

Green HRM, environmental awareness and green behaviors: The moderating role of servant leadership

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ABSTRACT

Given the numerous environmental issues facing the hotel industry, there is growing pressure to respond to them by implementing sustainable strategies such as green human resource management (HRM) practices. Thus, there is a need to examine how green HRM enhances environmental performance. Accordingly, this study explores the causal relationship between green HRM, employees' pro-environmental performance (P-EP), environmental awareness, and servant leadership. The data were collected from employees working in hotels in Almaty, Kazakhstan. Smart PLS was utilized to conduct validity and reliability tests and to design structural equation modeling. The findings show that environmental awareness mediates the impacts of green HRM on proactive P-EP, but does not support task-related P-EP. Also, servant leadership does not moderate the relationship between green HRM and task-related. Drawing on social exchange, social cognitive, and social learning theory, this study provides theoretical contributions, practical implications, and useful recommendations for managers and scholars in the hospitality industry.

1. Introduction

Almost a century and a half of global industrial development has created significant environmental problems in many countries (Watson & Tidd, 2018). For example, activities conducted within the tourism industry lead to environmental problems such as climate change; loss of natural resources; the emission of various environmental pollutants that impact the air and water, as well as the emission of sound and light pollution; and even species extinction. These industrial processes and their destructive effects threaten the global environment, as well as economic and social well-being. This necessitates public attention to environmental or green issues, including energy conservation, recycling, and renewable energy sources such as solar, wind, and geothermal energy (Ecer, Pamucar, Mardani, & Alrasheedi, 2021). In particular, the hazards of environmental issues have led several industries to show a tendency to focus on green performance and to begin educating and training their employees in green performance in recent years. Among these industries, the hospitality industry has made a positive impact on the preservation of the environment through reduced consumption of energy and water, better use of durable and consumable goods, and reduced generation of solid and hazardous waste (Gürlek & Tuna, 2018;

Kim, Lee, & Fairhurst, 2017; Pham, Tučková, & Jabbour, 2019).

Tourism and hospitality researchers have studied various green topics, including green management, green HRM, green policies and practices, green innovation, green work attitudes and green outcomes (e.g., Cabral & Jabbour, 2020; Gürlek & Koseoglu, 2021; Jaaron & Backhouse, 2019; Mzembe, Melissen, & Novakovic, 2019; Peng, Lee, & Lu, 2020). Among these studies, the role of green HRM practices in environmental outcomes has been especially prominent, several researchers focusing on this area (e.g., Pham, Hoang, & Phan, 2019; Yong, Yusliza, & Fawehinmi, 2019; Zhang, Luo, Zhang, & Zhao, 2019). Green HRM is one of the most important aspects of environmental human resource systems. Green HRM is based on an environmentally friendly perspective and aims to promote a green organizational culture to encourage employees to conduct their work in the most environmentally friendly way possible. In addition, green management focuses on educating the workforce about environmental goals and creating competitive advantage based on environmental considerations. Referring to existing green HRM policies and principles, such management entails fostering commitment among employees to the environment and to teamwork in this area, and to recruiting, rewarding, encouraging personal growth of, and training employees in line with the organization's environmental goals

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(Kim et al., 2017; Pham, Hoang, & Phan, 2019).

However, although the link between green HRM practices and P-EP is well established, Chaudhary (2020) claimed that any study of how green HRM will shape green performance is incomplete without a consideration of its process. Indeed, recent studies have highlighted the lack of research on the process by which green HRM leads to pro-environmental behaviors (Pham, Thanh, Tučková, & Thuy, 2020). Pham, Tučková, and Jabbour (2019) emphasized the lack of in-depth study on the relationships between green HRM practices and existing factors, such as green employee performance, green human capital, the roles of intermediaries, and interactions among green HRM practices in organizational performance. Chaudhary (2020) proposed that alternative mediating mechanisms should be examined to further understand the dynamics of the relationships between green HRM and P-EP. To address this gap, this research tests the process of the mediating role of environmental awareness in the causal relationship between green HRM and task-related and proactive P-EP.

In addition, as highlighted by Pham, Hoang, and Phan (2019), there is a need for further research on the role of interactions between green HRM practices and organizational green outcomes, as well as on how green HRM affects employees' awareness, knowledge, and motivation to engage in green activities in the organization. The literature shows that leadership contributes to optimal organizational outcomes by influencing organizational attitudes and performance (Khuwaja, Ahmed, Abid, Adeel, & Wanasika, 2020; Saleem, Zhang, Gopinath, & Adeel, 2020). In particular, servant leadership has been identified as one of the influential factors moderating the relationships between green HRM and green organizational performance (Ying, Faraz, Ahmed, & Raza, 2020). A feature of servant leadership traits is that they are self-sacrificing and are more likely to instill a sense of community interest among employees. Servant leadership pays considerable attention to community service (Ying et al., 2020), while green HRM and P-EP are closely aligned with protecting the environment and community by considering and minimizing environmental concerns. Therefore, it is essential to examine how servant leadership moderates these relationships (Ying et al., 2020).

Although previous studies have paid attention to the behavioral and attitudinal outcomes of servant leadership, none of them has examined the P-EP-environmental performance (Gui, Zhang, Ouyang, & Zou, 2020). Accordingly, to fill this gap, the present study investigates the interaction effect of green HRM and servant leadership on employees' task-related and proactive P-EP in the hospitality industry. From the authors' perspective, the role of servant leadership is necessary to augment the effects of green HRM on employees' P-EP. Indeed, some researchers have argued that psychological empowerment could be a fundamental mechanism for describing the role of servant leadership in employees' outcomes (Newman, Schwarz, Cooper, & Sendjaya, 2017).

Theoretically, the results of this study will add to the HRM and green performance literature by providing insights regarding the integration of human resources, green HRM practices, and environmental management issues, which have been recognized as key factors in the greening of organizations. Furthermore, this study adopts social exchange, social cognitive, and social learning theories to support the hypotheses' development in evaluating the direct, mediating, and moderating mechanisms by which green HRM affects employees' environmental performance. In addition, the results of this study will provide new information and evidence related to green HRM and its outcomes in hotels in emerging economies, which have been less studied to date, and are thus less understood (Pham, Hoang, & Phan, 2019). Understanding the Kazakhstan context is expected to add substantial evidence to the multidisciplinary field of green HRM and P-EP in the hospitality industry (Olya, Altinay, Farmaki, Kenebayeva, & Gursoy, 2020).

In practice, this study aims to show how green HRM policies can be effectively implemented in organizations to achieve a green organizational culture and encourage employees to adopt green behaviors. In terms of managerial implications, this study shows how organizations may promote green behaviors among employees by endorsing

environment management programs, developing green HRM practices, and introducing various processes related to in green HRM.

2. Literature review and hypotheses development

2.1. Green human resource management

HRM is a strategic approach to effectively managing employees in an organization so that they help their business gain competitive advantages. This is structured and designed to maximize employee performance in meeting the strategic goals of employers. Green HRM can be defined as HRM practices and policies that sustain a business and, more importantly, aim to prevent damage arising from anti-environmental activities in organizations (Yusoff, Nejati, Kee, & Amran, 2020). Green HRM practices and principles can be considered as a set of approaches, policies, methods, and strategies that motivate a company's employees to perform green behavior and create an environmentally compatible work environment that is resource-efficient and socially responsible (Ren, Tang, & Jackson, 2018). Green HRM focuses on training employees in green practices and enhancing employees' environmental awareness, environmental efficiency, environmental involvement, and environmental performance (Pham, Hoang, & Phan, 2019). The green HRM method is considered as one of the best ways to help organizations implement environmentally friendly programs, especially by training employees to have the ability to assess environmental problems in the organization (Renwick, Redman, & Maguire, 2013). Green HRM is a key constructs in this study because it is still a relatively new approach that involves functions such as recruitment and selection, rewards and motivation, training and development, and evaluations that help create an environmentally friendly workplace (Yong, Yusliza, Ramayah, & Fawehinmi, 2019). More importantly, green HRM is under-researched (Pham et al., 2020). Some of the underlying strategies of green HRM are investment in employees who are worried about environmental problems, making employees aware of organizational environmental processes and empowering them to participate in those processes, and creating an environmentally friendly organizational culture (Kim, Kim, Choi, & Phetvaroon, 2019; Renwick et al., 2013).

2.2. Pro-environmental behavior

Pro-environmental behaviors, which are those behaviors that consciously seek to minimize the negative impact of an individual's actions on the natural and constructed world, can be an effective way to achieve effective workplace sustainability programs (Kollmuss & Agyeman, 2002). This refers to employees' activities aimed at reducing the negative consequences of people's actions, such as by recycling, reducing waste, saving water, and reducing energy consumption (Stern, 2000). Task-related P-EP and proactive P-EP are grouped under the pro-environmental behaviors category (Bissing-Olson, Iyer, Fielding, & Zacher, 2013; Zhang et al., 2019). Task-related P-EP refers to behaviors that are formally required by the organization and defined in the context of employee duties (Norton, Zacher, & Ashkanasy, 2014). Task-related P-EPs are employees' performance of their essential duties in an environmentally friendly manner. Therefore, special attention is paid to the number of employees who perform their main organizational tasks in ways that help to protect natural resources and the environment (Bissing-Olson et al., 2013). The concept of proactive P-EP refers to the degree of employee initiative in green behaviors that go beyond those employees' job responsibilities. This type of behavior does not stem from job conditions or job descriptions but arises from personal involvement in working with unpredictable issues (Bissing-Olson et al., 2013). Proactive P-EP, which is a relatively under-researched area (Ahmed et al., 2021; Tian, Zhang, & Li, 2020), is a key construct in this study because it involves a dependent and proactive approach to work, such as by providing environmental recommendations, making necessary changes, identifying environmental problems, and finding solutions to those problems.

2.3. Green HRM and P-EP

Employees' green behaviors can be promoted by the organization to minimize negative impacts and maximize positive impacts on the environment (Norton, Zacher, Parker, & Ashkanasy, 2017). Employees can be environmentally friendly while performing their assigned tasks. In addition, they can make broader and "greener" changes to their workplace policies that are supported by organization (Ramus & Steger, 2000).

In this regard, social exchange theory (SET) (Emerson, 1976) provides a useful perspective on the relationship between green HRM and P-EP. Researchers use SET to clarify and explain the application of HRM policies and procedures to employee interactions. According to SET, if employees know the benefits and results of using green practices, they are more likely to volunteer to engage in the company's environmental plans and activities (Paillé & Meija-Morelos, 2019; Pham, Tučková, & Jabbour, 2019; Pham et al., 2020). Scholars have argued that green HRM can be implemented through the realization of green practices, that it has a beneficial effect on employees' environmental behavior, and that it ultimately meets organizational environmental goals (Kim et al., 2019; Tang, Chen, Jiang, Paillé, & Jia, 2018; Zhang et al., 2019).

Some studies have demonstrated that green HRM has a clear impact on the green behaviors of employees in the hospitality industry (Pham et al., 2020; Kim et al., 2019). Results have shown that employees' training and participation in green HRM practices are the main factors stimulating employees' commitment, green behaviors, and organizational citizenship behaviors toward the environment. Although many environmental management researchers have examined environmental management practices for green behaviors and waste minimization in the hotel sector, to the best of our knowledge no research has focused on the role of green HRM in two main types of P-EP among hotel employees. Researchers have argued that task-related and proactive P-EBs, as two representatives of green behaviors, are important indicators in green HRM studies for examining the implications of green HRM (Chaudhary, 2020; Tian et al., 2020; Zhang et al., 2019).

Green HRM practices are expected to directly impact employees' task-related P-EB because, first, green behaviors comprise part of the company's performance policy and, second, employees are formally appreciated and rewarded for green behaviors, which makes them typical in the workplace. However, proactive P-EP may not be directly affected by green HRM practices because these behaviors are not formally defined and recognized in the organization and are not part of the organization's routine performance. Rather, they go beyond defined organizational frameworks and can be influenced by employees' knowledge of the organization's green culture, their green training in the organization, their personal desire to enact green behaviors, and their level of environmental awareness and connectedness to the environment (Chaudhary, 2020; Dumont, Shen, & Deng, 2017).

Along these lines, we suggest that green HRM principles improve employees' green behaviors in the workplace and lead to task-related and proactive P-EP; therefore, we propose the following hypotheses:

H1a. : Green HRM positively relates to task-related P-EP.

H1b. : Green HRM positively relates to proactive P-EP.

2.4. Environmental awareness

Environmental awareness is a multidimensional concept that is known to influence an individual's information, knowledge, attitudes, tendency, behaviors, intentions, attempts, and actions (Wan, Chan, & Huang, 2017). It is related to the psychological factors that determine people's propensity toward pro-environmental activities, attitudes, and behaviors (Zhang, Zhang, Zhang, & Cheng, 2014). An ecologically mindful person or pro-environmentalist is someone who engages in a wide variety of P-EBs and activities and has certain values and attitudes (Yeh, Ma, & Huan, 2016). Higher awareness of the environment and related issues leads to a better understanding of the importance of

environmental protection for human well-being. Environmental awareness concentrates on the "4 R's": reduce, reuse, recycle, and rethink (Gabarda-Mallorquí, Fraguell, & Ribas, 2018). It refers to the understanding that the environment is fragile and that it is important to maintain the environment. Promoting environmental awareness requires a deep understanding of environmental issues, which is an effective way to improve environmental behaviors and green performance. Environmental awareness is a key construct in this study because the core nature of sustainability and environmental awareness addresses the issue of HRM as a strategic tool both for raising awareness and for greening the organization and society at large (Benevene & Buonomo, 2020).

2.5. Environmental awareness, green HRM and P-EP

Social cognitive theory (SCT) holds that parts of an individual's knowledge acquisition can be directly related to others' observations of social interactions, experiences, education, and the influence of external media (Bandura, 2001). External factors impact on the capacity of people to intentionally choose, execute, and manage their own actions to fulfill expected outcomes. From the socio-cognitive perspective, people not only react differently to external factors, but they are also agile and able to adjust themselves (Bandura, 2001). When employees have a better understanding of their environment, of its importance for the survival of all creatures in the world, and, most importantly, of their significant role in protecting it, then they can be more positively involved with environmental issues.

According to SCT, green HRM affects employees' functioning regarding the environment not directly but by enhancing their environmental awareness. It is supposed that green HRM is the process by which all staff are informed and encouraged to improve their environmental proficiencies so that they can facilitate the achievement of organizational targets more effectively. An environmental awareness-based training program enhances employee skills how to protect their environment and increases their emotional involvement in improving the company's environmental performance (Daily, Bishop, & Massoud, 2012; Fernández, Junquera, & Ordiz, 2003). Roscoe, Subramanian, Jabbour, and Chong (2019) argued that hiring employees who have environmental consciousness, and then consistently and effectively training those employees, will promote environmental awareness in the company's various operations. These activities and programs ensure that environmental consciousness is embedded in employees' behaviors, practices, and habits. They reinforce employees' attempts to perform environmentally responsible tasks that improve their company's environmental performance (Roscoe et al., 2019).

P-EB is a conscious action taken by employees to reduce the negative impact of human activities on the environment or to improve the quality of the environment. It has been displayed that if employees are well knowledgeable of environmental issues and problems, they behave in environmentally friendly manners. Green HRM focuses on training employees and increasing employees' knowledge of and commitment to issues of sustainability (Dumont et al., 2017; Pham, Hoang, & Phan, 2019). The main purpose of green HRM is to make employees aware of the complexities of environmental management, particularly what actions are needed, how environmental management works, and how it helps the environment (Ahmad, 2015). Kim et al. (2019) claimed that human resource managers should provide green systems and training programs related to environmental protection to their employees, which would help employees not only to understand the environmental policies but also to become aware of the importance of environmental protection, which would in turn activate them to show P-EB.

Chan, Hon, Chan, and Okumus (2014) argued that environmental awareness is so important that its absence may lead to the avoidance of task-related P-EPs. When work-related environmental knowledge is available and employees are aware of environmental issues, environmentally friendly behavior becomes common among employees and part of their routine tasks, which can even lead to environmental

initiatives and proactive P-EP in the workplace.

However, regardless of the particular mechanism for enhancing P-EP, it seems like there is not enough impractical research has been done to link green HRM to employees' P-EP via environmental awareness (Zhang et al., 2019). Thus, further studies should be conducted to understand the mechanisms underlying green HRM and task-related and proactive P-EP, such as environmental awareness. In addition, these aspects should be studied in various organizational contexts, such as the hospitality industry.

Accordingly, we suggest that implementing green HRM in the organization leads to employees' environmental awareness and then directly to their task-related and proactive P-EP in the organization. Therefore, we propose the following hypotheses:

H2a.: Environmental awareness mediates the impact of green HRM on task-related P-EP.

H2b.: Environmental awareness mediates the impact of green HRM on proactive P-EP.

2.6. Servant leadership

Servant leadership focuses on serving individuals instead of the individuals working to serve the leader, and a servant leader is someone whose aim is to serve others and ensure that the needs of others are met (van Dierendonck, 2011). According to the philosophy of servant leadership, a servant leader portrays an altruistic personality in favor of the followers and assists them grow and learn by providing opportunities to experience and improve their material and spiritual condition (Eva, Robin, Sendjaya, van Dierendonck, & Liden, 2019). One of the important characteristics of servant leaders that distinguish them from other type of leaders is caring for and paying attention to the community. Given their holistic view of the organization, the environment, and society, service leaders are active in providing support, direction, and resources to followers. Stewardship is one of the main features of servant leaders, according to which such leaders present themselves as role models for the performance of social responsibilities. In the field of green performance, servant leaders enhance their followers' positive understanding of pro-environmental behaviors by their role-modeling of environmental values (Ying et al., 2020). A servant leader considers it his/her moral responsibility to protect the interests of all stakeholders, including staff and clients, to create value for the community, and to pay attention to community service. Servant leaders act selflessly and strive to broaden their subordinates' sense of care for the community (Eva et al., 2019). Servant leadership is one of the main constructs of this study due to its distinctiveness and ability to explain different outcomes better than other forms of leadership can (Hoch, Bommer, Dulebohn, & Wu, 2018; Ying et al., 2020).

2.7. Servant leadership, green HRM, P-EP, and environmental awareness

Leadership is the art of motivating and persuading a group of people to achieve a common goal. Leadership derives from social influence, rather than from strict hierarchy or seniority. It is one of the most important topics in organizational contexts and has been studied in relation to several employee performance outcomes (Hassi, 2019; Swanson, Kim, Lee, Yang, & Lee, 2020). Servant leadership is one of the most effective leadership styles and has been considered by many researchers. Numerous empirical studies in the area of hospitality have examined the positive impacts of servant leadership on followers' attitudinal and behavioral outcomes, such as psychological empowerment (Yang, Gu, & Liu, 2019), organizational commitment (Lapointe & Vandenbergh, 2018), work engagement (Bao, Li, & Zhao, 2018), job satisfaction (Farrington & Lillah, 2019), service quality performance (Qiu, Dooley, & Xie, 2020), organizational citizenship behavior (Elche, Ruiz-Palomino, & Linuesa-Langreo, 2020), proactive customer service performance (Ye, Lyu, & He, 2019), and employee creativity (Yang et al., 2019).

According to social learning theory (SLT), servant leaders help followers to develop their full personal capacities, they promote their followers' service-oriented behaviors in the organization by empowering them, and, in a role-modeling process, they provide opportunities for their followers to examine and imitate the leader's behaviors (Liden, Wayne, Liao, & Meuser, 2014). The use of a reward and punishment system by servant leaders to reinforce specific behaviors in the organization can encourage employees to pursue organizational roles and actions in order to implement organizational goals (Saleem et al., 2020).

Although some researchers have worked on the issue of environmentally specific servant leadership (Luu, 2020; Tuan, 2020), and despite the importance of green behavior in organizations, there are no studies that show environmental performance as a behavioral consequence of servant leadership in the meta-analytic review study by Gui et al. (2020). As far as we know, the present research is one of the first to discuss the moderating role of servant leadership in environmental research (Ying et al., 2020). By applying SLT, this study proposes that if employees have servant support from their organizations, they will show more P-EBs under green HRM in the organization. In the following, we address the moderating role of servant leadership in the above-given relationships separately.

Servant leadership affects employees' behaviors through social learning and social exchange mechanisms (Ling, Lin, & Wu, 2016). In the organization, servant leadership and supportive attitudes toward employees make them more determined in their task-related work. We believe that this behavior among employees applies to various types of performance and is not specifically related to a certain type of performance. Whatever the goals of the organization, servant leaders encourage and direct employees toward those goals. With regard to green performance, if this issue is defined in the organization and is on the agenda, servant leaders persuade and encourage employees to perform their green duties. Although some studies (e.g., Ling et al., 2016) in the hospitality context have examined the role of servant leaders in employee performance, we argue that the results extend to task-related P-EP. We expect that if green HRM is implemented in interactions with servant leaders in the organization, it will lead to a significant increase in task-related P-EP. To the best of our knowledge, the moderating role of servant leadership in green HRM and task-related P-EP has not been examined to date; however, existing studies (Chaudhary, 2020; Tian et al., 2020; Zhang et al., 2019) have provided empirical evidence that enables us to develop a hypothesis based on the interaction effect of green HRM and servant leadership, which can have a double effect on employees' task-related P-EP. Therefore:

H3a.: Servant leadership moderates the impact of green HRM on task-related P-EP.

It has been argued that servant leaders prioritize employees' needs and emphasize employees' empowerment and capabilities toward activating their desires and passions, which has been proven to motivate employees to be fully engaged and to strive toward outstanding success at work (Ye et al., 2019). Servant leaders concentrate on empowering employees, involving them in decision-making and constantly supporting their development. They believe that employees who are motivated and empowered can perform productively by demonstrating innovative behaviors and going beyond their daily routine tasks to meet customer expectations and satisfaction. Accordingly, we suggest that servant leadership stimulates hospitality employees to show personal initiative when performing environmentally friendly actions in the workplace. Beyond that, we believe that servant leadership, if it interacts with the principles of green HRM, has a stronger effect on the green performance of employees and, with its specific strategies, leads to proactive environmental behaviors among employees. Therefore:

H3b.: Servant leadership moderates the impact of green HRM on proactive P-EP.

Servant leadership acts as a very important motivating factor that

can provide employees with valuable resources and information that are essential to their work and personal growth, including learning opportunities (Eva et al., 2019). Following SLT regarding the significance of the leader's role modeling as the main process through which social influences occur in an organization, social learning helps employees to better interact and cooperate with others and to retain critical information, which in turn leads to more effective organizational performance. In other words, servant leaders help employees obtain and retain the information they need to work more effectively in the organization (Qiu et al., 2020). In order to help followers grow to perform better, servant leaders provide opportunities for them to gain professional knowledge and also strive to provide useful information and awareness of what may be beneficial to the individuals and to the organization (Karatepe, Aboramadan, & Dahleez, 2020). If the principles of the organization are based on a specific type of performance, such as green performance, it is obvious that a service leader will take steps to inform employees of the principles of green performance and environmental behaviors (Eva et al., 2019; Ying et al., 2020). As a result, we can assume that if the organization's focus is on environmental protection and implementing green HRM practices in the organization, and servant leaders also take steps in this direction, it will have a double effect on employees' environmental awareness to show P-EP. Therefore:

H3c: Servant leadership moderates the impact of green HRM on environmental awareness.

The research model (see Fig. 1) shows a structural analysis of the study constructs (green HRM, environmental awareness, servant leadership, task-related P-EP, and proactive P-EP).

3. Methodology

3.1. Research context

This research was conducted in four- and five-star hotels in Almaty, Kazakhstan. Hotels in Almaty were selected for the sample because Almaty is one of the most visited cities in Kazakhstan. It is considered a financial, tourist, and cultural center in Kazakhstan, where tourism is one of the most advanced industries, and there are numerous four- and five-star international hotels in the city, which annually hosts tourists from all over the world (Almaty Kazakhstan Population, 2019).

An overview of the available data shows that Kazakhstan has taken important steps in the field of environmentally friendly activities. Kazakhstan has established legal frameworks and policies related to the environment, greening the economy, monitoring the environment and related activities, public participation, and various training and education programs for sustainable development. Kazakhstan is trying to

integrate environmental considerations into its policies in the energy, industrial, agricultural, and health sectors. In addition, its climate change adaptation and mitigation measures, and its contribution to international mechanisms, are significant. Almaty (the former capital of Kazakhstan), which had a population of 1.8 million at the start of 2018, remains the most important scientific, cultural, and financial centre (Ostrovskiy, Garkavenko, & Rybina, 2021; UN, 2019). Executive reports from Almaty and other metropolitan cities in Kazakhstan show evidence of countless efforts to enhance and improve the quality of public transport services, develop a user-friendly recycling infrastructure, and move toward eco-friendly fuels. As of early 2018, several councils have been established to create mechanisms and planning to address the growing pressures from the tourism sectors on protected areas (UN, 2019). In addition, hospitality, as an integral part of tourism, has a significant impact on the development of foreign economic relations in Kazakhstan (Myrzaliyev, Nahipbekova, Dandaeva, Izzatullaeva, & Baibosynova, 2018); however, to the best of our knowledge, Kazakhstan's hotel industry's environmental policies have not yet been studied. The contribution of the hospitality industry to environmental pollution is highly obvious (e.g., the production of greenhouse gases through commercial refrigeration and air conditioning systems in hotels), and studies are needed to investigate the factors and strategies needed to prevent and reduce these issues in order to protect the environment. This study is one of the first on environmental policies in the hotel industry in Almaty, Kazakhstan, to examine the existence and impact of green HRM on hotel employees' pro-environmental performance.

3.2. Data collection process

The purposive sampling technique was used to select the four- and five-star hotels. This approach increased the likelihood of selecting the most appropriate sample, since high-star hotels are more likely to adopt advanced green HRM practices in their operations because their basic structure and organizational culture entails accepting and implementing green management programs (Pham et al., 2020). In addition, similar previous studies on green HRM have collected data from four- and five-star hotels (Ababneh, 2021; Pham, Hoang, & Phan, 2019).

Out of 41 hotels (eight five-star and 33 four-star hotels), five five-star and ten four-star hotels agreed to cooperate with us. After human resource departments' approval, questionnaires were distributed to the available employees. The respondents were required to answer the items and return the answered questionnaire to the person in charge. Two hundred eighty six questionnaires were distributed among employees in person (100 questionnaires to five-star hotels, with the rest to four-star hotels), and 222 questionnaires were returned, of which 220 questionnaires were valid (76.92% response rate). A total of 139 (63.18%)

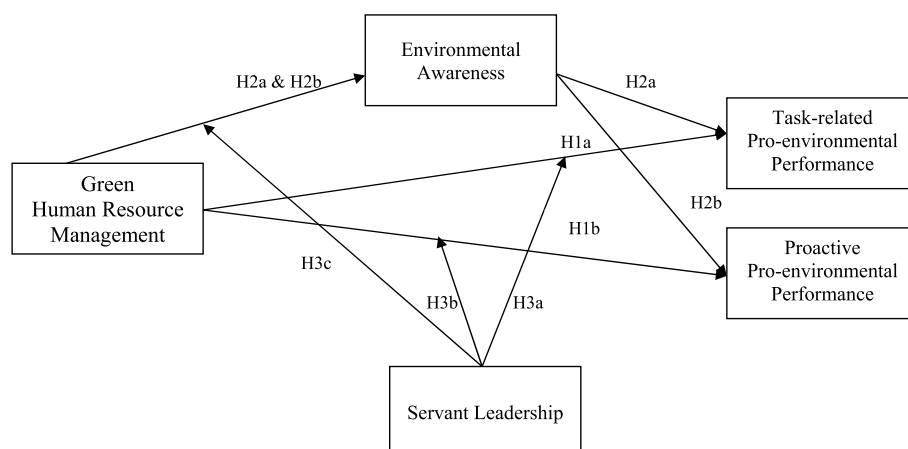


Fig. 1. Proposed mediating and moderating model of pro-environmental performance.

questionnaires were collected from 10 four-star hotels and 81 (36.82) from five five-star hotels. The sample size is consistent with the sample size of other researchers who have conducted their studies in Kazakhstan (Nahipbekova & Kuralbayev, 2018; Trusheva & Syzdykbaeva, 2018).

3.3. Procedural remedies

In order to reduce common method variance problems in the comprehension stage of the data collection process, the survey questionnaire was carefully designed and procedural remedies during the process of data collection were applied (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). First, the questionnaire included instructions on how to answer the items. We reassured respondents of the anonymity, confidentiality as well as voluntary participation in the survey, and we asked them kindly to answer the items as honestly as possible. In addition, we informed them that there was no right or wrong answer. Then, we systematically examined the construction of each item to ensure that vague, ambiguous, and unfamiliar phrases were not included, and we kept the language as simple and clear as possible. Moreover, the order of the statements was balanced to reduce the probability of respondents "guessing" (Malhotra, Kim, & Patil, 2006).

3.4. Measurements and analysis

Six items adapted from Shen and Benson (2016) and Hsiao, Chuang, Kuo, and Yu (2014) were used to evaluate green HRM; these were also used by Kim et al. (2019). Seven items were adopted from Liden et al. (2014) to measure servant leadership, which were also used by Karatepe, Ozturk, and Kim (2019). Four items were used to evaluate environmental awareness, which adapted from Han and Yoon (2015), and Ryan and Spash (2008); these were also used by Rezapouraghdam, Alipour, and Darvishmotevali (2018). Employee task-related and proactive P-EP were tested by using three items based on Bissing-Olson et al. (2013), which were also used by Dumont et al. (2017).

The respondents were asked to respond to all the questions using a five-point Likert scale. In addition, measurements were first created in English and then all of them translated into Russian by a professional English-Russian translator. Subsequently, all measurements were translated back into English to check the comparability. A pilot study was conducted by inviting 12 employees to complete the survey to assess the understand ability of the questions and the time taken for completion, and to identify any other issues. The outcome of the pilot study was satisfactory and no revisions were deemed necessary.

A consistent partial least squares (PLS) algorithm was applied to conduct confirmatory factor analysis and evaluate measurement reliability and validity. Consistent PLS bootstrapping was used to test the causal relationships of the studied hypotheses.

4. Results

4.1. Respondents' demographic information

More than half of the respondents (55.9%) were male, with the rest being female. In the age category, 53.2% of employees were between the ages of 18 and 27, showing that the majority of the hotels' workforce was at their most active age, while only 0.5% was aged 58 or above. In terms of academic qualifications, more than half of the respondents (55.9%) had an undergraduate degree, and 23.2% had a vocational certificate. With regard to working experience at the hotels, 44.2% of the respondents had held their jobs for 1–5 years, while only 5.5% had held their jobs for 16 years or more. Table 1 summarizes the demographic data of respondents.

4.2. Evaluation of reflective and formative measurements model

As recommended by Han and Yoon (2015), the reflective and

Table 1
Respondents' demographic information.

Item	Categories	Response	Percentage
Age	18–27	117	53.2
	28–37	63	28.6
	38–47	26	11.8
	48–57	13	5.9
	58 and above	1	0.5
Education	Primary & secondary school	7	3.2
	High school	9	4.1
	Vocational school	51	23.2
	Bachelor degree	123	55.9
Gender	Master or PhD	30	13.6
	Male	123	55.9
Tenure	Female	97	44.1
	Less than 1 year	71	32.3
Hotel	1–5 year	74	33.6
	6–10	46	20.9
	11–15	17	7.7
	16 and above	12	5.5
Hotel	four-star (n = 10)	139	63.18
	five-star (n = 5)	81	36.82

Sample size = 220.

formative constructs were evaluated before the structural model was assessed. Four steps (internal consistency reliability [ICR], indicator reliability, convergent validity, and discriminant validity) were utilized to assess the reflective measurement (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017).

First, all values of Cronbach's alpha (α) and composite reliability (CR) were above 0.70, which meets the minimum requirement of 0.70 and supports ICR. Second, according to the results of the consistent PLS algorithm analysis, some items were deleted for various reasons, such as low outer loadings (GHRM1 & GHRM3, LS1, LS4, LS5), to increase the average variance extracted (AVE) value (Proactive P-EP 3 & GHRM3) and improve the variance inflation factor (VIF) (Env. Awareness1). The majority of outer loadings exceed 0.70, which is the minimal required value, and only three items (SL2, SL3, and SL7) had loadings below 0.70. However, according to Hair et al. (2017) if deleting items with outer loadings between 0.40 and 0.70 does not improve the CR, they can be retained. After testing, the three items were retained and indicator reliability was confirmed. Third, convergent validity was used to test the measurements. The factor loading, AVE, and CR were used to assess the convergent validity. The AVE and CR values of the constructs were 0.527 and 0.817 for green HRM, 0.773 and 0.911 for environmental awareness, 0.516 and 0.807 for servant leadership, 0.661 and 0.854 for task-related P-EP, and 0.542 and 0.703 for proactive P-EP. As shown in Table 2, all factor loadings were significant, with AVE values above 0.5, and all the CR values were above 0.7 (Fornell & Larcker, 1981; Hair

Table 2
Evaluation of reflective measurement model.

Constructs and Items	Outer Loading	α	rho-A	CR	AVE	$\sqrt{\text{AVE}}$
Environmental Awareness		0.910	0.911	0.910	0.772	0.879
Env. Awareness1	–					
Env. Awareness2	0.856					
Env. Awareness3	0.865					
Env. Awareness4	0.923					
Task - related P-EP		0.854	0.854	0.854	0.661	0.813
Task- Related P-EP1	0.790					
Task- Related P-EP2	0.822					
Task- Related P-EP3	0.825					
Proactive P-EP		0.702	0.702	0.702	0.541	0.736
Proactive P-EP 1	0.758					
Proactive P-EP 2	0.714					
Proactive P-EP 3	–					

Table 3
Evaluation of formative measurement model.

Constructs and Items	VIF	Outer Weights	Outer Loadings
Green HRM			
GHRM1	–	–	–
GHRM2	1.768	0.316	0.737
GHRM3	–	–	–
GHRM4	1.822	0.308	0.718
GHRM5	1.591	0.320	0.747
GHRM6	1.659	0.301	0.702
Servant Leadership			
SL1	–	–	–
SL2	1.473	0.281	0.639
SL3	1.734	0.286	0.650
SL4	–	–	–
SL5	–	–	–
SL6	1.770	0.388	0.881
SL7	1.719	0.297	0.674

Note: GHRM = Green HRM; SL = Servant Leadership; VIF = Variance Inflation Factor.

et al., 2017), which supports convergent validity. Fourth, the heterotrait–monotrait (HTMT) ratio was applied to check discriminant validity (Henseler, Ringle, & Sarstedt, 2015). As shown in Table 4, the HTMT value is less than the 0.85 threshold, demonstrating that discriminant validity was established (Franke & Sarstedt, 2019). Moreover, the square root of the AVE values for each variable were greater than the correlation coefficient between the construct and other constructs, which support discriminant validity as well (Hair et al., 2017).

The formative measurement model was evaluated by testing convergent validity, collinearity issues, and the significance of the formative indicator. As discussed above, convergent validity was confirmed. To address the collinearity issue, VIF was measured. Table 3 shows that all VIF values were below 5, which indicates that there is no potential collinearity issue. Finally, the results confirmed the items' significance and relevance (outer weights and outer loadings).

4.3. Descriptive statistics

Table 4 shows the means, standard deviation, and correlations among all the variables. Green HRM significantly correlated with environmental awareness ($r = 0.282$), task-related P-EP ($r = 0.280$), and proactive P-EP ($r = 0.446$). Environmental awareness positively correlated with servant leadership ($r = 0.203$) and proactive P-EP ($r = 0.284$). Servant leadership also significantly and positively correlated with

Table 4
Descriptive statistics, correlations, and HTMT.

Variables	Mean	Standard Deviation	1	2	3	4	5
1- GHRM	3.252	0.804	1.000	0.328	0.118	0.336	0.590
2- Environmental Awareness	3.274	0.928	0.282*	1.000	0.236	0.098	0.355
3- Servant Leadership	3.421	1.038	0.063	0.203*	1.000	0.444	0.315
4- Task – Related P-EP	3.371	0.876	0.280*	0.086	0.368*	1.000	0.407
5-Proactive P-EP	3.148	0.937	0.446*	0.284*	0.237*	0.315*	1.000

Note: HTMT = Heterotrait – Monotrait Ratio (show in *Italic & Bold*); * $p < 0.001$ (2-tailed test).

Table 5
Direct and mediating effects.

		Dependent variable					
		Task-Related P-EP		Proactive P-EP		Env. Awareness	
Variables		$\beta(p)$	t	$\beta(p)$	t	$\beta(p)$	t
H1a&H1b	Independent						
	Green HRM	0.338 (0.001)	3.459	0.530 (0.000)	6.101	0.327 (0.000)	3.965
H2a&H2b	Mediator						
	Env. Awareness	–0.013 (0.868)	0.166	0.182 (0.018)	2.361		

Note: Environmental Awareness = Env. Awareness.

proactive P-EP ($r = 0.368$) and task-related P-EP ($r = 0.237$).

4.4. Hypotheses test results

Path coefficients and t-values were estimated by the consistent PLS bootstrapping method to test the study's hypotheses. Table 5 presents the findings for the direct effects and the two mediating effects. Hypotheses H1a and H1b assess the causal relationship between green HRM and task-related P-EP, and proactive P-EP, respectively. The findings demonstrate that green HRM is positively related to task-related P-EP ($\beta = 0.338$, $p < 0.01$) and proactive P-EP ($\beta = 0.530$, $p < 0.001$), which supports H1a and H1b. The results of the mediation analysis indicate that the relationship between green HRM and P-EP is partially mediated by environmental awareness ($\beta = 0.182$, $p < 0.05$), but there is no mediator confirmed between green HRM and task-related P-EP ($\beta = -0.013$, n.s.). Therefore, H2b is confirmed, but H2a is rejected.

In the next step, the moderating hypotheses were tested by using the consistent PLS bootstrapping method. H3a proposed that servant leadership moderates the impact of green HRM on task-related P-EP; H3b proposed that servant leadership moderates the impact of green HRM on proactive P-EP; and H3c proposed that servant leadership moderates the impact of green HRM on environmental awareness. Table 6 shows the three moderating effects. The results of the moderating analysis show that the interaction effect of green HRM and servant leaders on proactive P-EP ($\beta = 0.165$, $p < 0.001$) and on environmental awareness ($\beta = 0.135$, $p < 0.001$) is significant, whereas there is no significant interaction effect on task-related P-EP ($\beta = 0.048$, n.s.). Therefore, H3b and H3c are confirmed, but H3a is rejected.

Fig. 2, Panel B and C, indicate the significant positive moderating effect of servant leadership on the impact of green HRM on proactive P-EP and environmental awareness respectively. However, in Panel A, the interaction effect of servant leadership and green HRM on task-related PEP does not significant.

The results of path analysis (direct, mediating, and moderating) are graphically displayed in Fig. 3. Non-significant effect indicated as dotted line. The beta coefficients (β) value are significant at the level of * $p < 0.001$, ** $p < 0.01$, *** $p < 0.05$ (2-tailed).

5. Conclusion

5.1. Discussion

The present study set out to examine the mediating role of environmental awareness and the moderating role of servant leadership on

Table 6
Direct and moderating effects.

	Variables	Dependent variable					
		Task-Related P-EP		Proactive P-EP		Env. Awareness	
		$\beta(p)$	<i>t</i>	$\beta(p)$	<i>t</i>	$\beta(p)$	<i>t</i>
H3a,H3b,H3c	Moderator SL	0.411 (0.000)	4.807	0.241 (0.000)	3.478	0.194 (0.000)	3.440
	Interaction effect GHRM \times SL	0.048 (0.733)	0.341	0.165 (0.000)	1.041	0.135 (0.000)	0.968

Note: Environmental Awareness = Env. Awareness; SL = Servant Leadership.

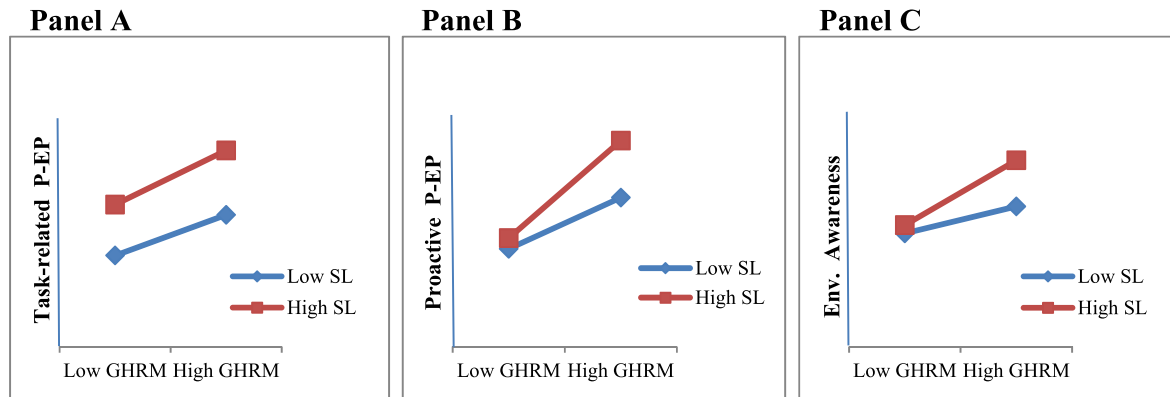


Fig. 2. The slope test results.

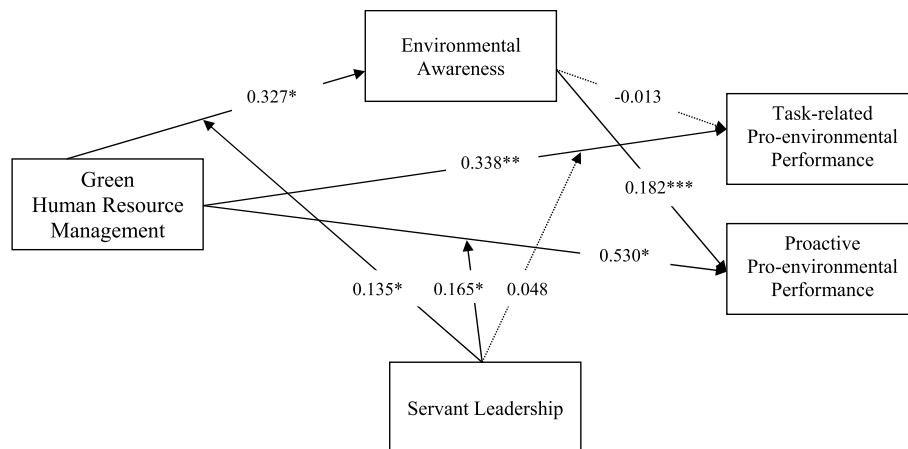


Fig. 3. Results of path analysis.

green HRM and employees' P-EP relationship in the hotel industry in Almaty. The findings support some but not all of the research hypotheses.

In particular, the findings provide support for H1a and H1b, which refer to the direct and significant relation between green HRM and employees' task-related and proactive P-EP. These findings suggest that if employees know the benefits of using green practices and their consequences, they are more likely to be environmentally friendly in the organization and, more importantly, they will voluntarily engage with the company's green activities. Therefore, we can argue that green HRM practices would influence the environmentally friendly behaviors of employees positively and boost the environmental productivity programs of organizations. These results are in line with Pham et al. (2019) argument that environmental productivity programs and practices enable the creation of environmentally sensitive, resource-efficient, and socially responsible organizations and leads employees to adopt a green orientation in the organization (Pham, Tučková, & Jabbour, 2019). This present study's findings also provide support to the previous research

that has shown that employees' task-related behavior is influenced by the green HRM practices of their organization (Chaudhary, 2020; Dumont et al., 2017; Lu, Liu, Chen, & Long, 2019). The findings reveal that employees perform the green duties that are formally required by the organization (Bissing-Olson et al., 2013). Employees' favorable understanding of green HRM practices leads them to better interact with the task-related P-EP (Tian et al., 2020).

By confirming H1b, the findings provide further support to the previous research, which found that green HRM to be directly and significantly related to proactive P-EP and extra-role environmental behaviors in the workplace (Chaudhary, 2020; Dumont et al., 2017; Saeed et al., 2019). It can be argued that proactive P-EP is characterized as employees' initiative to take part in green behavior beside their routine job duties. It has been argued that employees under green HRM play a crucial role in helping organizations proactively adopt environmental sustainability, and that the employees boost the organization's environmental performance by their proactive P-EP (Ahmed et al., 2021). Green HRM policies and practices focus on facilitating and sharing

information with employees to develop their green capabilities, to encourage them to engage in green activities, and to create green opportunities for employees' proactive environmental performance (Aragon-Correa, Martin-Tapia, & Hurtado-Torres, 2013; Shafaei, Nejati, & Mohd, 2020).

The support for H2b confirms the significant indirect relation between green HRM and employees' proactive P-EP via a mediating role of environmental awareness. These findings, which align with those of Kim et al. (2019) and Roscoe et al. (2019), suggest that if employees have a better understanding of the environment and know that they can make a significant contribution to its protection, then they assume responsibility for engaging with environmental issues and activities. It can also be argued that environmental awareness as an outcome of green HRM can lead to proactive environmentally friendly behaviors in the workplace involving the application of environmental protection and conservation strategies. Green HRM through environmental education and trainings establishes a desirable environmental culture and informs employees of various aspects and values of environmental management required to achieve environmental goals (Chaudhary, 2020). The findings of this study also support the arguments of Shafaei et al. (2020) that green HRM aims to promote diversity of skills and job importance among employees by providing a shared environmental vision, mission, and targets, and that it increases employee environmental awareness through training programs (Shafaei et al., 2020). The results do not support H1a, which points to the intermediary role of employees' environmental awareness in the causal relationship between green HRM and task-related P-EP. The reason for this may lie in the task-related or in-role performance, and specifically in the type of function that is part of the employee's main duties. In short, employees know how to perform tasks for which they are responsible, based on their primary training in the organization and on the organizational culture.

Regarding the moderating hypotheses, the results were very prominent and surprising. The findings demonstrate that servant leadership has an impact on task-related P-EP. However, the interaction effect of servant leadership and green HRM on task-related P-EP was not significant. This could be due to the nature of task-related behavior as part of employees' main duties in the organization, where, with or without special strategies, employees may perform their tasks, such as green activities, automatically. More importantly, support from the leaders seems to be sufficient for employees to perform their duties in the organization.

In addition, and consistent with the study by Ying et al. (2020), the results demonstrate the significant impact of servant leadership on employees' proactive P-EP. In line with SLT, it can be argued that servant leaders help the followers recognize and develop their full personal potential. Servant leaders also provide opportunities for employees to examine their behaviors and performance. They have the ability to encourage employees to follow organizational principles. However, it is notable that the findings show that although the interaction effect of green HRM and servant leadership on proactive P-EP and employees' environmental awareness is positive and significant, this effect is no more than the separate effects of these two variables. In other words, although the study sample was significantly supported by their servant leaders and green HRM, the interaction effect was not fully supported, which could mean that although servant leaders may support employees in various ways to accomplish their tasks, this support does not come with green HRM that specifically focuses on employees' proactive green behavior or environmental awareness. This support could well be through servant leaders acting as role models, through "leadership by doing and showing", and/or through psychological support and encouragement by leaders in support of green behaviors.

5.2. Theoretical contribution

The present research contributes significantly to the general HRM literature and in particular to the hospitality green HRM studies. First,

our study pursues the recent shift in the hospitality management studies stream from employees' performance to P-EP in the hotel industry. The importance of the current research is that it pays attention to the environment and environmental protection, especially in industries that directly work with the environment and impact on it, such as the tourism and hospitality industry. Furthermore, follow the latest experimental research on employees' environmental behaviors, such as that by Alzubaidi, Slade, and Dwivedi (2021), Kim and Stepchenkova (2020), and Li, Zhao, Ma, Shao, and Zhang (2019), our study does not look at environmental performance and behavior in general but instead evaluates the pro-environmental behaviors in detail by considering task-related and proactive P-EP.

Second, to elucidate the process by which green HRM impacts P-EP through environmental awareness, our research model draws on SCT (Bandura, 2001). It provides further support for the tenets of SCT through the mediating role of environmental awareness within the impact of green HRM on task-related and proactive P-EP. Moreover, previous studies have been limited in terms of the mediating mechanism between green HRM and task-related and proactive P-EP as two main types of employees' green behavior, so this study aimed to fill this gap (Chaudhary, 2020; Tian et al., 2020).

Third, our study utilized SLT to explain the moderating role of servant leadership in the model. This research extends this theory by showing that servant leadership can prompt employees to show pro-environmental tendencies and develop their intentions to engage in green behaviors beyond the call of duty. Most importantly, the findings show that achieving specific job outcomes or job attitudes requires specific types of servant leadership that work closely with the green HRM department to achieve better and more significant results. Our study thus supports recent research in the field of hospitality that has concentrated on the potential of environmentally specific servant leadership in stimulating P-EB (Luu, 2020; Tuan, 2020).

Overall, by examining and evaluating the role of green-oriented organizations to promote individuals' green behaviors and depicting the roles of organizations and individuals in shaping P-EP, our research provides empirical evidence for flourishing P-EP in the context of the hospitality sector. Our findings about the causal relationships between the organization and employees advance our understanding of the importance of all members of the organization achieving organizational goals.

5.3. Practical contributions

The findings of this research provide practical contributions that are relevant to policy-makers, experts, researchers, and organizations. It is important to note that even though this study did not employ a macro perspective during the analysis, we suggest that policy-makers introduce laws and regulations in order to support and encourage green initiatives including impact assessments and waste management systems within the tourism and hospitality industries. More specifically, these could include technological standards for emissions, discharges, and technological-specific standards for the water, electrical, and thermal energy consumption. We believe that the importance of the responsibility of large industries regarding environmental sustainability is more critical vis-a-vis the individual's responsibility. In other words, at the macro-level, green strategies and practices could be more impactful in generating a truly sustainable effort. Establishing a green organizational culture, which is based on green consumerism, the use of environmentally friendly products, green attitudes and, most importantly, providing opportunities for the application of new knowledge and initiatives for environmental activities will stimulate individual responsibility to expend more effort to protect the environment.

These industries play an important social role in tackling the global challenge of environmental protection. They therefore need to adopt a transformational approach to embedding green values into their strategies and practices by adopting the international codes of practices that

definitely requires environmental impact declarations in Kazakhstan.

Specifically, we recommend that green values be embedded into employee selection, recruitment, performance measurement and reward, training, and motivation practices. Employee selection and recruitment criteria, as well as job descriptions, could emphasize and highlight the importance of pro-environmental behaviors. In the recruitment and selection process, the organizations could hire employees who match the environmental protection vision and values. Through the recruitment and selection criteria and job description, organizations could convey the key messages about the importance of environmental protection to the potential employees; promoting 'an environmentally aware fit'. Both intrinsic and extrinsic rewards could be used to encourage and incentivize pro-environmental behaviors. Extrinsic rewards could include cash bonuses as direct payments that could encourage desired behaviors. Intrinsic rewards could include the acknowledgement and recognition of employees' 'good pro-environmental behavior' through announcing them as the 'green employee of the month'. Likewise, regular formal and informal training activities could emphasize and promote the importance of pro-environmental behaviors among employees. Green training should focus on the development of employees' green skills, environmental knowledge, and environmental preservation. Leadership should set a clear sense of "green direction" and guide employees to achieve green organizational goals for the benefit of the community, society, country, and world. Servant leaders should continually challenge the status quo and transform their hospitality organizations toward more proactive collective environmental awareness and protection practices.

5.4. Limitations and future research

Despite these contributions and implications, the present study entails several limitations that can serve as ideas for future research. First, this study focused on general HRM practices to provide insights regarding P-EP, and obtained interesting findings. However, future studies might focus on a specific green management approach, such as employee hiring criteria, green training, or green leadership. Moreover, because different types of environmental performance have been identified in the literature, future studies might also examine other possible green HRM outcomes, such as green creativity and green consumer behavior. Second, the present research can be extended by using other personal and organizational factors to explain the mediating process, such as green mindset and green empowerment. It is also suggested that further studies be conducted to test additional moderating alternatives that have the potential to strengthen the green HRM and P-EP relationship, such as intrinsic rewards and supervisors' personality traits. Third, this study comprised a single quantitative study and used a cross-sectional survey to collect data; therefore, qualitative research or a mixed-methods approach that applies a time lag for data collection is strongly recommended. Finally, the study is one of the first conducted in Almaty, Kazakhstan, on green HRM, its mechanisms, and, more importantly, its green outcomes. The results are novel and significant. Therefore, more studies on these variables in the same context are needed to help generalize the findings to the greatest extent possible.

Declaration of competing interest

None.

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Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.tourman.2021.104401>.

Credit author statement

Mahlagha Darviahmotevali: Conceptualisation of the ideas; Methodology; Survey preparation; Data monitoring; Formal analysis; Validation; Resources; Project administration; Writing – original draft. **Levent Altinay:** Conceptualization of the ideas, Summarizing the discussion and conclusions, offering critical review, mentoring.

Impact statement

The study findings demonstrate the importance of green strategies in a developing country context. Both policy-makers and hotel practitioners need to be aware of the importance of environmental protection for a green and sustainable environment to promote citizens' social and subjective well-being. Laws and regulations could be developed to enforce environmental impact assessment, environmental permits, and waste management systems. More specifically, these could include technological standards for emissions, discharges, and technological-specific standards for the water, electrical, and thermal energy consumption. The hospitality industry in Kazakhstan needs to embed environmental awareness and protection into its values and culture by adopting the international codes. Hospitality organizations should also embed green values into their selection, recruitment, training, performance measurement, and motivation practices. Transformation of the hospitality industry toward environmental awareness requires servant leaders who can set a clear "green direction" and guide employees to achieve green organizational goals for the benefit of all.

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