($SD = \text{TWD } 12,901$). Finally, 48% of participants had a work tenure of more than 5 years and the remaining 52% had a work tenure of up to 5 years.

Procedure

We obtained ethical approval from the relevant committee at the institution of one of the authors. Prior to conducting the formal survey, we sent questionnaires to the employees of the chosen restaurants for a pretest to confirm that the scales were valid and reliable for use with this population. Then, we obtained permission from the chosen restaurants to conduct the survey with their staff and used convenience sampling to collect data. Each chosen restaurant was sent 100 paper survey forms together with cover letters. In the cover letter we guaranteed that all responses would be kept confidential. In addition, we offered all participants TWD 10 (USD 0.35) as monetary compensation. To ensure privacy, all completed surveys were anonymous and were returned to the researchers directly after completion.

Measures

All the scales we used were derived from previous studies. Respondents answered the items using a 5-point Likert-type scale where 1 = *strongly disagree* and 5 = *strongly agree*.

Green Human Resource Practices

The items for green human resource management practices were sourced from the original scale of Xiang and Yang (2020), who discussed human resource management practices in the service context. Xiang and Yang classified green human resource management practices into the five constructs described in the previous section; thus, their classification corresponded to our research setting. Therefore, we adopted this scale, and the items are presented in Table 1. The Cronbach's alpha coefficients in this study for green recruitment, green training, green performance management, green rewards, and green involvement were .93, .91, .92, .91, and .93, respectively.

Employee Commitment Toward the Environment

We measured employee commitment toward the environment using the seven-item scale developed by Raineri and Paillé (2016). A sample item is "I feel a sense of duty to support the environmental efforts of the restaurant." The Cronbach's alpha coefficient for this scale in our study was .93, suggesting excellent reliability.

Green Organizational Citizenship Behaviors

The measure for green OCBs included three dimensions as used in Boiral and Paillé's (2012) study: Eco-initiatives was measured with three items, ecocivic engagement with four items, and ecohelping with three

items (see Table 2). The Cronbach's alphas of each dimension in our study were as follows: eco-initiatives = .93, ecocivic engagement = .92, and ecohelping = .92.

Results

Confirmatory Factor Analysis

We used LISREL 8.0 to test the proposed model (Jöreskog & Sörbom, 1996). To validate the constructs, we applied a confirmatory factor analysis to the constructs of green human resource management practices and green OCBs. The adjusted goodness-of-fit indices and root mean square residuals of the items for green human resource management practices are shown in Table 1. In addition, Table 2 shows these fit indices for the three-factor structure of green OCBs.

Table 1. *Standardized Results of Confirmatory Factor Analysis of Green Human Resource Management Items*

Items	Factors				
	1	2	3	4	5
Green recruitment					
1. We attract green job candidates who use green criteria to select organizations.	.68				
2. We use green employer branding to attract green employees.	.66				
3. Our firm recruits employees who have green awareness.	.69				
Green training					
1. We develop training programs in environment management to increase the environmental awareness, skills, and expertise of employees.		.71			
2. We have integrated training to create the emotional involvement of employees in environment management.		.67			
3. We have green knowledge management (link environmental education and knowledge to behaviors to develop preventative solutions).		.66			
Green performance management					
1. We use green performance indicators in our performance management system and appraisals.			.71		
2. Our firm sets green targets, goals, and responsibilities for managers and employees.			.68		
3. In our firm, managers set objectives for achieving green outcomes included in appraisals.			.67		
4. In our firm, there are disbenefits in the performance management system for noncompliance or not meeting environment management goals.			.69		
Green rewards					
1. We make green benefits (transport/travel) available rather than giving out prepaid cards to purchase green products.				.71	
2. In our firm, there are green financial or tax incentives (bicycle loans, use of less polluting cars).				.66	
3. Our firm has recognition-based rewards in the environmental management for staff (public recognition, awards, paid vacations, time off, gift certificates).				.63	
Green involvement					
1. Our company has a clear developmental vision to guide the employees' actions in environment management.					.72
2. In our firm, there is a mutual learning climate among employees for green behavior and awareness.					.68
3. In our firm, there are several formal or informal communication channels to spread green culture.					.67
4. In our firm, employees are involved in quality improvement and problem solving on green issues.					.66
5. We offer practices for employees to participate in environment management, such as newsletters, suggestion schemes, problem-solving groups, low-carbon champions, and green action teams.					.72
6. Our company emphasizes a culture of environmental protection.					.67
α	.93	.91	.92	.91	.93
AGFI = .94 RMR = .05					

Note. AGFI = adjusted goodness-of-fit index; RMR = root mean square residual.

Table 2. Standardized Results of Confirmatory Factor Analysis of Green Organizational Citizenship Behavior Items

Variables	<i>M</i>	<i>SD</i>	<i>AVE</i>	1	2	3	4	5	6	7	8	9
1. Green recruitment	4.06	0.82	.62	.802								
2. Green training	4.14	0.91	.63	.416**	.807							
3. Green performance management	4.13	0.78	.61	.323**	.423**	.821						
4. Green rewards	4.08	0.69	.64	.321**	.313**	.379**	.818					
5. Green involvement	4.15	1.02	.59	.358**	.416**	.492**	.446**	.796				
6. Employee commitment toward the environment	4.13	0.85	.62	.429**	.428**	.364**	.421**	.485**	.802			
7. Eco-initiatives	4.04	0.92	.59	.342**	.346**	.412**	.419**	.421**	.432**	.814		
8. Ecocivic engagement	4.06	0.98	.59	.382**	.356**	.491**	.392**	.436**	.384**	.339**	.813	
9. Ecohelping	4.08	1.02	.61	.402**	.449**	.468**	.512**	.508**	.504**	.411**	.404*	.812

Note. AGFI = adjusted goodness-of-fit index; RMR = root mean square residual.

Correlation Analysis

Table 3 shows the descriptive statistics and correlations for the indicator variables. The Cronbach’s alpha coefficient of all constructs exceeded the threshold of .60, suggesting suitable reliability (Hair et al., 2005). In addition, the convergent validity of all variables is shown in Table 3. For all constructs, the average variance extracted was greater than .50 (Fornell & Larcker, 1981), indicating that the scale has acceptable convergent validity. We also examined discriminant validity by comparing the common variance between factors with the average variance extracted among the nine factors (Hair et al., 2005). Results in Table 3 show that the constructs met this criterion. Hence, discriminant validity was assured. Overall, each of the nine constructs met the standards of reliability, convergent validity, and discriminant validity.

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Note. *N* = 512. Numbers shown in **boldface** along the diagonal are square roots of average variance extracted.

* *p* < .05. ** *p* < .01.

Structural Equation Modeling

Structural equation modeling was performed to investigate the relationships of green human resource management practices, employee commitment toward the environment, and green OCBs. The fit indices were as follows, chi square (χ^2) = 428.76, degrees of freedom (df) = 231 ($p < .001$), χ^2/df = 1.85; root mean square error of approximation = .073, standardized root mean square residual = .01, comparative fit index = .92, incremental fit index = .92, normed fit index = .91, nonnormed fit index = .92. These results support the appropriateness of the structural model (Hair et al., 2005). Figure 1 shows the standardized path coefficients resulting from testing the proposed structural model. Within the recommended fit of model, the estimates of the structural coefficients provide the basis for testing the proposed hypotheses.

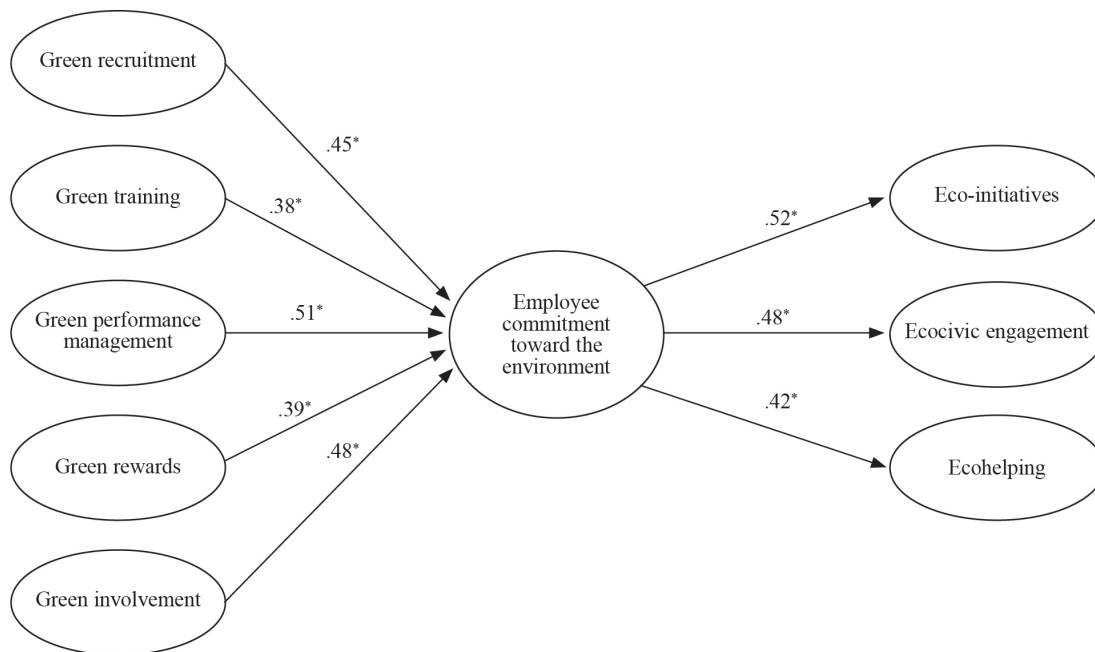


Figure 1. *Conceptual Model*

Note. Standardized path coefficients are reported.

* $p < .001$.

Hypothesis Testing

We calculated 95% confidence intervals for interpreting the results (see Table 4). Consistent with Hypotheses 1a, 1b, 1c, 1d, and 1e, green recruitment, green training, green performance management, green rewards, and green involvement were all positively associated with employee commitment toward the environment; thus, Hypothesis 1 was fully supported. With regard to Hypotheses 2a, 2b, and 2c, employee commitment toward the environment was positively related to eco-initiatives, ecocivic engagement, and ecohelping; thus, Hypothesis 2 was fully supported.

Table 4. Results of Testing of Hypotheses and Model Statistics

	Path coefficient	<i>t</i>	95% CI		Hypothesis results
			<i>LL</i>	<i>UL</i>	
Green recruitment → Employee commitment toward the environment	.38	2.12*	0.203	0.493	Supported
Green training → Employee commitment toward the environment	.46	3.84**	0.234	0.524	Supported
Green performance management → Employee commitment toward the environment	.41	3.91**	0.216	0.506	Supported
Green rewards → Employee commitment toward the environment	.48	3.81**	0.241	0.531	Supported
Green involvement → Employee commitment toward the environment	.53	4.02**	0.264	0.554	Supported
Employee commitment toward the environment → Eco-initiatives	.52	4.03**	0.261	0.551	Supported
Employee commitment toward the environment → Ecocivic engagement	.47	3.83**	0.238	0.528	Supported
Employee commitment toward the environment → Ecohelping	.43	3.91**	0.224	0.514	Supported

Note. CI = confidence interval; *LL* = lower limit; *UL* = upper limit.

* $p < .05$. ** $p < .01$.

Discussion

In this study we tested the links between five dimensions of green human resource management practices and employees' commitment toward the environment, and examined the role of employees' commitment toward the environment in predicting green OCBs. Our results suggest that in the Taiwanese restaurant industry, the green human resource management practices of green recruitment, green training, green performance management, green reward, and green involvement were associated with employee commitment toward the environment and with the green OCBs of eco-initiatives, ecocivic engagement, and ecohelping.

We have extended the application of social exchange theory (Emerson, 1976) in a green context. According to this theory, human resource management practices can facilitate employees' attitude and reactions (Hitka et al., 2018). Few studies have explored the direct effects of green human resource management practices on employees' environmental commitment in organizations (Pinzone et al., 2016). Our results provide a deeper understanding of this relationship. We found that green recruitment, green training, green performance management, green reward, and green involvement all have direct effects on employee commitment toward green activities in the restaurant industry in Taiwan.

We also found a positive relationship between employee commitment toward the environment and green OCBs. Researchers had previously proposed that employee commitment contributes to extrarole behaviors (Meyer et al., 2002; Yang, 2012), as those who are committed to their organization tend to practice behaviors that may eventually benefit the organization (Yang, 2012). In our study we further explored that relationship in a green setting and identified the role of employees' commitment to practicing environmental behavior in the context of the relationship of commitment to the organization and employee performance of roles that will benefit the organization.

Our study has made the following contributions to the extant literature: First, we have extended the literature on green citizenship behavior by considering green human resource management practices and employee commitment toward the environment in a single conceptual framework. Second, we studied Taiwan's restaurant industry because of its role in facilitating Taiwan's recent economic growth. As the restaurant industry is characterized by high contact between customers and service personnel (Yang, 2012), if frontline employees are willing to perform green citizenship behavior, this will be beneficial to the implementation of the organization's green activities.

Theoretical and Practical Implications

In this study the results show that the five green human resource management practices positively facilitated employee commitment toward the environment, which positively contributed to employees' performing green OCBs. The results enhance understanding of the relationships among green human resource management practices, employees' commitment toward the environment, and green citizenship behavior in the restaurant industry in Taiwan.

This study makes a further threefold contribution to the literature: First, we explored green OCBs in a service context, focusing specifically on the restaurant setting. Second, social exchange theory (Emerson, 1976) has not been tested sufficiently in regard to environmental issues in the context of restaurants. Our study differs from previous work, for example, that of Xiang and Yang (2020), who explored how employees could be encouraged to practice green behavior by using social identity theory (Ashforth & Mael, 1989) as a base to propose their research framework. Xiang and Yang suggested that when green activities are conducted in organizations, this may enrich employees' identification with the organization and enhance the green behaviors of those employees. Hence, employees' perception of their organizational greening activities potentially strengthens their organizational identification and increases their performance of green OCBs. Although studies have previously shown that social identity matters, our study clarified this issue by using social exchange theory (Emerson, 1976) to identify the crucial mediating role of employees' commitment toward the environment in the link between green activities and green behaviors. Third, despite related studies having been conducted previously (Tang et al., 2017; Xiang & Yang, 2020), the relationships among green human resource management practices, employee commitment toward the environment, and green citizenship behaviors have not been studied sufficiently. Tang et al. (2017) and Xiang and Yang showed that understanding of the effect of green human resource practices on employees' environmental commitment and voluntary green behavior is still underdeveloped. On the basis of our findings, if restaurant management want their frontline personnel to demonstrate green OCBs, they can use green human resource management practices to strengthen their employees' commitment toward the environment, thus enhancing green OCBs.

We also present some practical implications for organizations to shape the green attitudes and behaviors of employees. On the basis of our results, managers of organizations could promote employees' commitment toward the environment by implementing green human resource management practices. Our findings enhance knowledge of how restaurants can increase frontline employees' performance of green OCBs. For example, through green training programs, employees can develop green awareness, values, skills for effective engagement in environmental activities, and eco-initiatives. Thus, employees are likely to develop commitment to their organization and to increase their willingness to exhibit altruistic behaviors with respect to environmental issues. Restaurant managers can also stress the importance of granting employees autonomy in playing proactive roles in green activities. Taking part in these programs not only orientates employees toward green activities but also strengthens their commitment toward the environment and toward voluntarily performing behavior involving green activities. In addition, employees' commitment to the organization's green activities will facilitate their green behaviors that may eventually benefit the organization. Therefore, caring about employees' commitment to environmental issues becomes more important for the organization.

Limitations and Directions for Future Research

Several limitations to this study have to be considered. First, our data were collected from employees in Taiwan's restaurant industry; therefore, the generalizability of research results to other industries is limited. Because each industry has different characteristics, future researchers could collect data using random samples drawn from different industries to further explore these differences. Second, we collected data during 2020 only. Future studies could follow Schwab's (2005) recommendation of using cross-sectional studies to support correlational relationships between constructs. Third, we verified the relationships

between only three specific variables. In future studies other variables could be considered. For example, personality traits have been found to be factors potentially influencing employee behavior (Teng et al., 2007).

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