Leader's Green Humility and Frontline Hotel Employees' Green Task Crafting: A Theory of Planned Behavior Perspective

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ABSTRACT

To date, the leader's green humility (LGH) and green task crafting (GTC) have received little to no attention. Drawing on the Theory of Planned Behavior (TPB), the present study examines the impact of an LGH on employees' attitudes, perceived behavioral control, subjective norms, and moral obligations, which further influence hospitality employees' intention toward GTC (IGTC). Data was collected from frontline employees working in the 3–5-star hotels. A total of 217 samples were collected. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to test the hypothesized theoretical framework. LGH is found to be the strong predictor of employees' subjective norms and moral obligation, whereas employees' attitudes proved to be a strong predictor of employees' intention toward GTC followed by perceived behavioral control, moral obligation, and finally, subjective norms. The present study attempts to contribute to the TPB in the context of environmental sustainability by suggesting an important contributor (LGH) to increase employees' pro-environmental behaviors (GTC). Thus, this is the first study that conceptualizes LGH and GTC and empirically validates it. Additionally, the study adds value to TPB by incorporating moral obligations as one of the factors that play a significant role in predicting employees' intention toward pro-environmental behavior.

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LIST OF ACRONYMS, SYMBOLS, AND ABBREVIATIONS

LGH	Leader Green Humility
GTC	Green Task Crafting
IGTC	Intention toward Green Task Crafting
TPB	Theory of Planned Behavior
EGB	Employee Green Behavior
MO	Moral Obligation
PBC	Perceived Behavioral Control
SN	Subjective Norms
SDGs	Sustainable Development Goals
GDP	Gross Domestic Product
PLS-SEM	Partial Least Squares Structural Equation Modeling
CB-SEM	Covariance-Based Structural Equation Modeling
VIF	variance-inflation factor
CR	Composite Reliability
AVE	Average Variance Extracted
p	Probability value
β	Beta

f^2	Effect Size
CI LL	Confidence Interval Lower Level
CI UL	*Confidence Interval Upper Level*

CHAPTER 1: INTRODUCTION

1.1 Background of the Study

In the face of global environmental challenges such as climate change, water and resource scarcity, food security threats, and population growth, there has been a notable increase in attention toward sustainability practices and concerns in both academic and corporate spheres in recent years (Afsar et al., 2018; Bashirun & Noranee, 2020). The importance of environmental sustainability is also evident in the United Nations' Sustainable Development Goals (SDGs). The SDGs emphasize the need for firms and organizations to incorporate "green" practices, policies, and employee behaviors to achieve sustainable growth. Specifically, SDG number 12, referred to as "responsible consumption and production," along with SDG number 13, which calls for action against climate change and its effects, require the need for organizations to adopt responsible practices that promote eco-friendly consumption and address the challenges posed by climate change. As a result, environmental sustainability has become a significant focal point in corporate strategy and planning in the 21st century (Starik & Marcus, 2000), and modern organizations worldwide are actively striving to embrace their environmental responsibilities (Kim et al., 2018).

However, while pursuing environmentally sustainable initiatives, organizations should not only focus on macro-level factors like organizational strategy and policies but also micro-level aspects like employees' pro-environmental behaviors. Research indicates that the primary approach to environmental protection involves establishing a connection between the actions of organizations and the behaviors of employees (Afsar & Umrani, 2020; Shah et al., 2021). Since environmental problems are largely driven by human activities, organizations can effectively address these issues by influencing and shaping the behaviors of employees. Moreover, the success of the sustainable practices taken by an organization depends heavily on employees' green behavior in the workplace (Darvishmotevali & Altinay, 2022; Robertson & Barling, 2017). Employees' green behaviors can have positive consequences for climate change (Ahmad & Umrani, 2019). Therefore, it is essential to examine the factors that encourage and promote green behaviors in employees (Saeed et al., 2019). The current study is dedicated to examining the factors that influence employees' green behavior.

Employee green behavior (EGB), is defined as scalable actions and behaviors that employees

engage in that are linked with and contribute to or detract from environmental sustainability (Dilchert, 2012). Task green behavior and voluntary green behavior are two types of employee green behavior (Norton et al., 2015). Task green behavior refers to pro-environmental behaviors that employees are expected to demonstrate as specified and acknowledged within their job descriptions (Bissing-Olson et al., 2013). Voluntary green behavior, also known as extra-role employee green behavior, involves personal initiatives and a proactive approach toward promoting sustainable development and conserving resources in the workplace (Norton et al., 2015).

Promoting employees' natural adoption of green behavior is highly preferable for businesses, as it avoids unnecessary disruption and additional burdens in the workplace (Huang et al., 2023). Therefore, the present study focuses on employees' voluntary green behavior, namely green task crafting (GTC) (Zacher et al., 2023). Task crafting is one of the dimensions of job crafting (Tims et al., 2013). Wrzesniewski & Dutton (2001) first introduced the term job crafting and defined it as the operational or cognitive changes that individuals make in work tasks and work relationships. This study has operationalized GTC based on the original concept of task crafting. Petrou et al. (2012) defined task crafting as bringing about changes in the quantity or kind of duties one performs at work. Therefore, we operationalized GTC as making proactive changes to one's job duties and responsibilities to encourage environmentally sustainable practices. It includes identifying and implementing tasks that support resource efficiency, sustainability, and environmental conservation at work.

The theory of planned behavior (TPB) is extensively used to explain pro-environmental behavior (Yuriev et al., 2020) such as compositing (Taylor & Todd, 1995), recycling (Knussen et al., 2004), energy-saving behavior (Gao et al., 2017), use of green pesticides (Ataei et al., 2021), water conservation (Harland et al., 1999), implementation of sustainable agriculture practices (Fielding et al., 2008), and purchasing environmentally friendly products (Lavuri, 2022). The present study has used an extended form of TPB as a framework to gain insight into employees' pro-environmental work behaviors (e.g., GTC). According to TPB, engaging in a particular type of behavior depends on one's willingness or intention to perform that behavior (Ajzen, 1991). The intention of employees to indulge in pro-environmental behaviors is further affected by three direct variables (Taufique & Vaithianathan, 2018): attitudes, perceived behavioral control, and subjective norm.

Earlier studies on the TPB have indicated that these three antecedents (i.e. attitudes, subjective norms, and perceived behavioral control) account for approximately 30 to 40 percent of the variation in intention. This suggests that there is still considerable room for other determinants of behavior to exert their influence (Kautonen et al., 2015). Some studies have shown that the inclusion of a moral factor as a predictor of green behaviors has substantially enhanced the ability to predict individuals' intention - for example, household waste sorting behavior (Wang et al., 2021), youth's waste recycling behavior (Annamdevula et al., 2022), consumer green purchase intention (Liu et al., 2020a), and individuals' energy-saving behavior in the workplace (Gao et al., 2017). Based on the above findings, this study has incorporated an additional behavioral determinant, namely moral obligation, to increase the predicted power of the theory.

Nonetheless, when looking at the bigger picture, existing literature suggests that a variety of organizational and individual elements play a role in shaping an individual's behavior (Mathur & Gupta, 2012). Therefore, to understand and elucidate the pro-environmental behavior (PEB) of employees within an organizational setting, it is essential to consider both organizational and personal factors. In this regard, one organizational factor extensively covered in the literature for its influence on employees' green behavior is the leadership style within an organization (Mughal et al., 2022; Thabet et al., 2023). A growing body of research has delved into the influence of different leadership styles on shaping pro-environmental behavior (Peng et al., 2022; Shah et al., 2023). However, the present study makes a valuable contribution to the existing literature by examining a leader's green humility (LGH) as an antecedent of green work behavior. The LGH is conceptualized as a leader who constantly looks for ways to improve his/her environmental practices and remains open to new ideas, research, and breakthroughs in the field of sustainability.

This research focuses on the growing importance of sustainability in the face of global issues, emphasizing the need for a more comprehensive understanding of employees' green behavior. By introducing overlooked leader's green behavior (LGH) and the dimension of employee green behavior (GTC), the present study makes a valuable contribution to environmental management research.

1.2 Hospitality Sector of Pakistan

The hospitality industry plays a crucial role in the economy, as evidenced by its substantial impact.

For example, it contributes 10.3% to the global GDP and effectively addresses poverty by generating 333 million jobs worldwide (Travel & Impact, 2022). Likewise, the hospitality industry has a significant influence on Pakistan's economy, contributing 2.9% to GDP in 2017 and is expected to grow by more than 5.8% annually by 2028. Moreover, according to the FY21 economic structure, the service industry contributes 58% to Pakistan's GDP, with hotels and restaurants contributing 6% (Finance Divison, 2022). The Pakistan tourism and hotel market, valued at around US$20 billion in 2020 and projected to grow at a compound annual growth rate of 3% by 2026 (Pakistan Observer, 2023), holds great economic significance. Moreover, the sector also plays a vital role in the country's employment, accounting for 6.2% of total employment. Based on a report from Statista, the revenue of the hospitality sector in Pakistan is anticipated to reach US$3,008.00m by the end of 2023 (Statista, 2023). Over the period from 2023 to 2027, there is a projected annual growth rate of 6.14% for this market, leading to a total revenue of approximately US$3,817.00m and approximately 15,350.00k users by 2027 (Statista, 2023).

While the sector's economic importance is undeniable, its environmental repercussions are escalating (Manoj et al., 2020). An article on the *hospitalitynet* website mentions that the hospitality sector is responsible for about 1% of global carbon emissions (Hospitality Net, 2022). Additionally, Yusoff (2019) reported that the hospitality industry uses 218 gallons of water per room per day, emits 20.6 kilograms of CO2 per night in every hotel, and generates a waste output of one kilogram of garbage per customer. Hotels use more than 60% of the nation's total electricity each year, averaging between 450 and 700 kilowatt-hours per square meter (Casteleiro-Roca et al., 2019). It was emphasized that hotels need to implement measures aimed at reducing their carbon emissions by 66% within the next decade (by 2030) and by 90% within the next three decades (by 2050). This action is essential to prevent the expansion of the hotel industry from causing a parallel increase in carbon emission (Sustainable Hospitality Alliance, 2021).

It is essential to strike a balance between economic growth and environmental responsibility within the hospitality sector. Such a situation calls for ways to reduce the carbon footprints of companies. As a result, companies are compelled to reallocate resources and utilize capabilities in response to environmental concerns, implement environmental management practices, and embrace a shift toward sustainable and eco-friendly development (Guan et al., 2023; Ullah et al., 2021). However, Ertuna et al. (2019) highlighted that a significant challenge in the hospitality industry is to ensure

the commitment and engagement of employees in sustainability practices. Thus, it is essential to know the strategies that help in igniting green behavior among employees in the hospitality sector.

Implementing environmentally sustainable practices in the hospitality sector can have multiple benefits for Pakistan, including waste reduction and increased tourist attraction, which can, in turn, contribute to the country's GDP (Kumail et al., 2022). The hotel industry is critical in connecting many industries such as tourism, transportation, and catering. Hotels can have a significant impact on the total production of products and services in the local and domestic economies if they implement sustainable practices.

1.3 Research Gaps

Drawing on the Theory of Planned Behavior (TPB), the present study examines the impact of a LGH on employees' attitudes, perceived behavioral control, subjective norms, and moral obligations, which further influence hospitality employees' intention toward GTC (IGTC). In doing so, the present study extends existing debate and contributes to the literature on employees' pro-environmental behavior in several ways.

1.3.1 Gap 1: Leader's Green Humility

The present study conceptualizes that a LGH is essential to achieve employees' pro-environmental work attitudes and behaviors. The LGH is conceptualized as a leader who constantly looks for ways to improve his/her environmental practices and remains open to new ideas, research, and breakthroughs in the field of sustainability. Although different environmentally specific leadership styles have been studied as antecedents of green work behavior in environmental management research such as green transformational leadership (Tu et al., 2023), green servant leadership (Faraz et al., 2021), green transactional leadership (Saif et al., 2023), responsible leadership (Zhang et al., 2021), green inclusive leadership (Aboramadan et al., 2022), and green authentic leadership (Farrukh et al., 2023), but leader humility has not been conceptualized in a green context, particularly as an antecedent of green work behavior.

This study aims to investigate LGH as a potential antecedent of green work behavior, making a valuable contribution to the literature by exploring an aspect that has not been previously

investigated. Furthermore, attributes of leadership humility have been identified as essential skills for hotel managers and are extensively incorporated into leadership training initiatives and development programs by hotels worldwide (Ling et al., 2017). Importantly, we posit that this form of green leadership can support hospitality employees in adopting environmentally friendly behavior because it has a positive impact on prosocial motivation (Silard et al., 2021). Therefore, incorporating leader humility into the realm of green leadership not only fills a research gap but also underscores its relevance in promoting sustainable practices within the hospitality industry.

1.3.2 Gap 2: Green Task Crafting

The present study is among the first ones that focuses on employees' voluntary green behaviors, namely GTC. It is defined as making proactive changes to one's job duties and responsibilities to encourage environmentally sustainable practices. It includes identifying and implementing tasks that support resource efficiency, sustainability, and environmental conservation at work. Previous studies have used different constructs related to employee green behavior such as green advocacy (Crucke et al., 2022), green organization citizenship behavior (Hooi et al., 2022) green voice behavior (Tabrizi et al., 2023), green creativity (Li et al., 2020), and employees' conserving behavior (Ciocirlan et al., 2020). Zacher et al. (2023) suggested that future research should explore the overlooked employee green behavior dimensions, such as green job crafting. The present study addresses this research gap by focusing on the GTC as one of the employee green behaviors in the workplace.

Recently, researchers in the hospitality sector have been drawn to the concept of job crafting, as it assists hotel employees in attaining their work objectives within a high-demand work environment (Bavik et al., 2017). Furthermore, as organizations are going green employees must craft their jobs to meet the diverse environmental-friendly demands of customers (Tuan, 2020). Consequently, studying task crafting in a green context can provide valuable insights for organizations moving toward sustainability.

1.3.3 Gap 3: Moral Obligations

Previous studies have extensively used TPB as a framework to gain insight into employees' pro-

environmental behavior (Aziz et al., 2021; Canova & Manganelli, 2020; Fatoki, 2020). Although the TPB model has been successful in explaining diverse behaviors, it has faced criticism for overlooking moral considerations (Manstead, 2000). Little to no efforts have been made to examine how employees' perception of moral obligations can be useful in predicting employee's green intentions and/or behavior. The present study fills this gap by adding moral obligation as an additional predictor of intentions along with other factors (attitude, perceived behavioral control, and subjective norms) in determining employees' intention towards GTC.

1.4 Problem Statement

According to the report of the United Nation, the current national commitments are not sufficient enough to effectively limit global warming to 1.5 °C above pre-industrial levels, as stipulated in the Paris Agreement (United Nation, 2022). Therefore, a holistic approach to the United Nations Sustainable Development Goals (UN SDGs) of environmental sustainability is urgently needed. Pakistan's environmental performance is concerning, as it is positioned at the 176th rank out of 180 countries in the 2022 Environmental Performance Index (EPI) (Yale University, 2023). According to the Global Climate Risk Index report, Pakistan is recognized as one of the top 10 nations globally that are profoundly impacted by climate change and natural calamities (Eckstein, 2021). In the last three decades, climate-related disasters have resulted in a considerable loss of human lives and inflicted substantial socioeconomic harm, leading to setbacks in development progress. The Emergency Event Database report, released on April 8, 2022, reveals that Pakistan incurred an economic burden of US$29.3 billion from 1992 to 2021 due to climate and weather-related disasters, including damage to property, crops, and livestock (World Bank, 2022).

Furthermore, in 2022, Pakistan experienced devastating consequences because of elevated temperatures and the subsequent melting of glaciers. This led to severe droughts and floods, which caused significant harm to infrastructure, loss of lives, and widespread disruption of livelihoods. The recently published Post-Disaster Needs Assessment (PDNA) report on the 2022 floods estimates the damage to exceed US$14.9 billion, with economic losses reaching approximately US$15.2 billion (International Labor Organization, 2022). These figures represent a significant blow to economic growth, and the estimated cost for rehabilitation and resilient reconstruction is at least US$16.3 billion (Planning Commission, 2022). These figures suggest that natural

environmental disasters have caused significant damage to Pakistan's economy, exacerbating the country's already existing problems. Given the country's economic struggles, it cannot afford additional setbacks. Hence, it is imperative to address the current trend of environmental degradation and implement effective strategies to handle it.

To accomplish this, both businesses and individuals must acknowledge the seriousness of environmental concerns and promote the implementation of sustainable practices. However, the success of an organization's sustainable practices is highly dependent on the environmentally conscious conduct of its employees. This green behavior includes GTC, which requires employees to proactively redefine their job responsibilities to reduce their environmental impact. This concept surpasses traditional environmentally conscious conduct by granting individuals the ability to directly influence and reduce the carbon emissions of the organization. However, before encouraging green behavior among employees, it is critical to comprehend the factors that influence such environmentally conscious actions. Consequently, the current study examines whether LGH has the potential to impact the GTC behavior of employees by the TPB.

1.5 Research Objectives

1. To investigate the impact of a leader’s green humility on attitude, perceived behavioral control, subjective norms, and moral obligation in the hospitality sector of Pakistan.
2. To examine the impact of attitude, perceived behavioral control, subjective norms, and moral obligation on employees’ intention toward green task crafting in the hospitality sector of Pakistan.
3. To investigate the impact of employees’ behavioral intention on the actual behavior of green task crafting in the hospitality sector of Pakistan.

1.6 Research Questions

1. Does a leader’s green humility influence employees’ attitudes, perceived behavioral control, subjective norms, and moral obligation toward pro-environmental behavior in the hospitality sector of Pakistan?

2. Do attitude, perceived behavioral control, subjective norms, and moral obligation influence employees' intention toward green task crafting in the hospitality sector of Pakistan?
3. Does employees' intention towards green task crafting influence their actual behavior of green task crafting in the hospitality sector of Pakistan?

1.7 Significance of the Study

1.7.1 Theoretical Significance

The present study adds significant value to the current body of literature by examining LGH as a precursor to green work behavior, an aspect that has not been previously investigated. In addition, earlier research has examined various facets of employee green behavior, including dimensions like green advocacy, green voice behavior, and green organizational citizenship behavior. However, the current study addresses a gap in the literature by investigating previously overlooked dimensions of employee green behavior, such as GTC. Moreover, previous research has extensively employed the TPB as a framework to understand employees' pro-environmental behavior. However, limited attention has been given to investigating the predictive power of employees' perceptions of moral obligations in predicting green intentions and/or behavior. This study addresses this gap by incorporating moral obligation as an additional predictor, alongside other factors such as attitude, perceived behavioral control, and subjective norms, in determining employees' intention to engage in GTC.

1.7.2 Practical Significance

The present study's findings not only offer managers in the hospitality industry valuable insights but also provide a practical roadmap for effectively reducing environmental impact and promoting sustainability within their organizations. The study underscores the significance of encouraging GTC among employees, presenting managers with a valuable opportunity to bring about beneficial reforms. Cultivating a workplace culture that prioritizes GTC can yield tangible advantages, including significant reductions in energy usage, water consumption, waste production, and carbon emissions

Furthermore, policymakers can utilize the study's findings to foster the growth of the hospitality sector by promoting environmentally sustainable practices. Implementing green initiatives and supporting businesses in adopting sustainable measures can enhance the sector's attractiveness to tourists who are increasingly seeking eco-friendly accommodation options. By positioning Pakistan as a destination committed to environmental sustainability, policymakers can increase the influx of tourists, ultimately driving economic growth and creating employment opportunities within the sector.

Moreover, the study can help to achieve the United Nation’s Sustainable Development Goals (SDGs). It aligns with SDG number 12, referred to as "responsible consumption and production," as well as SDG number 13, which calls for action against climate change and its effects. The study suggests pathways for organizations to reduce their environmental footprint.

1.8 Scope of Study

The primary objective of this study is to investigate the factors influencing GTC among employees in the hospitality sector. More specifically, the present study aims to explore the impact of LGH on several key determinants, including employees' attitudes, perceived behavioral control, subjective norms, and moral obligations, and how these factors collectively impact the intention of employees toward GTC. Lastly, how employees’ behavioral intention impacts their actual behavior of GTC. The research is guided by the Theory of planned behavior. This study specifically targets 3 to 5-star hotels in Pakistan. Data is collected through a survey questionnaire distributed to frontline employees working in hotels, each with at least 1 year of experience and 16 years of education. Employing a cross-sectional research design, data is collected at a specific point in time. This research carries significant relevance as it contributes to the understanding of how hospitality managers can effectively promote pro-environmental behavior among their employees. It addresses pressing environmental concerns within Pakistan's hospitality sector and provides insights into practical strategies for fostering sustainability.

1.9 Operational Definition

1.9.1 Attitudes

The degree to which a person has a favorable or unfavorable evaluation or appraisal of the green behavior in question.

1.9.2 Subjective Norms

An individual's perception of the social pressure or expectations regarding environmentally friendly behaviors.

1.9.3 Perceived Behavioral Control

Individuals' beliefs of their capacity and degree of control for engaging in environmentally friendly behaviors.

1.9.4 Behavioral Intention

An individual's willingness to engage in a specific behavior for environmental conservation. It reflects the extent of dedication and effort put forth by the person toward carrying out green behavior.

1.9.5 Leader's Green Humility

Someone who constantly looks for ways to improve his/her environmental practices and remains open to new ideas, research, and breakthroughs in the field of sustainability.

1.9.6 Green Task Crafting

Making proactive changes to one's job duties and responsibilities to implement and encourage

environmentally sustainable practices. It includes identifying and implementing tasks that support resource efficiency, sustainability, and environmental conservation at work.

1.9.7 Moral Obligation

A person's sense of duty or responsibility to act in an environmentally responsible manner. When faced with an ethical situation such as environmental conservation, they experience a sense of moral responsibility toward carrying out a particular action.

1.10 Organization of the Thesis

The thesis is subdivided into five chapters. Chapter One commences by introducing the research, shedding light on the prevailing issues in Pakistan, identifying gaps in the existing literature that necessitate our study, presenting research questions and objectives, elucidating the study's scope and significance, and offering an overview of the thesis structure.

Chapter Two delves deeper into each variable of the study. This chapter offers a systematic and critical examination of the existing literature that forms the basis for our hypotheses. It also provides an elucidation of the theory of planned behavior, which underpins the study research framework. Lastly, it outlines the conceptual framework that guides the study.

Chapter Three provides a comprehensive overview of the methodology utilized in the study. It delves into research philosophy, research design, choices related to population and sampling, the development of research instruments, and the ethical principles that guided our research.

Chapter Four focuses on the analysis of the collected data. It commences by presenting the demographic information included in the study. Subsequently, it discusses the reliability and validity of the model used for the present study. Finally, it addresses the acceptance or rejection of the proposed hypotheses.

Lastly, Chapter Five begins with a concise recap of the study, then discusses the findings of the study and provides both theoretical and practical implications for academia and industry. Finally, wrap up by talking about the study's limitations and where future research could go from here.

CHAPTER 2: LITERATURE REVIEW

2.1 Chapter Introduction

This section offers a comprehensive examination of the relevant literature concerning the central theme of this study: the influence of a leader's green humility (LGH) on employee pro-environmental behavior. It explores a variety of fundamental concepts, encompassing a LGH, attitudes, perceived behavioral control, subjective norms, moral obligation, green task crafting (GTC), and behavioral intention. The chapter unfolds with the conceptualization of variables, laying the foundation for the research. Subsequently, the theory of planned behavior (TPB) is discussed and justified as the theoretical lens through which attitudes, perceived behavioral control, and other key concepts are examined in this study. This theory serves as the foundational underpinning, providing robust support for our research framework. In the next section, hypotheses are formulated to systematically test the relationship among variables. Finally, the last section includes the formulation of a conceptualized framework designed to assist the study in its practical research endeavors.

2.2 Conceptualization

2.2.1 Attitude

Ajzen (1991) described attitude as the extent to which an individual forms a positive or negative assessment or judgment of a specific behavior. In other words, it reflects the degree to which a person evaluates a behavior as good or bad. In numerous research investigations on TPB, the concept of attitude is often described as a multi-faceted construct, encompassing both experiential and instrumental aspects (Akter & Hasan, 2023; Magnini et al., 2013). Experiential attitude reflects how someone emotionally feels about a particular behavior, such as whether they have positive feelings towards environmentally friendly behavior as a good action (Wan et al., 2017). On the other hand, instrumental attitude refers to an individual's assessment of the practical results or consequences of the behavior, like whether environmentally friendly behavior might lead to a reduction in pollution or resource conservation (Wan et al., 2017). In this study, attitude is

considered unidimensional and is conceptualized as the degree to which a person has a favorable or unfavorable evaluation or appraisal of the green behavior in question.

2.2.2 Subjective Norms

Subjective norms pertain to the viewpoints of influential individuals in one's decision-making process (Mamun et al., 2020). As stated by Chin et al (2018), "Subjective norm encompasses the perceived social influence urging or discouraging a behavior." This implies that subjective norms encompass the societal pressure a person experiences to either engage in or abstain from a particular behavior. In many TPB studies, subjective norms is conceptualized as a multidimensional construct that consists of two dimensions: injunctive norms and descriptive norms (Bodimeade et al., 2014; Gamel et al., 2022). Descriptive norms relate to how an individual perceives whether others in a group engage in a particular behavior, indicating how common the behavior is within that group (Park et al., 2009). In contrast, injunctive norms represent the group's assessment of what ought to be done, essentially the recommended or prescribed behavior, even though it may not always be followed as closely as it is recommended (Park et al., 2009). In this study, subjective norms is considered unidimensional and is conceptualized as an individual's perception of the social pressure or expectations regarding green behaviors.

2.2.3 Perceived Behavioral Control

Perceived behavioral control (PBC) refers to an individual's perception of how easy or difficult it is to perform a behavior (Banerjee & Ho, 2020). A behavior can be easily accomplished if a person believes that they have the necessary resources, abilities, and opportunities to perform that behavior. So perceived behavioral control can also be defined as the belief a person holds about having the resources, skills, and opportunities required to carry out specific behaviors (Ghazali et al., 2017). If someone believes they can make choices and take action regarding specific behaviors, this is referred to as perceived behavioral control (Mamun et al., 2018). Previous studies on TPB have characterized perceived behavioral control into two aspects, capacity, and autonomy, to evaluate how they impact intention (Castanier et al., 2013). Certain research has indicated that having confidence in one's capacity to carry out a task can significantly affect behavior (Ajzen,

1991). Therefore, perceived behavioral control, is sometimes referred to as self-efficacy belief (Akter & Hasan, 2023). In this study, perceived behavioral control is considered unidimensional and is conceptualized as individuals' beliefs of their capacity and degree of control for engaging in environmentally friendly behaviors.

2.2.4 Moral Obligation

Moral obligation pertains to an individual's sense of duty or responsibility to carry out a certain action within a moral framework (Beck & Ajzen, 1991). Moral obligation can also be described as a personal norm (Manstead, 2000). This norm plays a crucial role in shaping their perception of personal duty and responsibility, ultimately influencing their motivation to undertake a specific action (Chen, 2020). TPB is a self-interest theory, and all the variables within TPB are considered rational predictors (Bortoleto et al., 2012). However, it is important to note that pro-environmental behavior, is influenced not only by self-interest motives but also by pro-social motives (Toft et al., 2014). Therefore, In addition to attitude, subjective norms, and perceived behavioral control, a meta-analysis supports the notion that moral norms serve as a crucial predictor of intentions related to environmentally friendly behaviors (Bamberg, 2003; Klöckner, 2013). In this study, moral obligation is conceptualized as a person's sense of duty or responsibility to act in an environmentally responsible manner.

2.2.5 Behavioral Intention

According to Davis et al. (1989), behavioral intention is characterized as the inclination or willingness of an individual to engage in a particular behavior. If someone possesses a behavioral intention to perform a specific action, they are likely to carry it out. In predicting how likely someone is to engage in pro-environmental actions, their intention to do so is a crucial factor. This intention is significantly influenced by their attitude, their belief in their ability to control their actions, and what they think others expect of them (Untaru et al., 2014). Environmental behavioral intention refers to how a person perceives their inclination to take part in environmentally friendly actions, showing their willingness to engage in specific environmentally responsible behaviors

(Kaiser & Gutscher, 2003). In this study, behavioral intention is conceptualized as an individual's willingness to engage in green behavior.

2.2.6 Leader's Green Humility

Goodland (1995), defined environmental sustainability as the pursuit of enhancing human well-being through safeguarding the origins of resources essential for human requirements and ensuring that the capacity to manage human waste is not surpassed, aiming to avert harm to humans. Leader humility encompasses three main components in interpersonal behavior: (1) the willingness to have an accurate self-perception, (2) recognizing and valuing the strengths of others, and (3) being receptive to new ideas and open to learning from others (Owens et al., 2013). So we can say that leaders having humility are down to earth, more focused on others, and can learn from their own mistakes and the ideas of others (Ye et al., 2020).

Definition of leader humility (Owens et al., 2013; Ye et al., 2020) and environmental sustainability (Goodland, 1995) can be synthesized to create the term leader's green humility defined as "someone who understands his/her place in the environment and approach his/her leadership role with a grounded perspective, emphasizing the importance of environmental sustainability and understanding the long-term effects of their actions". Such a leader prioritizes the well-being of employees, customers, communities, and the environment and constantly looks for ways to improve their environmental practices. Moreover, leaders having green humility remain open to new ideas, research, and breakthroughs in the field of sustainability.

2.2.7 Green Task Crafting

Petrou et al. (2012) defined task crafting as bringing about changes in the quantity or kind of the duties one performs at work (for example, bringing in new tasks that are more in line with one's interests or skills). Similarly, the definition of task crafting (Petrou et al., 2012) and environmental sustainability (Goodland, 1995) can be synthesized to create the term GTC, defined as "making proactive changes to one's job duties and responsibilities to encourage environmentally sustainable practices. It includes identifying and implementing tasks that support resource efficiency, sustainability, and environmental conservation at work.

2.3 Theory

2.3.1 Theory of Planned Behavior

The theory of planned behavior (TPB), was put forth by Ajzen (1991) and is based on the Theory of Reasoned Action (TRA) (Ajzen, 1980). TPB is essentially an extension of TRA. According to TRA, a person's desire to carry out a specific behavior affects the actual behavior. Added to that, behavioral intention can be predicted by combining two key variables: (1) an individual's attitude towards the behavior; and (2) the subjective norms that represent one's perception of the attitudes held by important individuals in their social circle, such as family members and friends, towards a particular behavior. Later on, Ajzen (1991) extended the TRA and introduced a new independent variable, namely, perceived behavioral control. It is defined as an individual's perception of the ease or difficulty associated with performing a particular behavior. Thus, according to TPB individuals who have positive attitudes towards environmental activism, perceive normative support for carrying out activism, and believe they have the necessary control to easily engage in activism should develop strong intentions to engage in the behavior. The TPB contends that the stronger the behavioral intention, the greater the likelihood that a given behavior would be carried out.

Nevertheless, even though the model has garnered significant support, it has also faced various criticisms. The primary critique centers on the need to incorporate supplementary variables to enhance its ability to predict and explain behavior more effectively (Alam et al., 2020; Ertz et al., 2017; Soomro et al., 2022). Critics contend that the TPB framework fails to account for a substantial portion of the variation in intentions. TPB permits the integration of supplementary variables if they make a significant contribution to elucidating behavior. As a result, numerous researchers have proposed the inclusion of new variables that have theoretical relevance in influencing intentions and behavior, to enhance the explanatory capacity of the TPB (Mamun et al., 2018; Bhutto et al., 2020; Ma et al., 2018)

Past studies have shown that the inclusion of a moral factor as a predictor of green behaviors has substantially enhanced the ability to predict individuals' intention - for example, household waste sorting behavior (Wang et al., 2021), youth’s waste recycling behavior (Annamdevula et al., 2022), consumer green purchase intention (Liu et al., 2020a), and individuals’ energy-saving behavior in

the workplace (Gao et al., 2017). Based on the above findings, this study has incorporated an additional behavioral determinant, namely moral obligation, to increase the predicted power of theory.

In the field of extended TPB, only a few studies have successfully determined the factors that influence the precursors to an individual's intention toward green behavior. Chen & Tung (2014) has identified that environmental concern has an impact on moral norms, attitudes, perceived behavioral control, and subjective norms. Hua & Wang (2019) found that perceived ease of use and perceived usefulness have a positive impact on consumers' attitudes towards energy-efficient appliances. Shukla (2019) studied the impact of perceived environmental responsibility on attitudes, perceived behavioral control, and subjective norms toward millennial purchases of green products. The current study aims to examine how the LGH impacts the factors (i.e., attitudes, subjective norms, perceived behavioral control, and moral obligation) that contribute to employees' intention to engage in green behavior.

2.4 Hypothesis Development

2.4.1 Leader's Green Humility and Attitudes

Attitudes toward pro-environmental behavior refer to an individual's cognitive and affective evaluation of environmentally friendly behavior (Bamberg, 2003). In previous research environmental attitudes of employees have been affected by many factors such as environmental awareness, knowledge, and concern (Okumus et al., 2019). Ozyilmaz & Cicek (2015) has shown that leadership has a direct impact on employee's attitudes and behavior.

According to social information processing theory (Salancik & Pfeffer, 1978), environmental cues play a critical role in shaping individual attitudes and behavior. These cues can come from various sources, but leaders hold a particularly influential position in this regard. Leaders, due to their elevated status and direct interaction with followers, are considered an important source of information (Boiral et al., 2015). When a leader embodies what we can call "green humility," displaying a sincere commitment to sustainable practices, expressing genuine appreciation for green initiatives, and making environmental and societal well-being a priority, employees are

likely to take cues from their leader. This, in turn, can significantly influence their attitudes toward pro-environmental behavior (Zhong et al., 2020).

Moreover, a leader with green humility can shape employee attitudes by creating a positive emotional connection to environmentally friendly actions. By consistently demonstrating the practical benefits of such behaviors, employees are more likely to see the tangible advantages of going green not only for the environment but also for themselves and the organization. Thus, it is hypothesized that:

H1: LGH will positively affect employees' attitudes toward GTC.

2.4.2 Leader's Green Humility and Perceived Behavioral Control

Perceived behavioral control (PBC) assesses an individual's level of opportunity and capability to engage in a specific behavior. When individuals perceive a higher level of control over their actions, they are more likely to have a stronger intention to perform that behavior (Madden et al., 1992). A behavior is internally and externally controllable when a person perceives that he/she has both the required skills and resources to perform that behavior (Kidwell & Jewell, 2003). This means that not only do individuals need to feel competent in their ability to carry out eco-friendly actions, but they also need to believe that they have the essential resources and support to do so effectively.

A leader with humility, as noted in previous studies, is well-known for being supportive (Ye et al., 2020). Such leaders consistently empower their employees and acknowledge and praise their good work. Furthermore, by valuing and respecting the contributions of their followers, these leaders cultivate a robust and positive relationship between themselves and their employees (Ou et al., 2017). This supportive leadership style has a profound impact on employees' confidence in their capabilities. When employees feel that their leader genuinely supports and encourages environmentally friendly actions, they are more likely to believe they have the necessary capacity and resources, including the backing of their leader, to engage in pro-environmental behavior. Thus, it is hypothesized that:

H2: LGH will positively affect perceived behavioral control over GTC.

2.4.3 Leader's Green Humility and Subjective Norms

Subjective norms concerning pro-environmental behavior involve an individual's recognition of societal expectations regarding environmental protection. When individuals understand that others believe they should safeguard the environment, they will perceive the influence and intend to align their behavior with those expectations (Correia et al., 2022).

When a leader having green humility engages in more sustainable practices, employees will gather environmental cues that which type of behavior is acceptable and unacceptable. These cues silently convey to followers that pro-environmental behavior is highly encouraged by the leader. Additionally, when an employee witnesses their supervisor embracing environmentally friendly practices, they may feel a subtle but significant pressure or influence to participate in eco-friendly behaviors (Voisin et al., 2020). This subtle influence has a profound effect on the injunctive norms of employees, as they begin to view eco-friendly actions as socially accepted and even expected within their workplace culture. An individual's view of what is socially acceptable or disapproved of by their peers is referred to as the injunctive norm.

Therefore, this study proposes that employees' perception of their leader exhibiting green humility behavior is seen as favorable, leading them to adopt similar attitudes and behaviors towards the environment, creating a positive environmental influence within the organization. Therefore, it is hypothesized that:

H3: LGH will positively affect subjective norms toward GTC.

2.4.4 Leader's Green Humility and Moral Obligations

Moral obligation is a person's sense of duty or responsibility to act morally righteously (or immorally) when faced with an ethical situation (Leonard et al., 2004). Research has shown that moral obligation can be a strong predictor of employees' intentions to engage in pro-environmental behavior (Clayton & Griffith, 2008; Gao et al., 2017). Based on previous research by Owens et al. (2019) in the context of leader humility, the present study suggests that when followers perceive that their green moral character is acknowledged, validated, and actively used by a leader, such as

asking their input on environmental matters, it strengthens their sense of green moral obligation. As a result, it increases the likelihood that followers will demonstrate environmental behavior.

Furthermore, when a leader with green humility highlights the green moral strengths and behaviors of their team members, they convey that the organization places a high value on moral integrity. This, in turn, serves as a powerful motivator for employees to further engage in green moral behaviors (Bandura & McDonald, 1963). As employees perceive that their actions align with the organization's values and leadership's expectations, they are more inclined to embrace and exhibit a greater commitment to ethical and environmentally responsible conduct. Hence, it is hypothesized that:

H4: LGH will positively affect employees' moral obligations toward GTC.

2.4.5 Attitude and Intention toward Green Task Crafting

A person's overall perspective or viewpoint toward the green environment is referred to as their "green attitude (Yang et al., 2016). According to the TPB, green behavioral intent is impacted by a green attitude, which is the most direct predictor of employee green behavior (Khalid et al., 2022). The stronger one's positive attitude is towards a specific behavior, the greater the chance of actually engaging in that behavior (Ajzen, 2002). According to employees' voluntary green behavior is significantly impacted by employees' green attitudes (Tian et al., 2020). However, this relationship is mediated by the green behavioral intention of employees (Khalid et al., 2022).

Numerous prior studies have indicated that higher environmental knowledge is associated with more positive attitudes toward specific environmentally friendly behavior, which, in turn, contribute to an increased intention to actively engage in these environmentally conscious behaviors (Bang et al., 2000; Barber et al., 2009; Polonsky et al., 2012). So, employees who are environmentally aware and genuinely concerned about environmental issues are more likely to have positive attitudes toward pro-environmental behavior which in turn increases their intention to actively look for chances to modify the methods they use to complete their tasks. This involves adopting approaches that promote efficient use of resources, contribute to sustainability, and help conserve the environment within their workplace.

Many previous researches also support this hypothesis that employee attitudes are positively related to pro-environmental behaviors (Aziz et al., 2021; Fatoki, 2020; Li et al.,2018). Moreover, behavior-specific attitude is widely acknowledged as a more reliable predictor of specific environmental behaviors (Bamberg, 2003). So, it is hypothesized that:

H5: Employees' attitudes will positively affect employees' intention toward GTC.

2.4.6 Perceived Behavioral Control and Intention toward Green Task Crafting

The primary distinction between the theory of planned behavior and the theory of reasoned action is this predictor (Beck & Ajzen, 1991). Perceived behavioral control refers to individuals' perceptions of their capability and level of control in carrying out a specific behavior (Fishbein & Ajzen, 2011). A behavior is internally and externally controllable when a person perceives that he/she has both the required skills and resources to perform that behavior (Kidwell & Jewell, 2003). Therefore, when employees have a strong sense of control over their ability to engage in GTC and possess the essential skills and resources, their intention to perform these environmentally beneficial actions is expected to increase. These resources also include the infrastructure and facilities provided by the organization, which act as enablers for green behavior (Manika et al., 2015). Having the necessary infrastructure and facilities in place is crucial to encourage green behavior among employees as workplace constraints may otherwise make it difficult for them to engage in green workplace behavior. These resources not only demonstrate the company's dedication to sustainability but also streamline the path for employees to actively participate in green behavior at the workplace.

Moreover, according to Banwo & Du (2019), perceived behavioral control significantly affects workplace pro-environmental behavior. Apart from that, Greaves et al. (2013) shown that perceived behavioral control substantially predict the intent to engage in environmental behavioral intentions at work. Chan & Hon (2020) discovered that perceived behavioral control has an impact on employees' intentions to practice environmental actions. Therefore, it is hypothesized that:

H6: Perceived behavioral control will positively affect employees' intention toward GTC.

2.4.7 Subjective Norms and Intention toward Green Task Crafting

Concerning pro-environmental behavior, subjective norms involve an individual's recognition of societal expectations regarding environmental protection. When people understand that others believe in safeguarding the environment, they will perceive the influence and intend to align their behavior accordingly (Correia et al., 2022). It includes opinions regarding whether social groups will support or oppose doing green behavior, as well as whether they will encourage or discourage you from doing so. Individuals often tend to conform to the expectations or perspectives of significant individuals in their lives.

In the context of the present study, the organizational subjective norm pertains to how individuals perceive what is commonly observed among their colleagues and supervisors (Schneider et al., 2013). Witnessing a coworker or supervisor engage in green workplace behavior can influence an individual's intention to do the same (Sabri et al., 2022). When colleagues, peers, and supervisors around employees actively look for chances to modify their tasks for better resource efficiency, sustainability, and environmental preservation within the workspace, employees may feel a certain pressure or influence to craft their tasks similarly. As a result, their intention to engage in GTC will likely grow.

Moreover, in the context of showing green behavior, the subjective norm has been consistently identified as a dependable predictor of behavioral intention (Chen & Tung, 2014; Han et al., 2010; Razali et al., 2020). So, it is hypothesized that:

H7: Subjective norms will positively affect employees' intention toward GTC.

2.4.8 Moral Obligation and Intention toward Green Task Crafting

It is expected that the extended TPB model, which takes into account a person's moral obligation, should have greater explanatory power than the original model (Chen, 2016). People tend to behave in ways that align with their moral values by using self-control (Bandura, 2002). If someone has a higher level of moral thinking, they are more likely to act in a selfless and caring manner. This moral commitment to acting in an ethical and altruistic way extends to various aspects of life. One such aspect can be seen in the strong link between moral obligation and GTC.

This connection arises from the belief that environmentally responsible actions are inherently ethical and contribute to the greater good of society and the planet. Employees who view these behaviors as morally commendable feel a sense of responsibility to actively contribute to environmental improvement during their work. This inclination prompts them to implement changes in their tasks, aiming at resource conservation and the promotion of a greener workplace. This heightened sense of responsibility subsequently enhances their intention to engage in GTC, thereby showcasing their dedication to upholding ethical behavior.

Furthermore, according to Chen (2016) the moral obligation has the strongest influence on individuals' intention to engage in energy-saving and carbon-reduction behaviors. Botetzagias et al. (2015) found that moral norms and perceived behavioral control are significant predictors of behavioral intention toward recycling. Other studies have also indicated positive relationship between moral obligations and behavioral intention (Onwezen et al., 2013; Yoon, 2011). Thus, it is hypothesized that:

H8: Moral obligation will positively affect employees' intention toward GTC.

2.4.9 Behavioral Intention and Actual Behavior of Green Task Crafting

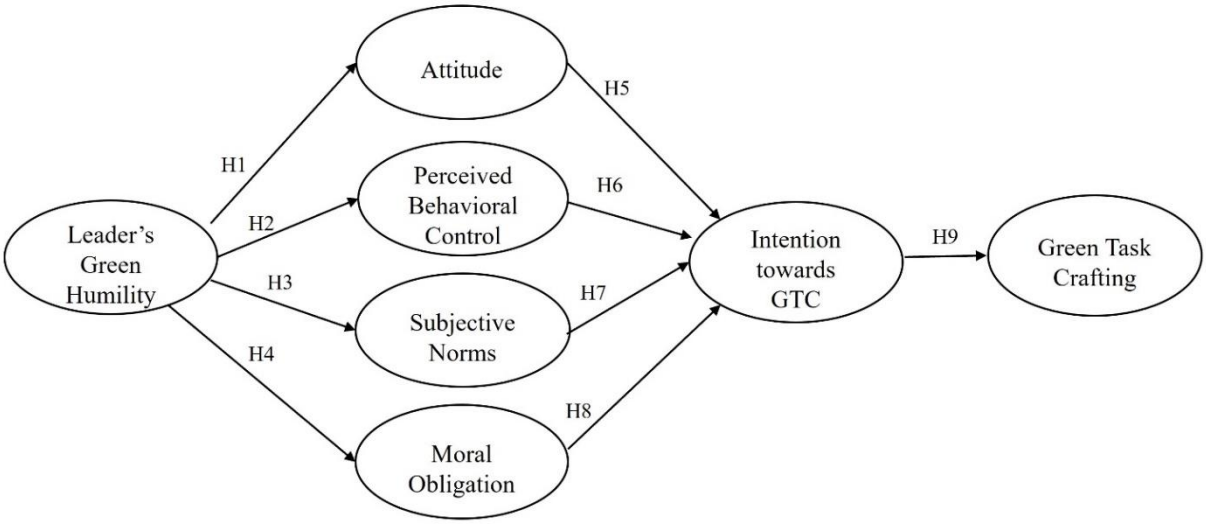
Green behavioral intention can be described as the degree of effort an individual intends to put forth to engage in environmentally responsible actions (Khalid et al., 2022). This intention includes the establishment of self-imposed objectives to act in an ecologically conscious manner within the workplace (Greaves et al., 2013; Norton et al., 2015). In the TPB, intention is considered as an immediate antecedent of actual behavior. The connection between green behavioral intentions and subsequent employee's actual green behavior is a significant subject within the field of environmental psychology (Kollmuss & Agyeman, 2002) because it's a person's behavioral intention that initiates the actual behavior itself (Al-Ghazali & Afsar, 2021).

Employees' mental inclination toward the natural environment plays a vital role in encouraging them to participate in green behaviors within the workplace (Klöckner, 2013). A person's intention shows that they are inclined to carry out a particular behavior (Ajzen, 1980). According to several studies, a very substantial correlation exists between ecological behavior and intention (Kaiser & Schultz, 2009; Levine & Strube, 2012). According to Yuriev et al. (2020) analysis of TPB, the

average amount of variance explained for the intention was found to be 45.9%, while for behavior it was 37.2%. However, other studies used moderators between intention and behavior relationships such as moral responsibility (Qalati et al., 2022), participation in recycling (Han et al., 2010), and mediator such as emotional intelligence (Aziz et al., 2021). Hence, the research hypothesis is formulated as follows:

H9: Employees' behavioral intention will positively affect employees' actual behavior of GTC.

2.5 Conceptual Framework



GTC = Green Task Crafting

Figure 1: Theoretical Framework

2.6 Chapter Summary

The literature review has shed light on the interplay between leadership and pro-environmental behavior of employees. The studies reviewed indicate that a LGH can significantly impact the attitudes, perceived behavioral control, subjective norms, and moral obligations of employees. Leaders who prioritize environmental responsibility set a positive example and can influence their team's mindset and commitment to sustainable practices. Furthermore, the review highlights that employees' attitudes, perceived behavioral control, subjective norms, and moral obligations are key determinants of their intention toward GTC. These factors collectively shape their willingness

to engage in GTC in the workplace. Finally, the literature suggests that employees' behavioral intentions are strong predictors of their actual behavior related to GTC.

CHAPTER 3: METHODOLOGY

3.1 Chapter Introduction

This chapter discusses the research design and its alignment with a specific paradigm, particularly focusing on quantitative research, specifically survey research. It delves into aspects related to the population and sampling, clarifying the target population, the chosen sampling technique, the intended sample size, and identifying the unit of analysis. Additionally, the chapter addresses the development and validation of the questionnaire. Moreover, it discusses the data collection process, including pretesting and pilot testing. It also provides information on the initial screening of the collected data. Finally, it outlines the ethical guidelines that are adhered to during the data collection phase.

3.2 Research Design

3.2.1 Research Philosophy

Positivism assumes that the world exists objectively, leading researchers to focus primarily on discovering factual information related to the relationship between different variables. The main objective of positivist inquiry is to create explanatory connections or causal relationships that eventually enable the prediction of the phenomena under investigation (Gergen, 2001; Sciarra, 1999). In positivist research, preconceived hypotheses are tested through experiments, and variables are operationalized and measured (Ponterotto, 2005). The results of hypothesis testing are then used to gain knowledge and expand scientific understanding. Moreover, in positivist research, it is assumed that the researcher should distance themselves from the study. This approach believes that subjectivity will not influence the research as it depends on numbers and statistical analysis for results. Hence based on the ontology assumption, an explanation of the construct's relationship occurs naturally. Moreover, the epistemology approach explains knowledge is objective and accurate and there’s minimal human interference (Park et al., 2020).

The present study is firmly situated within the positivist paradigm, emphasizing the process of operationalizing and measuring variables to collect empirical data. Subsequently, this data

undergoes rigorous statistical analysis. In line with positivism, this approach minimizes subjectivity and underscores the use of quantified results to attain objective and accurate knowledge.

3.2.2 Quantitative Research

The study employed quantitative research design. Quantitative research involves the exploration of phenomena through gathering numerical data and their subsequent examination using mathematical techniques (Creswell, 2017). According to Cohen (1988), quantitative research is a type of social research that uses empirical methods and empirical statements. These empirical statements describe what's happening in reality, not what should happen. Usually, numerical terms are used to express these statements. Another factor in quantitative research is that empirical evaluations are applied. This evaluation helps figure out how well a specific program or policy meets or doesn't meet certain standards or norms by looking at the facts.

3.2.3 Survey Research

Experiments and surveys are the main methods used in quantitative research (Watson et al., 2015). In this study, we specifically employed a survey research design. Survey research involves a systematic approach where data or information is gathered from participants to better grasp or make predictions about specific aspects of the behavior within the intended population (Sukamolson, 2007). This process typically involves the careful selection of a sample, questionnaire design, distribution of the questionnaire, and subsequent data analysis (Sukamolson, 2007). Unlike experiments, surveys have limitations in determining cause-and-effect relationships. However, they help collect large amounts of data for describing both sample groups and larger populations (Watson et al., 2008).

3.3 Population and Sampling

3.3.1 Target Population

For both qualitative and quantitative research studies, it is crucial to document population specification (Asiamah et al., 2017). The general population can be defined as "an entire group for which certain information needs to be determined" (Banerjee & Chaudhury, 2010). Individuals in the general population should share at least one common characteristic of interest (Kotrlik & Higgins, 2001). In the present study, the general population was defined as all employees working in hotels across Pakistan, encompassing anyone within these establishments who plays a role, whether direct or indirect, in the functioning of the hotel. Thus, every such employee was considered a part of the general population for the present study.

The target population is a subset of the general population and comprises a specific group of individuals or items that can provide accurate information for your research (Asiamah et al., 2017). In the present study, the target population specifically included front-line employees working in hotels rated three, four, and five stars. Front-line employees are those who directly engage with guests and deliver services. This group comprises various roles such as front desk agents, reservations agents, waiters or waitresses, guest relations representatives, bartenders, door attendants, bell attendants, and concierges.

3.3.2 Unit of Analysis

Identifying and understanding the unit of analysis is crucial in any research undertaking, as it plays a central role in the analysis process (Dolma, 2010). The concept of "unit of analysis" refers to the specific entity on which the study is focusing such as an individual, a group, an organization, a city, and so forth (Berg, 2001). From a statistical perspective, the unit of analysis is essentially the "who" or "what" entity for which data is examined and conclusions are drawn (Sedgwick, 2014). In the present study, the unit of analysis was individual specifically front-line employees working in the hospitality sector. The study aimed to gather data from these employees to determine whether a leader's green humility (LGH) has a positive influence on the development of green task-crafting (GTC) among them.

3.3.3 Sampling Technique

The study has adopted a purposive sampling technique, which allows choosing participants who

are informative and valid (Bougie & Sekaran, 2019). Purposive sampling is a non-probability sampling method in which the researcher specifically chooses subjects who align with the study's objective, based on the researcher's judgment or rationale (Obilor, 2023). Nonprobability sampling methods are approaches to sampling where certain units within the population either have no possibility of being chosen or where the likelihood of selection cannot be precisely calculated (Obilor, 2023). Purposive sampling, sometimes referred to as judgment sampling, involves intentionally selecting an informant based on specific qualities or characteristics possessed by the informant (Tongco, 2007). This non-random technique does not rely on underlying theories or require a predetermined number of informants.

The first step was specifying the population (Eisenhardt, 1989). According to research in the field of sustainability, high-end hotels are at the forefront of environmentally friendly practices (Merli et al., 2019; Zientara & Zamojska, 2018). Therefore, the sample for this study was specifically focused on hotels rated five, four, and three stars. The next step involved narrowing down the employees from whom data was collected. The focus was on front-line employees who directly engage with guests and deliver services. According to Kim et al. (2018), front-line employees, who face diverse customer needs, are highly inclined to craft their jobs when they receive organizational support. In line with this, when employees are provided with a leader who has green humility as a form of organizational support, they are more likely to actively participate in GTC. Moreover, front-line employees within the hospitality industry play a crucial role in implementing environmentally friendly initiatives and are essential in ensuring the success of eco-conscious practices (Aboramadan et al., 2022; Aboramadan & Karatepe, 2021). Further criteria were that these frontline employees should be full-time employees with 1 year of experience and 16 years of education.

3.3.4 Sample Size

The sample size is the subset of a target population needed to guarantee an adequate amount of data for making conclusions (Sekaran & Bougie, 2016). A sampling strategy is typically required because it is often impractical to collect data from every unit within a population (Kumar et al., 2013; Sekaran, 2003). Therefore, it is essential to determine the right sample size to arrive at accurate conclusions based on research results. Previous studies have suggested that a sample size

ranging between 160-300 respondents, is considered good for multivariate statistical technique analysis (PLS-SEM) (Comrey & Lee, 2013; Khaskheli et al., 2020; Memon et al., 2020). Therefore, a sample size of 217 is considered sufficient for the present study because it has used PLS-SEM for analysis.

3.4 Questionnaire Design

3.4.1 Instrument

The items for all variables were adapted from existing literature and slightly modified to suit the specific research context. Expert opinions were sought from two academics in the same field to confirm their face and content validity. Multi-item scale was employed for each construct to effectively capture the entire construct's domain (Churchill Jr, 1979; Nunnally, 1978). The current study adhered to Hinkin (1998) recommendation to keep the scales concise to reduce response bias resulting from boredom or exhaustion. Each item was measured on a five-point Likert scale, with response options ranging from 1 ("strongly disagree") to 5 ("strongly agree").

Attitudes: In line with previous studies (Ateş, 2020; De Leeuw et al., 2015) participants' attitudes were assessed by asking them to rate all the statements on the 5-point bipolar adjective scale: Unfavorable-Favorable, Useless-Useful, Unpleasant-Pleasant. The statement was "For me, introducing new approaches to green practices is"……. Unfavorable-Favorable.

Subjective Norms: The scale of subjective norms was first developed by Ajzen (1991). However, the present study adapted a scale from Bouarar (2021). It consists of a 4-item scale. Item was "Most people expect me to introduce or give preference to green work tasks. The composite reliability for this scale was 0.825 (Bouarar, 2021).

Perceived Behavioral Control: The scale of the subjective norm was first developed by Ajzen (1991). However, the present study adapted a scale from Chen & Tung (2014). It consists of 3 items that measure perceived difficulty and perceived controllability in GTC. The reliability of the scale was 0.80 (Chen & Tung, 2014). A sample item was "Whether or not I introduce or give preference to green work tasks is completely up to me".

Moral Obligation: Moral Obligation was measured on a 4-item scale and was adapted from Fawehinmi et al. (2020). The reliability of the scale was 0.898 (Fawehinmi et al., 2020). Item was "I feel guilty if I don't introduce or give preference to green work tasks".

GTC: Task crafting scale developed by Slemp & Vella-Brodrick (2013) was adopted in a green context to measure intention toward GTC and GTC behavior. It consists of 5 items scale with a composite reliability of 0.87 (Slemp & Vella-Brodrick, 2013). The GTC scale was used for two purposes. First, it measures intention toward GTC and then GTC as a behavior. A sample item for intention toward GTC was "I am willing to introduce new green work tasks that I think better suit my skills or interests." Meanwhile, a sample item for GTC behavior was "I introduce new green work tasks that I think better suit my skills or interests."

LGH: *The* LGH scale was adapted from Owens et al. (2013). Although in this study they have developed a scale of leader humility, but present study adapted it in a green context. The scale consists of 9 items with reliability of 0.94 (Owens et al., 2013). The scale assessed individuals' inclination to perceive themselves accurately, appreciate others, and demonstrate teachability. A sample item was: "My manager admits it when he/she doesn't know how to implement green practices."

Table 1: Instrument Information

Variable	Adapted from	Items	Reliability
Attitudes	Ates (2020)	5	0.922
Subjective Norms	Bouarar (2021)	4	0.825
Perceived Behavioral Control	Chen & Tung (2014)	3	0.80
Moral Obligation	Fawehinmi et al. (2020)	4	0.898
Green Task Crafting	Slemp & Vella-Brodrick (2013)	5	0.87
Leader Green Humility	Owens et al. (2013)	9	0.94

3.5 Instrument Validation

Ensuring the content validity of a research instrument is a crucial aspect of any research, and a thorough expert validation process can help prevent issues in the later stages of the study (Elangovan & Sundaravel, 2021). Therefore, the content validity of the instrument was confirmed by two professors who were experts in the area of this research. One professor is from King Fahd University of Petroleum and Minerals and the other is from Teesside University. A format was created, consisting of an initial cover page that included an invitation to experts, an explanation of their roles, a research framework, and an operational definition of the constructs. The following pages contained information about the scale and a list of scale items. Demographic questions were also included for validation purposes. The experts reviewed this format and offered their feedback. Adjustments were implemented based on their guidance. This process allowed us to develop robust and high-quality survey instruments.

3.6 Instrument Language

The whole instrument was documented in the English language. English is a widely used language for labeling and documenting instruments/scales due to its global reach and accessibility. Given the specific criteria of the present study, respondents were required to possess either a 16-year education background or have completed a bachelor's degree. This ensures that respondents have not faced any difficulties in comprehending the questionnaire in the English language.

3.7 Pretesting

The purpose of pretesting is to identify any potential issues or ambiguities in the questionnaire and ensure that respondents understand the items as intended and designed (Sekaran, 2003). Therefore, before moving towards the actual data collection, the questionnaire was pretested. It is necessary to conduct a pre-test using actual participants who are representative of the broader target population (Cooper & Schindler, 2014; Kumar et al., 2013). The pre-test sample size doesn't have a strict, universally defined rule (Memon et al., 2017). Different researchers hold varying opinions on the matter, with some suggesting that a range of 5 to 15 individuals is appropriate for extensive

surveys (Willis, 2004), while others argue that 12 individuals may be adequate (Ferber & Verdoorn, 1962). Therefore, the instrument was pre-tested among eight front-line employees of the hospitality sector, employing a debriefing technique. In the debriefing method, the researcher would attentively watch the respondent as they complete the questionnaire. Once respondents completed the questionnaire, the researcher would ask him/her to discuss any issues or difficulties they encountered while filling out the questionnaire (Hunt et al., 1982). Given that no concerns were raised during this process, we proceeded with the actual data collection.

3.8 Pilot Testing

A pilot study serves as a miniature or preliminary trial, playing a crucial role in ensuring the successful execution of a full-fledged study (Polit et al., 2001; Teijlingen & Hundley, 2002). The primary goals of conducting a pilot study are to evaluate the suitability of the research instrument, determine the effectiveness of the sampling framework and technique, and assess the practicality and feasibility of the research protocol (Teijlingen & Hundley, 2002). Various guidelines exist for establishing the sample size in a pilot study. For instance, Cooper & Schindler (2011) recommended a sample size ranging from 25 to 100 individuals, Isaac & Michael (1995) proposed that 10 to 30 individuals suffice for a pilot test, while Connelly (2008) suggested that the sample size should be 10 percent of the projected main study sample. Therefore, a sample size of 30 front-line employees from the hospitality sector was used for pilot testing as recommended by Memon et al (2017). The findings of the pilot study revealed that all scales exhibited a high level of reliability, as evidenced by Cronbach's alpha values exceeding 0.7 (Hair et al., 2011).

3.9 Time Horizon

In research, the time horizon refers to the timeframe during which data is collected or examined. It essentially defines the scope of the study in terms of time. Researchers choose a time horizon based on the specific objectives of their study. Survey research can be longitudinal or cross-sectional (Watson, 2015). A longitudinal study is a type of research design in which data is gathered from the same subjects or participants over a prolonged period. To monitor long-term changes, advancements, or trends, researchers make numerous observations or measurements at

different times. A cross-sectional study is a type of research in which information is gathered from participants at one period.

In this study, a cross-sectional research design was employed, which entails collecting data at a specific point in time (Kesmodel, 2018). The data was collected from the hospitality sector. This research design was selected because cross-sectional data is suitable for studies that are deeply rooted in theory (Rindfleisch et al., 2008).

3.10 Data Collection

Data collection involved a questionnaire administered through a process comprising two separate phases: an online phase and a face-to-face phase. Initially, our approach was solely based on collecting face-to-face data. However, due to the low response rate, we opted to integrate both face-to-face and online methods to enhance participation and data collection effectiveness.

3.10.1 Online Phase

During the online phase, we identified potential participants employed in the hospitality sector through LinkedIn, matching them with the predefined study criteria. Subsequently, we reached out to these individuals and invited them to complete a questionnaire. Emphasizing the voluntary nature of participation, we assured all respondents that their data would be treated confidentially. Using LinkedIn as a medium to collect data is a reliable approach, validated by previous studies that have successfully employed this platform for data collection (Elzek et al., 2021; Qazi et al., 2022). Therefore, the present study has used LinkedIn as a medium to collect data. In total, we collected 150 responses through an online phase.

3.10.2 Face-to-Face Phase

For the face-to-face data collection, we first reached out to HR representatives of three, four, and five-star hotels through LinkedIn to ask if we could visit. Upon receiving their consent, we conducted on-site visits. During these visits, some hotels promptly filled out the questionnaire in our presence. However, for those hotels operating at full capacity, they requested that we leave the

questionnaire with them and pick it up later. Overall, the face-to-face phase yielded a total of 82 responses.

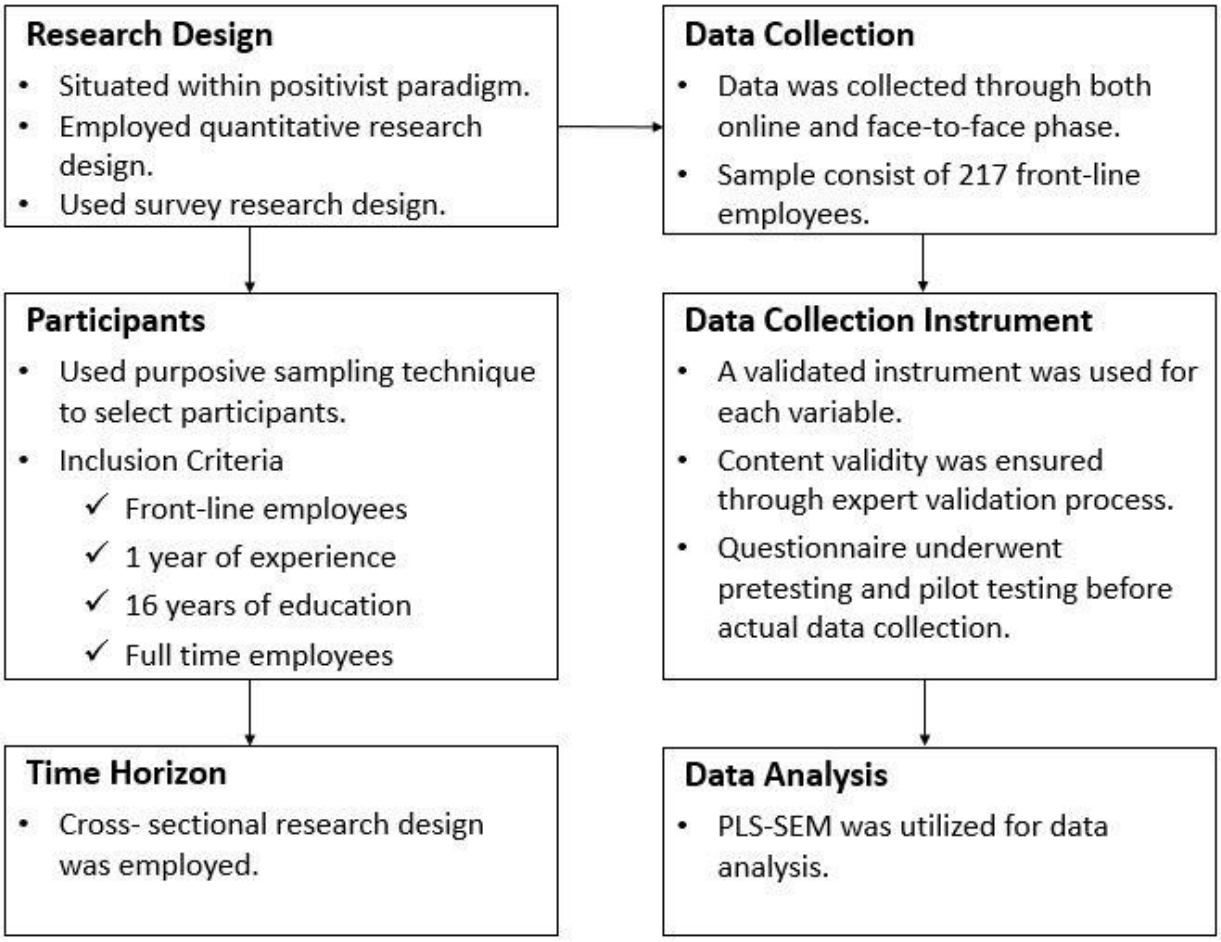


Figure 2: Methodological Schema

3.11 Initial Screening

In total, 232 responses were received. Two filter questions were added to ensure that all respondents are from the hospitality sector and belong to the frontline category. Subsequently, these responses underwent a cleaning and pre-processing procedure to guarantee that the data collected met the criteria that the study had set. The criteria of the study were that employees should be from the frontline category, should have 1 year of experience, should be full-time employees, and have 16 years of education. For this purpose, irrelevant samples were discarded (n=15), including those with less than 1 year of experience, those who do not belong to the frontline

category of employees, as well as those who were not full-time employees. A total of 217 samples were submitted for final analysis.

3.12 Ethical Consideration

Research ethics is defined as the principles of behavior that govern how you conduct your research in consideration of the rights and well-being of individuals who are the focus of your study or are impacted by it. Throughout our research, we remained steadfast in our commitment to ethical principles and guidelines, which are essential for protecting the rights and well-being of both individuals and organizations involved in our study (Battaglia et al., 2008). Before initiating the study, we engaged in a discussion about the ethical process with our supervisors. The study adhered to the following ethical principles throughout the research.

Right to withdraw

All participants were free to choose whether to participate. They had the right to withdraw or leave the study at any stage without feeling obligated to continue, and there was no requirement for them to provide a reason for discontinuing their participation.

Informed consent

Participants were given all the important details about the research purpose and the time required to complete the questionnaire. This information was provided on the questionnaire's cover page. This allowed them to decide if they wanted to take part.

Anonymity

Anonymity ensures that no specific participant can be linked to their data. In order to safeguard anonymity, the questionnaire did not include any identifying information about the respondents or their affiliations.

Confidentiality

Participants were assured that their responses and data would be kept confidential. It will solely be used for research purposes and shared only with my supervisor.

Welfare of participants

To ensure the well-being of participants, the questionnaire refrains from including any questions that might require participants to disclose sensitive details or recall traumatic incidents, which could potentially cause offense or distress.

Deception

To prevent any form of deception, participants were initially informed about the research's objectives, and these objectives were consistently adhered to throughout the study.

Objectivity

Data collection was executed with a strong emphasis on accuracy and objectivity. Any potential for subjectivity or bias in data collection was carefully avoided to uphold the research's validity and reliability.

3.13 Chapter Summary

In this chapter, the research methodology for the present study was outlined. The present study was firmly rooted in the positivist paradigm, emphasizing objectivity and explanatory connections between variables. A quantitative research design was adopted to collect numerical data. Survey research was used, focusing on the population of employees in hotels across Pakistan, specifically front-line employees in three-, four-, and five-star hotels. Purposive sampling was used to select participants who could provide informative and valid data. Data were collected using both online and face-to-face phases, resulting in a total of 217 valid responses. For the questionnaire design, scales of variables were adapted from existing literature and were also validated by experts to ensure the content validity of the instrument. Furthermore, to ensure the clarity and reliability of the questionnaire, the research underwent pretesting and pilot testing. Throughout the process, ethical considerations were carefully followed to respect the rights of individuals and organizations.

CHAPTER 4: DATA ANALYSIS AND RESULTS

4.1 Chapter Introduction

This chapter presents the analysis of collected data. The present research has utilized Partial Least Squares Structural Equation Modeling (PLS-SEM) for data analysis using SmartPLS 4.0. Per the guidelines recommended in the PLS-SEM literature, the study uses a two-step process to analyze the results. The first stage focuses on the measurement model (internal consistency reliability, Indicator reliability, convergent validity, and discriminant validity) and the second stage involves the assessment of the structural model (i.e., hypothesis testing).

4.2 Demographics Information

The analysis of the gathered data revealed the subsequent demographic details, which are depicted in Table 1. The table illustrates that the respondents' gender distribution consisted of 70.5% males and 29.5% females. The results were not surprising, as it is well known that in Pakistan's hospitality sector, the male workforce has higher participation than the female workforce. The lower percentage of females can be attributed to many leaving the hospitality sector due to gender discrimination and a prevailing strong male-dominant culture (Pant, 2020). Most of them belonged to 3-star hotels (38.2%), followed by 4 (35.5%), and 5-star hotels (26.3%). Concerning the age groups, 15.7% of participants fell within the age range of 18-23, 42.4% were situated in the age range of 24-29, 27.6% were aged between 30-35, 9.7% were within the 35-40 range, and merely 4.6% belonged to the age group exceeding 40. Most of the respondents were between the ages of 24 and 35, a trend attributed to the fact that a significant portion of the hotel workforce consists of millennial (Board, 2014). Participants had diverse educational backgrounds with 69.1% holding a bachelor's degree, 26.7 having a master's degree, 0.9% having a PhD degree, and 3.2% having professional certification.

Table 2: Demographic Information

Item	Category	Frequency	%
Gender	Female	64	29.5%
	Male	153	70.5%
Age	Less than 18	0	0.0%
	18-23	34	15.7%
	24-29	92	42.4%
	30-35	60	27.6%
	35-40	21	9.7%
	Above 40	10	4.6%
Education	Bachelors	150	69.1%
	Masters	58	26.7%
	PhD	2	0.9%
	Professional Certification	7	3.2%
Hotel Category	Three Star	83	38.2%
	Four Star	77	35.5%
	Five Star	57	26.3%

4.3 Multicollinearity

Multicollinearity is a term used to describe a situation where two or more variables within a multiple regression model are strongly correlated with each other (Daoud, 2017). When predictor variables in a statistical model are not linearly related, they are described as being orthogonal (Jensen & Ramirez, 2013). This means they are independent and do not exhibit a linear correlation. Multicollinearity is a data-related problem that could significantly impact the accuracy of the model parameter estimates (Alin, 2010).

To ensure there is no multicollinearity issue, Variance Inflation Factor (VIF) values were also employed in the analysis. The VIF is a tool that helps us measure and quantify how much increase in variance occurs due to the predictor variables being correlated. When the predictor variables are

correlated with each other, it can make it difficult to evaluate their individual effects accurately. As a result, the standard error of the predictor coefficients increases, and so does the variance of the predictor coefficients. Analysis showed that VIF values for all the equations were below 10, which indicates that there is no issue of multicollinearity in the dataset (Kumari, 2008).

4.4 Common Method Bias

To minimize the effect of common method bias various approaches were employed (Podsakoff et al., 2003; Reio, 2010; Schwarz et al., 2017). As part of the pre-data collection procedures, the present study utilized a comprehensive cover letter that explicitly addressed respondent confidentiality and the validity of their responses. The cover letter also emphasized the voluntary nature of participation, allowing respondents to withdraw from the study at any moment. Distinct scales were employed for predictor and criterion variables. Pretesting was also conducted to ensure clarity of questionnaire items. Additionally, the data collection process was carefully designed to exclude intermediate actors (managers, supervisors) to avoid potential social desirability bias.

Once the data was gathered, Harman's single-factor analysis was utilized (Harman, 1967). The results of this analysis showed that the first factor explained 32.6% of the variance, which fell below the 40% threshold. Consequently, it can be concluded that common method bias had negligible influence on this study.

4.5 Structural Equation Modelling

The increasing complexity of models in Human Resource Management (HRM) highlights the vital need to develop advanced analytical techniques (Ringle et al., 2020). Structural equation modeling (SEM) is now a commonly employed approach, for examining the links between such models, such as those that ascertain how HRM practices influence both attitudes and behaviors in HR and organizational performance (Baluch et al., 2013; Beatson et al., 2008; Buonocore & Russo, 2013). The capacity of structural equation modeling to concurrently estimate direct, indirect (e.g., mediating), and moderating effects of multiple constructs, while taking into consideration measurement error, has empowered researchers to explore connections that would otherwise be challenging to unravel and investigate.

Among structural equation modeling techniques, partial least square (PLS) is widely used in the realm of Human Resource Management research (Ringle et al., 2020). PLS-SEM is a versatile approach to structural equation modeling that prioritizes prediction and can be effectively utilized in both exploratory and confirmatory research (Hair et al., 2011). PLS-SEM calculates the parameters in a structural equation model by merging principal components analysis with a path analysis that is based on regression (Mateos-Aparicio, 2011). This method offer several advantages. These benefits includes its capacity to (1) manage highly intricate models with numerous indicators and constructs, (2) gauge formatively defined constructs, (3) address small sample sizes meticulously, and (4) generate unambiguous scores for latent variables that can be used in subsequent analyses (Richter et al., 2016a). The analysis utilizing PLS-SEM involves two crucial stages, which are the measurement model and the structural model (Siyal et al., 2019; Wah et al., 2012).

PLS-SEM was chosen as the methodology because the structural model is complex, involving numerous constructs and the research objective was to gain a deeper understanding of growing complexity by exploring theoretical extensions of an already established theory (Hair et al., 2019). Another reason for choosing PLS-SEM was that, the primary aim of this study was to predict the influence, therefore, PLS was a better choice for the analysis (Hair et al., 2020). Moreover, the decision to opt for the PLS-SEM approach was also driven by its extensive utilization in research within the fields of Human Resource Management and organization management (Memon et al., 2020b; Ringle et al., 2020).

Covariance-Based Structural Equation Modeling (CB-SEM) on the other hand assumes the normality of data distributions, a condition rarely fulfilled in social sciences research (Hair et al., 2017). Given the complexity of social science data, characterized by diverse variables and human behavior, it frequently exhibits skewness, kurtosis, or other deviations from the ideal bell-shaped curve. This is precisely why PLS-SEM was deemed more suitable for our analysis.

4.6 Measurement Model Assessment

The objective of the measurement model is to evaluate the reliability and validity of the model. Therefore, the following tests have been examined to assess its competence (i) internal consistency reliability (ii) convergent validity (iii) discriminant validity.

4.6.1 Internal Consistency Reliability

Firstly, the internal consistency reliability of the model was tested. Internal consistency reliability is also known as construct reliability. This reliability indicates how well the included items in the model reflect the underlying constructs (Richter et al., 2016). Composite reliability, a measure of internal consistency reliability, was employed for this purpose (Hair et al., 2017). As per the guidelines mentioned by Ramayah et al. (2018) the values of composite reliability should be greater than 0.7. In our measurement model analysis, all constructs demonstrated satisfactory results for internal consistency reliability – attitudes (0.922), intention toward green task crafting (0.868), green task crafting (GTC) (0.882), leader's green humility (LGH) (0.892), moral obligation (0.813), perceived behavioral control (0.85), and subjective norms (0.827). These findings indicate that the items used to represent the underlying constructs are reliable.

4.6.2 Convergent Validity

Convergent validity, as explained by Leguina (2015), refers to the extent to which multiple measures of the same construct are positively related to each other. Convergent validity was assessed by examining the value of factor loadings and average variance extracted (AVE). Factor loading for all the items meet the criterion of 0.6 or higher (Chin et al., 1997), expect for one moral obligation construct item: MO4, one perceived behavioral control construct item: PBC1, and one LGH construct item: LGH1. PBC1 and LGH1 items were deleted because average variance extracted value for LGH and PBC construct were lower than 0.5. However, MO4 item was retained because the average loading of the items was 0.524 (>0.5). The result of AVE analysis indicated that all the values obtained were greater than or equal to 0.5. This outcome meets the criteria established by Ramayah et al. (2018) for convergent validity. By using AVE, we have successfully assessed the extent to which the measurements in our research converge and accurately represent the underlying constructs.

4.6.3 Discriminant Validity

Discriminant validity (DV) ensures that all variables are distinct from each other, indicating that

they do not overlap or share substantial similarities (Leguina, 2015). To assess discriminant validity the study used Heterotrait-monotrait ratio method (Henseler et al., 2015). Hair et al. (2021a, p.79) defined HTMT as "as the average value of the indicator correlations between different constructs i.e., heterotrait-heteromethod correlations), in relation to the mean of the average correlations among indicators measuring the same construct (i.e., monotrait-heteromethod correlations). There are two approaches to utilizing HTMT (Heterotrait-Monotrait Ratio of Correlations) for assessing discriminant validity: (1) as a criterion or (2) as a statistical test (Yusoff et al., 2020). Present study had used test criteria. For test criteria if the HTMT value is higher than 0.85 (Kline, 2011) or 0.90 (Gold et al., 2001), it suggests the presence of a potential problem with discriminant validity. All the values in Table 2 are less than 0.85.

Table 3: Discriminant Validity

	Attitude	**GTC**	**IGTC**	**LGH**	**MO**	**PBC**	**SN**
1. Attitude							
2. GTC	0.515						
3. IGTC	0.623	0.813					
4. LGH	0.483	0.730	0.541				
5. MO	0.651	0.682	0.700	0.623			
6. PBC	0.569	0.641	0.629	0.504	0.635		
7. SN	0.550	0.650	0.629	0.684	0.804	0.525	

GTC = green task crafting, IGTC = Intention toward green task crafting, LGH = leader's green humility, MO = moral obligations, PBC = perceived behavioral control, SN = subjective norms

Table 4: Factor Loadings, Reliability and Convergent Validity

Construct	**Items**	**Loading**	**AVE**	**CR**	**VIF**
Attitude	A1	0.765	0.702	0.922	1.534
	A2	0.845			
	A3	0.828			
	A4	0.879			
	A5	0.867			
	BI1	0.741	0.569	0.868	

Intention towards Green Task Crafting	BI2	0.764			
	BI3	0.833			
	BI4	0.784			
	BI5	0.743			
Green Task Crafting	GTC1	0.747	0.599	0.882	
	GTC2	0.788			
	GTC3	0.81			
	GTC4	0.698			
	GTC5	0.723			
Leader's Green Humility	LGH2	0.658	0.510	0.892	
	LGH3	0.747			
	LGH4	0.667			
	LGH5	0.664			
	LGH6	0.786			
	LGH7	0.775			
	LGH8	0.747			
	LGH9	0.656			
Moral Obligation	MO1	0.791	0.524	0.813	1.738
	MO2	0.797			
	MO3	0.69			
	MO4	0.598			
Perceived Behavioral Control	PBC2	0.875	0.739	0.85	1.336
	PBC3	0.844			
Subject Norms	SN1	0.654	0.546	0.827	1.547
	SN2	0.795			
	SN3	0.795			
	SN4	0.702			

4.7 Structural Model

The evaluation of the structural model in Partial Least Squares (PLS) analysis constitutes the second step of the analysis, evaluating the significance of the path coefficient (Anderson &

Gerbing, 1988; Henseler et al., 2015). The methodology involved the utilization of the bootstrapping technique (10,000 subsamples, one-tailed significance) to assess parameter significance.

4.7.1 Hypothesis Testing (Direct)

The summarized outcomes of hypothesis testing are presented in Table 4. Results indicated that LGH (H1: β = 0.435, t = 6.186, CILL= 0.304, CIUL= 0.540) has a significantly positive impact on employees' attitudes toward GTC. Similarly, a LGH (H2: β = 0.378, t = 4.815, CILL= 0.232, CIUL= 0.494) has a significant positive influence on perceived behavioral control. Aligning with our expectation LGH (H3: β = 0.547, t = 8.415, CILL= 0.377, CIUL= 0.598) has a significantly positive effect on subjective norms. As we hypothesized, a LGH (H4: β = 0.505, t = 8.388, CILL= 0.418, CIUL= 0.638) has a significant positive impact on moral obligation. Furthermore, outcomes of the structural model indicated that employees' attitudes (H5: β = 0.272, t = 3.027, CILL= 0.118, CIUL= 0.414) have a significant positive influence on intention toward GTC. Likewise, perceived behavioral control (H6: β = 0.186, t = 2.069, CILL= 0.045 CIUL= 0.342) has a significant positive effect on employees' intention toward GTC. Moreover, subjective norms (H7: β = 0.187, t = 2.238, CILL= 0.048, CIUL= 0.342) significantly influence frontline employees' intention toward GTC. Furthermore, results indicated that moral obligation (H8: β = 0.214, t = 2.243, CILL= 0.043, CIUL= 0.356) has a significant positive influence on employees' intention toward GTC. Lastly, outcomes showed that employees' intention toward GTC (H9: β = 0.670, t = 11.048, CILL= 0.544, CIUL= 0.751) has a significant positive influence on employees' actual behavior of GTC.

Table 5: Result of Hypothesis Testing

Relationship	Beta	STDEV	*t*	*p*	CI LL	CIUL
H1: LGH -> Attitude	0.435	0.070	6.186	0.000	0.304	0.540
H2: LGH -> PBC	0.378	0.079	4.815	0.000	0.232	0.494
H3: LGH -> SN	0.547	0.065	8.415	0.000	0.377	0.598
H4: LGH -> MO	0.505	0.065	8.388	0.000	0.418	0.638
H5: Attitude -> Intention to GTC	0.272	0.090	3.027	0.001	0.118	0.414

H6: PBC -> Intention to GTC	0.186	0.090	2.069	0.019	0.045	0.342
H7: SN -> Intention to GTC	0.187	0.084	2.238	0.013	0.048	0.342
H8: MO -> Intention to GTC	0.214	0.095	2.243	0.012	0.043	0.356
H9: Intention to GTC -> GTC	0.670	0.061	11.048	0.000	0.544	0.751

GTC = green task crafting, LGH = leader's green humility, MO = moral obligations, PBC = perceived behavioral control, SN = subjective norms

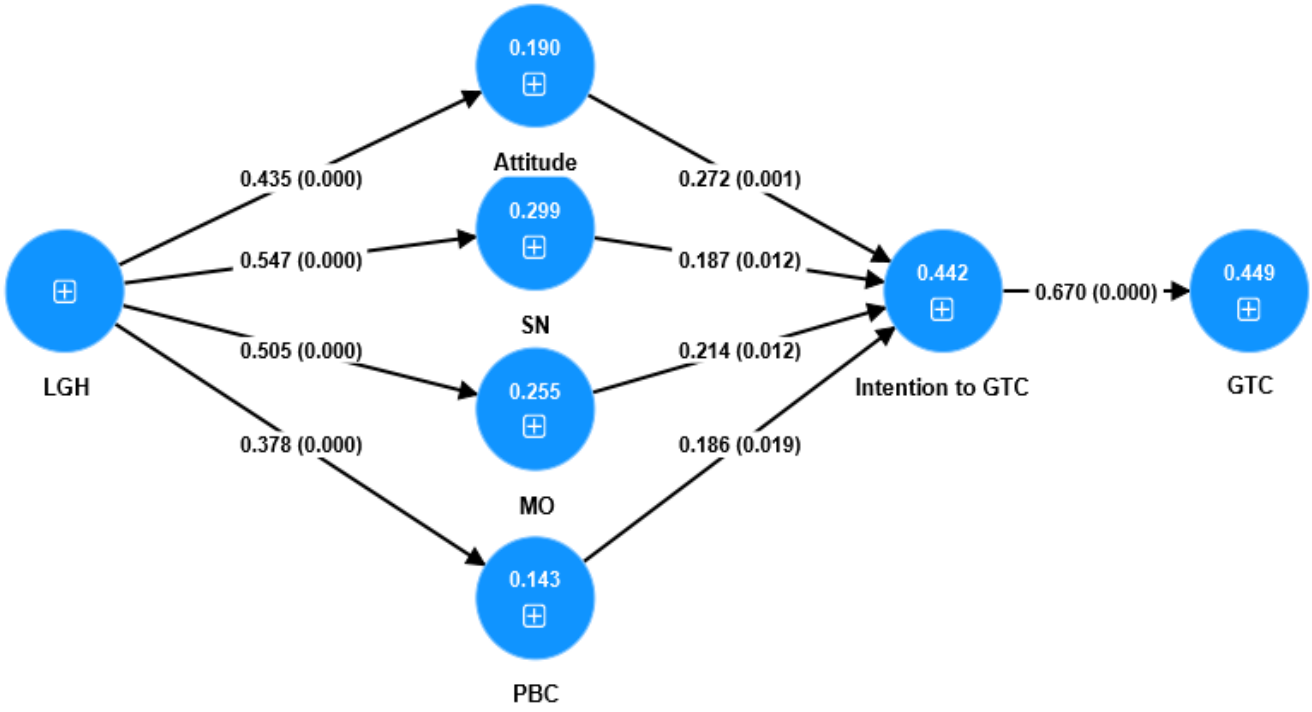


Figure 3: Structural Model

4.8 Chapter Summary

In this chapter, data collected from frontline employees in the hospitality sector was analyzed using PLS-SEM. The first section presented demographic details of the gathered data, followed by an examination of multicollinearity issues using Variance Inflation Factor (VIF) values, which revealed no issues in the dataset. To address common method bias, Harman's single-factor analysis was applied, indicating that common method bias had negligible influence on the study. PLS-SEM analysis was conducted in two steps. The first step of PLS-SEM involved assessing the

measurement model, with results indicating that internal consistency reliability, convergent validity, and discriminant validity were meeting the criteria suggested in the literature. The second step involved the assessment of the structural model, with results indicating that all nine hypotheses were accepted. Results of the structural model also indicated that the influence of a LGH is most pronounced on subjective norms, followed by moral obligation, attitudes, and finally, perceived behavioral control. Furthermore, results demonstrated that attitudes have the most significant predictive effect on the intention for GTC, followed by perceived behavioral control, moral obligation, and finally, subjective norms.

CHAPTER 5: DISCUSSION, IMPLICATIONS AND CONCLUSION

5.1 Chapter Introduction

This chapter discusses the findings and their relevance to the existing body of literature. In the initial section, a recap of the study is provided. Following this, a concise summary of this chapter's key results is presented, offering readers a clear overview of the outcomes. In the next section, the findings are discussed in detail, exploring their alignment with or contradictions to existing literature. Subsequently, this chapter delves into the implications of the research, explaining how the findings can benefit managers and contribute to the existing literature in the field. Alongside presenting positive findings, the chapter also acknowledges the limitations of the study and suggests areas for future research to deepen the understanding of the topic. Lastly, it presents the conclusion of the study.

5.2 Recapping

The data analysis revealed that all nine hypotheses were confirmed. One of the aims of the research was to investigate how a leader's green humility (LGH) affects employees' attitudes, perceived control, subjective norms, and moral obligations toward pro-environmental behavior. The results revealed that the influence of a LGH is most pronounced on subjective norms, followed by moral obligation, attitudes, and finally, perceived behavioral control. Another objective of the research was to analyze how employees' attitudes, perceived behavioral control, subjective norms, and moral obligation influence their intention to engage in green task crafting (GTC). The study's results demonstrated that attitudes have the most significant predictive effect on the intention for GTC, followed by perceived behavioral control, moral obligation, and finally, subjective norms. Lastly, the result showed that employees' behavioral intention positively affects employees' actual behavior of GTC.

5.3 Discussion of Findings

The results showed a positive impact of LGH on employees' attitudes toward GTC (H1).

According to the findings derived from Cohen (1988), leader's green humility exhibited a medium to large effect on attitudes ($f2 = 0.253$). Although LGH is a fresh concept coined by the present study, a leader's humility, in general, has been previously substantiated as having a positive impact on employees' job attitudes (Ou et al., 2014; Owens et al., 2015). Thus, the finding is aligned with prior studies. Furthermore, it aligns with the study indicating that the behavior of a leader significantly impacts the employees' attitude (Zhong et al., 2020). When a leader demonstrates green humility by actively engaging in sustainable practices, appreciating green initiatives, and prioritizing the well-being of the environment and society, employees observe these behaviors and information, which subsequently influences their attitudes toward pro-environmental behavior.

The results also highlighted that the LGH has a positive influence on hospitality professional's perceived behavioral control (H2). Leader's green humility exhibited a small to medium effect ($f2 = 0.654$) on perceived behavioral control (Cohen, 1988). This finding aligns with previous research indicating that genuine compliments from leaders motivate followers to act because it increases their self-confidence (Owens et al., 2013; Owens & Hekman, 2012). As a leader with humility is well-known for being supportive (Ye et al., 2020), and is recognized for valuing and respecting the contributions of their followers (Ou et al., 2017). This support provided by the leader increases frontline employees' confidence in their ability to engage in environmentally friendly behavior, leading to a stronger sense of perceived behavioral control.

The results revealed that a LGH has a positive impact on frontline employees' subjective norms (H3). The effect of a leader's green humility on subjective norms ($f2 = 0.426$) was strong (Cohen, 1988). Past studies have shown that employee behavior is shaped by their perception of both the actions taken by leaders and the anticipated behaviors outlined by those leaders (Cialdini, 2007; Rousseau, 1990). Moreover, past studies have shown that leader humility is of a contagious nature (Owens & Hekman, 2016). So, when leaders (managers and supervisors) with green humility engage in sustainable practices, employees view their LGH behavior favorably, prompting them to adopt similar behavior, thus affecting employee's subjective norms. Hence this finding aligns with past studies.

The results further indicated that a LGH positively influences frontline employees' moral obligation (H4). The effect of a leader's green humility on moral obligation ($f2 = 0.341$) was strong

(Cohen, 1988). While the concept of LGH is a novel construct introduced in this study, it is worth noting that the positive impact of leader humility on employees' moral behavior has been well-established in previous research (Boudlaie et al., 2022). Moreover, previous studies have shown that when leaders act as moral role models, they inspire their observers to reflect on their ethical standards in comparison to the ideals set by the leader (Higgins, 1987). This inspiration, in turn, motivates individuals to work towards closing the perceived gap between their current and ideal ethical selves (Owens et al., 2019). When employees witness their leader's genuine dedication toward green practices and care for society it fosters a sense of responsibility among them to enhance their moral conduct. Thus, this finding is consistent with previous studies.

The study's results demonstrated that employees' attitudes toward GTC increase their intention toward GTC (H5). Attitudes have a small to medium impact ($f2 = 0.089$) on behavioral intention toward GTC (Cohen, 1988). The finding aligns with the earlier research that highlighted employees' attitude increases the intention to be involved in pro-environmental activities (Banwo & Du, 2019; Chan & Hon, 2020; Greaves et al., 2013, Liu et al. 2020b). This implies that employees who believe in the positive aspect of engaging in GTC will be more inclined to do so. Furthermore, TPB also supports this finding by indicating that employees with a favorable attitude typically exert a positive direct influence on their intentions (Ajzen, 1991).

The results showed that perceived behavioral control has a positive impact on frontline employees' intention toward GTC (H6). The impact of perceived behavioral control on behavioral intention was small to medium ($f2 = 0.048$). This result is consistent with the findings of previous research (Banwo & Du, 2019; Greaves et al., 2013). Moreover, Chan & Hon (2020) found a substantial correlation between perceived behavioral control and employees' willingness to adopt and implement environmental practices. Chen & Knight (2014), also demonstrated that perceived behavioral control directly and positively influenced employees' intentions to engage in energy conservation practices within the workplace. The results are also consistent with the TPB, indicating that an individual's behavioral intention is influenced not only by personal factors and social influences but also by their perceived behavioral control (PBC) over performing specific actions (Ajzen, 1991).

Moreover, subjective norms positively influence frontline employees' intention toward GTC (H7). Subjective norms demonstrated a small to medium effect ($f2 = 0.038$) on behavioral intention toward GTC (Cohen, 1988). This finding is consistent with the results of earlier studies (Bouarar, 2021; Chen & Knight, 2014; Wang et al., 2019) and also with predictions derived from the TPB (Ajzen, 1991). According to TPB subjective norm encompasses the degree of social influence exerted by a reference group, which can impact a person's intentions, and behaviors. Consequently, employees who are influenced by significant groups in their work environment, such as co-workers, supervisors, and managers, are more inclined to develop positive intentions toward engaging in GTC. Moreover, in a society with collectivist values like Pakistan, subjective norms play a significant role in shaping behavior conformity (Oh, 2013), unlike in individualistic societies where their influence may be comparatively weaker.

Furthermore, the results highlighted that moral obligation positively influences frontline employees' intention toward GTC (H8). The effect of moral obligation behavioral intention toward GTC was small to medium effect ($f2 = 0.046$) (Cohen, 1988). This implies that a person's moral obligation stimulates positive emotion and suppresses negative emotion toward GTC, influencing his/her intention to engage in GTC. Results are consistent with previous research that indicates a positive relation between a person's moral norms and his/her behavioral intention toward pro-environmental behavior (Botetzagias et al., 2015; Du & Pan, 2021; Gao et al., 2017; Razali et al., 2020).

Lastly, result showed that employees' behavioral intention positively influence their actual behavior toward GTC (H9). While certain prior studies have indicated that intention towards a specific behavior may not always translate into actual behavior (Qalati et al., 2022; Han et al., 2010; Aziz et al., 2021), the findings of this study align with previous research suggesting that intention towards a specific behavior indeed leads individuals to engage in that behavior (Kaiser & Schultz, 2009; Levine & Strube, 2012). It also aligns with TPB indicating that a person's willingness to engage in a behavior is predictive of their actual behavior (Ajzen, 1991).

5.4 Implications

5.4.1 Theoretical Contribution

In this research, several significant theoretical contributions have been made. Firstly, a fresh concept called LGH has been coined to better understand the factors influencing employees' intention toward GTC among frontline employees in the hospitality industry. This addition extends the existing literature, which has primarily focused on the impact of different leadership styles**—** green transformational leadership, environmental-specific servant leadership, green transactional leadership, green authentic leadership, and green inclusive leadership - in the context of sustainability (Bhutto et al., 2021; Li et al., 2020; Tuan, 2020; Saif et al., 2023). The study's novel contribution in conceptualizing and empirically validating the LGH construct widens pro-environmental leadership literature, adding another key attribute that positively significantly contributes to frontline employee green behavior in the hospitality sector.

Secondly, the theory of planned behavior (Ajzen, 1991) is extensively used to explain pro-environmental behavior (Yuriev et al., 2020). However, there is limited research available that focuses explicitly on employees' pro-environmental behavior (Dixon et al., 2015; Guillaumie et al., 2020; Lam, 1999; Laudenslager et al., 2004; Li et al., 2018; Wang, 2016). Therefore, this study makes a valuable contribution by using the theory of planned behavior to explain antecedents of employee behavior of GTC.

Third, the theory of Planned Behavior (TPB) is a self-interest theory, and all the variables within TPB are considered rational predictors (Bortoleto et al., 2012). However, it is important to note that pro-environmental behavior, is influenced not only by self-interest motives but also by pro-social motives (Toft et al., 2014). Despite this majority of studies examining the pro-environmental behavior of employees still have predominantly focused on three predictors of behavioral intention: attitudes, perceived behavioral control, and subjective norms (Aziz et al., 2021; Dixon et al., 2015). However, there have been criticisms that the TPB (Theory of Planned Behavior) fails to provide sufficient explanation for a particular environmental behavior and proposes that there should be the inclusion of additional variables within the model to address this limitation (Bortoleto et al., 2012; Davies et al., 2002; Kaiser, 2006). In addition to attitude, subjective norms, and perceived behavioral control, a meta-analysis supports the notion that moral norms serve as a

crucial predictor of intentions related to environmentally friendly behaviors (Bamberg, 2003; Klöckner, 2013). Therefore, this study recognizes the significance of moral obligation as an additional predictor of intentions in determining employees' pro-environmental behavior.

Moreover, this research has made a valuable contribution to the field of environmental management research by examining new dimensions of employee green behavior called GTC. Previously different dimensions of employee green behavior have been studied such as green advocacy (Crucke et al., 2022), green organization citizenship behavior (Hooi et al., 2022) green voice behavior (Tabrizi et al., 2023), green creativity (Li et al., 2020), employees' conserving behavior (Ciocirlan et al., 2020). However, by investigating this new dimension of employee green behavior, the study has expanded the existing literature and added to our understanding of sustainable practices in the workplace.

5.4.2 Managerial Implication

The current research provides valuable insight for managers in the hospitality sector. The study shows that exhibiting green humility behavior as a leader act as a catalyst for encouraging green behavior among employees. Therefore, top management must prioritize instilling environmental awareness among their managers to achieve the organization's sustainability objectives. Providing green training in the hospitality sector is of utmost importance as it enables employees to acquire green knowledge, skills, and attitudes that ultimately contribute to positive environmental outcomes (Cabral & Jabbour, 2020). Therefore, organizing ecological workshops and training programs is vital for equipping hotel managers with the necessary green knowledge and capabilities to embrace and promote the behavior of green humility. Moreover, during the recruitment and selection process for managerial roles in the hospitality sector, it is important to prioritize candidates who demonstrate behavior of green humility.

Moreover, managers should actively seek and value feedback, including criticism, on green practices. They should also recognize and encourage expertise within their team, appreciating strengths and unique contributions, while remaining open to learning from others. Additionally, they should foster an open environment where green ideas and advice are welcomed, fostering a culture of collaboration towards sustainable practices.

Furthermore, organizations should encourage managers to acknowledge their limitations and embrace role reversal with their followers. To foster this mindset, organizations must place value on managers openly admitting their limitations or past mistakes, rather than penalizing such behaviors (Owens et al., 2019). Additionally, companies can offer leadership training programs that assist managers in recognizing their shortcomings and appreciating the strengths of others, perceiving limitations as opportunities for growth.

To underscore the pivotal roles played by attitude in driving pro-environmental behaviors, companies should take proactive steps by introducing immersive environmental protection lectures and comprehensive training programs. By adopting these measures, companies can illuminate the importance of environmental preservation in the minds of individuals, subsequently nurturing a heightened sense of environmental consciousness. This awareness, in turn, will pave the way for the cultivation of a resolute and affirmative attitude, fostering a workplace culture where the integration of green practices into tasks is approached with enthusiasm and dedication.

5.5 Limitations and Future Directions

This study has its limitations. Firstly, the data collected from the Pakistan hospitality industry might not accurately represent other populations. Therefore, it's advisable to approach the study's findings with care when attempting to generalize them to other industries. Future researchers could focus on confirming the current model's validity across various sectors and geographical areas. This approach would facilitate the development of more robust conclusions, as management practices and their outcomes tend to differ across organizations, industries, and geographic locations (Bloom & Van Reenen, 2010). Secondly, due to the nature of the research design, this study refrains from drawing cause-effect conclusions as its primary focus was on exploring the influence of one variable on another. To establish causality among the researched variables, future studies may benefit from adopting a longitudinal approach.

Third, the present study does not test for mediation, nor does it involve any moderator. This decision was made due to the already substantial number of hypotheses in the study. Future researchers can do serial mediation to check the indirect impact of LGH on GTC. Furthermore, it is noteworthy that LGH has the potential to act as a moderator between attitude and intention towards GTC or other pro-environmental behaviors (e.g., green behavior). Hence, future studies

can investigate such a unique proposition and confirm whether it increases individuals' intention toward GTC as well as their green behaviors. Fourth, our study specifically investigated the impact of LGH solely on GTC. Future researchers could explore the effect of LGH on other green behaviors, like green organization citizenship behavior, green advocacy, green voice behavior, and green work engagement.

Additionally, future researchers could explore the relative significance of other green leadership styles alongside LGH. For example, investigating whether green inclusive leadership, LGH proves more effective in predicting green behavioral outcomes could contribute to the literature on green leadership styles within the hospitality sector. Finally, the present study's focus was to explore the impact of LGH on employees' green behavior. It would be interesting to examine whether LGH can also lead to positive non-green outcomes, such as enhanced job performance or creativity. In essence, it is crucial to determine whether the impact of LGH extends beyond promoting green behaviors.

5.6 Conclusion

As each day unfolds, our world experiences various natural disasters resulting from environmental pollution and the effects of global warming. The degradation of the environment has now escalated to a point where it poses a significant threat to human life. In response to these alarming developments, organizations must implement environmental regulations. However, the success of the sustainable practices taken by organizations depends heavily on employees' green behavior in the workplace. The finding of the present study shows that LGH influences attitudes, perceived behavioral control, subjective norms, and moral obligations, which in turn impact employee's intention to engage in GTC (green behavior). The finding of this research will not only assist organizations in minimizing their environmental footprint but also contribute to enhancing customer satisfaction, which will lead to greater sales profits. Moreover, the study will help to achieve the United Nation's sustainable goal. Specifically, SDG number 12, referred to as "responsible consumption and production," along with SDG number 13, which calls for action against climate change and its effects. The study suggests pathways for organizations to reduce their environmental footprint.

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APPENDIX

Questionnaire

Section 1: Demographic Information

1.	Gender	□ Male □ Female □ Prefer not to say
2.	Age *(Please Specify)*	□ Less than 18 □ 18-23 □ 24-29 □ 30-35 □ 35-40 □ above 40
3.	Qualification	□ Matriculation □ Intermediate □ Bachelors □ Masters □ PhD □ Professional certification
4.	Hotel Category	□ One Star □ Two Star □ Three Star □ Four Star □ Five Star
5.	Experience (in years)	□ less than 1 year □ 1 year □ 2 to 3 years □ 4 to 5 years □ More than 5 years
6.	Industry/Sector	□ Hospitality □ Others
7.	Does your job require direct contact with customers?	□ Yes □ No

Section B: For each statement below please circle the appropriate responses:
1 = Strongly Disagree (SDA), 2 = Disagree (DA), 3 = Neutral (N), 4 = Agree (A),
5 = Strongly Agree (SA)

Leader's Green Humility	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. My manager actively seeks feedback on green practices even if it is critical.	1	2	3	4	5
2. My manager admits it when he/she doesn't know how to implement green practices.	1	2	3	4	5
3. My manager acknowledges when others have more knowledge and skills on green practices than him- or herself.	1	2	3	4	5
4. My manager takes notice of others' strengths towards green practices.	1	2	3	4	5
5. My manager often compliments others on their strengths towards green practices.	1	2	3	4	5
6. My manager shows appreciation for the unique contributions of others towards green practices.	1	2	3	4	5
7. My manager is willing to learn about green practices from others.	1	2	3	4	5
8. My manager is open to the green ideas of others toward environmentally sustainable practices.	1	2	3	4	5

9. My manager is open to the advice of others toward green practices.	1	2	3	4	5

Green Task Crafting	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. I introduce new approaches to green practices to improve my work.	1	2	3	4	5
2. I change the scope or types of tasks into green tasks that I complete at work.	1	2	3	4	5
3. I introduce new green work tasks that I think better suit to my skills or interests.	1	2	3	4	5
4. I choose to take on additional green tasks at work.	1	2	3	4	5
5. I give preference to green tasks that suit my skills or interests.	1	2	3	4	5

Subjective Norms	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. Most people who are important to me think that I should introduce or give preference to green work tasks.	1	2	3	4	5
2. My supervisor expects that I should introduce or give preference to green work tasks.	1	2	3	4	5
3. My colleagues expect me to introduce or give preference to green work tasks.	1	2	3	4	5
4. I feel pressure to introduce or give preference to green work tasks.	1	2	3	4	5

Perceived Behavioral Control	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. Whether or not I introduce or give preference to green work tasks is completely up to me.	1	2	3	4	5
2. I am confident that if I want, I can introduce or give preference to green work tasks.	1	2	3	4	5
3. I have resources, time, and opportunities to introduce or give preference to green work tasks.	1	2	3	4	5

Moral Obligation	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. I feel guilty if I do not introduce or give preference to green work tasks.	1	2	3	4	5
2. I feel morally obliged to introduce or give preference to green work tasks.	1	2	3	4	5

3. I feel proud when I introduce or give preference to green work tasks.	1	2	3	4	5
4. I would violate my principles if I would not introduce or give preference to green work tasks.	1	2	3	4	5

Behavioral Intention towards green task crafting	**SDA (1)**	**DA (2)**	**N (3)**	**A (4)**	**SA (5)**
1. I am willing to introduce new approaches to improve my green work practices.	1	2	3	4	5
2. I am willing to change the scope or types of tasks into green tasks that I complete at work.	1	2	3	4	5
3. I am willing to introduce new green work tasks that I think better suit to my skills or interests.	1	2	3	4	5
4. I am willing to choose to take on additional green tasks at work.	1	2	3	4	5
5. I am willing to give preference to green tasks that suit my skills or interests.	1	2	3	4	5

Attitudes

1. For me, introducing new approaches to green practices is

Very unfavorable	Somewhat unfavorable	Indifferent	Somewhat favorable	Very favorable

2. For me, changing the scope or types of tasks into green tasks is

Useless	Slightly useful	Somewhat useful	Very useful	*Extremely useful*

3. For me, choosing to take on additional green tasks at work is

Very unfavorable	Somewhat unfavorable	Indifferent	Somewhat favorable	Very favorable

4. For me, giving preference to green tasks that suit my skills or interests is

Very unpleasant	Unpleasant	Acceptable	Pleasant	Very pleasant

5. For me, introducing new green work tasks that I think better suit to my skills or interests is

Very unpleasant	Unpleasant	Acceptable	Pleasant	Very pleasant