



## The role of Green Human Resources Management as a Mediator of Green Transformational Leadership and Green Servant Leadership Relations towards Green Creativity in Hotel and Tourism Services

Ahmad Mauledy<sup>1\*</sup>

<sup>1</sup>STIE Sakti Alam Kerinci, Jambi, Indonesia, [mauledyahmad67@gmail.com](mailto:mauledyahmad67@gmail.com)

\*Corresponding Author: Ahmad Mauledy

**Abstract:** This study aims to find out and explain how the effect of e-service quality and e-recovery service quality on e-customer loyalty when online shopping is mediated by e Green Human Resource Management (GHRM) at hotels in Kerinci and Sungai Penuh, either directly or indirectly. This research is quantitative. The sampling method used was purposive sampling with a research instrument in the form of a questionnaire distributed to 80 respondents from hotel employees. The results showed that green transformational leadership and green servant leadership had a direct effect on GHRM and green creativity. GHRM has an important role in mediating the relationship between green transformational leadership and green servant leadership on green creativity. Therefore, the concept of GHRM strengthens the exchange relationship between employees and the organization because they care, support, and appreciate their contribution, when green servant leadership, green transformational is good, hotel employees are more likely to exert their efforts and happily engage in environmentally friendly tasks, ultimately fostering eco-friendly creativity from employees.

**Keywords:** Green Transformational Leadership, Green Servant Leadership, GHRM, Green Creativity

### INTRODUCTION

Global warming and destructive pollution have increased the need for environmental protection, therefore concern for the environment and the adoption of sustainable practices have received a lot of attention in recent decades (Aligah et al., 2022; Aboramadan & Karatepe, 2021; Bartolacci et al., 2020; Yong et al., 2020). The growing environmental awareness driven by customers, market pressures, laws, and government regulations, encourages organizations to accelerate their shift to more environmentally friendly management practices (Al-Hawari et al., 2021; Li et al., 2020). With this in mind,

organizations have more motivation to achieve sustainable results by adopting environmentally friendly practices (Hameed et al.,2022; Thabet et al.,2022).

One approach adopted by various organizations to promote sustainability is Green Human Resource Management (GHRM) (Aftab et al., 2022; Luu, 2019). GHRM refers to "HRM activities that promote positive environmental outcomes" (Kramar, 2014). Integrating various practices such as green training, green performance evaluation, and green rewards plays an important role in improving green behavior (Dumont et al., 2017). As a result, GHRM has the potential to promote a culture of environmental sustainability by encouraging environmentally friendly business practices (Ahmad et al., 2021).

The success of the company in achieving environmentally friendly performance depends heavily on its leaders. Many studies have recognized the importance of leadership in green performance in an organization. Johnson and Schaltegger (2020) and Alwakid et al. (2021) show in their research that business leaders striving to achieve environmental and business goals have transformative effects not only on their own industries, but also on the level of development of caring and environmentally friendly companies.

Research appears on green creativity as an important sustainable outcome (Riva et al., 2021). This refers to "the development of new ideas regarding green products, green services, green processes, or environmentally friendly practices that are considered original, new, and original" (Riva et al., 2021). useful" (Chen and Chang, 2013). In addition to the importance of green creativity in developing new environmentally friendly ways of completing tasks (Mittal and Dhar, 2016; Ogbeibu et al., 2021), this also encourages innovation and overcomes market competition (Bhutto et al., 2021; Tuan, 2020), but little attention is paid to GHRM (Ahmad et al., 2021; Al-Hawari et al., 2021). Based on the Theory of Ability, Motivation and Opportunity (AMO) (Appelbaum et al., 2000) this study aims to explore the relationship between GHRM and green creativity.

In addition, the implementation of GHRM is highly dependent on the management style presented by the manager. Promoting green creativity among employees is an important concern of organizational leaders. The behavior and characteristics of the leader greatly influence the behavior of the individual. Servant leadership that deals with the environment (i.e. caring for and serving the natural environment) to explore the impact on the organization's environmental development goals (Robertson and Barling, 2017). Research findings generally agree that servant leadership has a role in motivating employees to strive for the development of environmentally friendly organizations or pursue environmentally friendly performance. When leaders treat their employees in an environmentally friendly manner, they are more likely to have the opportunities and resources they need to participate in environmentally friendly organizational activities, thereby driving environmentally friendly organizational performance (Dhar, 2016). Tuan (2021) found that green leadership can improve eco-friendly performance in individual workers and teams by creating an eco-friendly climate within their organizations. Dan Luu (2020) found that servant leadership is an effective way to improve an organization's green performance by encouraging greener behavior within the employee's organization.

In addition to servant leadership, transformation leadership also has a big role in influencing green creativity among employees, Green transformation leadership influences subordinates to achieve environmental goals and objectives through inspiration, producing superior performance and resulting green creativity (Chen, 2013). Therefore, full support from top management along with HR practices that focus on green agendas enable leaders/managers to present Green transformation leadership. The role of Green transformation leadership in promoting environmentally friendly behavior in employees is widely recognized in the literature (Mansoor et al, 2021; Mittal et al, 2016; Robertson et al, 2018) Therefore, this study proposes that green management initiatives create an

organizational environment that requires green creativity from managers through green transformation leadership.

## **LITERATURE REVIEW**

Eco-friendly employee behavior can contribute to green, eco-friendly performance. Despite the importance of human resource (HR) practices in translating organizational strategy into employee behavior, the lack of environmentally friendly human resource (HR) practices in shaping green employee behavior has not been explored. Environmentally sound employee behavior can have positive sustainability sanctions in all areas (farook et al 2022). However, details about how such behavior is encouraged are limited in the literature. Therefore, studies that describe the impact of policies adopted by the Organization and the impact of leadership on environmentally responsible employee behavior are useful. Therefore, this study addresses this need by utilizing Social Cognitive Theory to examine the relationship between green servant leadership and green transformation leadership with green creativity (GC). In addition, we tested the mediating effects of green human resource management (GHRM) to provide powerful insights into how organizations can motivate employees to come up with innovative solutions to environmental challenges. The concept model in this study can be seen from figure 1.

Green transformation leadership's direct relationship with GHRM and green creativity Transformation leadership utilizes intellectual stimulation and inspirational motivation that fosters creativity and innovation (Mansoor et al, 2021). Transformation leadership is a leader in encouraging innovative thinking among employees, which stimulates thinking outside the box and empowers employees to think about organizational problems in new ways. Green transformation leadership is a management behavior characterized by motivation, clear vision, encouragement, inspiration and support to achieve development needs to achieve organizational environmental goals (Singh et al, 2020).

Green transformation leadership encourages individuals to acquire new skills and technologies and stimulates green innovation, enabling organizations to commercialize green products. In addition, green transformation leadership persuades employees to prioritize the organization's green goals over personal agendas and provides employees with all the resources they need to develop new ideas to improve environmental improvement (Li et al, 2020). Employees can generate new ideas when managers recognize and encourage their creative thinking and implement their innovative vision, Therefore, green transformation leadership must guide and encourage their employees to practice green innovation (Zhou et al, 2018; Wang et al, 2018). Some findings also explain that green transformation leadership plays a role in influencing green creativity in employees (Li et al, 2020; Zhou et al, 2018; Wang et al, 2018; Mansoor et al, 2021).

Green transformation leadership plays a key role in organizations in supporting the formulation of Green Human Resource Management (GHRM) policies and practices (Jia et al., 2018), Green transformation leadership embodies the beliefs and values of top management and has a significant impact on the GHRM of the company. On the other hand, Green Human Resource Management (GHRM), which refers to the green side of Human Resource Management (HRM) practices aimed at helping companies acquire green employee behaviors in the workplace, also develops, motivates, and nurtures.

Therefore, we speculate that Green transformation leadership organizations play a key role in formulating supportive Green Human Resource Management (GHRM) policies and practices to achieve green innovation and green performance (Jia et al., 2018), which help organizations strategize and realize visions (Karton et al., 2014). Many studies support that transformation leadership plays a role in influencing Green Human Resource Management (GHRM) (Jia et al., 2018; Singh et al, 2020); Hameed et al,2020). Therefore, we recommend that:

H1a. green transformation leadership has a positive effect on GHRM

H1b. Green Transformation Leadership Positively Affects Green Creativity

Green servant leadership's direct relationship with GHRM and green creativity

Servant leadership is one part of the art of leadership in motivating and persuading a group of people to achieve a common goal where service-oriented leadership focuses on serving individuals, not individuals who work to serve the leader. A servant leader is someone who strives to serve others and ensure that their needs are met. This is one of the most important topics in an organizational context and has been studied in relation to several employee performance outcomes (Hassi, 2019; Swanson, Kim, Lee, Yang, & Lee, 2020). In this context, green servant leadership is related to respecting environmental principles and preserving nature for the future (Sher dan Nawas, 2021). Green servant leadership is one of the most successful types of leadership and has been studied by many scientists. Many empirical studies in the hospitality industry have examined the positive benefits of servant leadership on followers' attitudes and actions, such as providing psychological strength in shaping employee creativity (Yang et al., 2019; Hou et al,2022; Mansoor et al, 2021).

Ideas such as Green servant leadership and GHRM have similarities in motivating and influencing individuals or groups to achieve common goals and protect the environment. Service-oriented leadership is the most important topic in a managerial perspective that has been studied from various points of view of employee performance (Swanson et al, 2020). Green servant leadership in companies that have green HR targets must achieve environmentally friendly employee creativity through integrated GHRM practices to achieve sustainability in the organizational system. Many findings explain that green servant leadership can influence Green GRM (Sher and Nawas, 2021; Swanson et al, 2020; Darvishmotevali et al, (2022). Therefore, we recommend that:

H2a. green servant leadership positively affects GHRM

H2b. Green Servant Leadership Positively Affects Green Creativity

Green HRM as a mediator

Green HRM can be interpreted as HRM actions and policies that support business continuity and, more importantly, aim to prevent negative impacts resulting from environmentally damaging activities in the organization (Ren et al, 2018). Green HRM refers to the environmentally friendly aspect, which is the implementation of goals that enable the organization to achieve, create, inspire and support environmentally friendly employee behavior in the organization (Dumont et al., 2017). Green HRM focuses on GHRM training has a major role in adapting employee attitudes and behaviors, thus facilitating the implementation of environmental programs and supporting the achievement of sustainable organizational goals (Ahmad et al., 2021; Islam et al., 202; Pellegrini et al., 2018; Roscoe et al., 2019). The implementation of GHRM programs such as environmentally friendly training, environmentally friendly performance appraisals, and environmentally focused awards and rewards, indicates that the company appreciates the pro-environmental actions of employees and their contributions in preserving the environment (Aboramadan & Karatepe, 2021). Green HRM practice is a significant activity that helps increase employees' environmental awareness, enabling them to understand new environmental practices and improve their environmental competencies and skills (Farooq et al.,2021; Kim et al, 2020; Schröder et al, 2022; Sourvinou & Filimonau, 2018). Next, GHRM can spur work environment actions from employees by linking it to performance evaluations, promotions, rewards, and replacements (Anwar et al, 2022) so that it serves as a significant predictor in increasing green creativity (Alyahya, 2023). GHRM is related to

creating new solutions and ideas related to environmentally friendly practices, services, and products (Chen & Chang, 2013). Specifically, improving employee abilities through environmentally friendly leadership can help employees to develop new attitudes, skills, and mindsets related to the environment (Pham et al., 2020). Improving employee morale can be done by linking performance appraisals and rewards and compensation with pro-environmental actions. This will motivate employees to be environmentally responsible. Providing opportunities for employees to engage and share knowledge can also encourage them to contribute and create new ideas related to the environment (Masri & Jaaron, 2017). By implementing GHRM practices, it is expected that employees will have a better ability to create creative ideas and solutions in better environmental practices. Several study findings show that GHRM practices affect green creativity (Muisyo et al, 2022; Alyahya, 2023; Abualigah et al, 2022). Previous research has shown that GHRM plays an important role in mediating green transformational leadership relationships (Sun et al, 2022; Singh et al, 2020; Jia et al, 2018) green servant leadership (Sher and Nawaz, 2021; Alyahya et al, 2023; Darvishmotevali et al, 2021). Therefore, we recommend that:

H3. GHRM positively affects green creativity

H4a. GHRM establishes the relationship of green transformational leadership to green creativity

H4b. GHRM establishes the relationship of green servant leadership to green creativity

## RESEARCH METHOD

This research was conducted in four-star hotels in Kerinci and Sungai Full regencies, Jambi. Hotels in Kerinci and Sungai Full districts were chosen as samples because Kerinci and Sungai Full districts are one of the most visited regencies and cities in Jambi. It is considered the financial, tourist, and cultural center of Kerinci and Sungai Full districts, where tourism is one of the most developed industries, and there are many national and international four-star hotels, which annually accommodate tourists from all over the world.

The sampling used in this study is a purposive sampling technique, namely the determination of samples with certain considerations (selection of sample units) by means of researchers choosing certain people to be considered to provide the data needed, determining the number of samples this researcher uses a multivariate theory, namely the number of variables  $\times$  20 (Hair et al., 2019). For this reason, the sample in this study was 4 variables  $\times$  20, so the sample in this study was 80 respondents who were distributed through questionnaires to hotel employees voluntarily within one month to support the data of this study. This study was analyzed using a structural equation model (SEM) using Amos 22. Measurements from previous studies were adopted. Table 1 illustrates the sources of the measures adopted.

Developing measures to be implemented whenever necessary involves the use of multi-item reliability and unidirectionality indices, green servant leadership measured by 3 items developed by (Gu and Liu, 2022). Green transformational leadership is measured from 4 items developed by (Hou et al, 2023; Chen and chang 2013). GHRM was assessed using 3 items developed by (Darvishmotvali and Altinay, 2022; Dumont et al, 2016). and green creativity was assessed using 4 items developed by (Hou et al, 2023; Chen and chang 2013), which can be seen in Table 1. Psychometrics of assessment measures using confirmatory factor analysis (CFA). The scoring model is classified by Amos 22 with the highest probability. As a step to improve the scale, the CFA standard loading estimate is carried out, if the loading factor value exceeds 0.50 then the measurement accuracy can be verified (Ghozali, 2016).

## RESULT AND DISCUSSION

Table 1 illustrates each indicator or aspect that makes up each latent variable that shows good results with an average total respondent performance (TCR) above 70% and a high standardized loading factor where each indicator is greater than 0.50. After completion of measurement, the path relationship in the research model is analyzed with a structural equation model. AMOS 22 is used for data analysis because the proposed research model includes a system of equations simultaneously with multiple indices. GoF index shows a good match with Chi-Square data: 331.62, P: 0.096, RMSEA: 0.070, GFI: 0.950, AGFI: 0.900, TLI: 0.955, CFI: 0.970, With these results, it can be said that the latent variable construct indicator has shown good results, so that all website quality manifest variables are declared valid. In addition, the normality test results in Table 1 show that most of the critical ratio (C.R) values for skewness are in the range of  $\pm 2.58$  [31], with these results In this case it can be confirmed that the data used in this study are normally distributed.

**Table 1: Hypothesis Test**

Variabel			Estimate	S.E.	C.R.	P
Green Transformational Leadership	--->	GHRM	,532	,104	5,111	***
Green Servant Leadership	--->	GHRM	,544	,060	4,893	***
GHRM	--->	Green Creativity	-,163	,066	-2,470	,011
Green Transformational Leadership	--->	Green Creativity	,538	,113	4,739	***
Green Servant Leadership	--->	Green Creativity	,530	,060	5,071	***

From table 1 it can be concluded that Green Transformational Leadership has a significant direct effect on GHRM, the results of testing the relationship of each variable directly show a CR value of 5.111 greater than 1.96 ( $5.111 > 1.96$ ) with a probability smaller than 0.05 ( $0.00 < 0.05$ ), so that the more transformation a leader can affect GHRM in the company. The results of this study are in line with the results of research by Singh et al (2020), Sun et al (2022), Jia et al (2018), showing that Green Transformational Leadership can affect GHRM. While Green Servant Leadership has a significant direct effect on GHRM, the results of testing the relationship of each variable directly show a CR value of 4.893 greater than 1.96 ( $4.893 > 1.96$ ) with a probability smaller than 0.05 ( $0.00 < 0.05$ ) so that the better the service of a leader, the more GHRM can affect GHRM in the company. The results of this study are in line with the results of research by Mansoor et al (2022) and Sher and Nawas al (2021) which show that Green Servant Leadership can affect GHRM, Thus, H1a and H2a research is accepted.

In addition, from table 2 it is also concluded that Green Transformational Leadership has a significant direct effect on green creativity, the results of testing the relationship of each variable directly show a CR value of 4.739 greater than 1.96 ( $4.739 > 1.96$ ) with a probability smaller than 0.05 ( $0.00 < 0.05$ ), so that the more transformation a leader can affect the creativity of employees in a company. The results of this study are in line with the results of research (Alyahya et al, 2023) which show that Green Transformational Leadership can affect green creativity. While Green Servant Leadership has a significant direct effect on green creativity, the results of testing the relationship of each variable directly show a CR value of 5.071 greater than 1.96 ( $5,071 > 1,96$ ) With a probability smaller than 0.05 ( $0.00 < 0.05$ ), so that the better the service of a leader, the more it can affect the creativity of employees in a company. The results of this study are in line with the results of Hou et al

(2022) research which shows that Green Servant Leadership can also affect employee creativity, Thus, H1b and H2b research is accepted.

From table 2 also concludes that GHRM has a significant direct effect on green creativity, the results of testing the relationship of each variable directly show a CR value of -2.470g greater than -1.96 (-2.470 > -1.96) with a probability smaller than 0.05 (0.011 < 0.05), so the worse the GHRM approach in a company will reduce the creativity of environmentally friendly keryawan. The results of this study are in line with the results of research by (Mansoor et al, 2021; Alyahya et al, 2023) which shows that GHRM can affect green creativity, thus, H3 research is accepted

**Table 2: GHRM sebagai pemediasi green creativity**

Standardized	Direct Effect	Indirect Effect GHRM as mediation	Hasil
<i>Green transformational leadership --&gt; green creativity</i>	0.115	-0.030	<i>Parsial mediation</i>
<i>Green servant leadership --&gt; green creativity</i>	0.415	-0.069	<i>Partial Mediation</i>

From table 2, the estimated parameters of standardized direct effects show a direct influence of green transformational leadership on green creativity of 0.115. greater than the indirect influence of standardized green transformational leadership on green creativity indirectly through GHRM of -0.030. So it can be concluded that green transformational leadership has a partial effect on green creativity through GHRM. This is also evidenced by green transformational leadership affecting GHRM and green creativity, thus, H4a research is accepted.

In addition, from table 4 the estimated parameters in standardized direct effects also show the direct influence of green servant leadership on green creativity of 0.415. greater than the indirect influence of standardized green servant leadership on green creativity indirectly through GHRM of -0.069. So it can be said that green servant leadership has a partial effect on green creativity through GHRM, this is also evidenced by green servant leaders affecting GHRM and green creativity, thus, H4b research is accepted.

## CONCLUSION

This study builds a mediation model based on GHRM theory to explain the effects of green servant leadership and green transformational leadership on green creativity. In particular, we examined the influence of green servant leadership and green transformational leadership on green creativity through GHRM. We used questionnaires to collect data, and the results of the data analysis finally confirmed most of our initial hypotheses. The findings in this study show that green servant leadership and green transformational have a significant positive effect on GHRM and also The findings in this study show that green servant leadership and green transformational have a significant positive effect on green creativity. Green servant leadership and green transformation tend to reduce the impact of business activities on the natural environment during business operations and develop green development strategies to promote the green performance of the organization. GHRM plays a mediating role between green servant leadership and green transformation, towards green creativity, mainly achieved by stimulating green creativity of employees.

This study seeks to contribute to the existing hospitality and sustainability literature by exploring green servant leadership and green transformation in providing green creativity. Our study also aimed to investigate how and when GHRM leads to green

creativity. In particular, GHRM as an important underlying mechanism (mediator). The findings showed that green servant leadership, green transformational and GHRM were positively associated with green creativity. This is in accordance with previous research (Ahmad et al., 2021; Luu, 2021), which provides support for the positive relationship between GHRM and green creativity. In addition, these findings are in line with AMO theory (Appelbaum et al., 2000) that offering green training to develop employee skills and knowledge (upskilling), promoting employee engagement in sustainable initiatives (increased opportunities), and linking employee rewards and compensation to environmentally friendly behaviors (increased motivation) tends to encourage employees to come up with new and useful eco-friendly ideas and solutions for Filled.

The findings further suggest that GHRM strengthens the positive relationship between green servant leadership, green transformational and green creativity. In particular, employees' perceptions of their relationship to their green servant leadership, green transformational and green creativity are important for enhancing the effects of GHRM. The presence of green servant leadership, green transformational and high green creativity meets the motivational needs of hotel employees, giving them a sense of belonging to their hotel.

In other words, the GHRM concept strengthens the exchange relationship between employees and organizations because they care, support, and value their contributions, when green servant leadership, green transformational is good, hotel employees are more likely to exert their efforts and happily engage in eco-friendly tasks that ultimately foster eco-friendly creativity from employees.

## BIBIOGRAPHY

- Aboramadan, M., & Karatepe, O. M. (2021). Green human resource management, perceived green organizational support and their effects on hotel employees' behavioural outcomes. *International Journal of Contemporary Hospitality Management*, 33(10), 3199–3222. <https://doi.org/10.1108/IJCHM-12-2020-1440>
- Abualigah, A., Koburtay, T., Bourini, I., Badar, K., & Gerged, A. M. (2022). Towards sustainable development in the hospitality sector: Does green human resource management stimulate green creativity? A moderated mediation model. *Business Strategy and the Environment*.
- Aftab, J., Abid, N., Cucari, N., & Savastano, M. (2022). Green human resource management and environmental performance: The role of green innovation and environmental strategy in a developing country. *Business Strategy and the Environment*, 1–17. <https://doi.org/10.1002/bse.3219>
- Al-Hawari, M. A., Quratulain, S., & Melhem, S. B. (2021). How and when frontline employees' environmental values influence their green creativity? Examining the role of perceived work meaningfulness and green HRM practices. *Journal of Cleaner Production*, 310, 127598. <https://doi.org/10.1016/j.jclepro.2021.127598>
- Alyahya, M., Aliedan, M., Agag, G., & Abdelmoety, Z. H. (2023). The antecedents of hotels' green creativity: the role of green HRM, environmentally specific servant leadership, and psychological green climate. *Sustainability*, 15(3), 2629.
- Ahmad, I., Ullah, K., & Khan, A. (2021). The impact of green HRM on green creativity: Mediating role of pro-environmental behaviours and moderating role of ethical leadership style. *The International Journal of Human Resource Management*, 33(19), 3789–3821.
- Alwakid, W., Aparicio, S., and Urbano, D. (2021). The influence of green entrepreneurship on sustainable development in Saudi Arabia: The role of formal institutions. *Int. J. Environ. Res. Public Health* 18:5433. doi: 10.3390/ijerph18105433

- Appelbaum, E., Bailey, T., Berg, P., Kalleberg, A. L., & Bailey, T. A. (2000). *Manufacturing Advantage: Why High-Performance Work Systems Pay off*. Cornell University Press
- Bartolacci, F., Caputo, A., & Soverchia, M. (2020). Sustainability and financial performance of small and medium sized enterprises: A bibliometric and systematic literature review. *Business Strategy and the Environment*, 29(3), 1297–1309. <https://doi.org/10.1002/bse.2>
- Bhutto, T. A., Farooq, R., Talwar, S., Awan, U., & Dhir, A. (2021). Green inclusive leadership and green creativity in the tourism and hospitality sector: Serial mediation of green psychological climate and work engagement. *Journal of Sustainable Tourism*, 29(10), 1716–1737. <https://doi.org/10.1080/09669582.2020.1867864>
- Chen, Y. S., & Chang, C. H. (2013). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of Business Ethics*, 116(1), 107–119. <https://doi.org/10.1007/s10551-012-1452-x>
- Darvishmotevali, M., & Altinay, L. (2022). Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership. *Tourism Management*, 88, 104401.
- Dhar, R. L. (2016). Ethical leadership and its impact on service innovative behavior: The role of LMX and job autonomy. *Tour. Manag.* 57, 139–148. doi: 10.1016/j.tourman.2016.05.011
- Dumont, J., Shen, J., & Deng, X. (2016). Effects of Green HRM Practices on Employee Workplace Green Behavior: The Role of Psychological Green Climate and Employee Green Values. *Human Resource Management*, 56(4), 613–627. doi:10.1002/hrm.21792
- Farooq, R., Zhang, Z., Talwar, S., & Dhir, A. (2022). Do green human resource management and self-efficacy facilitate green creativity? A study of luxury hotels and resorts. *Journal of Sustainable Tourism*, 30(4), 824-845.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>
- Hou, H., Gai, R., & Li, A. (2022). The impact of environmentally-specific servant leadership on organizational green performance: The mediating role of green creativity. *Frontiers in Psychology*, 13, 8656.
- Jia, J., Liu, H., Chin, T., & Hu, D. (2018). The continuous mediating effects of GHRM on employees' green passion via transformational leadership and green creativity. *Sustainability*, 10(9), 3237.
- Johnson, M. P., and Schaltegger, S. (2020). Entrepreneurship for sustainable development: A review and multilevel causal mechanism framework. *Entrepreneursh. Theor. Pract.* 44, 1141–1173. doi: 10.1177/1042258719885368
- Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *The International Journal of Human Resource Management*, 25(8), 1069–1089. <https://doi.org/10.1080/09585192.2013.816863>
- Li, W., Bhutto, T. A., Xuhui, W., Maitlo, Q., Zafar, A. U., & Bhutto, N. A. (2020). Unlocking employees' green creativity: The effects of green transformational leadership, green intrinsic, and extrinsic motivation. *Journal of Cleaner Production*, 255, 1, 120229–10. <https://doi.org/10.1016/j.jclepro.2020.120229>
- Luu, T. T. (2019). Green human resource practices and organizational citizenship behavior for the environment: The roles of collective green crafting and environmentally specific servant leadership. *Journal of Sustainable Tourism*, 27(8), 1167–1196. <https://doi.org/10.1080/09669582.2019.1601731>

- Luu, T. T. (2020). Integrating green strategy and green human resource practices to trigger individual and organizational green performance: The role of environmentally-specific servant leadership. *J. Sustain. Tour.* 28, 1193–1222. doi: 10.1080/09669582.2020.1729165
- Mansoor, A., Farrukh, M., Lee, J. K., & Jahan, S. (2021). Stimulation of employees' green creativity through green transformational leadership and management initiatives. *Sustainability*, 13(14), 7844.
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118–127. <https://doi.org/10.1016/j.tourman.2016.05.007>.
- Muisyo, P. K., Su, Q., Hashmi, H. B. A., Ho, T. H., & Julius, M. M. (2022). The role of green HRM in driving hotels' green creativity. *International Journal of Contemporary Hospitality Management*.
- Ogbeibu, S., Jabbour, C. J. C., Gaskin, J., Senadjki, A., & Hughes, M. (2021). Leveraging STARA competencies and green creativity to boost green organisational innovative evidence: A praxis for sustainable development. *Business Strategy and the Environment*, 30(5), 2421–2440. <https://doi.org/10.1002/bse.2754>
- Riva, F., Magrizos, S., & Rubel, M. R. B. (2021). Investigating the link between managers' green knowledge and leadership style, and their firms' environmental performance: The mediation role of green creativity. *Business Strategy and the Environment*, 30(7), 3228–3240. <https://doi.org/10.1002/bse.2799>
- Robertson, J. L., and Barling, J. (2017). Contrasting the nature and effects of environmentally specific and general transformational leadership. *Leadersh. Organ. Dev. J.* 38, 22–41. doi: 10.1108/LODJ-05-2015-0100
- Robertson, J. L., and Carleton, E. (2018). Uncovering how and when environmental leadership affects employees' voluntary pro-environmental behavior. *J. Leadersh. Organ. Stud.* 25, 197–210. doi: 10.1177/1548051817738940
- Sher, S., & Nawaz, S. (2021). Impact of Green Servant Leadership on Organizational Sustainability: The Mediating Role of Green Human Resource Management Practices. *iRASD Journal of Management*, 3(3), 448-457.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological forecasting and social change*, 150, 119762.
- Sun, X., El Askary, A., Meo, M. S., Zafar, N. U. A., & Hussain, B. (2022). Green transformational leadership and environmental performance in small and medium enterprises. *Economic Research-Ekonomska Istraživanja*, 35(1), 5273-5291.
- Tuan, L. T. (2020). Environmentally-specific servant leadership and green creativity among tourism employees: Dual mediation paths. *Journal of Sustainable Tourism*, 28(1), 86–109. <https://doi.org/10.1080/09669582.2019.1675674>
- Yang, J., Gu, J., & Liu, H. (2019). Servant leadership and employee creativity: The roles of psychological empowerment and work-family conflict. *Current Psychology*, 38(6), 1417–1427.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., Chiappetta Jabbour, C. J., Sehnem, S., & Mani, V. (2020). Pathways towards sustainability in manufacturing organizations: Empirical evidence on the role of green human resource management. *Business Strategy and the Environment*, 29(1), 212–228. <https://doi.org/10.1002/bse.2359>