



# Impact of Ethical Leadership on Green Creativity and Pro-Environmental Behaviour using GHRM Practices as a Mechanism; Moderated by Harmonious Passion

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## ABSTRACT

**Purpose:** Green Human Resource Practices have gained momentum in the 21st century. The type of leadership has emerged to be one of the pertinent factors impacting the implementation of these practices. The aim of the current research is to analyze the impact that ethical leadership style has in implementing GHRM practices, its impact on employees' green creativity and pro-environmental behavior through GHRM practices and to explore the role of harmonious environmental passion as a moderator between ethical leadership and GHRM.

**Methodology:** Data for inference has been collected from 306 employees providing their professional services in the hospitality industry in Pakistan in a three-phased field study. In order to explore the relationships among the study variables, Hierarchical regression analyses were carried out.

**Findings:** The results of the current study indicate that GHRM is positively and significantly predicted by ethical leadership. Moreover, the results further suggest that ethical leadership, which promotes GHRM practices in an organization, can enhance green creativity and pro-environment behavior. Finally, the results confirm that harmonious environment passion moderates the relationship between ethical leadership and GHRM practices, which signifies that if an employee possesses high harmonious passion for environment and has ethical leadership in an organization, the effectiveness and usage of GHRM practices increases.

**Originality/Value:** This paper focused on ethical leadership and its impact on GHRM practices in the context of a developing country like Pakistan. Previous researches have mostly focused on other leadership styles such as transformational leadership etc. Also, this is the first study to consider the impact of harmonious environmental passion on the link between ethical leadership and GHRM practices.

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**Keywords:** Green human resource practices, harmonious environmental passion, green creativity, ethical leadership, pro-environmental behavior, and ability-motivation-opportunity (AMO) theory.

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**1. INTRODUCTION**

In recent times, "green" is the new buzzword that has crept into the corporate world. The issue of sustainability is quickly making its place in the priority ranks of companies. Green policies are being adopted by each sector in order to reduce environmental issues. Organizations are "going green" by incorporating green in all their units, including HR, Marketing, Finance, and IT. Companies now realize that there is a need to focus on environmental and social factors in addition to financial and economic factors, as it is imperative for a successful business venture (Aboramadan *et al.*, 2020).

Renwick *et al.* (2008) define "green human resource management" as the amalgamation of environmental management strategies with human resource management strategies. Organizations are incorporating GHRM to reap the rewards like reduction in operational costs, improvement in the organization's brand image, and an increase in the employees' morale, etc. (Nalini & Durai, 2019). It is the need of the hour for every organization to integrate environmental sustainability into its HR function. Various factors in an organization facilitate the articulation of competitive environmental strategies. One such factor is effective leadership (Bahzar, 2019). According to Barnett *et al.* (2005), environmental sustainability is regarded as a moral value and for its pursuit, ethical behaviors are required. An ethical leadership style is a well-suited style for this purpose, as its main focus is on ethics (Brown *et al.*, 2005). Ethical leaders utilize their position to safeguard the interests of different stakeholders, including the company, its employees, and society through the demonstration of ethical conduct (Khan *et al.*, 2019). Such leaders don't take any business decision without assessing its impact on customers, organizations, employees, and the social and natural environment (Zhu *et al.*, 2014). They demonstrate responsible conduct when they interact with their employees, society, and the natural environment (Moore *et al.*, 2019). They have an innate tendency to take measures to be protective of the natural environment (Wu *et al.*, 2015). Such a leadership style can have a positive impact on environmental sustainability (Khan *et al.*, 2019).

This paper is anchored on the Ability-Motivation-Opportunity (AMO) theory. The AMO theory states that the performance of an individual can be determined by their ability, motivation, and opportunity to perform (Uțeanu and Serban, 2014). In the GHRM context, a company needs to develop green abilities, encourage its employees by using green rewards and provide them with green opportunities to improve their performance, which will ultimately result in a reduction in waste, higher productivity and increased profit (Renwick *et al.*, 2013). Employees' participation and the support role played by the leaders are vital to enhancing green competence (Agarwal, 2014; Hameed *et al.*, 2020). Supportive leadership is required to enhance the abilities of the employees. The implementation of GHRM practices aids in motivating the employees through green benefits and green rewards (Islam *et al.*, 2020; Ren *et al.*, 2020). Opportunities such as freedom to work on novel ideas and to demonstrate pro-environmental behaviour should be provided to employees.

So far, various different aspects of GHRM have been explored by the researchers. Theoretical studies have been conducted to improve the understanding of the GHRM literature (Ren *et al.*, 2018; Renwick *et al.*, 2016; Hussain, 2019). Researchers have studied the impact of GHRM on financial performance (O'Donohue & Torugsa, 2016; Longoni *et al.*, 2018; Ojo *et al.*, 2020), green supply chain management (Nejati *et al.*, 2017; Zaid *et al.*, 2018), green behaviour of employees (Pinzone *et al.*, 2016; Dumont *et al.*, 2017), environmental

performance (Guerci *et al.*, 2016; Masri & Jaaron, 2017) and employees' eco-friendly behaviour (Kim *et al.*, 2019). A gap exists in the literature regarding the identification of specific leadership styles and behaviours that lead to effective GHRM (Ren *et al.*, 2018). Previous studies have paid attention to the role of transformational leadership styles in promoting green creativity through GHRM and green passion (Jia *et al.*, 2018). Research has been done to study the effects of green self-efficacy, green mindfulness, and green shared vision on green creativity (Chen *et al.*, 2015). Employee involvement capabilities, competence building, performance management, organisational culture, and green training have all been studied to see how they affect organisational citizenship behaviour for the environment (OCBE) (Pham *et al.*, 2018; Pinzone *et al.*, 2016; Alt & Spitzeck, 2016).

Our study aims to fill the research gap by: (1) Investigating the impact of an ethical leadership style on employees' green creativity and pro-environmental behaviour through GHRM practices. (2) Investigating the role of harmonious environmental passion as a moderator of ethical leadership and GHRM practices. (3) Identifying the implications of this study, which can assist organisations in Pakistan's hospitality industry in understanding and developing basic knowledge about ethical leadership styles that facilitate the implementation of GHRM practices that can improve green creativity and pro-environmental behavior.

## 2. LITERATURE REVIEW

### Ethical Leadership

Brown *et al.* (2005) have coined the concept of ethical leadership as "the display of conduct that is considered normatively appropriate not just through personal actions but also in the form of interpersonal relationships". This also includes instigating such conduct in the followers through open communication, reinforcement, and inclusive decision making. This style is characterized by a high level of morality and ethical standards (Ahmad *et al.*, 2015). It is considered to be one of the transactional approaches to promoting morality as it promotes ethical behaviour among employees through rewarding ethical conduct (Brown *et al.*, 2005). Honesty, trustworthiness, integrity, and fairness are some of the common traits found in ethical leaders (Brown & Trevi, 2006). There is an element of ethics in other leadership styles as well, such as authentic or transformational leadership (Kalshoven *et al.*, 2011), but in the case of an ethical leadership style, extra emphasis is placed on ethics, morality, and fairness (Yozgar and Mesekiran, 2016; Brown & Trevi, 2006). A transformational leader can be an authentic transformational leader or a pseudo transformational leader (Barling *et al.*, 2008). Authentic transformational leadership is characterised by strong ethical behaviour and an intention to serve the organization, while pseudo transformational leadership is characterised by immoral behaviour and dishonest intentions (Bass & Steidlmeier, 1999). Followers of transformational leaders are usually unable to distinguish between the two categories as both leaders display similar behaviour (Dasborough & Ashkanasy, 2002). Another leadership style having an ethical component is the authentic leadership style (Avolio & Gardner, 2005), but some researchers are of the opinion that ethics is not an essential element of authentic leadership style (Shamir & Eilam, 2005; Sparrowe, 2005). Therefore, ethics is just one dimension of such broader leadership styles. In the case of an ethical leadership style, ethics is the core component and the entire style revolves around it.

### Green Human Resource Management Practices

GHRM refers to practices and policies that encourage employees to engage in green behavior, which benefits individuals, organizations, society, and the natural environment (Opatha & Arulrajah, 2014). GHRM supports the causes of environmental sustainability and encourages sustainable consumption of resources within the organisation (Marhatta & Adhikari, 2013; Chakraborty *et al.*, 2020). The aim of such practices is to reduce costs, minimise carbon footprints, improve efficiencies, and promote awareness regarding green initiatives

among the employees. In the case of GHRM, a number of HR practices such as employee involvement, recruitment and selection, performance management, training, pay and reward systems are designed with the objective of creating a workforce that recognises and encourages pro-environmental behaviour (Mathapati, 2013). Using eco-friendly methods during the recruitment process and then selecting employees who follow green practices and are aware of their roles regarding environmental sustainability (Peerzadah *et al.*, 2018). The aim of green training is to enhance employees' awareness regarding environmental issues, develop a green attitude among them, and equip them with the required skill set to reduce waste and save energy (Zoogah, 2011). Green performance management involves the inclusion of green behaviours in the appraisal system, which facilitates their compliance among the employees (Mishra, 2017; Paulet *et al.*, 2021). Green rewards are intended to provide both monetary and non-monetary incentives to employees for good green performance (Opatha & Arulrajah, 2014). Employee involvement stresses on involving employees in making decisions that have an impact on their jobs (Quagraine, 2015; Ababneh *et al.*, 2021). Green employee empowerment plays a vital role in preventing pollution at workplaces (Phillips, 2007). These GHRM practices encourage employees to think green, promote green behavior, and provide them with the opportunity to enhance their knowledge and develop skills related to environmental sustainability (Renwick *et al.*, 2013; Ismail *et al.*, 2021; Malik *et al.*, 2021). As such, HR policies need to be integrated with the organization's environmental management objectives so that GHRM can be used as a key business strategy by the organisations (Ahmad, 2015).

### **Green Creativity**

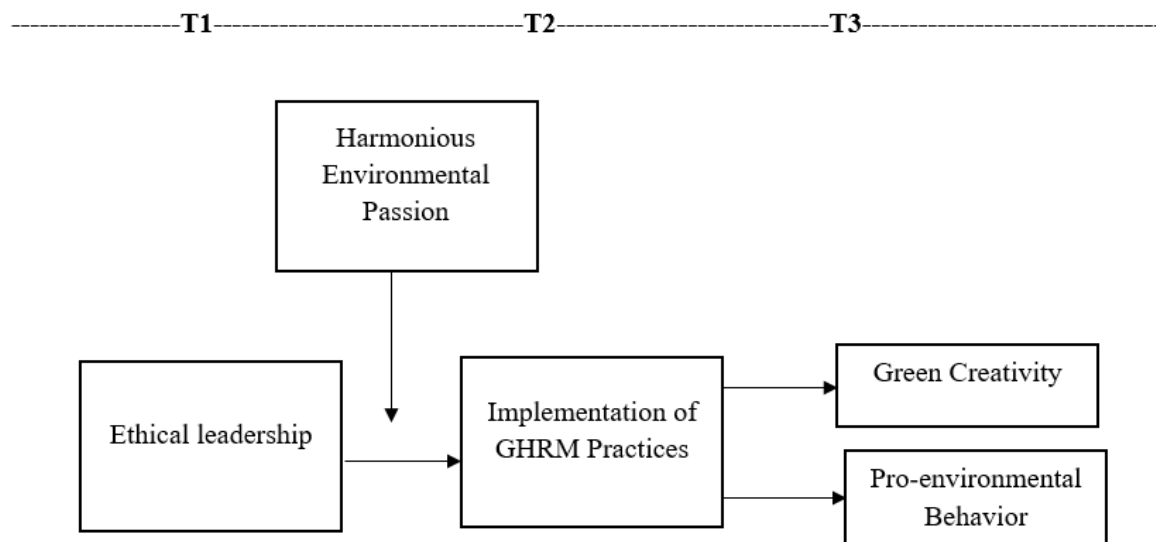
Creativity is the key to generating unique and beneficial ideas that ultimately result in innovation development (Wyer *et al.*, 2010). Green creativity refers to the generation of novel ideas regarding green products, green processes, green services, and green practices that are considered to be unique and beneficial (Chen & Chang, 2013b). As a result, serious commitment from top management is required to acknowledge it as a top priority (Javed *et al.*, 2017; Al-Hawari *et al.*, 2021). Leadership can increase employees' green creativity through motivation and the provision of an environment that is conducive to green creativity (Elrehail *et al.*, 2018). The essence of creativity is to think outside the box and work on new ideas, leading to new opportunities (Amabile, 1983; Ahmed *et al.*, 2021). When employees work on novel ideas, they tend to disagree with their leader (Cheung & Wong, 2011). Taking risks, breaking traditional thinking rules, challenging authorities, and creating constructive conflicts are all required for creativity (Baucus *et al.*, 2008). In such a scenario, the supportive behaviour of the leader encourages the employee to seek out new work opportunities without any fear. Research has shown that employees tend to be more creative when they work under supportive and encouraging leadership (Oldham & Cummings, 1996).

### **Pro-Environmental Behavior**

Pro-environmental behaviour refers to "the willingness to engage in pro-environmental activities" (Scherbaum *et al.*, 2008). It includes a wide range of activities that contribute towards the organisational plan to preserve natural resources and the environment (Anderson & Bateman, 2000). Employees display pro-environmental behaviour voluntarily, without any external influence such as rewards, etc. (Boiral, 2009). Some pro-environmental activities mentioned in the literature include using recyclable paper, turning off the lights while leaving the office, using bicycles instead of cars, reducing waste, and generating new ideas for environmental sustainability (Saeed *et al.*, 2019). Employee participation in pro-environmental activities has been shown to be a successful strategy for increasing environmental performance and becoming an environmentally responsible organisation (Djellal & Gallouj, 2016; Kangasniemi *et al.*, 2014).

### 3. THEORY AND HYPOTHESES

This study employed the Ability Motivation Theory (AMO) (Appelbaum *et al.*, 2000) to explain the mediating role of GHRM in the workplace under ethical leadership. This theory proposes three independent and important components in the work system that play a significant role in shaping employees' characteristics, which eventually contribute to organisational success. Literature shows that in empirical studies, AMO theory is widely used to conceptualise the influence of HRM practices on organisation success and performance (Boselie *et al.*, 2005).



**Figure 1.** Hypothesized Model.

#### Mediating Role of GHRM

Leaders have a vital role in the formulation of HRM policies (Marshall *et al.*, 2005). Brown *et al.*, 2005; Chughtai *et al.*, 2015; Moore *et al.*, 2019) define ethical leadership as social responsiveness, ethical accountability, and a sense of responsibility towards subordinates, organization, society, and environment. Ethical leaders recognise moral concerns connected to their decisions and demonstrate and promote environmentally friendly behaviour through their business strategy (Zhu *et al.*, 2014). Such a leadership can smooth the progress of the implementation of GHRM. Due to their power and position (Brown *et al.*, 2005), leaders are expected to act as role models. When leaders emphasise eco-friendly practices, it sends a signal to the employees that implementation of such practices is expected and valued in the organization, and that engaging in such practices will lead to desirable outcomes. GHRM directly aids in the creation of a green workforce that is aware of green practices, appreciates them, and practices green initiatives through the HRM process of recruitment, hiring, training, and rewarding (Mathapati, 2013). The environmental strategy of an organisation can have a positive influence on a firm's green creativity (Johnston & Bate, 2013). GHRM practices such as training and development can enhance organisational citizenship behaviour as employees become more concerned about environmental management (Zibarras & Coan, 2015; Opatha & Arulrajah, 2014). Such practices teach employees how to respond to environmental changes and raise their awareness of environmental issues (Mandip, 2012; Zibarras & Coan, 2015; Ahmed *et al.*, 2021).

As discussed above, associations have been established between ethical leadership and GHRM practices, as well as between GHRM practices and green creativity and pro-environmental behavior. This implies that GHRM practices act as mediators between ethical leadership and the outcomes. Ethical leadership facilitates the implementation of GHRM practices, which in turn encourages employees to display pro-environmental behaviour and provides them with the opportunity to be creative by working on novel ideas regarding environmental sustainability. Ethical leadership has an element of trust as ethical leaders encourage the employees to share their ideas and concerns, thereby creating a relationship of trust (Brown *et al.*, 2005). This open two-way communication allows the employees to be creative and use their imagination to generate new ideas and incorporate them into ongoing work processes and procedures. Other studies have also found that ethical leadership positively affects employee creativity (Chughtai, 2014; Ma *et al.*, 2013; Ababneh *et al.*, 2021; Muisyo *et al.*, 2021).

Ethical leadership provides all the necessary support required for the employees to become competent enough to follow green HR practices. Such leaders align employees' expertise with their roles and stress the importance of employees' inputs (May *et al.*, 2004; Piccolo *et al.*, 2010; Rubel *et al.*, 2021). The pro-environmental agenda of the organisation is depicted through its GHRM practices, and implementation of these practices is ensured by motivating employees through green rewards and green employee involvement. Following these practices will provide them with further opportunities to exercise green creativity and indulge in pro-environmental activities. On the basis of these arguments, this study hypothesises the following relationships:

*Hypothesis 1:* Ethical leadership, mediated by GHRM, has a positive impact on employees' green creativity.

*Hypothesis 2:* Ethical leadership, mediated by GHRM, has a positive impact on employees' pro-environmental behavior.

### **Moderating Role of Harmonious Environmental Passion**

Harmonious passion is defined as a constructive emotion that is under one's control and motivates them to participate in activities that are the target of the passion (Vallerand *et al.*, 2007). Harmonious passion refers to the emotion that encourages individuals to display pro-environmental behaviours (Robertson & Barling, 2013). According to Fineman (1996), positive emotions such as joy and happiness trigger pro-environmental behaviour in the workplace. Harmonious passion being a constructive emotion influences an employee's pro-environmental behaviour (Robertson & Barling, 2013). Harmoniously passionate employees usually feel more energised and this kind of passion motivates them to make a difference (Vallerand *et al.*, 2007; AlZgool *et al.*, 2021). Past studies have asserted the positive impact of harmonious environmental passion on the attitudes of individuals. According to Robertson and Barling (2013), employees' environmental behaviours are driven by their environmental passion. Environmental passion is considered a moral behavior, and pro-environmental behaviour is influenced by moral behaviour (Stern, 2000). Environmental passion energises individuals and inspires them to make a difference by playing their role in preserving the environment (Vallerand *et al.*, 2003). Employees who are harmoniously passionate are more attentive to details (Ho *et al.*, 2011), which enhances the probability of copying the environmentally friendly behaviours of their leaders (Birkeland & Buch, 2015). Such employees are more inclined to adapt to eco-friendly practices as they are the object of their passion. Thus, harmonious environmental passion can be considered as a potential enhancer of the relationship between ethical leadership and the implementation of GHRM practices. This study therefore hypothesises the following relationship:

*Hypothesis 3:* Harmonious environmental passion moderates the relationship between ethical leadership and GHRM practices such that this positive relationship is stronger when harmonious environmental passion increases.

Keeping in view the assertion that harmonious environmental passion moderates the association between ethical leadership and GHRM practices, it can be assumed that harmonious environmental passion will have a conditional effecting indirect relationship amongst ethical leadership as well as its proposed outcomes. This study therefore hypothesises moderated mediation as:

*Hypothesis 4:* Harmonious environmental passion moderates the indirect effects of ethical leadership on: a) green creativity, and b) pro-environmental behaviour in such a way that these indirect effects through GHRM are stronger when harmonious environmental passion is high.

## 4. METHODS OF RESEARCH

### Sample Selection and Data Collection Techniques

As per the proposed moderated-mediation conceptual model, the study conducted a temporally segregated (at three-time intervals) field survey. In order to avoid multi-collinearity issues, the data was collected at three-time intervals. In this study, ethical leadership and harmonious environmental passion were tapped at time 1, GHRM was measured at time 2, and green creativity and pro-environmental behaviour were tapped at time 3 by the same respondents, whereas green creativity and pro-environmental behaviour were tapped by fellows at time 3. The study has faith that peers can best respond to their co-worker's green creativity and pro-environmental behavior.

Earlier published research in mainstream journals has utilised fellow response on employee behavioural outcomes (Raja & Johns, 2010; Naseer *et al.*, 2016; Fatima *et al.*, 2018). Field data was gathered from employees working in the hospitality industry of Pakistan, including businesses like restaurants, food businesses, event planning firms etc. These organisations are located in Pakistan, near the twin cities of Rawalpindi and Islamabad. Purely personal contacts were used to gain access through various departments in organizations. Permission was obtained from the HR departments of the respective organizations, which authorised us to collect data over a period of 3–5 months. Questionnaires were distributed randomly with a cover letter that clearly stated the purpose of the study, voluntary participation, and maintenance of confidentiality. Respondents were assured of the confidentiality of their responses. Personal information was collected to match the record at three-time intervals. In order to carry out the time-lag study, the study assigned a unique ID number to each respondent, which was mentioned on his or her questionnaire. It became easy for us to identify, enter the data, and avoid data nesting.

It was ensured that the employees and their peers did not rate more than two employees and could not access each other's responses. At time-1, a total of 750 questionnaires were distributed in return, of which 590 were complete and usable, generating a 79% response rate. After approximately 3–4 weeks, respondents from time-1 were contacted to fill out the time-2 survey. A total of 457 survey forms were received which were matched with respondents of time-1 using special ID generated at time-1. The response rate at time-2 was 77%. The same respondents were contacted again after 3–4 weeks to fill out survey forms for time-3. Finally, 306 complete self-peer dyadic surveys (data) were received and time-lagged. The response rate was 40%.

The table of frequency distribution displayed that the sample entailed individuals with different age groups, backgrounds, and experience levels. Gender distribution shows that male respondents made up 75% of the total, and female respondents were 26%. The majority of respondents (72.3%) work in the private sector. 60.7% were married and were in middle management positions in their organisations (52.8%). According to the data analyzed, 65.4% of respondents had 16 years of education. Most of the respondents belonged to the age bracket of 41-50 (49.2%). The total experience of participants was as high as 30 years, and their present experience varied between 1 and 15 years.

## Measures

At the workplace and at universities working under HEC in Pakistan, English is considered as an official and commonly used medium of communication in the workplace and at universities. The majority of the study's respondents had bachelor's degrees and worked in middle management. It's believed that they were well able to understand survey questions in English. Previous research conducted in Pakistan used surveys in English and found no issues (Naseer *et al.*, 2016; Abbas *et al.*, 2014). This study utilised the English version of all the scales, which were tapped on a 7-point Likert scale from "1" = strongly disagree to "7" = strongly agree" for ethical leadership and GHRM. Harmonious environmental passion, green creativity, and pro-environment behaviour were tapped using a 6 point Likert scale ranging from "1 = Never to 6 = Always".

### Ethical Leadership

Ethical leadership was self-reported using 10-items at a time, adapted from Brown *et al.* (2005). Sample items include, "conducts his or her personal life in an ethical manner", "defines success not just by results but also the way that they are obtained" The Cronbach alpha reliability in this study was 0.80.

### Harmonious Environmental Passion

This study measured Harmonious Environmental Passion using 10 items at time 1. The scale was developed by Robertson and Barling (2013). The sample items include "I am passionate about the environment" and "I enjoy practicing environmentally friendly behaviors". The Cronbach alpha reliability of the scale is 0.77.

### Green Human Resource Management

This study measured green human resource management with a scale, which has a 6-item scale adopted from Yu *et al.* (2020). The GHRM scale was utilised at a 2<sup>nd</sup> time lag with the same participants utilising the methods of self-reports. Sample items included: "Provide training programmes on environmental management for our employees [training and development]"; "Organize environmental education activities for our employees [training and development]". The Cronbach alpha reliability in the current study is 0.74.

### Green Creativity of Employees

Green Creativity in the current study has been measured with a 3-item scale from peers at time 3. The scale was developed and validated by Chen and Chang (2013). A sample item is "The members of the green product development project suggest new ways to achieve environmental goals", or "the members of the green product development project propose new green ideas to improve environmental performance". The Cronbach alpha reliability in the current study, for this measure is 0.65.

### Pro-Environmental Behavior

Pro-environmental behaviour was measured using a 9-item scale, which was peer-reported. The scale was developed by Blok *et al.* (2015). Sample items included "I recycle as much as possible" and "I use scrap paper rather than new paper for notes". For this measure, the Cronbach alpha reliability in the current study is 0.68.

### CFA (Confirmatory Factor Analysis)

The present research investigation used a time-lagged research design to collect responses from employees working in selected organisations as well as their peers at three time waves. A series of CFAs were conducted to determine the discriminant validity of variables under study. Grounded on recommendations given by Anderson and Gerbing (1988), CFAs were run and tested for almost all the pairs of variables in the study that had been tapped either from the same source or at the same time lag. For every case, we conducted a two-factor or multiple-factor model and then compared it with a single factor. A model is well-thought-out to be a better fit if the p-value <0.05 for  $\chi^2$ , CFI, NFI, and GFI > 0.80 and RMSEA < 0.08 (Hooper *et al.*, 2008). The



CFA results, shown in Table 1, show that the unconstrained two-factor model exhibited a better fit as compared to the constrained single-factor model.

## 5. RESULTS AND DISCUSSION

Table 2 exhibits the results of mean, bivariate correlations, standard deviation, and Cronbach's alpha reliabilities of the variables under study. The study conducted an ANOVA (a one-way analysis of variance) to identify the control variables in the study. The study identified significant levels of differences through response variables due to type of organization, education, and designation. Meanwhile, education was segregated into two categories—i.e., education: bachelors and below = 0; and masters and above = 1—thus it was controlled in all analyses. The post hoc analysis establishes that the differences were because of organisation type and designation. Thus, dummy codes for designation and organisation type were created and entered with the education that was also a significant variable as control in subsequent regression analysis. Ethical leadership was positively and significantly correlated to GHRM ( $r = 0.46$ ,  $p < 0.01$ ), green creativity ( $r = 0.27$ ,  $p < 0.01$ ) and pro-environmental behaviour ( $r = 0.38$ ,  $p < 0.01$ ). GHRM was positively related to green creativity ( $r = 0.17$ ,  $p < 0.02$ ) and pro-environment behaviour ( $r = 0.27$ ,  $p < 0.01$ ).

**Table 1. Confirmatory Factor Analysis.**

Model Test	$\chi^2$	df	$\chi^2/df$	CFI	NFI	IFI	TLI	RMR	RMSEA
<i>IV and Moderator</i>									
<b>2 factor EL and HEP</b>	<b>243.9</b>	<b>103</b>	<b>2.37</b>	<b>.87</b>	<b>.80</b>	<b>.87</b>	<b>.82</b>	<b>.05</b>	<b>.06</b>
1 factor EL and HEP	384.1	104	3.69	.73	.67	.74	.65	.07	.09
<i>IV and Mediator</i>									
1 factor (EL and GHRM Combined)	237.4	104	2.28	.83	.75	.84	.78	.19	.06
<b>2 factor (EL and GHRM)</b>	<b>203.3</b>	<b>103</b>	<b>1.97</b>	<b>.87</b>	<b>.78</b>	<b>.88</b>	<b>.83</b>	<b>.04</b>	<b>.05</b>
<i>Mod-Med</i>									
1 factor (HEP, GHRM Combined)	148.5	54	2.75	.83	.77	.84	.76	.10	.08
<b>2 factor (HEP and GHRM)</b>	<b>128.7</b>	<b>53</b>	<b>2.42</b>	<b>.86</b>	<b>.80</b>	<b>.87</b>	<b>.81</b>	<b>.06</b>	<b>.06</b>
<i>DVs</i>									
1 factor (GC and PEB)	609	134	4.55	.85	.81	.82	.80	.11	.12
<b>2 factor (GC and PEB)</b>	<b>260</b>	<b>130</b>	<b>2.01</b>	<b>.96</b>	<b>.93</b>	<b>.93</b>	<b>.95</b>	<b>.05</b>	<b>.05</b>
<i>ALL Variables</i>									
1 factor (EL, HEP, GHRM, and GC Combined)	1494.8	377	3.9	.48	.41	.48	.44	.26	.10
<b>4 factor (EL, HEP, GHRM and GC)</b>	<b>704.3</b>	<b>370</b>	<b>1.9</b>	<b>.84</b>	<b>.72</b>	<b>.84</b>	<b>.83</b>	<b>.05</b>	<b>.05</b>
1 factor (EL, HEP, GHRM, GC and PEB Combined)	2315.0	665	3.4	.48	.40	.48	.45	.31	.09
<b>5 factor (EL, HEP, GHRM, GC and PEB)</b>	<b>1462</b>	<b>654</b>	<b>2.2</b>	<b>.74</b>	<b>.62</b>	<b>.75</b>	<b>.72</b>	<b>.06</b>	<b>.06</b>

N = 306; Unstandardized regression coefficients are reported

EL = Ethical Leadership; GHRM = Green Human Resource Management; GC = Green Creativity; PEB = Pro-Environmental Behaviour; HEP = Harmonious Environment Passion.

Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.

Best model fits are given in bold.

**Table 2. Descriptive Statistics, Correlation and Reliabilities.**

	Mean	SD	AVE	1	2	3	4	5
<b>1. EL</b>	3.6	.55	.54	(.80)				
<b>2. GHRM</b>	3.2	.46	.50	.33**	(.70)			
<b>3. GC</b>	3.7	.63	.52	.43**	.39**	(.81)		
<b>4. PEB</b>	3.7	.45	.50	.39**	.42**	.79**	(.75)	
<b>5. HEP</b>	3.1	.43	.51	.42**	.28**	.38**	.34**	(.86)

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

N = 306

T1 = time 1; T2 = time 2; T3 = time 3

EL = Ethical Leadership; GHRM = Green Human Resource Management; GC = Green Creativity;

PEB = Pro-Environmental Behavior; HEP = Harmonious Environment Passion.

The study used the PROCESS macro given by Preacher and Hayes' (2004) to examine the anticipated model via regression analysis. In order to avoid multi collinearity, the independent variable and the moderator were mean-centred in the moderation analysis. Interaction plots are made that are grounded on simple slope analyses for 1 standard deviation above and below the mean.

**Table 3. Results of Mediation Hypotheses.**

	Bootstrap Results for Direct and Indirect Effects (Bias Corrected Confidence Interval method)					Indirect Effects using Sobel			
	Paths	Total Effect		Bootstrap result for Indirect Effect		Sobel test result			
	Paths	B	SE	LL 99%CI	UL 99%CI	Effect	SE	Z	p
H1	EL→GHRM→GC	.50	.06	.055	.179	.107	.02	3.94	.0001
H2	EL→GHRM→PEB	.32	.04	.049	.142	.088	.02	4.25	.0000

N = 306; Unstandardized regression coefficients are reported

EL = Ethical Leadership; GHRM = Green Human Resource Management; GC = Green Creativity;

PEB = Pro-Environmental Behavior; HEP = Harmonious Environment Passion.

Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.

Table 3 demonstrates the results of the mediation hypothesis anticipated for green creativity and pro-environmental behavior, respectively. Ethical leadership was significantly positively related to green creativity ( $B = 0.27$ ,  $SE = 0.89$ ,  $p < 0.000$ ) and pro-environmental behaviour ( $B = 0.38$ ,  $SE = 0.08$ ,  $p < 0.0000$ ). Consistent with hypothesis 1, ethical leadership had a positive indirect effect on green creativity through GHRM ( $B = 0.50$ ,  $SE = 0.06$ ,  $p < 0.0001$ ). The mediation analysis proves hypothesis 2 of mediation that ethical leadership positively effects the indirect impact on pro-environmental behaviour via GHRM ( $B = 0.32$ ,  $SE = 0.04$ ,  $p < 0.0000$ ). Thus, hypotheses 1 and 2 were accepted.

**Table 4. Moderation Analysis.**

		Harmonious Environment Passion			
		B	SE	LLCI	ULCI
Constant		3.26	.02	3.2	3.3
HEP		.03	.04	-.06	.13
EL		.30	.05	.20	.41
HEPxEL		.28	.11	.05	.52
$\Delta R^2$ due to Interaction		.03**			
F		5.9			
Conditional Effects of Moderator between Ethical Leadership and GHRM (Slope Test)					
Moderator: HEP	Ethical Leadership and GHRM				
-.549	.149***	.09	-.03	.32	
.000	.308***	.05	.20	.41	
.549	.466***	.07	.31	.61	

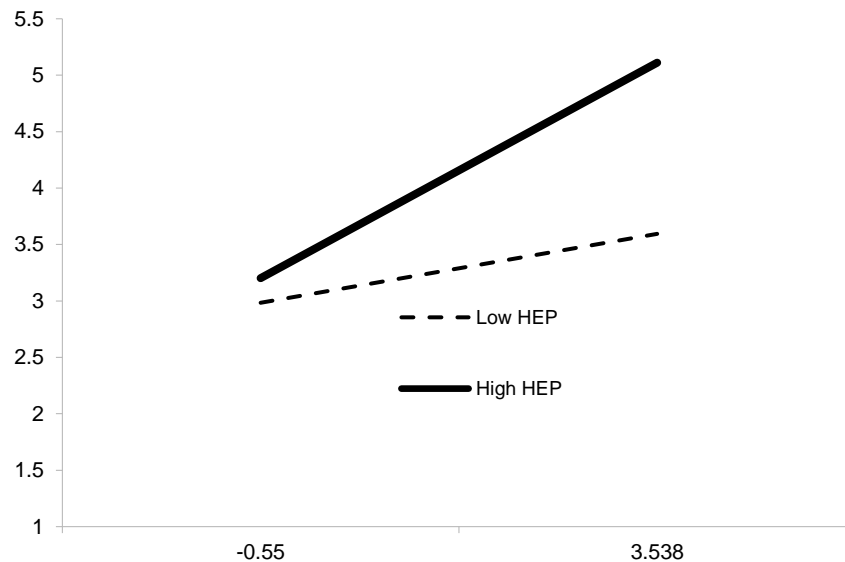
N = 306; Unstandardized regression coefficients are reported

EL = Ethical Leadership; GHRM = Green Human Resource Management; GC = Green Creativity;

PEB = Pro-Environmental Behaviour; HEP = Harmonious Environment Passion.

Bootstrap sample size = 5,000. 99% confidence interval; LL = lower limit; CI = confidence interval;

UL = upper limit.



**Figure 2.** Interaction Plot.

Table 4 predicts moderated regression, which shows that the interaction term of ethical leadership and harmonious environmental passion (B = 0.28, SE = 0.11, p < 0.05, LLCI = 0.557, ULCI = 0.5219) was significantly related to GHRM. Refer to the interaction plot in Figure 2.

**Table 5. Moderated Mediation Results Across Levels of Harmonious Environment Passion.**

<b>Conditional Indirect Effects of HEP on Green Creativity through GHRM</b>				
	<b>GHRM</b>			
HEP	Boot Indirect Effect	SE	LLCI	ULCI
-1 SD(.54)	.05	.03	-.007	.134
M (.00)	.11	.03	.066	.187
+1 SD(.54)	.17	.04	.095	.283
Index of Moderated Mediation				
Index	SE(Boot)	LLCI	ULCI	
.118	.05	.033	.237	
<b>Conditional Indirect Effects of HEP on Pro-Environment Behaviour through GHRM</b>				
-1 SD (.54)	.04	.02	-.009	.101
M (.00)	.09	.02	.060	.149
+1 SD(.54)	.14	.03	.084	.234
Index of Moderated Mediation				
Index	SE(Boot)	LLCI	ULCI	
.091	.04	.027	.207	

N = 306; Unstandardized regression coefficients are reported

EL = Ethical Leadership; GHRM = Green Human Resource Management; GC = Green Creativity;

PEB = Pro-Environmental Behaviour; HEP = Harmonious Environment Passion.

Bootstrap sample size = 5,000. LL = lower limit; CI = confidence interval; UL = upper limit.

Figure 2 depicts a strong direct association between ethical leadership and GHRM, i.e., positive and strong for respondents who reported high harmonious environmental passion (slope = 0.54,  $p < 0.001$ ) and it is not significant when harmonious environmental passion is small (simple slope = -0.54,  $p = ns$ ). Thus, findings suggest no negative outcomes of ethical leadership in GHRM. This is considerably remarkable. The results of this study support the idea that passion plays a very crucial role in the leadership-practices relationship. Ethical leadership leads to GHRM only if the respondents report high levels of harmonious environmental passion, as GHRM practices are due to this ability, which needs motivation and then creates an opportunity. Hence, hypothesis 4 of moderation is supported.

Table 5 presents the conditional indirect effects of ethical leadership on employee behaviours through GHRM at multiple levels of the proposed moderator of harmonious environmental passion. The study analysed moderated mediation effects of ethical leadership on behaviours at three different values of harmonious environmental passion, that is, +1 SD (0.54), the mean point (0.00) and -1 SD (-0.54). The normal theory test highlighted that, based on moderator values at +1 SD, they were significantly different from zero and positive (conditional indirect effects).

These results of the study further got support through the Bootstrap technique. The indirect effects of ethical leadership on green creativity through GHRM were strong in cases of high harmonious environmental passion (0.09 and 0.28) and insignificant in cases of low harmonious environmental passion (-0.007 and 0.134). Similarly, the indirect effects that ethical leadership has on pro-environment behaviour through GHRM were strong in cases of high harmonious environmental passion (0.08, 0.23) and insignificant in cases of low harmonious environmental passion (-0.009, 0.101).

Based on Hayes's (2015) proposed methodology, it checked the "moderated mediation" index to confirm the direct association between indirect effect and proposed moderator. The results of the index of moderated mediation were significant for green creativity (index = 0.118, CI.95 = 0.03, 0.23) and pro-environment

behaviour (index = 0.04, CI.95 = 0.02, 0.20). Thus, the study found support for accepting the proposition of moderated mediation, referring to hypothesis 5a and 5b.

In the past few years, researchers and organisations have shown great attention to HRM's positive role in the literature of environmental management (Renwick *et al.*, 2013; Jackson & Seo, 2010). In this study, for the first time, the study takes a step further by empirically investigating the employee's green behavioural outcomes in response to GHRM practices, which are possible under ethical leadership. To accomplish this research objective, it utilised the GHRM practices (Yu *et al.*, 2020), ethical leadership (Brown *et al.*, 2005), harmonious environmental passion (Robertson and Barling, 2013), green creativity (Chen & Chang, 2013) and pro-environmental behaviour (Blok *et al.*, 2015) scales and literature to examine and predict how leadership style helps to increase GHRM practices in an organisation and promotes positive green behavioural outcomes using AMO. Secondly, harmonious environmental passion (moderator) acts as a motivator to promote positive GHRM practices in the hospitality industry. Thirdly, it applied the Ability-Motivation-Opportunity theory (Appelbaum *et al.*, 2000) to explore the mediating, moderating, and moderated mediation effects of ethical leadership on GHRM, green creativity, pro-environmental behavior, and harmonious environmental passion. The results revealed that ethical leadership was directly and indirectly related to employee in-role workplace green behavior through the mediation of GHRM and moderation of harmonious environmental passion. Previous studies show that ethical leadership has an element of trust as ethical leaders encourage the employees to share their ideas and concerns, thereby creating a relationship of trust (Brown *et al.*, 2005). This open two way communication allows the employees to be creative and use their imagination to generate new ideas and incorporate them to improve ongoing work processes and procedures (Tu & Lu, 2012). Past studies have also found that ethical leadership is positively related to employee creativity (Chughtai, 2014; Ma *et al.*, 2013). One of the main characteristics of ethical leadership is concern for others, including the organization, employees, consumers, and society (Brown *et al.*, 2005). Such leaders are morally committed towards engaging in and promoting ethical values such as peace, fair judgment, and ecology, which in turn result in encouraging pro-environmental behaviours (Dolan *et al.*, 2012). An ethical leader considers it a moral obligation to take measures for the protection of the environment and encourages pro-environmental behaviours as ethics is considered to be the core feature of ethical leadership (Wu *et al.*, 2015). The employees observe, learn, and demonstrate their leader's moral obligation towards mankind and the environment and engage in pro-environmental activities (Bandura, 1977, 1989).

This study provides empirical evidence to back up the behavioural and green HRM literature from the following perspectives: (1) Ethical leadership practices influence GHRM practices by influencing green creativity and pro-environmental behavior, and (2) harmonious environmental passion moderates the effect of ethical leadership on GHRM.

## 6. CONCLUSION

The prime goal of organisations in this era should be to reduce environmental pressures. Thus, in order to fulfil and sustain eco-friendly business objectives and goals, every industry should play their part in minimising the hostile impact on the environment. Literature shows that ethical leadership is essential to reassure green behaviours and practices in terms of creativity. Moreover, ethical leaders as managers encourage subordinates to display just performance that is higher than expected. Such leaders are portrayed as practical and self-motivated individuals who can lead their subordinates to embrace change.

Leadership plays a vital role in driving institutional creativity and work-place behaviors. The current study tests the empirical association of ethical leadership and harmonious environmental passion in influencing GHRM practices that foster green creativity and pro-environmental behaviour in the hospitality industry of

Pakistan. This study applied SPSS, PROCESS, and AMOS to analyse the data, and the results suggested that GHRM is positive and significantly influenced by ethical leadership. Moreover, the results further suggested that ethical leadership, which promotes GHRM practices in an organization, could enhance green creativity and pro-environmental behavior. Finally, the results confirm that harmonious environmental passion moderates the relationship between ethical leadership and GHRM practices, which means that if an employee possesses a high harmonious passion for the environment and has ethical leadership in an organization, the effectiveness and usage of GHRM practices increases.

## 7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

There are a few limitations to this study, which can open new avenues for future research. First, the data used in this study is self-reported. In order to reduce the risk of common method bias, future studies can collect data from supervisors and co-workers as well. Second, the study was conducted on the hospitality industry. Future research can be carried out on other industries like banking and the telecom sector as well. Third, the data is collected only from Pakistan. The same study can be conducted in other countries as well to determine whether the results can be generalised across various cultures. Fourth, this study uses harmonious environmental passion as a moderator between ethical leadership and GHRM practices. The study recognises that other moderators such as organisational culture may also reduce or amplify the impact of ethical leadership on GHRM practices. Fifth, the study used ethical leadership as a predictor. Other leadership styles, such as authentic leadership and paradoxical leadership, can also be explored in future studies.

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