

## Article

# The Mediating Effect of Green Human Resources Management on the Relationship between Organizational Sustainability and Innovative Behavior: An Application in Turkey

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**Abstract:** With globalization, it is required to support the innovative behaviors of employees as a driving force in order for organizations to increase their market share, provide competitive advantage and ensure organizational sustainability. The purpose of this study is to establish the intermediary role of green human resources management in the relationship between employees' innovative behavior and organizational sustainability in the tourism sector. Data collection was achieved by conducting a survey of 615 hotel employees who work in accommodation establishments which are located in the city of Muğla (Turkey). In the scope of this study, validity and reliability analysis of the measurement scales were conducted and SmartPLS software was applied to implement a variance-based structural equation model. Within this framework, the research primarily discussed the variables among the relationship of organizational sustainability, IB, and green human resources management, and hypotheses were formed. A mediation test was conducted by selecting the bootstrap method in order to test the indirect effect that employees have on the perception of innovative behavior. The result of the study shows organizational sustainability has a significantly positive effect on innovative behavior and green human resources management, and also it emerged that green human resources management has a partial mediating effect on the success of organizational Sustainability on innovative behavior. Findings of the research state that whilst it is anticipated that the study can contribute to the literature theoretically and practically, a variety of proposals have been put forward for the benefit of future studies and operators to use.

**Keywords:** organizational sustainability; innovative behavior; green human resources management



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## 1. Introduction

Sustainability has become an important concept in the current business world and the efficiency of human resources and productivity play a crucial part in gaining an upper hand in competition as well as an increase in market shares. It has become extremely important to maintain the continuity of employees' innovative business processes within the establishment while businesses achieve their targets by increasing their success. At the same time, the organization should determine the organizational sustainability targets and focus on green human resources management practices which can positively affect the employees' innovative work behaviors. The industrial revolution caused a depletion of resources, worsened environmental pollution, made it difficult for the current and future generations to resource materials, and has made organizations as a whole harmonize their

economic and social policies with environmentally friendly policies and it has become a necessity to employ people in the way to support environment.

The basis of this study is whether organizational sustainability and green human resources management have a positive effect on innovative behavior and determine whether green human resources management has an increasing effect on increasing the effect of organizational sustainability on innovative behavior. Evaluating the variables in a theoretical context, the relationship between these variables in the research can be explained by Social Identity Theory, Person-Organization Fit Theory, Neo-Institutional Approach, Stakeholder Theory, The Behavioral -Resource-Based Behavior Theory.

Although there are numerous studies in the literature in relation to green human resources management, there is no study on the mediating role of green human resources management in the relationship between organizational sustainability and innovative behavior. This lack of previous studies highlights the importance of investigating the role of green human resources management in the relationship between organizational sustainability and innovative behavior which this study undertakes.

The research questions developed in relation to the study are listed below:

- Does organizational sustainability have a positive effect on innovative behavior?
- Does organizational sustainability have a positive effect on green human resources management?
- Does green human resources management have a positive effect on innovative behavior?
- Does green human resources management have any mediating role in the relationship between organizational sustainability and innovative behavior?

Within the scope of the above-mentioned research questions, in the further parts of the study, primarily organizational sustainability, innovative behavior, and green human resources management issues were discussed. A literature review was carried out, then the hypotheses were tested, and the application part of the study was explored at the last stage.

## 2. Literature Review and Developing Hypothesis

### 2.1. Organizational Sustainability

Establishments are under increasing pressure to tackle the sustainability issue. Sustainability, from a corporate point of view, involves social, environmental, and economic issues which have a commercial impact [1]. The subjects with regard to sustainability are the main topics of the formula 3P (People, Planet, and Profits) which was developed by Elkington (1995) who first approached the topic (1994) by coining the term “triple-bottom-line” (1994) [2]. Smith and Scharicz [3] state that triple-bottom-line (TPL) sustainability is the result of the activities of an organization, voluntary or governed by law, that demonstrate the ability of the organization to maintain viability in its business operations whilst not negatively impacting any social or ecological systems.

As a result of increasing interest and concern, studies with regard to sustainability, which were carried out in the last quarter century, possibly starting in the 1970s, recognized the impact of establishments on the external environment, and therefore, it was proposed that organizations should be accountable to a wider audience than simply their shareholders. McDonald and Puxty (1979) proposed that companies have responsibilities to society therefore there is a shift of paradigm in terms of having greater accountability to all participants. In addition, Rubenstein (1992) goes forward and propounds the principle of corporate sustainability that there is a need for a new social contract that focused on the concern about future sustainability between a business and stakeholders [4]. Thus, organizational sustainability can be described as meeting the needs of a firm’s direct and indirect stakeholders, such as shareholders, employees, clients, pressure groups, and communities, without compromising its ability to meet the needs of future stakeholders [5].

Organizational sustainability emphasizes the need to meet the requirements of stakeholders systematically, and since it is a dynamic concept, priorities constantly change along with certain environmental, economic, and social aspects on which an establishment focuses [1]. In this context, in order to achieve organizational sustainability targets, firms

have to maintain and grow their economic social, and environmental capital base with a holistic approach [5].

Studies in the literature have been conducted to look into the correlation between corporate sustainability and different variables. These studies determine that organizational sustainability is important within the concept of learning organizations in order for them to survive [6,7], a positive correlation between corporate sustainability and financial performance [8], between firm value and sustainability [9], among corporate value, higher growth ratio and equity return [10], among corporate sustainability, environmental and social performance and financial performance [11–15], corporate sustainability having a positive effect on organizational process and performance [16], as well as employees perceptions of corporate sustainability practices having a positive impact on their organizational commitment and organizational citizenship behavior [17].

### *2.2. Innovative Behavior*

Innovation is defined as new products or services, new process technologies, new organizational structures or administrative systems, and new plans or programs pertaining to organization members. Furthermore, innovation is conceived as a means of changing an organization orientating to changes in the external environment and preemptive action to influence the environment [18].

Innovative behavior can be described as a process in which new ideas are generated, created, developed, applied, promoted, realized, and modified by employees to benefit role performance [19]. Innovative behavior contains socio-psychological fundamentals which suggest harmony between perceived job demands and employees' resources, increasing job satisfaction and individuals [20].

Innovative work behavior surfaces as a result of implementing the perceived obligation of a psychological contract with the organization and workers' intrinsic behavior. Furthermore, workers who engage in such behaviors are able to contribute at an individual and organizational level such as achieving their duties more efficiently, improving self-efficacy by feeling obliged to create new products, processes, and methods within the organization, and increasing career progression by accelerating interdependency amongst employees [21,22].

Studies have been conducted to look into the correlation between innovative behavior and different variables in the literature. These studies determine that there is a positive correlation between innovative behavior and leader-member exchange and employee empowerment [23,24], a positive correlation between innovative behavior and emotional attachment, organizational citizenship behavior but a negative correlation with continuous commitment [25,26], a positive correlation among impact on job performance [27,28], innovative behavior of employees and transformational leadership, trust, work commitment [29].

### *2.3. Green Human Resources Management*

"Green" or "Greening" has at least four meanings in the context of managing people at work/Human Resource Management. These are: the protection of the natural environment; conservation of the natural environment; avoiding or minimization of natural environmental pollution along with a generation of gardens and looking-like natural places [30]. Going green means conserving the earth's natural resources as well as supporting the "Preservation of your personal resources" i.e., your family, friends, lifestyle, and communities. Any action that you take by keeping the sustainability of the resources contributes a positive impact on the environment and every small change by every individual in their lifestyle makes a green work-life and green environment for us and for future generations [31].

Green human resource management refers to the incorporation of elements of green management toward job design, staffing, training and development, motivation, and also maintenance functions of human resources to increase employee pro-environment behavior, meet employee expectations, and achieve organizational objectives [32].

The aim of green human resource management is to ensure that opportunities and resources are provided for employees who feel the need to improve their environmental competency as well as establishments that dedicate themselves to minimizing their environmental impacts to a minimum, hence enabling the personnel to solve the difficulties of climate changes at their own level [33].

It is quite easy to conclude that with proper understanding and implementation of the scope and depth of green human resources practices, a firm can improve its social and organizational performance in a sustainable manner that will create some competitive advantages for them. Soon almost all firms will have to adopt environmentally friendly practices for the betterment of the overall society and also, for the world. Therefore, firms should integrate green issues and practices into the regular, day-to-day human resources management activities and also into the strategic human resources decisions and corporate policies [34].

Studies have been conducted to look into the correlation between green human resources management and different variables [35]. They revealed that green HRM both directly and indirectly influenced in-role green behavior of employees, pro-environmental human resources management practices including hiring, training, appraisal, and incentivization support the development of the enablers of green organizational culture [36], and green human resources practices within the organization significantly affect the firm performance [37,38]. Green behavior is related to duty, voluntary green behavior, green innovation, and green creativity [39–41]. At the same time, Costa et al. [42] stated that the selection of personnel, which is a function of human resources management in organizations, is a very important factor for the success of the organization and the continuity of its activities.

#### *2.4. Relationship between Organizational Sustainability and Innovative Behavior*

Lopes et al. [43] consider that organizational sustainability increasingly focuses on how to manage whether new knowledge of ideas and practices can expand business models. Therefore, open innovation has a key role in the effective strategic sustainability of open innovation. Through open innovation, companies can leverage knowledge management to an asset that promotes sustainable innovations that influence back organizational sustainability. Case study analysis, conducted by authors, shows that establishments are able to achieve strategic organizational sustainability by using knowledge management and open innovation.

Ajor and Alikor [44] investigated the relationship between an innovative mindset and organizational sustainability and discovered that there is a positive significant relationship. Bhupendra and Sangle [45] review organizational innovativeness in sustainability-oriented firms. Innovativeness characteristics have been discussed in the context of sustainability and environmental management. Phukrongpet et al. [46] proposed that innovative behavior is the driving force in sustainable development. Innovative behavior, according to entrepreneurship and innovative management, requires integration associated with intention, thinking, orientation, product development, service, collaboration, competition, and technology. They also emphasized the importance of innovative behavior in sustainability. Bos-Brouwers [47] stated that innovation theory is necessary for sustainable development practices for companies. Sustainable innovations support the improvement of technological processes and eco-efficiency and lower the costs of production. Companies with sustainability integrated into their orientation and innovation processes show value creation through the development of new products for the sector, in the market (radical innovations), and cooperation with stakeholders. It was stated that SMEs' innovative characteristics and behavior support the evaluation of sustainable innovation and provide opportunities to improve sustainability performance. Luis and Silva [48] stated that in organizational sustainability, incorporating stakeholders' perceptions (e.g., employees, managers, external, stakeholders) and behaviors toward sustainability are very important. They emphasized the importance of assessing perceptions and behaviors to successfully

promote sustainability, illustrating their relevance in an organization that was already strongly committed to such objectives. Duradoni and Di Fabio [49] stated the strong relationship between innovative behavior and sustainability. Dermody et al. [50] stressed that to be able to progress in sustainability behavior it is necessary to adopt the way of innovative theory-oriented thinking. Yu et al. [51] stated that innovative work behavior is critically important for organizational sustainability and flexibility. Kim [52] indicated that leadership and innovative behavior in organizational sustainability create a relational context. Khodakarami and Zakaria [53] expressed that innovative behavior characteristics impact sustainability. Based on the previous studies, the hypothesis in relation to the impact of organizational sustainability on innovative behavior is as below:

**H<sub>1</sub>:** *Organizational sustainability has a positive influence on innovative behavior.*

### 2.5. The Relationship between Organizational Sustainability and Green Human Resources Management (GHRM)

Jeronimo et al. [54] stated, in order to increase organizational sustainability, organizations that go green need their employees to understand that their perception of the value and the priority their organizations give to sustainability is important. This study thus examined practices of green human resources such as the role of green hiring, and green education, along with age and gender, from the perspective of organizational sustainability. It was established that the perceived organizational rationale for sustainability was broadly based on green employment, but to a lesser extent on green education. Mousa and Othman [55] stated that green human resources management practices had a positive effect on the sustainable performance of health sectors. Parida et al. [56] contributed by advancing the concept of green human resources management and green behaviors within the realm of social identity theory, thus taking a multidisciplinary stance for sustainability. Mishra [57] proposes managing green human resources within a sustainable organization framework in developing countries. Agarwal and Kapoor [58] emphasized the importance of analyzing the green human resources management implementation barriers to have more effective green human resources management for organizational sustainability. Al Mamun [59] stated that employees who have sustainability awareness should develop the same awareness within the organization related to green human resources management, green employment, and green training. Amjad et al. [60] found out that green human resource management practices play a crucial role in organizational sustainability and environment and employee performance plays a mediating role. Malik et al. [61] postulated that green human resources management practices and green intellectual capital are the main factors of sustainability. It is established that green employment and green rewards which are dimensions of green human resources management have a positive impact on green human capital, green structural capital, and green relational capital which are the lower dimensions of intellectual capital. Adubor [62] established that there is a significant factor between green human resources management and organizational sustainability. Zahrani [63] proposed that green human resource management practices help to develop green team creativity which in turn has an impact on organizational sustainability. Masri and Jaaron [64] investigated the relationship between green human resources management and sustainability of manufacturing sectors, within the developing countries' framework, and constituted six green management practices that have positive ties with sustainability. Following the studies conducted previously and based on the theoretical fundamentals which were debated in the literature the proposed hypothesis is:

**H<sub>2</sub>:** *Organizational sustainability has a positive impact on green human resources management.*

### 2.6. Relationship between Green Human Resources and Innovative Behavior

Munawar et al. [65] established that green HRM has a positive impact on green innovative behavior. Yen et al. [66] and Kim et al. [67] stated the importance of innovation, which has an effect on green human resources management practices, customer satisfaction, trust, reputation, and preference in hotel management and also expressed the view that

green human resources management improves hotels' environmental performance and protects the long term target of sustainability. Song et al. [68] discovered that green human resources management has a positive effect on green innovative behavior. Shah and Soomro [41] determined that green human resources management practices have an effect on green innovation and behavior. Iqbal et al. [69] determined that green innovative human resources practices have a positive relationship between organizational commitment and innovation performance. Based on previous studies in the literature, the hypothesis developed regarding innovative behavior of green human resources management is as follows:

**H<sub>3</sub>:** *Green human resources management has a positive impact on innovative behavior.*

### 2.7. Mediating Role of Green Human Resources Management

The results of the research in the literature show that no study relating to the effect of organizational sustainability on innovative behavior examining mediating human resources management has been conducted. A theoretical study of green human resources management for organizational sustainability as an innovative approach has been undertaken [70], which emphasized the importance of potential human resources activities for green companies and green human resources management through various human resources management functions in companies. There are studies available that tackle the variables with different variables. Some of the studies are as follows: Yong et al. [71] stated that green human resources management has a positive relation between social, environmental, and economic performance. Yong et al. [71] determined that the enhancement of green relational capital sustainability plays a mediating role in green human resources management. Al-Shammari et al. [72] conducted a study that examined the mediating role of green innovative behavior between green human resources management and sustainable performance. According to the results, green innovation has a significant effect on partial sustainability and also mediates the relationship between green human resources management practices and sustainability. The above-mentioned conceptual framework and empirical studies present a directly proportional relationship between mentioned variables. Setting off from the point that there is a directly proportional relationship with the variables which are mentioned in the study, the hypothesis below about green human resources management may have an indirect effect on the relationship between organizational sustainability and innovative behavior.

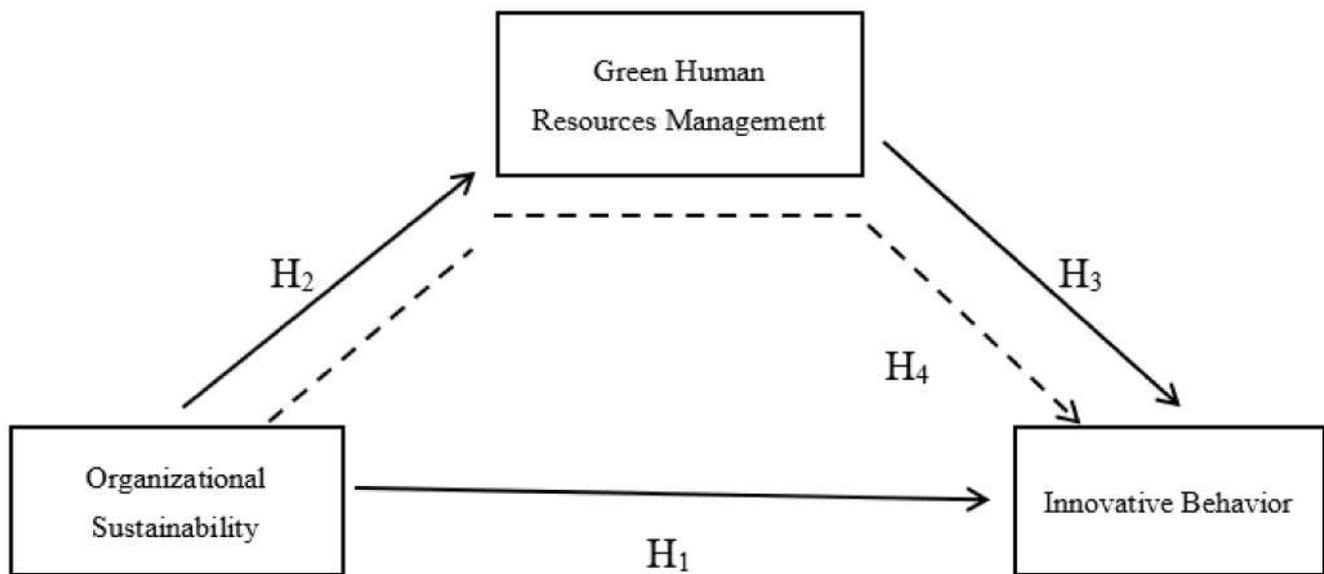
**H<sub>4</sub>:** *Green human resources management has a mediating effect on the impact of organizational sustainability on innovative behavior.*

## 3. Materials and Methods

At this phase of the study, information with regard to the research model created within the framework of the primary literature, population, and sample of the research and scales used has been presented. Subsequently, analyses were conducted with the data obtained from the research samples. Within this scope, the measurement results of the research model, the discriminant validity results, and the Variance Based SEM Model and Path Coefficients are presented.

### 3.1. Model of Research

The conceptual model of the research proposed in light of the above-mentioned literature review, conceptual basis, and hypotheses is shown in Figure 1.



**Figure 1.** Model of Research.

### 3.2. Population and Samples of Research

Accommodation establishments that operate in the city of Mugla constitute the population of the research. The research sample consists of employees of the accommodation establishments in the city of Muğla. The necessary data set to be used in the study was obtained as a result of applying a questionnaire to 615 people by choosing the convenience sampling method. In this context, the minimum number of questionnaires to be applied for the study has been, to the best of our ability, explained by calculating with the help of the formula below [73,74]:

$$n = \frac{NPQZ^2}{(N-1)d^2 + PQZ^2} \quad (1)$$

$$n = \frac{264,373(0.5)(0.5)(1.96)^2}{(264,373-1)0.05^2 + (0.5)(0.5)(1.96)^2} \cong 384 \quad (2)$$

Of the participants, 279 were women and 336 were men. A total of 411 participants were in the age range of 18–30, 120 of them were in the age range of 31–41, 45 of them were in the age range of 41–51, and 39 participants were in the age range of 51 and over. There were 174 participants that were married and 441 that were single. In terms of education, 27 of the employees had primary school education, 69 of them were high school graduates, 462 of them undergraduate, and 57 of them postgraduate.

### 3.3. Scales of Study

The expressions used in all scales in the questionnaire form are given below. By calculating the reliability of the scales, the average of the scales was taken, and the data obtained by calculating the standard deviation values were interpreted. The reliability values of the factors for the statements in the questionnaire were determined to be 0.70 and above [75].

*Organizational Sustainability Scale:* It is a one-dimensional and 10-item scale taken from the study of Yousif, Najm, and Al Nasour [76]. The reliability coefficient of this scale is 0.96.

*Innovative Behavior Scale:* Scott and Bruce [77], a one-dimensional scale consisting of six statements. The reliability coefficient of the scale is 0.94.

*The Green Human Resource Management Scale:* Dumont, Shen, and Deng [35], is one-dimensional and consists of six items. The reliability coefficient of the scale is 0.94.

#### 4. Results

During the validity and reliability analyses stage of the research, the internal consistency reliability, convergent validity, and discriminant validity were individually analyzed prior to proceeding to the analysis of the research method. Cronbach Alpha coefficient for the internal consistency reliability and CR (Composite Reliability) coefficients were calculated. For discriminant validity analysis values of Fornell ve Larckell ve HTMT “Heterotrait-Monotrait Ratio” were used. It is expected that the AVE (Average Variance Explained) should be equal to 0.5 or bigger [78–80]. Table 1 shows the values for internal consistency reliability variance belonging to the study and the results for convergent validity analysis.

**Table 1.** Measurement Results of Research Results.

Latent Variables	Expressions	Loading Values	Cronbach Alpha Coefficient	CR Coefficient	AVE Values
OS	OS1	0.876	0.961	0.961	0.713
	OS2	0.817			
	OS3	0.880			
	OS4	0.834			
	OS5	0.821			
	OS6	0.814			
	OS7	0.844			
	OS8	0.883			
	OS9	0.853			
	OS10	0.816			
GHRM	GHRM1	0.923	0.947	0.948	0.756
	GHRM2	0.836			
	GHRM3	0.858			
	GHRM4	0.911			
	GHRM5	0.926			
	GHRM6	0.730			
IB	IB1	0.673	0.948	0.947	0.752
	IB2	0.894			
	IB3	0.942			
	IB4	0.955			
	IB5	0.837			
	IB6	0.885			

Table 1 shows the measurement results of the research model. An inspection of the value of the measurements in Table 1 establishes that internal consistency reliability is ensured as Cronbach Alpha coefficients ranged between 0.947 and 0.961, and CR coefficients ranged between 0.947 and 0.961. Observation of factor loading values shows a change between 0.4 and 0.7, AVE values were 0.713 and 0.765. In the case of factor loading between 0.40 and 0.70 AVE and CR values should be above the threshold, if the values are below, it is proposed that expressions should be taken out of the model. The study shows that factor loading values for these three variables are above the threshold. The discriminant validity of the scale in the research was analyzed by HTMT criteria which was proposed by Fornell

and Larcker [81] and Henseler et al. [82], and Table 2 displays the results for the analysis of discriminant validity.

**Table 2.** Discriminant Validity Result Values Calculated with Fornell and Larckell Criteria.

	OS	IB	GHRM
OS	0.844		
IB	0.626	0.867	
GHRM	0.796	0.614	0.87

Table 3 shows the results of the analysis of the discriminant validity for the study scale. Fornell and Larckell [81] stated that the square root of AVE of the variances in the study should have a greater value than the correlations with other latent constructs. The square root of the AVE values calculated for the latent variables are the diagonal values of the matrix in Table 3 and these values being greater than the values between correlation coefficient values and latent variables show that the discriminant validity of the research scale is ensured. The results of the analysis concluded that there is a significant and positive relationship between the employees' organizational sustainability perception and innovational behavior perception ( $r = 0.626, p < 0.01$ ), green human resources management perception ( $r = 0.796, p < 0.01$ ) and innovational behavior perception and green human resources management ( $r = 0.614, p < 0.01$ ).

**Table 3.** Discriminant Validity Results Calculated by HTMT Criteria.

	OS	IB	GHRM
OS			
IB	0.623		
GHRM	0.795	0.609	

Henseler et al. [82] stated that the HTMT "Heterotrait-Monotrait Ratio" criterion is calculated by dividing the mean of the correlations of all latent variables by the geometric mean of the correlations of the same variable which should have a value of less than 0.85. The HTMT values in Table 3 conclude that the discriminant validity of the research scale is ensured.

The following part of the research presents the variance-based SEM method which was applied in order to test the hypothesis which was developed by the literature review in line with the study and the analysis part of it was conducted through partial least squares (PLS) path modeling. The significance of the Path coefficients in the research was that the "bootstrapping" method was used and 1000 samples were selected from the sample and a structural model was created. The variance-based SEM model for the analysis in the research is given in Figure 2.

Figure 2 models the statistical significance between standardized regression coefficients with latent variables and between latent variables and  $t$  statistical values in the research model. Table 4 shows the path coefficients of the research model.

In the first stage, the significance of path coefficients was calculated by testing for the research model. An inspection of Table 4 shows that organizational sustainability (OS) supports the  $H_1$  hypothesis which is based on innovational behavior ( $\beta = 0.374; p = 0.000$ ) and supports the  $H_2$  hypothesis which is based on the green human resources management ( $\beta = 0.796; p = 0.01$ ) and also supports  $H_3$  hypothesis which is expressed as green human resources management upon innovative behavior ( $\beta = 0.316; p = 0.001$ ). In order to determine the Mediation Effect Analysis obtained by the bootstrapping method and to determine the mediation effect of the resulting analysis model, VAF values were interpreted.

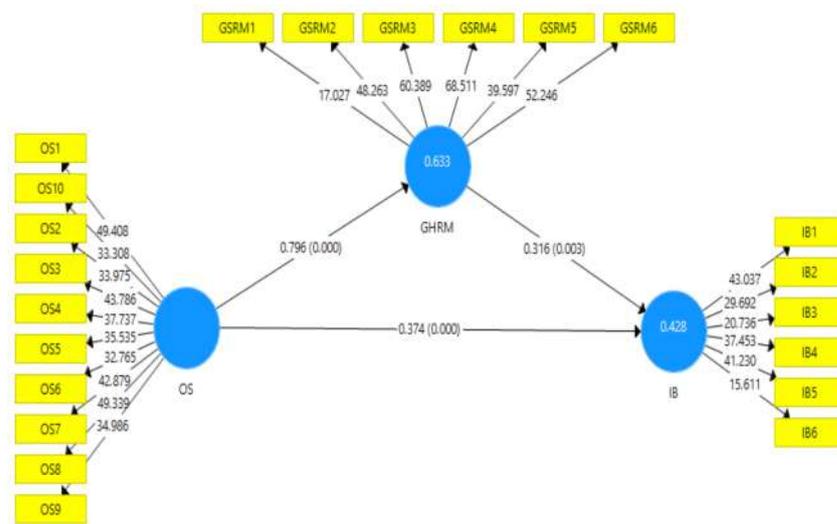


Figure 2. Variance Based SEM Method in Research.

Table 4. Variance Based coefficients of SEM Method in Research.

Variants	Standardized $\beta$ Coefficiency	Standard Error	t Value	p Value	Hypotheses
OS $\rightarrow$ IB	0.374	0.100	3.734	0.000 ***	H <sub>1</sub> accepted
OS $\rightarrow$ GHRM	0.796	0.029	27.72	0.01 **	H <sub>2</sub> accepted
GHRM $\rightarrow$ IB	0.316	0.107	2.957	0.000 ***	H <sub>3</sub> accepted
OS $\rightarrow$ GHRM $\rightarrow$ IB	0.251	0.082	3.060	0.01 **	H <sub>4</sub> accepted

$p < 0.01$  \*\*,  $p < 0.001$  \*\*\*.

While the mediation effect is calculated as  $VAF = \frac{Direct\ effect}{Indirect\ Effect + Direct\ effect}$ ,  $VAF < 0.20$  indicates no mediating effect,  $0.20 \leq VAF \leq 0.80$  partial mediation effect, and  $VAF \geq 0.80$  full mediation effect [83,84].

In the research, the direct effect of organizational sustainability on innovative behavior was calculated as ( $\beta = 0.374$ ;  $p = 0.000$ ), the indirect effect as ( $\beta = 0.251$ ;  $p = 0.01$ ), and the total effect ( $\beta = 0.626$ ;  $p = 0.000$ ) and  $VAF = 0.251 / (0.251 + 0.374) = 0.40$ .

Accordingly, evaluation of the VAF value of the indirect effect of green human resources management on the innovative behavior of organizational sustainability indicates the conclusion that the H4 hypothesis is supported by a partial mediation effect.

### 5. Conclusions

To be able to maintain their sustainability and keep in step with the technologically changing world, organizations must take into account factors such as innovative behavior and green human resources management. In this regard, green human resources management plays an important role to ensure the sustainability of organizations and highlight innovative behavior. Organizations play an important role in developing and expanding the innovative behavior and awareness of sustainability of employees working in labor-intensive tourism establishments. In particular, green human resources management has become an important topic for establishments to increase the level of sustainability and innovative behavior of organizations in recent years taking the importance of this into consideration, this study investigated whether green human resources management played a mediating role in the relationship between organizational sustainability and innovative behavior. The results of the study show that whilst the employees increase innovative behavior by discharging their socio-environmental needs in the working atmosphere, the mentality of organizational sustainability has an impact on the perception of green human resources management of employees.

To reveal the accuracy of the hypotheses put forward, statistical analysis was conducted. The relevant literature review determined the result of this analysis and whether the tested hypotheses were supported in terms of literature. The result of the analysis verified that organizational sustainability has a statistical and significant positive effect on innovative behavior (**H1 Accepted**). According to this, it is possible to state that, a display of organizational sustainability mentality by tourism establishments, which took part in the survey, would cause an increase in the levels of employees' innovative behavior. The obtained result is similar to the results of the research in the literature carried out to determine the effect of organizational sustainability on innovative behavior. [43–53,85]. Accordingly, evaluated in the theoretical framework, the finding of organizational sustainability has a positive effect on innovative behavior was developed by Di Maggio and Powell and supported by the views put forward by the "Neo-Institutional Approach", "Stakeholder Theory" (Freeman, 1999) and "Behavioral Theories" (Watson, 1913). It was stated that the theory of planned behavior explores behavioral intentions to embrace sustainability and innovations. Any sustainability, which is planned with Sustainability Innovation Behavior, constitutes a foundation for required innovation before it was implemented [86,87]. Theory of Innovation Adoption states attitudinal and behavioral decision factors and the innovation adoption and decision-making process during sustainability are effective in the restaurant industry [88].

Additionally, the other analysis result shows that organizational sustainability has a significant positive impact on green human resources management (**H2 Accepted**). As a result, it can be said the idea of organizational sustainability increases green human resources management at a positive level in the tourism establishments which participated in the survey. This obtained result coincides with the results of studies that were conducted about the effect of organizational sustainability on green human resources management [54–63,71]. Green HRM creates an environmentally friendly work culture by encouraging green behavior, and the adoption of environmental policies, practices, and systems, and therefore, sustainability can be transformed into a competency for employees. Green HRM is very important for employees who have awareness of sustainability and organizations should have the same level of awareness [59,89]. One other result which is obtained in the research is that green human resources management has a significantly positive effect (**H3 Accepted**). This result is similar to the studies determining the effect of green human resources on innovative behavioral practice by Munawar et al. [65]; Yen et al. [66]; Kim et al. [67]; Song et al. [68]; Shah and Soomro [41]; Iqbal et al. [69]. In a similar way, contemplated in a theoretical framework, the obtained finding which is organizational sustainability has a positive effect on green human resources management, supports the views of "Social Identity Theory" and "Person-organization Fit Theory" developed by Henri Tajfel and John Turner in the 1970s and 1980s [90]. Employees' innovative behavior is beneficial for a job role, introducing and implementing new ideas within a group or organization as well as role performance for groups and organizations. Employees are able to identify the problems in the organization and propose innovative solutions. Since HRM practices in an organization can affect and shape the attitude, behavior, and knowledge of individuals, green HRM practices have a positive effect on the development of an innovative environment for employees [35,91,92].

It was concluded that for the main purpose of the study, the relationship between organizational sustainability and innovative behavior, for the purpose of establishing the mediating role of green human resources management in the effect of organizational sustainability on innovative behavior according to the results of the analysis (**H4 Accepted**). However, while green human resources management was mediating the relationship between organizational sustainability and innovative behavior, it also established a significant and direct relationship between organizational sustainability and innovative behavior. While this partial mediation relationship explains the relationship between organizational sustainability and innovative behavior of green human resources management, it also states that there are other processes that can explain the relationship further. Furthermore, the findings of this research advocate the direct relationship between organizational sustain-

ability and innovative behavior and emphasize that green human resources management is one of the key elements in this association. There is no other study that has been found in the literature discussing the effects of organizational sustainability on innovative behavior combined with the mediation effect of green human resources management.

The strongest point of the research is that there has not been any study in the tourism sector about the mediating effect of green human resources management on the relationship between organizational sustainability and innovative behavior. Furthermore, the results of the study are highly important for managers and employees in the tourism sector in practice. The most important expectation of employees in the tourism sector is, without any doubt, a high level of performance and productivity. One of the most fundamental factors in order for businesses to achieve their targets and one of the most important variants to affect the perception of GHRM is organizational sustainability. Organizations can exist as long as they maintain their sustainability. In this study, organizational sustainability and green human resources management have a high-level prediction power. Additionally, all these variables have a positive relationship.

This research, which aims to present the direct or indirect relationship between organizational sustainability, innovative behavior, and green human resources management, has some constraints for future research. One of the limitations of this research was the variability of the participants which were not a homogeneous group. This group was made up of tourism establishments and personnel in the city of Muğla. Another limitation of the study is being cross-sectional. The main limitation of the research was due to reluctance on the part of the staff who were afraid of losing their jobs, wasting time, and losing money. In future studies, sampling errors could be reduced in relation to generalizing the results which are received from different samples and gathering the data at different time periods.

In the study, the relationship between organizational sustainability and innovative behavior, only green human resources management was considered as a mediating variable. Hence, obtained statistical analysis results showed that the variance between the variables may increase with the mediation effect of other variables as well as the green human resources management tool variable. For future research, it is proposed that hypotheses should be tested with the structural equation models by determining different variables which may have an impact on the relationship between organizational sustainability and innovative behavior. In spite of all these constraints, this study, which reveals the direct and indirect effects between organizational sustainability, innovative behavior, and green human resources management, is expected to contribute to the literature, tourism sector establishment, and its employees and management by providing a different perspective in their business lives.

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