

Green Creativity among Luxury Hotels of Saudi Arabia: Role of Green Organizational Culture, Self-efficacy, Environmental Orientation and Green Work Engagement

Muhammad Awais Bhatti

Department of Management, College of Business
Administration, King Faisal University, Al-Ahsa 31982, Saudi
Arabia
Email: mbhatti@kfu.edu.sa

Article History

Received: 10th June 2022

Accepted: 28th Nov. 2022

Published: 03rd Dec. 2022

Due to pilgrimage, development, and tourism culture, luxury hotels are large in numbers in Saudi Arabia and the innovation of green practices is required to be adopted. The study's purpose is to determine the green creativity (GC) among luxury hotels in Saudi Arabia concerning the role of green organizational culture, self-efficacy, environmental orientation, and green work engagement (GWE). 316 responses from luxury hotel employees are considered the final sample size of this research and structural equation modeling is used for data analysis. The research demonstrated that the mediating role of GWE is significant between industry macro culture (IMC), cultural fragmentation, green self-efficacy, internal environmental orientation (IEO), external environmental orientation (EEO), and GC. This study has developed a unique model new in the literature. The dimensions of GC developed in this research model weren't reported in the models of previous research works. Furthermore, the GC -related theoretical implications of this research are reliable to improve the body of knowledge in a significant way. Furthermore, the findings of this research are practicable to improve GC among luxury hotels in Saudi Arabia.

Key words: green creativity, green work engagement, environmental orientation, organizational culture.

1. INTRODUCTION

The hotel business is at its peak in Saudi Arabia due to the factor of pilgrimage and tourism from all over the world (Alyahya et al., 2023). The hotel business is growing over time, and a lot of facilities are available to the customers. The luxury hotel business is in trend because the customer's values are improved and they want further facilities. These businesses are supported by government policies are regulations to enhance the experience of the people accordingly (Bhatti et al., 2022). The role of green innovation is critical in modern times to provide more facilities to consumers. Innovation and green practices can be critical to improving the working way of achieving green sustainability. Indeed, green innovation is a critical task to improve the environment, and green practices are also required for it (Al-Hawari et al., 2021). The stability of the green work for better practices can be a favorable way to green goals achievements.

Since luxury hotels are large in numbers in Saudi Arabia and the innovation of green practices is required to be adopted (Al-Ghazali et al., 2021). In the Scandinavian countries, green policies are implemented in the practices of the hotel industry. The employee's work is also modified to green practices to improve the employee's behavior in line with the organization working for green achievement (Aboramadan et al., 2021). The hotel industry in Saudi Arabia is in continuous growth, and the mechanism of checks and balances is required to control the practice for fair direction (Abualigah et al., 2022). Unless green environmental practices are not available for the working of the hotel industry, it would be ruthless to get the

outcome. The reliability of the green behavior of management has proved that different organizations achieved the goals of green stability. Innovation in working and stability in the green culture is a way forward to contribute to the green environment.

Mohammed et al. (2022) reported that by controlling the waste, the hotel industry can contribute to the green environment. Elshaer et al. (2022) concluded that the management should work on green practices to achieve sustainability in a green way. Sobaih et al. (2020) emphasized green management practices to influence the employees for their green behavior according to the organizational working. Furthermore, Hameed et al. (2022) concluded that the sustainability of the green environment is possible when reasonable actions are taken to entertain the public. Moreover, Shao et al. (2022) asserted that green innovation is a way forward to achieve green sustainability in any industry. Suliman et al. (2023) reported that the lack of green working behavior and environment has become challenging for organizations to achieve the green working approach sustainably. Accordingly, Gharbi et al. (2022) concluded that in the absence of green employees' behavior, green achievements can't be taken in the hotel industry. Although these studies have contributed a lot to enhance the literature, there is a gap in the body of knowledge.

Based on the theoretical and partial gap in knowledge, the study's purpose is to determine the green creativity (GC) among luxury hotels in Saudi Arabia concerning the role of green organizational culture, self-efficacy, environmental orientation, and green work engagement

(GWE). This study has developed a unique model new in the literature. The dimensions of GC developed in this research model weren't reported in the models of previous research works. Furthermore, the GC -related theoretical implications of this research are reliable to improve the body of knowledge in a significant way. Furthermore, the findings of this research are practicable to improve GC among luxury hotels in Saudi Arabia. In the final section, the study has demonstrated some future directions critical for academics to work further on GC in the context of the hotel industry.

2. LITERATURE REVIEW

Modern businesses practice requires green management and innovation. The sustainability of the environment is possible when green strategies are developed and implemented successfully (Aboramadan et al., 2021). the sustainability of the environment is possible to take strategic actions for green working. The available resources and the external environment have a significant influence of achieve sustainability. Modern industry practices are shifting towards the green environmental behavior that is necessary for taking strategic actions (Mohammed et al., 2022). The availability of green resources is reliable to ensure that the green practices of the organizations are implemented strategically. The employee's engagement in green working behavior can't be neglected in modern times. Employees who are self-motivated to take strategic actions for green stability based on their environmental knowledge are more suitable to the working culture of the organizations (Elshaer et al., 2022). The availability of these employees and their working practices according to the organization's culture. Indeed, there are different kinds of barriers that are restricting employees to have green behavior in their work. Strategic actions on time are required to improve the efficacy of the employees in relationship with their environmental behavior (Sobaih et al., 2020). More strategic actions are required to ensure the stability of the environment with green behavior. The less productive employees have little work engagement in a green way, and these employees are limiting the creativity of the other employees as well. Organizational management is required to be improved over time, and strategic actions are required to be taken timely for green employee management (Shao et al., 2022). Industrial growth toward the green environment is only possible when strategic actions are taken to improve the performance of the employees. The reliability of the environmental sources and green working behavior is required to be improved over time for green working practices of the employees (Hameed et al., 2022).

Creativity in the hotel industry is required to be managed on time with the performance of employees (Xu et al., 2022). Those employees who have environmental knowledge, seek further work to improve their performance. The reliability of the employee's performance in a creative way can be a way forward to improve their strategic performance. Innovation is

required in every industry in modern times, and strategic actions are required to be taken for green performance (Ari et al., 2020). When a large sector of industry in any country failed to manage the goals of sustainability, it has become a challenge for the management. Environmental policies are required to be regulated by the hotel industry because of its rapid growth (Fu et al., 2022). A system of checks should be developed to be implemented in the hotel industry for taking strategic actions. The availability of resources for strategic actions is required to be managed on time for reliable opportunities and strategic actions (Salem et al., 2023). The available resources to the employees and management in the hotel industry can be used fairly to get the advantage strategically. Less attention paid to sustainable development can be a way forward to work toward sustainable development goals (Bani-Melhem et al., 2022). The harshness of the employees and their rejection to adopt the innovation in the working environment can become a problem to successfully implementing the strategies of innovation in the same way. Furthermore, the sustainable development process in any industry is possible when the management and the employees are working in the same direction to achieve their strategic goals in a significant way (Abuelhassan et al., 2020). The organizational policies for GC and the fair implementation of these policies can be a strategic way to improve the performance of employees regarding their values working towards sustainability. Less attention towards GC can reduce the performance of the employees, and they develop a little level of work engagement (Abolnasser et al., 2023). In such kinds of situations, the motivation towards the employees is required to be managed accordingly for providing them with reliable facilities to enhance their work. The available resources for the employees should be managed on time with strategic actions in the way of GC.

Knowledge about the external environment is necessary to influence the employees for their green behavior. Unless the employees are not self-motivated, they can't work in a better way to improve their efficacy in the environment (Al-Hawari et al., 2021). The available resources for the environment are recurred to be managed on time, and strategic actions are required to be taken on time. The green working culture of the organization is developed when the management is training the employees to have greenness and sustainability in their work (Abualigah et al., 2022). No doubt, the culture of green innovation and green performance can be improved in a positive way when reliable actions are required to get the green work. The internal culture and environment of the organizations can be a better way of training the employees (Suliman et al., 2023). The workshops on the implications of green culture in other industries should be conducted for the employees to make sure that they are learning appropriately to achieve green working behavior in their organizational practices. The green organizational behavior of the employees is required to be improved over

time, and strategic actions are required to be taken for their working approach (Gharbi et al., 2022). However, the implementation of green working behavior in the organizational culture should be based on different stages to improve the organizational behavior positively. The working methodology to enhance the green culture can be the best strategy to implement green behavior. When the top management supports the middle management to get the green practice workable, the performance of the frontline employees is also increased due to these strategies (Abdou et al., 2022). Many organizations in Copenhagen have achieved suitability in their work by modifying the green external environment in line with the green internal environment (Song et al., 2023). Therefore, the importance of a green external environment is reported by the existing studies in the literature. Figure 1 displays the conceptual framework of this research.

H1: Green work engagement mediates the relationship

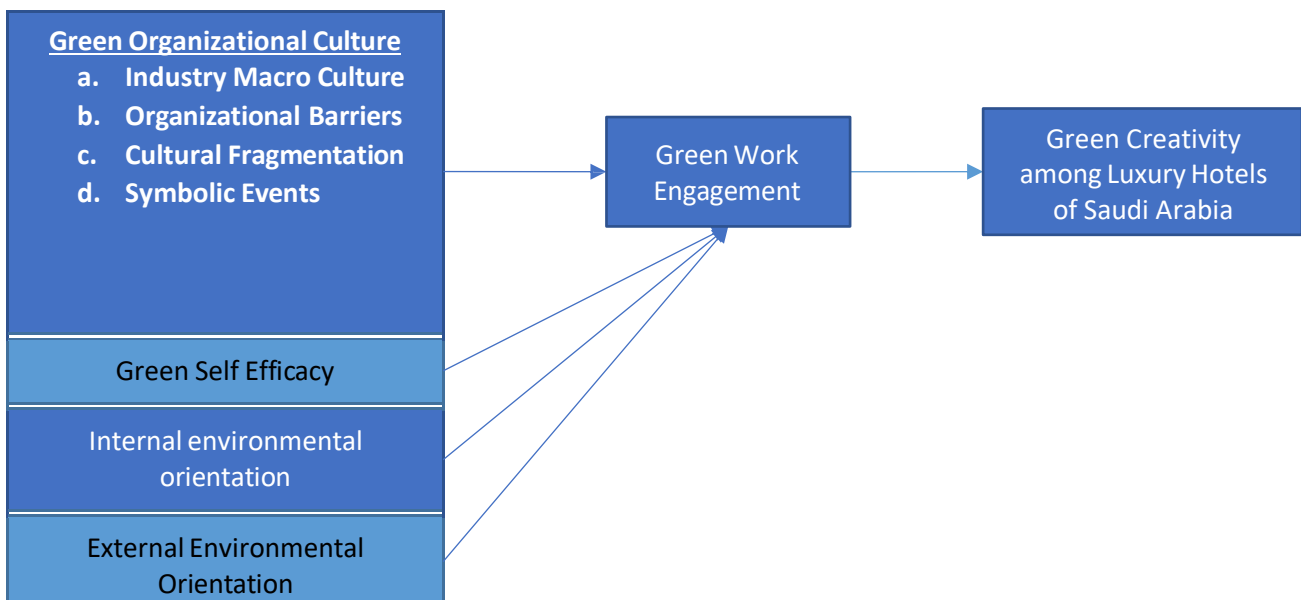


Figure 1: Conceptual framework

3. METHODOLOGY

This research is initiated to measure the GC among luxury hotels in Saudi Arabia. The data used in this research is primary for analysis and empirical findings. A Likert scale questionnaire based on 7-points was considered by taking scale items from existing studies. The items are adapted from existing studies available in the literature. The description of measurements and source studies is available in Table 1. The respondents of this research were the employees in the management of luxury hotels in Saudi Arabia. However, the cross-sectional method is used for data collection. The respondents were considered with a printed questionnaire after taking the prior appointment. The data collection is done from the respondents of 20 luxury hotels across Saudi Arabia. 400 questionnaires were administered for data collection and the successful response is collected back only on 328 questionnaires. Furthermore, the data available on 12 questionnaires were biased by the respondents. Therefore,

between industry macro culture and green creativity.

H2: Green work engagement mediates the relationship between organizational barriers and green creativity.

H3: Green work engagement mediates the relationship between cultural fragmentation and green creativity.

H4: Green work engagement mediates the relationship between symbolic events and green creativity.

H5: Green work engagement mediates the relationship between green self-efficacy and green creativity.

H6: Green work engagement mediates the relationship between internal environmental orientation and green creativity.

H7: Green work engagement mediates the relationship between external environmental orientation and green creativity.

these 12 responses were eliminated from the final response, and 316 responses are considered the final sample size of this research. Furthermore, the Smart PLS 3.0 is employed for the data analysis to test the data normality, convergent validity, discriminant validity, and structural equation modeling findings.

The collected data is unpacked to test the data normality. There were no missing values in the data set. Furthermore, the data normality is tested with skewness and kurtosis findings. The skewness reported less than +1 is normal. Similarly, kurtosis of more than -1 is normal. These skewness and kurtosis are highlighted by (Royston, 1992). Hence, the data set for this research has no missing values and normality in distribution.

The validity of the data is tested with a convergent validity test using Smart PLS calculation. The PLS Algorithm calculator is used to test the factor loadings initially, and the factor loadings more than 0.60 confirm the validity of the

data (Shevlin et al., 1998). Furthermore, the validity is also tested with Cronbach alpha, and the values above 0.70 are acceptable for Cronbach alpha (Tavakol et al., 2011). Moreover, the reliability of the study is tested with composite reliability findings, and findings above 0.7 confirm it (Raykov, 1997). Finally, if the average variance extracted is above 0.50, it confirms the validity of the findings (Valentini et al., 2016). The results reported in Table 3 confirm the convergent validity of the collected data.

The calculation of discriminant validity is useful to check the degree of difference between items that are used to measure a single construct. Heteritrait-Monotrait is a considerable method to check the discriminant validity. However, this method of discriminant validity confirms the findings of discrimination when the values are less than 0.90 (Gold et al., 2001). The data available shown in Table 4 confirms that the study has achieved discriminant validity.

Table 1: Measurements

Constructs	Measurements	Source
Industry Macro Culture	Environmental values are placed at a high priority within the industry group to which my organization belongs. In my industry, environmental/green values are a part of all company activities and decision across all firms. All firms in the industry group to which my organization belongs share common trends with respect to environmental issues, like laws on emissions, in contrast with other industries.	Aggarwal et al. (2021)
Organizational Barriers	I believe that the internal processes in my organization are supportive of pro-environmental initiatives. In my organization, any manager who is identified as a greenie (pro-environmental change agent) is marginalized/isolated due to internal politics. I believe that my organization is not supportive of the managers who try to promote green agenda.	Aggarwal et al. (2021)
Cultural Fragmentation	In my organization, development of organization-wide environmental values is difficult because there are cultural differences between the departments. In my organization, importance of green values varies from one department to another based on professional specialization and background (e.g., accounts department has low focus on green values; CSR/marketing department has high focus on green values) Environmental values are not equally emphasized across all the offices (location) of my organization due to their physical/geographical separation (e.g., higher focus in corporate office when compared to regional offices).	Aggarwal et al. (2021)
Symbolic Events	The managers in my organization speak positively about green practices of the firm even during informal interactions over lunch or tea. My organization ignores the criticisms of the general public, relating to the emissions/effluents arising from my company. My organization sincerely develops environmental initiatives and practices to deal with public criticism, relating to the emissions/effluents from my company.	Aggarwal et al. (2021)
Green Self-efficacy	We feel we can succeed in accomplishing environmental ideas. We can achieve most of the environmental goals. We can perform effectively on environmental missions. We can overcome environmental problems. We could find out creative solutions to environmental problems.	Chen et al. (2014)
Internal Environmental Orientation	Our firm exerts concerted efforts to allow each employee to understand the importance of environmental preservation. Our firm has clear policy statements urging environmental awareness in all areas of operation. Our firm members highly value environmental preservation. Environmental preservation is a central corporate value of our firm.	Ozgul (2022)
External Environmental Orientation	The developments in the natural environment affect our firm's business activities. The financial well-being of our firm depends on the state of the natural environment. Environmental preservation is vital to our firm's survival. Various external stakeholders expect our firm to preserve the environment.	Ozgul (2022)
Green Work Engagement	My environmental related tasks inspire me. I am proud of the environmental work that I do. I am immersed in my environmental work. I am enthusiastic about my environmental tasks at my job. I feel happy when I am working intensely on environmental tasks. With environmental tasks at my job, I feel bursting with energy.	Schaufeli et al. (2006)
Green Creativity	The members of the organization suggest news ways to achieve environmental goals. The members of the organizations propose new green ideas to improve environmental performance. The members of the organization promote and champion new green ideas to others. The members of the organization develop adequate plans for the implementation of new green ideas. The members of the organization would rethink new green ideas. The members of the organizations would find out creative solutions to environmental problems."	Chen et al. (2013)

Table 2: Data Normality

Items	Missing	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
IMC1	0	3.269	3	1	7	1.482	-0.341	0.103
IMC2	0	3.251	3	1	7	1.802	-0.550	0.467
IMC3	0	3.534	3	1	7	1.853	-0.736	0.328
OB1	0	3.471	3	1	7	1.898	-0.784	0.394
OB2	0	3.529	3	1	7	1.691	-0.396	0.316
OB3	0	3.489	4	1	7	1.797	-0.660	0.261
CF1	0	3.493	4	1	7	1.829	-0.849	0.177
CF2	0	3.668	4	1	7	1.841	-0.747	0.197
CF3	0	3.691	3	1	7	1.858	-0.742	0.311
SE1	0	3.677	3	1	7	1.893	-0.701	0.376
SE2	0	3.561	3	1	7	1.857	-0.656	0.397
SE3	0	3.552	3	1	7	1.821	-0.565	0.365
GSE1	0	3.574	3	1	7	1.892	-0.745	0.352
GSE2	0	3.453	3	1	7	1.761	-0.458	0.426
GSE3	0	3.534	4	1	7	1.889	-0.849	0.237
GSE4	0	3.457	3	1	7	1.781	-0.592	0.301
GSE5	0	3.664	4	1	7	1.736	-0.540	0.274
IEO1	0	3.054	3	1	7	1.478	-0.059	0.636
IEO2	0	3.175	3	1	7	1.495	0.536	0.906
IEO3	0	3.224	3	1	7	1.437	0.864	0.951
IEO4	0	3.143	3	1	7	1.46	0.465	0.776
EEO1	0	3.108	3	1	7	1.388	0.561	0.698
EEO2	0	3.188	3	1	7	1.515	0.307	0.712
EEO3	0	3.139	3	1	7	1.462	0.543	0.840
EEO4	0	3.004	3	1	7	1.425	-0.196	0.460
GWE1	0	3.184	3	1	7	1.355	0.539	0.696
GWE2	0	3.085	3	1	7	1.454	0.163	0.653
GWE3	0	3.081	3	1	7	1.489	0.236	0.706
GWE4	0	3.197	3	1	7	1.413	-0.115	0.539
GWE5	0	3.143	3	1	7	1.365	0.271	0.590
GWE6	0	3.018	3	1	7	1.343	-0.134	0.572
GC1	0	3.139	3	1	7	1.303	0.397	0.621
GC2	0	3.126	3	1	7	1.421	-0.015	0.711
GC3	0	3.166	3	1	7	1.419	0.205	0.709
GC4	0	3.202	3	1	7	1.319	0.380	0.733
GC5	0	3.220	4	1	7	1.616	-0.696	0.217
GC6	0	3.206	3	1	7	1.729	-0.713	0.360

IMC = Industry Macro Culture, OB = Organizational Barriers, CF = Culture Fragmentation, SE = Symbolic Events, GSE = Green Self-Efficacy, IEO = Internal Environmental Orientation, EEO = External Environmental Orientation, GWE = Green Work Engagement, GC = Green Creativity

The structural equation model findings are used to confirm the findings of paths. The p values less than 0.05 are acceptable in structural equation modeling (Ramayah et al., 2018). H1 confirmed that GWE mediates the relationship between IMC and GC ($p = 0$). H2 failed to confirm that GWE mediates the relationship between organizational barriers and GC ($p = 0.839$). H3 confirmed that GWE mediates the relationship between cultural fragmentation and GC ($p = 0$). H4 failed to confirm that GWE mediates the relationship between symbolic events and GC ($p = 0.203$). H5 confirmed that GWE mediates the relationship between green self-efficacy and GC ($p = 0$). H6 confirmed that GWE mediates the relationship between IEO and GC ($p = 0$). H7 confirmed that GWE mediates the relationship between EEO and GC ($p = 0$). The results of this test are highlighted in Table 5.

4. DISCUSSION

Firstly, it is empirically confirmed that GWE mediates the relationship between IMC and GC. Accordingly, the study Al-Hawari et al. (2021) reported that the employee's work engagement in line with the industry culture is the best strategy for GC. Furthermore, Al-Ghazali et al. (2021) reported that when employees are less motivated to improve their work, strategic actions are required to improve their understanding of the

organizational culture to influence their work. However, Sobaih et al. (2020) concluded that a better working approach of the employees can help them to achieve green sustainability in the culture of any organization. Secondly, it is empirically confirmed that GWE doesn't mediate the relationship between organizational barriers and GC.

Thirdly, it is empirically confirmed that GWE mediates the relationship between cultural fragmentation and GC. Furthermore, Suliman et al. (2023) reported that the impact of culture is critical for the engagement of the employees. Shao et al. (2022) also highlighted that the organizational culture should be developed in a positive way to take strategic actions that are required for the sustainability of the organization. Abdou et al. (2022) reported that organizational culture improvement is necessary to achieve the sustainability of GC with the role of employees. Fourthly, it is empirically confirmed that GWE doesn't mediate the relationship between symbolic events and GC.

Fifthly, it is empirically confirmed that GWE mediates the relationship between green self-efficacy and GC. According to Hameed et al. (2022), mostly in the hotel and tourism business sector, innovation is necessary to timely control service quality. Gharbi et al. (2022) reported professionals who are knowledgeable about the

surroundings look for more work to enhance their performance. Elshaer et al. (2022) reported the consistency of an appraisal system in a humorous way might be a step in the right direction to enhance their company's effectiveness. Mohammed et al. (2022) reported innovation is necessary across all industries, and deliberate

initiatives must be done to achieve green success. It has become difficult for management to manage environmental targets when a significant section of an economy fails to do so. Due to their rapid expansion, environmental policies must be controlled for the hotel business.

Table 3: Convergent Validity

Items	Factor Loadings	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted
CF1	0.921	0.903	0.906	0.939	0.838
CF2	0.912				
CF3	0.912				
EEO1	0.926	0.941	0.942	0.958	0.850
EEO2	0.930				
EEO3	0.938				
EEO4	0.893				
GC1	0.886	0.923	0.932	0.940	0.725
GC2	0.904				
GC3	0.895				
GC4	0.892				
GC5	0.766				
GC6	0.753				
GSE1	0.891	0.943	0.945	0.956	0.815
GSE2	0.901				
GSE3	0.917				
GSE4	0.904				
GSE5	0.899				
GWE1	0.877	0.943	0.943	0.955	0.779
GWE2	0.896				
GWE3	0.862				
GWE4	0.910				
GWE5	0.873				
GWE6	0.878				
IEO1	0.885	0.927	0.928	0.948	0.821
IEO2	0.915				
IEO3	0.914				
IEO4	0.910				
IMC1	0.932	0.913	0.923	0.945	0.851
IMC2	0.917				
IMC3	0.919				
OB1	0.886	0.907	0.907	0.942	0.844
OB2	0.931				
OB3	0.938				
SE1	0.942	0.915	0.915	0.946	0.855
SE2	0.934				
SE3	0.897				

IMC = Industry Macro Culture, OB = Organizational Barriers, CF = Culture Fragmentation, SE = Symbolic Events, GSE = Green Self-Efficacy, IEO = Internal Environmental Orientation, EEO = External Environmental Orientation, GWE = Green Work Engagement, GC = Green Creativity

Table 4: Discriminant Validity

Constructs	CF	EEO	GC	GSE	GWE	IEO	IMC	OB
CF								
EEO	0.699							
GC	0.697	0.758						
GSE	0.654	0.665	0.671					
GWE	0.639	0.661	0.689	0.622				
IEO	0.696	0.674	0.682	0.665	0.694			
IMC	0.685	0.717	0.700	0.759	0.659	0.704		
OB	0.621	0.759	0.740	0.669	0.697	0.740	0.784	
SE	0.617	0.682	0.696	0.686	0.643	0.677	0.768	0.776

IMC = Industry Macro Culture, OB = Organizational Barriers, CF = Culture Fragmentation, SE = Symbolic Events, GSE = Green Self-Efficacy, IEO = Internal Environmental Orientation, EEO = External Environmental Orientation, GWE = Green Work Engagement, GC = Green Creativity

Table 5: Structural Equation Modeling

Hypotheses	Original Sample	Sample Mean	Standard Deviation	T Statistics	P Values
IMC -> GWE -> GC	0.629	0.632	0.061	10.371	0
OB -> GWE -> GC	0.015	0.011	0.071	0.204	0.839
CF -> GWE -> GC	0.927	0.928	0.208	4.456	0
SE -> GWE -> GC	0.080	0.083	0.062	1.275	0.203
GSE -> GWE -> GC	0.356	0.352	0.064	5.515	0
IEO -> GWE -> GC	0.583	0.586	0.056	10.348	0
EEO -> GWE -> GC	0.330	0.326	0.060	5.472	0

IMC = Industry Macro Culture, OB = Organizational Barriers, CF = Culture Fragmentation, SE = Symbolic Events, GSE = Green Self-Efficacy, IEO = Internal Environmental Orientation, EEO = External Environmental Orientation, GWE = Green Work Engagement, GC = Green Creativity

Sixthly, it is empirically confirmed that GWE mediates the relationship between IEO and GC. Aboramadan et al. (2021) concluded that the internal environment of the organization is necessary to manage the employee's performance enhancement. When the employees' performance is according to the modern standard of innovation, they would contribute significantly to the growth of the organization. Furthermore, (Abualigah et al., 2022) determined that the employees are required to be efficient with their work towards the management to significantly improve the organizational performance for innovation. Seventhly, it is empirically confirmed that GWE mediates the relationship between EEO and GC. Bhatti et al. (2022) demonstrated that the influence of the external environment and its understanding is necessary for the employees to improve their performance critically. Accordingly, Alyahya et al. (2023) reported that learning from the external environment can be the best strategy for the employees to get into new things and improve their performance in the way of GC. Hence, the relationships developed by this research are significantly important and reliable in the body of knowledge.

5. IMPLICATIONS

The conceptual model of this research is a major contribution to the body of knowledge. The study has introduced empirically tested mediating relationships in the knowledge. The research contributes that GWE mediates the relationship between IMC and GC. Furthermore, this research contributes to GWE and mediates the relationship between cultural fragmentation and GC. Accordingly, this research contributes to GWE and mediates the relationship between green self-efficacy and GC. Moreover, this research contributes GWE mediates the relationship between IEO and GC. Finally, this research contributes GWE mediates the relationship between EEO and GC.

The management of hotel luxury hotels in Saudi Arabia and across the world can develop an IMC to achieve GC in the presence of green working engagement. Furthermore, the practitioners can develop cultural fragmentation to achieve GC in the presence of green working engagement. Accordingly, hotel management in Saudi Arabia can develop green self-efficacy to achieve GC in the presence of green working engagement. Finally, the management of hotels can develop an internal and EEO to achieve GC while having GWE behavior. These practices can be used in the hotel industry of other countries are well.

6. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

This study has limitations as it has introduced the mediating variable of GWE only. However, multiple other factors can influence the relationships in this model easily. The academics are motivated to test the moderating impact of government policies on the hotel industry in this model

to determine its effect on GC. Furthermore, the respondents of this research are limited to the main cities of Saudi Arabia only. However, academics are motivated to collect data from other regions to determine the validity of these research findings. Hence, the limitations of this research would be filled by academics in the future.

7. ACKNOWLEDGMENT

This work was supported by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [GRANT2753].

REFERENCES

- Abdou, A. H., Hassan, T. H., Salem, A. E., Albakhit, A. I., Almahayitah, M. Y., & Salama, W. (2022). The Nexus between Environmentally Sustainable Practices, Green Satisfaction, and Customer Citizenship Behavior in Eco-Friendly Hotels: Social Exchange Theory Perspective. *Sustainability*, 14(19), 12791. doi: <https://doi.org/10.3390/su141912791>
- Abolnasser, M. S. A., Abdou, A. H., Hassan, T. H., & Salem, A. E. (2023). Transformational Leadership, Employee Engagement, Job Satisfaction, and Psychological Well-Being among Hotel Employees after the Height of the COVID-19 Pandemic: A Serial Mediation Model. *International Journal of Environmental Research and Public Health*, 20(4), 3609. doi: <https://doi.org/10.3390/ijerph20043609>
- Aboramadan, M., Kundi, Y. M., & Farao, C. (2021). Examining the effects of environmentally-specific servant leadership on green work outcomes among hotel employees: the mediating role of climate for green creativity. *Journal of Hospitality Marketing & Management*, 30(8), 929-956. doi: <https://doi.org/10.1080/19368623.2021.1912681>
- Abualigah, A., Koburtay, T., Bourini, I., Badar, K., & Gerged, A. M. (2022). Towards sustainable development in the hospitality sector: Does green human resource management stimulate green creativity? A moderated mediation model. *Business Strategy and the Environment*, 1-16. doi: <https://doi.org/10.1002/bse.3296>
- Abuelhassan, A. E., & Elsayed, Y. N. M. (2020). The impact of employee green training on hotel environmental performance in the Egyptian hotels. *International Journal on Recent Trends in Business and Tourism (IJRTBT)*, 4(1), 24-33. Retrieved from <https://ejournal.lucp.net/index.php/ijrtbt/article/view/943>
- Aggarwal, P., & Agarwala, T. (2021). Green organizational culture: an exploration of dimensions. *Global Business Review*, 09721509211049890. doi:

- <https://doi.org/10.1177/09721509211049890>
- Al-Hawari, M. A., Quratulain, S., & Melhem, S. B. (2021). How and when frontline employees' environmental values influence their green creativity? Examining the role of perceived work meaningfulness and green HRM practices. *Journal of Cleaner Production*, 310, 127598. doi: <https://doi.org/10.1016/j.jclepro.2021.127598>
- Al-Ghazali, B. M., & Afsar, B. (2021). Retracted: Green human resource management and employees' green creativity: The roles of green behavioral intention and individual green values. *Corporate Social Responsibility and Environmental Management*, 28(1), 536-536. doi: <https://doi.org/10.1002/csr.1987>
- Alyahya, M., Aliedan, M., Agag, G., & Abdelmoety, Z. H. (2023). The antecedents of hotels' green creativity: the role of green HRM, environmentally specific servant leadership, and psychological green climate. *Sustainability*, 15(3), 2629. doi: <https://doi.org/10.3390/su15032629>
- Ari, E., Karatepe, O. M., Rezapouraghdam, H., & Avci, T. (2020). A conceptual model for green human resource management: Indicators, differential pathways, and multiple pro-environmental outcomes. *Sustainability*, 12(17), 7089. doi: <https://doi.org/10.3390/su12177089>
- Bani-Melhem, S., Al-Hawari, M. A., & Mohd. Shamsudin, F. (2022). Green innovation performance: a multi-level analysis in the hotel sector. *Journal of Sustainable Tourism*, 30(8), 1878-1896. doi: <https://doi.org/10.1080/09669582.2021.1991935>
- Bhatti, M. A., Alyahya, M., Juhari, A. S., & Alshiha, A. A. (2022). Green HRM Practices and Employee Satisfaction in the Hotel Industry of Saudi Arabia. *International Journal of Operations and Quantitative Management*, 28(1), 100-120. doi: <https://doi.org/10.46970/2022.28.1.6>
- Chen, Y.-S., & Chang, C.-H. (2013). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of Business Ethics*, 116, 107-119. doi: <https://doi.org/10.1007/s10551-012-1452-x>
- Chen, Y.-S., Chang, C.-H., & Lin, Y.-H. (2014). Green transformational leadership and green performance: The mediation effects of green mindfulness and green self-efficacy. *Sustainability*, 6(10), 6604-6621. doi: <https://doi.org/10.3390/su6106604>
- Elshaer, I. A., Abdelrahman, M. A., Azazz, A., Alrawad, M., & Fayyad, S. (2022). Environmental Transformational Leadership and Green Innovation in the Hotel Industry: Two Moderated Mediation Analyses. *International Journal of Environmental Research and Public Health*, 19(24), 16800. doi: <https://doi.org/10.3390/ijerph192416800>
- Fu, Q., Ghardallou, W., Comite, U., et al. (2022). The role of CSR in promoting energy-specific pro-environmental behavior among hotel employees. *Sustainability*, 14(11), 6574. doi: <https://doi.org/10.3390/su14116574>
- Gharbi, H., Sobaih, A. E. E., Aliane, N., & Almubarak, A. (2022). The Role of Innovation Capacities in the Relationship between Green Human Resource Management and Competitive Advantage in the Saudi Food Industry: Does Gender of Entrepreneurs Really Matter? *Agriculture*, 12(6), 857. doi: <https://doi.org/10.3390/agriculture12060857>
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214. doi: <https://doi.org/10.1080/07421222.2001.11045669>
- Hameed, Z., Naeem, R. M., Hassan, M., Naeem, M., Nazim, M., & Maqbool, A. (2022). How GHRM is related to green creativity? A moderated mediation model of green transformational leadership and green perceived organizational support. *International Journal of Manpower*, 43(3), 595-613. doi: <https://doi.org/10.1108/IJM-05-2020-0244>
- Mohammed, A. A., Ferraris, A., & Troise, C. (2022). CSR practices and creativity during COVID-19 pandemic in the emerging market: Investigating the mediating effect of affective commitment. *Management Decision*, 60(10), 2669-2693. doi: <https://doi.org/10.1108/MD-08-2021-1021>
- Ozgul, B. (2022). Does Green Transformational Leadership Develop Green Absorptive Capacity? The Role of Internal and External Environmental Orientation. *Systems*, 10(6), 224. doi: <https://doi.org/10.3390/systems10060224>
- Ramayah, T., Cheah, J., Chuah, F., Ting, H., & Memon, M. A. (2018). Partial least squares structural equation modeling (PLS-SEM) using smartPLS 3.0. *An Updated Guide and Practical Guide to Statistical Analysis*. Retrieved from <https://www.researchgate.net/profile/Hiram-Ting/publication/341357609>
- Raykov, T. (1997). Estimation of composite reliability for congeneric measures. *Applied Psychological Measurement*, 21(2), 173-184. doi: <https://doi.org/10.1177/01466216970212006>
- Royston, P. (1992). Which measures of skewness and kurtosis are best? *Statistics in Medicine*, 11(3), 333-343. doi: <https://doi.org/10.1002/sim.4780110306>
- Salem, I. E., Elbaz, A. M., Al-alawi, A., Alkathiri, N. A., & Elkhwesky, Z. (2023). Is eco-label hotel engagement the pathway to sustainability practices via entrepreneurial resilience and orientation in Oman? Findings from PLS-SEM and fsQCA. *International Journal of Contemporary Hospitality Management*, 35(2), 717-742. doi: <https://doi.org/10.1108/IJCHM-02->

[2022-0229](#)

- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716. doi: <https://doi.org/10.1177/0013164405282471>
- Shao, J., Cherian, J., Xu, L., et al. (2022). A CSR Perspective to Drive Employee Creativity in the Hospitality Sector: A Moderated Mediation Mechanism of Inclusive Leadership and Polychronicity. *Sustainability*, 14(10), 6273. doi: <https://doi.org/10.3390/su14106273>
- Shevlin, M., & Miles, J. N. (1998). Effects of sample size, model specification and factor loadings on the GFI in confirmatory factor analysis. *Personality and Individual Differences*, 25(1), 85-90. doi: [https://doi.org/10.1016/S0191-8869\(98\)00055-5](https://doi.org/10.1016/S0191-8869(98)00055-5)
- Sobaih, A. E. E., Hasanein, A., & Elshaer, I. (2020). Influences of green human resources management on environmental performance in small lodging enterprises: The role of green innovation. *Sustainability*, 12(24), 10371. doi: <https://doi.org/10.3390/su122410371>
- Song, W., Ma, Y., Fan, X., & Peng, X. (2023). Corporate environmental ethics and employee's green creativity? The perspective of environmental commitment. *Corporate Social Responsibility and Environmental Management*. doi: <https://doi.org/10.1002/csr.2459>
- Suliman, M. A., Abdou, A. H., Ibrahim, M. F., et al. (2023). Impact of Green Transformational Leadership on Employees' Environmental Performance in the Hotel Industry Context: Does Green Work Engagement Matter? *Sustainability*, 15(3), 2690. doi: <https://doi.org/10.3390/su15032690>
- Tavakol, M., & Dennick, R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*, 2, 53. doi: <https://doi.org/10.5116%2Fijme.4dfb.8dfd>
- Valentini, F., & Damasio, B. F. (2016). Average Variance Extracted and Composite Reliability: Reliability Coefficients/Variância Média Extraída e Confiabilidade Composta: Indicadores de Precisão. *Psicologia: Teoria e Pesquisa*, 32(2), NA-NA. Retrieved from <http://www.revistaptp.unb.br/index.php/ptp>
- Xu, L., Mohammad, S. J., Nawaz, N., Samad, S., Ahmad, N., & Comite, U. (2022). The role of CSR for decarbonization of hospitality sector through employees: A leadership perspective. *Sustainability*, 14(9), 5365. doi: <https://doi.org/10.3390/su14095365>