



## **GREEN TRANSFORMATIONAL LEADERSHIP AS A CATALYST FOR GREEN HRM IN EMERGING HOSPITALITY MARKETS: EVIDENCE FROM KANO, NIGERIA**

Kuwata Mohammad Goni<sup>1\*</sup>, Shah Iskandar Fahmie Ramlee<sup>2</sup>, Tahirah Abdallah<sup>3</sup>,  
Muhammad Umar<sup>4</sup>

<sup>1</sup> Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

 [a20e0238f@siswa.umk.edu.my](mailto:a20e0238f@siswa.umk.edu.my)

 <https://orcid.org/0009-0003-8803-3033>

<sup>2</sup> Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

 [shah@umk.edu.my](mailto:shah@umk.edu.my)


 <https://orcid.org/0000-0002-2646-6103>

<sup>3</sup> Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

 [tahirah@umk.edu.my](mailto:tahirah@umk.edu.my)

 <https://orcid.org/0000-0002-3732-8056>

<sup>4</sup> Faculty of Entrepreneurship and Business, Universiti Malaysia Kelantan, Malaysia

 [a22e115f@siswa.umk.edu.my](mailto:a22e115f@siswa.umk.edu.my)

 <https://orcid.org/0009-0009-9163-9419>

\*Corresponding Author

### **Article Info:**

#### **Article history:**

Received date: 28.01.2026

Revised date: 23.02.2026

Accepted date: 12.03.2026

Published date: 31.03.2026

#### **To cite this document:**

Goni, K. M., Ramlee, S. I. F., Abdallah, T., & Umar, M. (2026). Green Transformational Leadership as A Catalyst for Green HRM In Emerging Hospitality Markets: Evidence from Kano, Nigeria. *Journal of Tourism Hospitality and Environment Management*, 11 (43), 495-507.

### **Abstract:**

This study examines how green transformational leadership (GTL) influences environmental performance in the hospitality sector through the adoption of green human resource management (GHRM) practices. Drawing on transformational leadership theory, the Ability–Motivation–Opportunity (AMO) framework, and the Natural Resource–Based View (NRBV), the study investigates the mechanisms through which leadership-driven environmental values translate into organizational sustainability practices. Specifically, the research examines whether GHRM mediates the relationship between GTL and environmental performance and whether GTL strengthens the effect of GHRM on environmental outcomes. Data were collected through a survey of over 300 employees from registered hotels in Kano State, Nigeria. The study employs Partial Least Squares Structural Equation Modelling (PLS-SEM) to test the proposed structural relationships. The findings indicate that GHRM practices significantly improve environmental performance in hotels, and that GHRM partially mediates the relationship between GTL and environmental outcomes. The results also suggest that green transformational leadership strengthens the positive relationship between GHRM and environmental performance. This study contributes to sustainability research in emerging hospitality markets by providing

empirical evidence from Sub-Saharan Africa and highlighting the strategic role of leadership-driven HR practices in improving environmental performance. The findings provide evidence-based recommendations for hotel managers and policymakers seeking to promote sustainable hospitality practices.

**DOI:**10.35631/JTHER.1143032 **Keyword:**

Green Transformational Leadership; Green HRM; Kano Hotels; Sustainability in Hospitality; Employee Green Behaviour



© The authors (2026). This is an Open Access article distributed under the terms of the Creative Commons Attribution (CC BY NC) (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits non-commercial re-use, distribution, and reproduction in any medium, provided the original work is properly cited. For commercial re-use, please contact [jthem@gaexcellence.com](mailto:jthem@gaexcellence.com).

## Introduction

Environmental sustainability has become a central concern for organizations worldwide due to increasing resource consumption, climate change, and ecological degradation. As industrialisation and urbanisation continue to expand, environmental protection has emerged as one of the most pressing global priorities (Imbrogiano & Nichols, 2021). Service industries, particularly the hospitality sector, are increasingly expected to adopt environmentally responsible practices because of their significant consumption of energy, water, and other natural resources (Khatter, 2023). Consequently, organizations are seeking strategies that can simultaneously enhance operational efficiency and environmental performance.

In response to these challenges, green human resource management (GHRM) has emerged as an important mechanism for promoting sustainable organisational behaviour. GHRM refers to the integration of environmental objectives into human resource policies and practices, including recruitment, training, performance management, and employee engagement (Renwick et al., 2013). Through these practices, organisations can encourage environmentally responsible behaviour among employees and improve environmental outcomes. Previous research suggests that GHRM contributes to improved environmental performance by fostering environmental awareness, building green competencies, and encouraging pro-environmental behaviours within organizations (Pham et al., 2020).

Leadership plays a critical role in shaping the adoption and effectiveness of GHRM practices. In particular, green transformational leadership (GTL) has received growing attention in sustainability research. GTL refers to leadership behaviours that inspire employees to pursue environmental goals, communicate a clear environmental vision, and encourage innovative approaches to sustainability challenges (Chen & Chang, 2013). Leaders who demonstrate strong environmental commitment can influence organisational culture and motivate employees to participate in environmentally responsible practices.

Despite the growing interest in sustainable management practices, empirical research examining the relationship between green transformational leadership, green HRM practices, and environmental performance remains limited in emerging economies. This gap is particularly evident in Sub-Saharan Africa, where the hospitality sector is expanding rapidly but environmental management practices remain underdeveloped. Kano, one of Nigeria's major commercial centres, has experienced increasing growth in tourism and hospitality services. However, there is limited empirical evidence on how leadership and human resource practices influence environmental sustainability within the hotel sector.

This study therefore aims to examine the role of green transformational leadership in promoting environmental performance in the hospitality industry in Kano, Nigeria. Specifically, the study investigates whether green HRM practices mediate the relationship between green transformational leadership and environmental performance, and whether green transformational leadership strengthens the relationship between green HRM practices and environmental performance. By addressing these relationships, the study contributes to the growing literature on sustainability management in emerging hospitality markets and provides practical insights for improving environmental performance in the sector.

The remainder of this paper is organised as follows. The next section reviews the relevant literature and outlines the theoretical framework underpinning the study. Section 3 describes the research design, case selection, and data collection methods. Section 4 presents the findings and discusses the sustainability return on investment outcomes. The final section concludes the paper by highlighting the key contributions, practical and policy implications, study limitations, and directions for future research.

## **Literature Review and Theoretical Foundation**

### ***Green Transformational Leadership***

Green transformational leadership (GTL) is a leadership approach in which leaders communicate a clear environmental vision, demonstrate environmentally responsible behaviours, and inspire employees to participate in sustainable practices (Egri & Herman, 2000). In hospitality, where employee–customer interactions shape service delivery, leadership becomes central to diffusing environmentally responsible behaviours.

### ***Concept of Environmental Performance***

The tourism sector, particularly the hotel industry, is highly vulnerable to the risks posed by climate change. Research by Doan and Vu (2024) indicates that excessive consumption of energy and water, combined with the use of plastics, paper, chemicals, and impacts on biodiversity, significantly contributes to global warming. Consequently, adopting environmentally sustainable initiatives has become imperative for hotels and resorts. Within the tourism industry, hotels have established benchmarks for environmentally responsible practices, with managers increasingly recognizing the importance of integrating green practices into their operations. Environmental performance is therefore seen as an organizational commitment that goes beyond regulatory compliance, aiming to meet and exceed societal expectations for conservation.

To achieve this, organizations implement policies, programs, and practices that optimize the sustainability of their products, services, and operational processes. Environmental performance encompasses measurable outcomes within an organization's environmental management system and aligns with monitoring environmental concerns in accordance with policies, objectives, and specific targets (Hobincu, 2004). It considers the environmental impact of organizational practices, resource use, and product/service delivery to ensure compliance with regulatory norms (Dubey et al., 2015). Moreover, environmental performance emphasizes the conservation of natural resources while safeguarding ecosystems, reinforcing the hotel sector's role in promoting sustainable operations (Roscoe et al., 2019).

### ***Concept of Green Human Resource Management Practices***

The adoption of Green Human Resource Management is one of the fundamental components for organizations aspiring to implement environmentally sustainable and employee-engaging practices (Ren et al., 2018). Green HRM refers to organizational strategies aimed at improving ecological outcomes, grounded in strong environmental policies and programs. (Singh et al., 2020). Initiatives associated with it significantly influenced the efficacy of employees' environmental performance (Saeed et al., 2019). Green HR practices pertain to the advancements, regulations, and methodologies that organizations integrate to optimize positive environmental outcomes while mitigating adverse effects (Arulrajah et al., 2016; Kim et al., 2019). The incorporation of environmental objectives across all dimensions of HRM is one of the essential tenets of Green Human Resource Management. It is an innovative approach aimed at realizing a comprehensive HR process which comprises workforce planning, recruitment, training and development. It also includes their assessment and implications for workplace practices (Bombiak & Marciniuk-Kluska, 2018).

Human resource practices are often grounded in the Ability, Motivation, and Opportunity (AMO) framework (Appelbaum et al., 2000). Under this framework, organizations use a range of strategies, including recruitment and selection processes. They also invest in training and development to ensure that employees develop the skills and competencies needed for their roles. In this context, both monetary and non-monetary incentives are offered to motivate individuals to achieve their performance targets. Performance evaluations form the basis on which employee incentives and rewards are established. Additionally, opportunity denotes guidelines that stimulate employee involvement in various activities by fostering enhanced commitment, information exchange, and individual autonomy. Thus, it is imperative to ensure augmenting employees' capabilities for green training. This bolsters relationships with customers and suppliers (Ding et al., 2022; Yu et al., 2020).

### ***The relationship between Green Transformational Leadership and Green Human Resources Management***

Leaders who embrace environmental stewardship are predisposed to integrate sustainability within HR practices. Prior research in both manufacturing and service sectors indicates that transformational leadership exerts a positive influence on green policies and practices (Tang et al., 2018). Nonetheless, there is a paucity of empirical evidence within African hospitality contexts, highlighting the need for further study. Existing literature also includes investigations assessing the impact of Green Transformational Leadership (GTL) on Green HRM, green innovation, and environmental performance. GTL fosters an environment in which leaders encourage and inspire their teams to devote time and effort to developing and supporting

environmentally sustainable products, processes, and services (Ng, 2017). To achieve environmental sustainability, Green Transformational Leadership plays a crucial role in translating green strategies into action through the implementation of green practices and policies (Jia et al., 2018).

Furthermore, Cop et al. (2021) found that Green TFL positively influences green work engagement, thereby enhancing environmental performance. The significant and beneficial effect of Green TFL on green performance has also been reported by Zafar et al. (2017). Similarly, green transformational leadership, grounded in environmental values, serves as a critical internal resource and capability for organizations striving to achieve sustainability objectives (Ozgul et al., 2021). This leadership approach shapes organizational culture, legitimizes green initiatives, and motivates employees to adopt environmentally responsible behaviors.

Empirical studies further illustrate the practical impact of GTL on environmental outcomes. Sobaih et al. (2022) investigated the indirect effects of employees' green behavior on environmental performance in food organizations, alongside the direct influence of green transformational leadership. Using data from 1,050 employees in Saudi Arabia, the study found that GTL, task-related behavior, and pro-environmental behavior all had significant positive effects on environmental performance, with task-related behavior partially and fully influencing the GTL–performance relationship. Similarly, Ozgul and Zehir (2021) demonstrated how GTL incentivizes organizations to embrace sustainable practices as a core internal competency. Kusi et al. (2021) examined perceived organizational support and GTL in construction firms in Nepal, using PLS-SEM analysis of 305 employee responses, highlighting GTL's pivotal role in promoting corporate social responsibility and improving long-term environmental performance.

## **Theoretical Background**

To furnish an appropriate theoretical framework, this study employs green transformational leadership theory (GTLT) alongside green human resources management practices (GHRMP).

### ***Green Transformational Leadership Theory***

Green Transformational Leadership Theory (GTLT) was initially conceptualized by James MacGregor Burns in 1978 and emphasizes the ability of leaders to motivate and inspire followers through shared values, vision, and motivation. The theory was later extended by Chen and Chang (2013) to incorporate environmental dimensions within leadership practices. According to Burns (1978), green transformational leadership goes beyond traditional transformational leadership by integrating environmental responsibility into leaders' vision, behaviours, and decision-making processes. Under this approach, leaders articulate a compelling environmental vision, encourage employees to exceed basic regulatory compliance, stimulate eco-innovation through intellectual engagement, and demonstrate a strong personal commitment to sustainability. Through these actions, leaders influence organizational culture and legitimize environmental initiatives across different functional areas, particularly human resource management (Chen & Chang, 2013).

The application of this theory in the present study is based on its ability to explain how organizational leaders promote environmental values within their organizations. It positions leaders as key agents of change, which is particularly important in emerging contexts such as Kano, Nigeria, where environmental practices are still developing. Furthermore, GTLT suggests that green transformational leadership functions as a driving force for Green Human Resource Management (GHRM), as leaders initiate, support, and institutionalize environmentally oriented HR practices. In this regard, leaders who communicate a strong environmental vision and inspire employees to adopt green values play a catalytic role in the effective implementation of GHRM practices within hospitality organizations in Kano, Nigeria.

### ***Green Human Resources Management Theory***

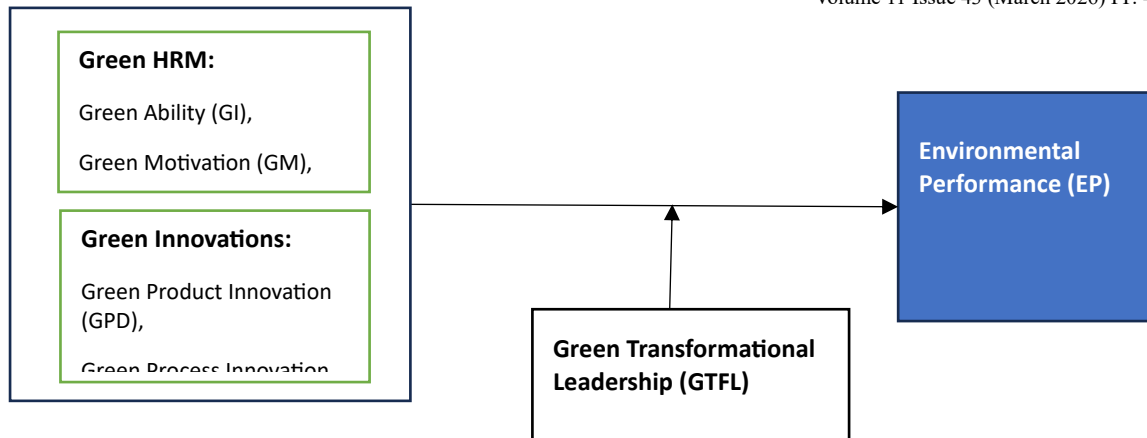
Green human resources management (GHRM) practices are perceived as an integrative domain that integrates human resource management (HRM) with environmental management (EM). This is a concept initially proposed by Douglas W. S. Renwick, Redman, & Maguire in 2008 to support the integration of stewardship within human resource practices. GHRM was subsequently elaborated upon by Jackson et al. in 2011, emphasizing its strategic role in promoting employees' ecological practices. This theory has been further employed in this study as it provides a conceptual foundation illustrating how human resource policies can influence employee behavior towards environmental objectives, which aligns with the focus of this study within the hospitality sector.



**Figure 1: Conceptual Framework**

Source: Adopted From Theories, Literature and Developed by the Authors

Figure 1 shows the nexus between green transformational leadership (GTL), green human resources management (GHRM) practices, employee outcomes (EOs) and sustainability performance (SP). It depicts that GTL serves as a catalyst for inspiring GRHM practices among employee, yielding green action outcomes and it turn contribute to SP. This explains that GTL shapes the adoption and effectiveness of Green Human Resource Management (GHRM) practices in Kano's hotel sector.



**Figure 2: Conceptual Framework with Moderator**

**Source:** Adapted from the Theory of Barney, (1991), Existing Literature and Developed by the Authors

Figure 2 describes the major independent variables (IVs) as green human resource management practices (HRM), and green innovation. The first independent variable which is green HRM comprises of three (3) dimensions; green ability (GA), green motivation (GM), and green opportunity (GO). The second independent variable includes green innovations (GI) which are made up of green product innovation (GPD), and green process innovation (GPC).

These independent variables are posited to possess a substantial correlation with environmental performance (EP). This study seeks to further clarify the role of green transformational leadership (TFL) as a moderating factor in the relationship between green human resource management (HRM), green innovation (GI), and environmental performance (EP).

### *Hypotheses*

Based on the theoretical framework and literature discussed above, the following hypotheses are proposed:

- **H1:** Green transformational leadership positively influences the adoption of green human resource management practices in hotels.
- **H2:** Green human resource management practices positively influence environmental performance in hotels.
- **H3:** Green human resource management practices mediate the relationship between green transformational leadership and environmental performance.
- **H4:** Green transformational leadership moderates the relationship between green human resource management practices and environmental performance.

### **Methodology**

This study adopts a quantitative research design to examine the relationships between green transformational leadership, green human resource management practices, and environmental performance in the hotel sector of Kano State, Nigeria. Data were collected through a structured questionnaire administered to employees working in registered hotels within the state. The population of the study consisted of 205 hotels registered with the Kano State Tourism Management Board. Using the sample size determination procedure proposed by Krejcie and Morgan (1970), a sample of 134 hotels was considered appropriate for the study. Employees

working in managerial, supervisory, and operational roles were invited to participate in the survey. In total, more than 300 valid responses were obtained.

The questionnaire was structured using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement items for green transformational leadership, green HRM practices, and environmental performance were adapted from established scales in previous literature. The data were analysed using Partial Least Squares Structural Equation Modelling (PLS-SEM). PLS-SEM was selected because it is appropriate for analysing complex models that include mediation and moderation relationships and does not require strict assumptions regarding data distribution. The analysis was conducted using SmartPLS software to examine the structural relationships among the variables and to test the proposed hypotheses.

### Discussion of Findings

Based on the analysis, the findings indicate that green HRM, encompassing green ability, green motivation, and green opportunities, plays a significant role in explaining variations in the environmental performance of hotels in Kano. Green ability was found to have a positive and significant effect on environmental performance. This suggests that hotels make deliberate efforts to ensure employees have the necessary skills and competencies to carry out their assigned tasks effectively. This encompasses hiring and selection protocols, as well as training and development initiatives. There is a pronounced emphasis on the green staffing process through meticulous efforts to select suitable candidates, hiring individuals who embody environmental values, mandating environmental training for employees, designing such training to enhance their environmental skills and knowledge, and monitoring staff compliance in applying the knowledge acquired from environmental training in their roles.

In addition, green motivation also showed a positive and significant effect on environmental performance. This indicates that hotels rely on both monetary and non-monetary incentives to motivate employees to achieve their environmental performance targets. Furthermore, the analysis reveals that green innovation covering both product and process innovations has a significant influence on the environmental performance of hotels in Kano. Notably, the results further demonstrate that the adoption of a green transformational leadership style strengthens the relationship between green innovation and environmental performance in these hotels.

### Summary of the Findings

**Table 1: Path Coefficient (Direct and Indirect Effect)**

Hypotheses	Relationship	Beta	Standard Error	T-Values	P-Values	Decision
H1	GHRM->EP	0.301	0.047	6.384	0.000**	Accepted
H2	GI->EP	0.395	0.049	8.133	0.000**	Accepted
H3	GTFL*GHRM ->EP	0.038	0.041	0.907	0.365	Rejected
H4	GTFL*GI ->EP	0.080	0.041	1.970	0.049*	Accepted

Source: Using the Coefficients (Beta) of the Path Relationship, the Standard Error (SE), and T-value (T Statistics), the Hypotheses were Tested at 5% Level of Significance

Table 1 and Figures 4.5 presented below explain the model specification that examines the direct influence as posited by the hypothesis. Green Human Resource Management (GHRM) exhibits a statistically significant and positive impact on Environmental Performance (EP) ( $\beta = 0.302$ ,  $t$ -value = 6.384,  $p$ -value = 0.000). This suggests that an enhancement in GHRM will result in a 30.1% increase in EP. Consequently, the first hypothesis (H1), which articulates that GHRM (encompassing ability, motivation, and opportunity) exerts a positive and significant influence on the EP of hotels located in Kano, Nigeria, is hereby affirmed. The subsequent hypothesis (H2) indicated that Green Innovation (GI) has a positive and significant impact on EP ( $\beta = 0.395$ ,  $t$ -value = 8.133,  $p$ -value = 0.000), indicating that EP is projected to increase by 39.5% for each increment in GI. Thus, the second hypothesis (H2), which contends that GI (encompassing process and product) possesses a positive and significant effect on the EP of hotels in Kano, Nigeria, is hereby validated.

### *Test of Moderating Effect*

In accordance with the recommendations of Hair, Hult, et al. (2014) for evaluating moderating effects, this study employed the product indicator approach within Partial Least Squares Structural Equation Modelling (PLS-SEM). This method was selected to assess and quantify the moderating role of green transformational leadership on the relationships between green human resource management, green innovation, and environmental performance. The moderation analysis was conducted using the two-stage approach in PLS, which is recommended for accurately estimating and detecting interaction effects when both predictor and moderator variables are continuous (Helm et al., 2010; Henseler & Fassott, 2010). The model applied in this study was a reflective-formative hierarchical component model (HCM), analyzed using the two-stage disjoint approach. Latent variable scores for Green Ability (GA), Green Motivation (GM), and Green Opportunities (GO) were used to estimate Green HRM practices (GHRM), while Green Process (GPC) and Green Product (GPD) scores were used to estimate Green Innovation (GI).

In the structural model, these product terms served as indicators for the interaction term (Kenny & Judd, 1984). Cohen's (1988) guidelines were also followed to assess effect size and determine the strength of the moderating effects. The results presented in Table 4.13 indicate that green transformational leadership (GTFL) did not significantly moderate the relationship between green human resource management (GHRM) and environmental performance ( $\beta = 0.038$ ;  $t = 0.907$ ;  $P = 0.365$ ). The  $t$ -value of 0.907 falls below the critical threshold of 1.960 required for statistical significance, leading to the rejection of the third hypothesis (H3), which proposed that GTFL moderates the relationship between GHRM (ability, motivation, and opportunity) and environmental performance in hotels in Kano, Nigeria.

In contrast, the fourth hypothesis, which suggested that green transformational leadership moderates the relationship between green innovation (both process and product) and environmental performance, is supported. This conclusion is based on a statistically significant  $t$ -value of 1.970 ( $\beta = 0.080$ ;  $P = 0.049$ ), exceeding the 1.960 threshold at the 5% significance level. Accordingly, the fourth hypothesis is accepted. Table 2 below summarizes the research questions alongside the main findings achieved in this study.

**Table 2: Summary of Findings Based on Research Questions**

Research Questions	Significant or not	Findings
i. Does green HRM practices influence on environmental performance of hotels in Kano, Nigeria?	Significant	Green HRM practices influence environmental performance of hotels in Kano, Nigeria
ii. Does green innovation influence environmental performance of hotels in Kano, Nigeria?	Significant	Green innovation influences environmental performance of hotels in Kano, Nigeria
iii. Does green TFL moderate green HRM practices and environmental performance of hotels in Kano, Nigeria?	Not Significant	Green TFL does not moderate green HRM practices and environmental performance of hotels in Kano, Nigeria
iv. Does green TFL moderate green innovation and environmental performance of hotels in Kano, Nigeria?	Significant	Green TFL moderates green innovation and environmental

Source: From Research Questions and Main Findings

## Conclusion

This study examined the relationship between green transformational leadership, green human resource management practices, and environmental performance in the hospitality sector in Kano, Nigeria. The findings demonstrate that green HRM practices play a significant role in improving environmental performance within hotels. Practices such as environmentally oriented recruitment, training, performance evaluation, and employee involvement contribute to the development of environmentally responsible behaviour among employees.

The results further indicate that green transformational leadership strengthens the effectiveness of green HRM practices by providing strategic direction and motivating employees to engage in sustainability initiatives. These findings highlight the importance of leadership commitment in promoting environmentally sustainable management practices in the hospitality industry. The study contributes to the literature on sustainability management by providing empirical evidence from an emerging hospitality market in Sub-Saharan Africa. It also extends existing research by integrating transformational leadership theory, the AMO framework, and the Natural Resource-Based View to explain how leadership and HR practices jointly influence environmental performance.

From a practical perspective, the findings suggest that hotel managers should prioritize the development of leadership capabilities that support sustainability initiatives while simultaneously strengthening green HRM practices. Policymakers and industry associations may also play an important role by encouraging environmental training programmes and sustainability guidelines for the hospitality sector. Future research may extend this work by examining additional contextual factors such as organizational culture, environmental regulations, and stakeholder pressures that may influence the adoption of sustainable practices within the hospitality industry.

- 
- Acknowledgements:** The authors would like to express their sincere gratitude to the Universiti Malaysia Kelantan, Malaysia for providing the academic environment and research support that facilitated the completion of this study. The authors also appreciate the constructive comments and valuable suggestions received from colleagues and anonymous reviewers, which significantly improved the quality of this manuscript.
- Funding Statement:** This research received no external funding.
- Conflict of Interest Statement:** The authors declare that there is no conflict of interest regarding the publication of this paper. All authors have contributed to this work and approved the final version of the manuscript for submission to the Journal of Tourism, Hospitality and Environment Management (JTHER).
- Ethics Statement:** This study did not involve human participants, animals, or sensitive personal data requiring ethical approval. The authors confirm that the research was conducted in accordance with accepted academic integrity and ethical publishing standards.
- Author Contribution Statement:** All authors contributed significantly to the development of this manuscript. The first author (student) was responsible for the conceptualization of the study, research design, data collection, empirical analysis, and drafting of the manuscript. The second and third authors (supervisors) provided academic supervision, methodological guidance, and critical revisions that substantially improved the quality of the manuscript. While the fourth author: validation, software, and data curation. All authors read and approved the final version of the manuscript prior to submission.
-

## References

- Agarwal, U. (2014). Linking justice, trust and innovative work behaviour to work engagement. *Personnel review*, 43(1), 41-73.
- Al-Romeedy, B. S., & El-Sisi, S. A. W. (2024). Is green performance affected by green transformational leadership in travel agencies? The mediating roles of green organizational identity and green innovation. *Journal of Human Resources in Hospitality & Tourism*, 23(3), 508-530.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of management*, 17(1), 99-120.
- Benevene, P., & Buonomo, I. (2020). Green human resource management: An evidence-based systematic literature review. *Sustainability*, 12(15), 5974.
- Bos-Nehles, A., Renkema, M., & Janssen, M. (2017). HRM and innovative work behaviour: A systematic literature review. *Personnel review*, 46(7), 1228-1253.
- Burns, J. M. (1978). Leadership and followership. *Leadership*, 18, 18-23.
- Clark, V. L. P. (2019). Meaningful integration within mixed methods studies: Identifying why, what, when, and how. *Contemporary educational psychology*, 57, 106-111.
- Chen, Y. S., & Chang, C. H. (2013). Greenwash and green trust: The mediation effects of green consumer confusion and green perceived risk. *Journal of business ethics*, 114(3), 489-500.
- Doan, T. N., & Vu, C. T. K. (2024). Managerial practices and firms' environmental performance: International evidence. *Corporate Social Responsibility and Environmental Management*, 31(6), 6083-6102.
- Morgan, K. (1970). Sample size determination using Krejcie and Morgan table. *Kenya Projects Organization (KENPRO)*, 38(1970), 607-610.
- Nurwahdah, A. (2022). The influence of green transformational leadership and green attitude on green organisational citizenship behaviour mediated by emotional intelligence. *International Journal of Research in Business and Social Science*, 11(3), 99-111.
- Imbrogiano, J. P., & Nichols, E. (2021). How to serve sustainability performance in businesses? An appetizing recipe to link practices to performance in business sustainability research. *Business Strategy and the Environment*, 30(4), 1610-1622.
- Jackson, T. (2011, August). Societal transformations for a sustainable economy. In *Natural Resources Forum* (Vol. 35, No. 3, pp. 155-164). Oxford, UK: Blackwell Publishing Ltd.
- Khatter, A. (2023). Challenges and solutions for environmental sustainability in the hospitality sector. *Sustainability*, 15(15), 11491.
- Pham, N. T., Hoang, H. T., & Phan, Q. P. T. (2020). Green human resource management: a comprehensive review and future research agenda. *International Journal of Manpower*, 41(7), 845-878.
- Renwick, D. W., Redman, T., & Maguire, S. (2013). Green human resource management: A review and research agenda. *International journal of management reviews*, 15(1), 1-14.
- Ullah, M. M. (2017). Integrating environmental sustainability into human resources management: A comprehensive review on green human resources management (Green HRM) Practices. *Economics and management*, 6(1), 14-19.