


Implementation Of Green Human Resource Management To Improve Sustainable Performance In The Hotel And Tourism Industry In Medan City

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Article Info	ABSTRACT
<p>Keywords: Green Human Resource Management, Sustainable Performance.</p>	<p>The implementation of Green Human Resource Management (GHRM) has become a key strategy in enhancing sustainable performance in the hotel and tourism sector. This research aims to analyze the impact of GHRM on sustainable performance in the hotel and tourism industry in Medan City. The research method uses a quantitative approach with data collection through surveys of managers and employees from hotels and tourist destinations in Medan City. The results show that the implementation of GHRM practices, such as environmentally friendly recruitment, environmental awareness training, green performance management, and employee involvement in environmental initiatives, significantly contributes to improvements in operational efficiency, reduction of environmental impacts, and long-term sustainability achievements. Moreover, this approach also enhances employee motivation to support environmentally friendly practices, creates added value for the organization, and attracts the attention of environmentally-conscious tourists. The conclusion of this study emphasizes that the adoption of GHRM can be a strategic solution to support the sustainability of the hotel and tourism industry in Medan City, while also making a positive contribution to environmentally friendly economic development.</p>
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INTRODUCTION

The tourism industry is one of the industries that can have a positive impact on a destination, especially the economic impact because it can improve the community's economy and open up employment opportunities. including in Medan City, which is one of the cities with growing tourism potential. However, with increasing awareness of environmental issues, this sector is faced with the challenge of maintaining operational sustainability without ignoring the environmental impacts caused. Therefore, a more holistic approach is needed in managing human resources that not only focus on aspects of productivity and profit, but also on environmental sustainability.

However, the tourism industry can also have a negative impact, especially on the environment, because it can contribute to waste that pollutes the environment. This is

because tourist visits continue to increase so that the need for tourism facilities is also increasing, one of which is accommodation. As a result, the construction of accommodation as a place to stay is increasing and its operational activities produce a lot of waste (Pramono, 2016). Not only accommodation, restaurants, one of the outlets in the hotel, also have a role in producing waste, both wet and dry waste, this certainly requires good management so as not to damage the environment. Betz et al. (2015) stated that food service providers have an important role in food waste management because most food is thrown away at the preparation stage or when it cannot be reused (serving stage).

Green Human Resource Management (GHRM) is a concept that integrates environmental sustainability principles into human resource management practices. The implementation of GHRM includes various strategies, such as environmentally conscious recruitment, training related to environmental issues, and employee performance management and involvement in environmentally friendly programs. GHRM can play an important role in creating a work culture that supports environmental initiatives and long-term sustainability.

Medan City, as the center of the hotel and tourism industry, needs to adapt to global demands for social and environmental responsibility. Therefore, this study aims to examine the effect of GHRM implementation on improving sustainable performance in the hotel and tourism sector in Medan City. This study is expected to provide insight into how GHRM strategies can be implemented to achieve operational efficiency, reduce environmental impacts, and improve the quality of human resources who are more environmentally conscious.

Thus, the implementation of GHRM not only provides benefits in the form of reducing negative impacts on the environment, but also creates added value for the organization and attracts the attention of tourists who are increasingly concerned about sustainability issues.

Literature Review

Green Human Resource Management (GHRM)

Green Human Resource Management (GHRM) is an innovative approach to human resource management (HRM) that emphasizes environmental considerations as the foundation for all initiatives within an organization. GHRM is defined as the involvement of all activities in the development, implementation, and maintenance of sustainable systems aimed at making employees more environmentally friendly (Owino & Kwasira, 2016). According to Opatha & Arulrajah (2014), GHRM refers to the policies, practices, and systems that focus on making an organization's employees "green" for the benefit of individuals, society, the natural environment, and business.

Ridhi Sharma (2015) defines GHRM as the application of HRM practices with the goal of promoting sustainable resource use, prioritizing environmental conservation, which in turn increases employee awareness and commitment to environmental management issues. Deshwal (2015) views GHRM as an organizational strategy to raise employee environmental awareness. The concept of GHRM is closely related to the function of HRM as the main driver in an organization to adopt green initiatives (Bhutto & Auranzeb, 2016; Charbel José Chiappetta Jabbour & de Sousa Jabbour, 2016; Mandip, 2012).

Additionally, GHRM focuses on creating environmentally conscious human resources that lead to greater efficiency, lower costs, better employee engagement and retention, which ultimately helps organizations reduce their carbon footprint through practices such as electronic document storage, carpooling, task sharing, teleconference or virtual interviews, recycling, telecommuting, online training, and energy-efficient office spaces (Deepika & Karpagam, 2016; Pandey, Viswanathan, & Kamboj, 2016; Sheopuri & Sheopuri, 2015). This implies the implementation of HR policies that promote sustainable resource use within the company's ecology (Mampra, 2013; Zoogah, 2011).

GHRM is also seen as a primary tool for implementing sustainable development (Bangwal & Tiwari, 2015; Gholami et al., 2016; Renwick, Redman, & Maguire, 2013; Urbaniak, 2017). The GHRM concept supports the understanding of the 'triple bottom-line' concept, which involves practices aligned with the three pillars of sustainability: environmental, social, and economic (Yusoff, Ramayah, & Othman, 2015), and brings long-term benefits to the organization (Wagner, 2013). GHRM forms part of a broader corporate social responsibility program (Sathyapriya, Kanimozhi, & Adhilakshmi, 2013). In this context, HR managers are expected to raise employee awareness on how to improve organizational environmental performance through supportive behavior (Shaikh, 2010). Green Human Resource Management can be divided into several factors that influence its implementation (Arulrajah, Opatha, & Nawaratne, 2015; Bangwal & Tiwari, 2015; Berber & Aleksić, 2016; Kaithal, 2017; Ullah, 2017).



Figure 1. The Impact Of Green Human Resource Management Practices

Green Recruitment and Selection

Organizations should focus on selecting and recruiting employees who are supportive and interested in the environment (Renwick et al., 2013). Therefore, to increase the attractiveness of the selection of increasingly environmentally conscious talent, organizations must build an environmentally inspired reputation and illustration of the organization's responsiveness to the environment (Guerci, Montanari, Scapolan, & Epifanio, 2016; Kapil, 2015). Organizations should reflect the environmental sustainability agenda of

the work through the organization's website, Web and other publicly available channels so that candidates can clearly see the organization's green focus (Arulrajah et al., 2015; Kapil, 2015).

This is confirmed by the work of (Guerci, Longoni, et al., 2016) who found that environmental sustainability goals can play a major role in attracting potential applicants. Green recruitment ensures that new recruits understand the organization's green culture and share its environmental values (Susan E Jackson & Seo, 2010) through the transfer of participants' environmental knowledge, values and beliefs (Renwick et al., 2013). Recruitment should include environmental criteria (Arulrajah et al., 2015). In the job analysis phase, job descriptions and individual specifications should explain and emphasize environmental aspects, green achievements and explain what is expected of future green employees (Mandip, 2012; Renwick et al., 2013).

Green Performance Assessment

Performance appraisals are commonly used to manage pay, identify employee strengths and weaknesses, and provide performance feedback, in order to improve operational competencies and enhance company growth while also enhancing transformational processes and performance. Without a formal performance appraisal process, discipline is weakened in an organization, and employee development is hampered. However, an appraisal program must be carefully developed to take full advantage of employee talent and efforts (Mathis & Jackson, 2011). From a green perspective, green performance appraisal refers to assessing and recording employees' environmental performance throughout their careers with the company and providing feedback on employee performance to discourage undesirable attitudes or reinforce exemplary behavior (Jabbour, Santos, & Nagano, 2010).

Effective performance appraisals provide useful feedback to employees that can support continuous improvement in the company's environmental achievements (Jackson, Renwick, Jabbour, & Muller-Camen, 2011). (Jabbour et al., 2010) showed that performance appraisals have an impact on environmental management when companies have annual goals for pollution prevention and development of environmental innovations.

Environmental Performance.

Today, organizations in most industries are implementing strategic environmental performance programs to gain competitive advantage (Rodriguez-Antón, del Mar Alonso-Almeida, Celemin, & Rubio, 2012). Some stakeholders believe that environmentally conscious organizations are expensive. However, some stakeholders believe that consumers and capital markets value green organizations and therefore, environmental performance should improve business performance (Chaklader & Gulati, 2015). With increasing environmental legislation and pressure from the market, organizations and managers have become more aware of environmental performance (DiPietro, Cao, & Partlow, 2013).

Therefore, as social demand for environmental performance increases, organizations that implement strategic environmental management practices become more competitive and the number of organizations that implement and develop the concept of environmental performance into their business strategies will grow (Yang, Hong, & Modi, 2011).

Alternatively, implementing environmental performance programs helps many industries to reduce their emissions, reduce greenhouse gases, reduce hazardous waste and reduce their solid waste (Daily et al., 2012). As a result, several organizations in the hospitality industry are implementing environmental performance programs to achieve environmental performance due to awareness of environmental issues (Mensah, 2006). From the upstream to downstream trend of environmental concern, the hospitality industry has focused increasing attention on environmental performance programs because environmental performance programs generate many benefits, for example, better organized business practices, operational cost savings, improved image, regulatory compliance, and increased competitiveness (Kang, Lee, & Huh, 2010).

A study conducted by (Milliman & Clair, 2017) stated that there are many methods that can be used to measure environmental performance such as adopting company-wide metrics to measure resource usage, acquisition and waste; conducting information systems to track resource movements; and conducting field audits as a mechanism for employees to identify problems while obtaining information and feedback on the organization's environmental performance. In addition, a series of indicators such as low environmental emissions, pollution prevention, waste minimization, and recycling activities can be used as indicators of environmental performance (Lober, 1996).

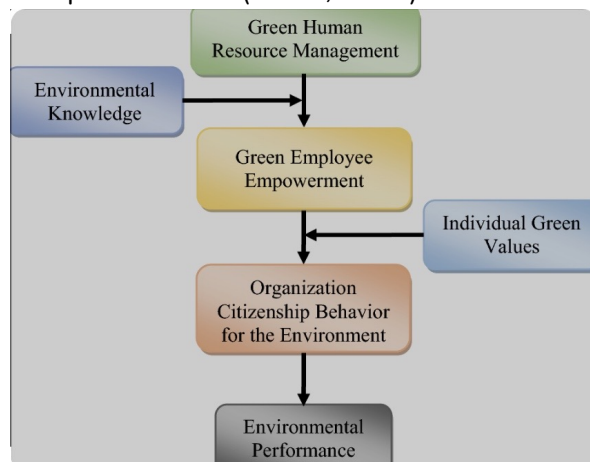


Figure 2. Relation Green Human Resource Management

METHOD

This research employs a quantitative research design to analyze the impact of Green Human Resource Management (GHRM) practices on sustainable performance in the hotel and tourism industry in Medan City. The study adopts a survey-based approach to collect data from managers and employees working in hotels and tourism destinations within the city. The population of this study includes managers and employees from various hotels and tourism businesses in Medan City. A stratified random sampling technique is used to select a representative sample from this population, ensuring that the sample reflects the different types of hotels and tourism destinations in the city.

Data is collected through a questionnaire survey that is distributed to the selected respondents. The questionnaire is designed to gather information on the implementation of GHRM practices, including:

- a. Environmentally friendly recruitment
- b. Environmental awareness training
- c. Green performance management
- d. Employee involvement in environmental initiatives

The survey also includes questions related to the sustainable performance of the organizations, focusing on aspects such as operational efficiency, environmental impact reduction, and long-term sustainability. The data collected from the surveys is analyzed using descriptive and inferential statistical methods. Descriptive statistics, including mean scores and standard deviations, are used to summarize the responses regarding the implementation of GHRM practices and sustainable performance. Inferential statistics, specifically multiple regression analysis, is used to test the hypotheses and determine the impact of GHRM practices on sustainable performance. This analysis helps to establish the relationship between the independent variables (GHRM practices) and the dependent variable (sustainable performance).

The research hypotheses are tested to determine whether the implementation of GHRM practices significantly influences the sustainable performance of hotels and tourism businesses. Specifically, the study tests the following hypotheses:

1. There is a significant relationship between environmentally friendly recruitment and sustainable performance.
2. There is a significant relationship between environmental awareness training and sustainable performance.
3. There is a significant relationship between green performance management and sustainable performance.
4. There is a significant relationship between employee involvement in environmental initiatives and sustainable performance.

To ensure the validity and reliability of the survey instrument, a pilot test is conducted with a small sample of respondents prior to the main data collection. The results of the pilot test are used to refine the questionnaire, ensuring that it accurately measures the intended variables. Additionally, the reliability of the questionnaire is assessed using Cronbach's alpha coefficient to ensure internal consistency.

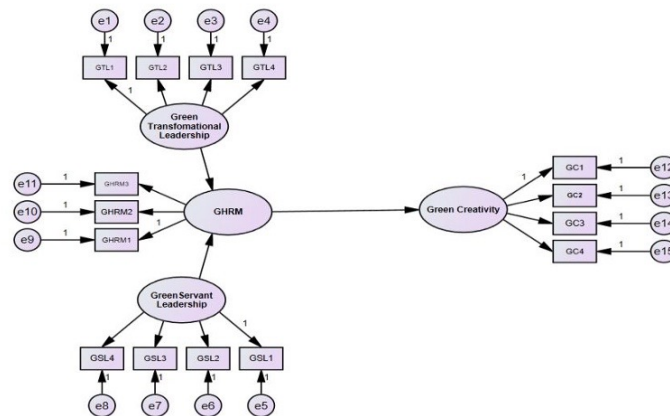


Figure 3. Conceptual Framework

The research adheres to ethical standards by ensuring the confidentiality and anonymity of the respondents. Informed consent is obtained from all participants, and they are made aware of the purpose of the study and their right to withdraw at any time without consequence. This methodology allows for an in-depth analysis of the impact of GHRM practices on the sustainable performance of the hotel and tourism industry in Medan City, providing valuable insights for both academic and practical applications in the field of sustainability and human resource management.

RESULT

The results of this study are based on the analysis of survey data collected from managers and employees in the hotel and tourism industry in Medan City. The data was analyzed using descriptive statistics and inferential statistical methods, including multiple regression analysis, to determine the impact of Green Human Resource Management (GHRM) practices on sustainable performance.

Descriptive Statistics

Descriptive statistics were used to summarize the responses regarding the implementation of GHRM practices and sustainable performance. The following are the key findings from the descriptive analysis:

- a. Environmentally Friendly Recruitment: The majority of respondents reported that their organizations implemented recruitment practices focused on attracting environmentally conscious employees. On average, respondents rated the importance of environmentally friendly recruitment at 4.2/5.
- b. Environmental Awareness Training: A significant portion of respondents indicated that their organizations provided regular environmental awareness training for employees. The average rating for this practice was 4.0/5.
- c. Green Performance Management: Respondents indicated that performance management systems in their organizations included green goals and objectives related to sustainability. The average rating for green performance management was 3.9/5.

- d. Employee Involvement in Environmental Initiatives: A high number of employees reported being actively involved in environmental initiatives at their workplaces, with an average rating of 4.3/5.

Regarding sustainable performance:

- a. Operational Efficiency: Respondents reported improvements in operational efficiency, such as reduced resource consumption and cost savings, with an average rating of 4.1/5.
- b. Environmental Impact Reduction: A significant portion of respondents indicated that their organizations had successfully reduced their environmental impacts, such as waste generation and energy consumption, with an average rating of 4.0/5.
- c. Long-Term Sustainability: Respondents believed that the organizations they worked for had made progress toward long-term sustainability, with an average rating of 4.2/5.

Inferential Statistics

Multiple regression analysis was conducted to test the hypotheses and examine the relationship between GHRM practices and sustainable performance. The analysis revealed the following:

- a. Environmentally Friendly Recruitment: The results showed a positive significant relationship between environmentally friendly recruitment and sustainable performance ($\beta = 0.32, p < 0.05$). This suggests that organizations that implement green recruitment practices are more likely to achieve higher sustainable performance.
- b. Environmental Awareness Training: The analysis found a positive significant relationship between environmental awareness training and sustainable performance ($\beta = 0.27, p < 0.05$). This indicates that training employees on environmental issues contributes positively to the overall sustainability of the organization.
- c. Green Performance Management: The regression analysis revealed a positive significant relationship between green performance management and sustainable performance ($\beta = 0.29, p < 0.05$). Organizations with performance management systems focused on sustainability were found to perform better in terms of sustainability.
- d. Employee Involvement in Environmental Initiatives: Employee involvement in environmental initiatives was found to have a positive significant effect on sustainable performance ($\beta = 0.35, p < 0.05$). This highlights the importance of actively engaging employees in environmental practices to achieve sustainability goals.

The results support the hypothesis that the implementation of GHRM practices significantly contributes to improved sustainable performance in the hotel and tourism industry in Medan City. Specifically, practices such as environmentally friendly recruitment, environmental awareness training, green performance management, and employee involvement in environmental initiatives were all found to positively impact operational efficiency, environmental impact reduction, and long-term sustainability. The findings suggest that the integration of green human resource management practices into the

operations of hotels and tourism businesses in Medan City can lead to significant improvements in sustainability. This research underscores the importance of HRM practices in fostering an environmentally responsible organizational culture and achieving sustainable performance goals.

Table 1 describes each indicator or aspect that forms each latent variable that shows good results, especially with an average total respondent performance (TCR) above 70% and a high standardized loading factor where each indicator is greater than 0.50. After the measurement is completed, the path relationship in the research model is analyzed using a structural equation model. AMOS 22 is used for data analysis because the proposed research model includes a system of equations simultaneously with several indices. The GoF index shows a good fit with the data Chi-Square: 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 latent variable construct has shown good results, so that all website quality manifest variables are declared valid. In addition, the results of the normality test in Table 1 show that most of the critical ratio (CR) values for skewness are in the range of ± 2.58 [31], with these results it can be emphasized that the data used in this study are normally distributed.

Table 1. Hypothesis Test

Variables		Estimate	SE	CR	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 direct and significant effect on GHRM, the results of testing the relationship between 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 transformational a leader is, the more it can influence 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 influence GHRM. Meanwhile, Green Servant Leadership has a direct and significant effect on GHRM, the results of testing the relationship between each variable directly show a CR value of 4.893 greater than 1.96 ($4.893 > 1.96$) with a probability of less than 0.05 ($0.00 < 0.05$) so that the better the service of a leader, the more it can influence GHRM in the company. The results of this study are in line with the results of the study Mansooret al (2022) and Sher and Nawas al (2021) which show that Green Servant Leadership can influence GHRM.

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 between each of these variables directly show a CR value of 4.739 greater than 1.96

(4.739 > 1.96) with a probability of less than 0.05 (0.00 < 0.05), so that the more transformational a leader is, the more it can influence employee creativity in a company. The results of this study are in line with the results of research (Alyahya et al, 2023) which shows that Green Transformational Leadership can influence green creativity. Meanwhile, Green Servant Leadership has a significant direct effect on green creativity, the results of testing the relationship between each of these variables directly show a CR value of 5.071 greater than 1.96 (5.071 > 1.96) with a probability of less than 0.05 (0.00 < 0.05), so that the better the service of a leader, the more it can influence employee creativity in a company. The results of this study are in line with the research results of Hou et al (2022) which show that Green Servant Leadership can also influence employee creativity.

From table 2 it can also be concluded that GHRM has a significant direct influence on green creativity, the results of testing the relationship between each of these variables directly show a CR value of -2.470 greater than -1.96 (-2.470 > -1.96) with a probability of less than 0.05 (0.011 < 0.05), so the worse the GHRM approach. in a company will reduce the environmentally friendly creativity of employees. The results of this study are in line with the results of research by (Mansooret al, 2021; Alyahya et al, 2023) which shows that GHRM can influence green creativity.

Table 2. GHRM as a Mediator of Green Creativity

Standardized	Direct Effect	Indirect Effect of GHRM as mediation	Results
<i>Green transformational leadership--> green creativity</i>	0.115	-0.030	<i>Partial mediation</i>
<i>Green servant leadership--> green creativity</i>	0.415	-0.069	<i>Partial Mediation</i>

Source: Amos 25

From table 2, the parameter estimate of standardized direct effects shows that there is a direct influence of green transformational leadership on green creativity of 0.115. It is 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 influence (partial mediation) on green creativity through GHRM. This is also proven by green transformational leadership having an influence on GHRM and green creativity.

In addition, From table 2 the parameter estimates on standardized direct effects also show a 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 influence (partial mediation) on green creativity through GHRM, this is also proven by green servant leadership having an effect on GHRM and green creativity.

Green Employee Behavior Can Contribute to Green Performance. Despite the Importance of Human Resource (HR) Practices in Translating Organizational Strategy into Employee Behavior, the Lack of Green HR Practices in Shaping Green Employee Behavior Its Role Has Not Been Explored. Environmentally sound employee behavior can have positive sustainability sanctions across all areas (Farook et al 2022). However, details on

how such behavior is driven are limited in the literature. Therefore, studies that describe the impact of policies adopted by

Organization and leadership impact on environmentally responsible employee behavior is very useful. So the reason is This study discusses this need. by utilizing Social Cognitive Theory to test the relationship green servant leadership and green transformation leadership with green creativity (GC). In addition, we tested mediating effect of green human resource management (GHRM) to provide strong insights into how organizations can motivate employees to generate innovative solutions to environmental challenges.

CONCLUSION

The findings of this study highlight the significant role that Green Human Resource Management (GHRM) practices play in enhancing sustainable performance within the hotel and tourism industry in Medan City. The implementation of GHRM practices, including environmentally friendly recruitment, environmental awareness training, green performance management, and employee involvement in environmental initiatives, has proven to positively influence various aspects of sustainability. The study demonstrates that organizations that adopt green HRM practices experience improved operational efficiency, reduced environmental impacts, and greater progress toward long-term sustainability. Specifically, the research shows that environmentally friendly recruitment and training initiatives contribute significantly to increasing employee awareness and commitment to environmental practices, which in turn drives organizational sustainability. Furthermore, the results underscore the importance of actively involving employees in environmental initiatives. The positive relationship between employee engagement and sustainable performance suggests that organizations should prioritize creating a culture where employees are motivated and empowered to participate in environmental conservation efforts. Overall, the study affirms that GHRM is not only a key strategy for improving environmental sustainability but also an effective way to enhance organizational performance, reduce costs, and improve employee retention. As the demand for sustainable practices continues to grow in the global marketplace, organizations in Medan City's hotel and tourism sector can benefit greatly from integrating GHRM into their operations. This study provides valuable insights for both practitioners and policymakers aiming to support sustainable development in the hotel and tourism industry and contributes to the broader field of Green Human Resource Management.

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