

The Effect of Green Human Resource Management on Green Creativity with Pro-Environmental behavior and Ethical Leadership Style as a Mediating Variable: A Study On Employees at the Banda Aceh City Hotels

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ABSTRACT: This study aims to see the green human resource management (GHRM) impact on green creativity, both directly and indirectly, through pro-environmental behavior (PEB) and ethical leadership style. Respondents were the employees of Hermes Palace Hotel, Kyriad Muraya Hotel, and Oasis Hotel, determined using a census with a total of 120 employees, while the SEM (Structural Equation Modeling) AMOS was used to test the model. The result concludes that GHRM, PEB, and ethical leadership style have a significant influence on green creativity. Then, GHRM affects green creativity indirectly through PEB, and GHRM affects green creativity indirectly through an ethical leadership style. These explain the variables of PEB and ethical leadership style act as partial mediation for the GHRM influences green creativity. These findings are the premise resulting from verification through verification of the model for increasing green creativity, which is proven to be a function of increasing GHRM, strengthening PEB, and strengthening Ethical Leadership Style. This model can be a basis for developing theories related to GHRM, PEB, Ethical Leadership Style, and green creativity, by adding new variables to operationalize variables related to other research subjects.

Keywords: Green Human Resource Management, Pro-environmental behavior, Ethical Leadership Style, and Green Creativity.

I. Introduction

Protecting nature has become a big deal in recent years. Most businesses, including hotels, are working to protect the environment. The hotel industry uses a lot of energy, water, and products that don't last long, which can harm the environment. This can endanger environmental sustainability, such as greenhouse gas emissions, waste, and use of natural resources. Therefore, the hotel industry is starting to take steps to reduce its negative impacts, including integrating environmental issues into decision-making and operational processes. The development of the hotel industry in Indonesia also shows increased competition between hotels, which encourages the adoption of environmentally friendly practices as a competitive strategy. Hotels in the city of Banda Aceh are no exception, namely the Hermes Palace Hotel, Kyriad Muraya Hotel, and Oasis Hotel, created through innovative awareness of personal employees to increase environmental care, of course, the leadership style possessed by the leader can strengthen or weaken the employee's situation as an opener of care. environment. So the behavior of employees is also able to form creativity that cares about the environment which arises as a result of employees' daily habits and actions.

According to (Chen, Chang, Yeh, & Cheng, 2014), creativity refers to the act of generating and producing new ideas, approaches, and actions. (Dumont, She, & Deng, 2017) stated that green human resource management (GHRM) is an individual who has high knowledge, skills, and awareness about the importance of protecting the environment. GHRM has a very important role in increasing green creativity in the work environment. (Farooq, Zhang, Talwar, & Dhir, 2021) found that GHRM and green creativity has a positive relationship. (Kim, Kim, Choi, & Phetvaroon, 2019) also found a positive relationship between GHRM and green creativity.

To improve GHRM to create green creativity in the company, one of the factors that strengthen it is pro-environmental behavior (PEB). (Bechtel & Churchman, 2012) state that PEB is behavior that specifically pays attention to

the environment in daily life, such as reducing energy consumption (oil, gas, electricity), and maintaining resources (air, land, water). recycling (paper, plastic), and preserving life (flora and fauna). (Ahmad, Ullah, & Khan, 2022) revealed that PEB towards green creativity has a positive relationship. Research conducted by (Iftikar et al., 2022) shows that GHRM has a positive relationship with PEB. (Ojo, Tan, & Alias, 2022) provided evidence that GHRM affected PEB.

Many studies have found that leaders who take charge and act ethically can inspire their employees to be more creative. Employees who are given more freedom to make their own decisions and are given clear instructions from their bosses are more likely to be creative at work. Thus, the role of leadership is very important in influencing employee creativity so that they can proactively develop green products, green services, green processes, and green practices that are new, original, and useful concerning the surrounding environment. So leaders who have a high ethical leadership style will lead to increased green creativity results (Ahmad, Donia, Khan, & Waris, 2019). (Hanaysha, Kumar, In'airat, & Paramaiah, 2022) found that ethical leadership style positively affected green creativity. The results of (Ahmad & Umrani, 2019) research show that GHRM affects ethical leadership style. (Ren, Tang, & Jackson, 2021) provided evidence that GHRM and ethical leadership style have a positive relationship.

II. Literature

Green Creativity

Green creativity is the ability to develop new and useful ideas. Employees provide creativity by generating new information, and improving processes that lead to discoveries (Hanaysha et al., 2022). Creativity is described as an innovative thinking, knowledge, and talents that build on their familiarity and credentials. Green creativity refers to the creation, advancement, and implementation of new and useful thinking regarding work practices, organizational services, or strategies (Zhou, Oldham, Chuang, & Hsu, 2021). (Jiang et al., 2020) explained The word "person" means a person's unique qualities, like their personality, how they think, and how smart they are. "Process" is how a person behaves to reach their creative goals, like how they learn, understand things, and talk to others. In addition, "press" means the surroundings that help creativity, like things from outside and inside, and "product" shows the things that come from being creative, like new and helpful ideas, answers, and things. Green creativity means finding new, environmentally friendly ways for businesses to work. This can be done by reducing how much they harm the environment, fixing environmental issues, and offering greener services (Tuan, 2020).

Pro-environmental behavior (PEB)

(Bechtel & Churchman, 2012) state that PEB is behavior that specifically pays attention to the environment in daily life, such as reducing energy consumption (oil, gas, electricity), and maintaining resources (air, land, water).), recycling (paper, plastic), and preserving life (flora and fauna). Environmentally friendly behavior in roles is required and specific to the job position by considering employees' environmentally friendly behavior (Ojo et al., 2022). Environmentally friendly behavior in roles is required and specific to the job position by considering employees' environmentally friendly behavior (Ren et al., 2021). To improve the environmental performance of countries, industry, the service sector, and the hospitality sector need to consider employees' PEB about their environmentally friendly HR practices. Companies increase employee PEB by implementing environmentally friendly HR practices in the organization (Dumont et al., 2017).

Ethical Leadership Style

(Hanaysha et al., 2022) state ethical leadership as the normatively acceptable behavior through personal activities and interpersonal relationships, by followers, through two-way communication, support, and decision making. According to several studies, the importance of a leader's behavior itself, how that behavior is promoted in an organization or society, and how people "read" and understand their behavior is central to understanding leadership ethics (Sookdawoor & Grobler, 2022). However, according to (Ahmad et al., 2022), what ethical leadership means is the importance of the leader's behavior, how this behavior is promoted in an organization or society, and how people "read" and understand their behavior is the core of understanding ethics. Ethical leaders treat employees fairly and respectfully and are considered trustworthy. To be considered an ethical leader, the person in question must focus on two important pillars: he must be considered a moral person and a moral manager (Freire & Pinto, 2022). Some researchers pay in-depth attention to ethical leadership rather than viewing it entirely from a moral standpoint. Workers are more likely to learn and take initiative when they have an ethical boss. This makes them more creative (Pandey, Davis, Pandey, & Peng, 2016).

Green Human Resource Management (GHRM)

GHRM is an element of green management in job design, staffing, training and development, motivation and Human Resource (HR) maintenance functions to increase employee PEB to meet employee expectations and achieve organizational goals (Shah, 2019). GHRM also plays an important role for employees. Going green practices and policies are believed to increase employee engagement and productivity (Dumont et al., 2017). (Ababneh, 2021) said that GHRM is a direct relationship between environmentally friendly HR practices (recruitment and selection, performance management, training and development, etc.) and the organization's environmental performance has been markedly reversed. (Shoaib et al., 2021) found that many corporate HR practitioners promote environmental sustainability with a primary focus on reducing environmental pollution and environmental degradation. Greening the workforce can be referred to as a HRM practice that involves increasing the overall competency, motivation, and commitment of employees.

GHRM on Ethical Leadership Style

The concept of ethical leadership style is explained as the normatively appropriate behavior demonstration through personal actions, with subordinates through two-way communication, reinforcement, and decision-making (Ahmad et al., 2019). Previous research has revealed the positive impact of an ethical leadership style on various outcomes, such as academic/organizational citizenship behavior (Arain, Sheikh, Hameed, & Asadullah, 2017) (Ahmad et al., 2019), and safety performance (Khan, Ahmad, & Ilyas, 2018). Current studies on ethical leadership styles show that ethical leaders feel responsible for society. They also show that different aspects of social responsibility, like behaving morally and legally, caring for others, and being aware of oneself, are connected to ethical leadership. Good leaders not only think about how they act, but they also care about their employees' feelings and health. This study looked at how the way bosses lead their teams affects their connection to managing human resources.

H1: GHRM Affects Ethical Leadership Style

GHRM on PEB

The GHRM concept was introduced to promote PEB and values among employees (Tang, Chen, Jiang, Paillé, & Jia, 2018). To make this happen, GHRM needs to create training programs that teach people about the environment, important values, attitudes, and business knowledge (Dumont et al., 2017). This can also be done by asking people to do things like using less paper, using less energy when it's not needed, using less plastic or not using it at all, cleaning up litter, and planting trees. While doing so, organizations must recognize and reward such behavior to strengthen these activities. Research results from (Ojo et al., 2022) state that GHRM affects PEB.

H2: GHRM Affects PEB

GHRM on Green Creativity

Experts have emphasized that organizations need their employees' innovative ideas and actions to protect the environment to achieve sustainability goals (Tang et al., 2018). Here, Green Creativity refers to new ideas regarding services, products, and processes that have an environmentally friendly and pro-environment orientation (Chen & Chang, 2012). Recent studies confirm that GHRM can encourage employees' creative behavior (Jia, Liu, Chin, & Hu, 2018). In addition, employee environmentally friendly behavior is largely influenced by employee intrinsic behavior and the organizational environment (Dumont et al., 2017). Given these positive opportunities, a better understanding of the mechanisms of how GHRM and GC are linked in the tourism sector, in general, and hotels, in particular, could be very useful for managers in this area (Farooq et al., 2021).

H3: GHRM Affects Green Creativity

Ethical Leadership Style on Green Creativity

An ethical leadership style will encourage green creativity in employees with rewards on the one hand, while moral and ethical leaders, will also encourage loyalty and other positive behavior. An ethical leadership style can have a significant influence on encouraging green creativity in an organization, such as leaders consistently demonstrating ethical behavior, integrity, and commitment to sustainability. Employees are more likely to engage in creative green thinking when they witness ethical leaders actively integrating environmental considerations into their decision-making processes. The results of research from (Ahmad et al., 2022) found that ethical leadership style had a positive relationship with green creativity.

H4: Ethical Leadership Style Affects Green Creativity

PEB on Green Creativity

PEB has the potential to increase green creativity. PEB in assessing environmental performance is pollution prevention, waste reduction, and recycling activities. So the importance of PEB in an organization is to create better employee creativity in the environment. The creativity expected in green creativity is the development of new ideas about environmentally friendly products, services, processes, or practices that are considered original, new, and useful. The higher the PEB in an organization, the higher the creativity of employees in creating environmentally friendly things. Previously, researchers found that Green Creativity can lead to green product development performance (Chen & Chang, 2012). The results of research from (Ahmad et al., 2022) found that PEB had a positive mediating relationship with green creativity.

H5: PEB Affects Green Creativity

Ethical Leadership Style as a Mediation onGHRM and Green Creativity

GHRM is a sub-section on ethical shares common traits such as ethics, integrity, and morality (Ahmad & Umrani, 2019), therefore researchers hope that the supervisor's ethical leadership style also has mitigating power between the relationships triggered by GHRM, so the effect of GHRM on green creativity could be stronger in cases where the supervisor's ethical leadership style is high and weaker in cases where the supervisor's ethical leadership style is low. It is believed that ethical leaders can serve as a balance between an employee mindset that is more fixated on short-term economic goals, and encouraging more long-term focus, such as loyalty and discretionary behavior. If an organization has a leader who has an ethical leadership style in managing and implementing environmentally friendly policies, then GHRM from behavior, policies, and awareness of the surrounding environment for employees will increase, and employee creativity in being environmentally friendly will also increase. The results of research from (Ahmad et al., 2022) found that the ethical leadership style was positively related to GHRM and green creativity.

H6: GHRM Affects Green Creativity through Ethical Leadership Style

PEB as a Mediation onGHRM and Green Creativity

When engaging in GHRM, a company will usually promote the image of a responsible and ethical organization that can result in PEB. Employees need to feel that they are related to GHRM and that they identify with them (Ahmad & Umrani, 2019). Increasing employees' PEB should force them to generate unique ideas and solutions to problems that are also environmentally friendly. Apart from that, employees will also think outside the box to find solutions and come up with ideas that will help in making the process more environmentally friendly. This could also occur due to increased identification with GHRM by employees, as suggested by social identity theory. (Ahmad et al., 2022) found that the influence of PEB had positive mediation on GHRM and green creativity.

H7: GHRM Affects Green Creativity through PEB

III. Method

The population in this study was 287 people. The sample was taken using the Structural Equation Modeling (SEM) requirement, the number of indicators \times 5-10 (Hair, Hult, Ringle, & Sarstedt, 2016). In this research, the number of indicators is $24 \times 5 = 120$. So the sample in this research is 120 people. This research was carried out in Banda Aceh City hotels, three Banda Aceh hotels were selected, namely the Hermes Palace, the Kyriad Muraya, and the Oasis. The data were collected through a questionnaire, the respondents needed to respond to questionnaire statements. The SEM is used to analyze the data, which is a multivariate analysis technique that combines factor analysis, also known as measurement models, and path analysis, also known as the structural model (Hair et al., 2016).

IV. Discussion

The measurement model in this research consists of Indicator Loading, Average Variance Extracted (AVE), and Composite Reliability, however, the data normality test must be carried out before the measurement model is carried out. In multivariate terms, the data in this study has a value of (1.185), but in univariate terms, each variable indicator in this study has a critical ratio value in the range (± 2.50) so it reveals that the data in the research is univariate normally distributed and the data can be used for further analysis.

Table 1
Indicator Loading

Green Creativity		PEB		Ethical Leadership Style		GHRM	
GC1	0.839	PRL1	0.835	GKE1	0.861	GHRM1	0.861
GC2	0.793	PRL2	0.78	GKE2	0.798	GHRM2	0.81
GC3	0.646	PRL3	0.793	GKE3	0.809	GHRM3	0.88
GC4	0.776	PRL4	0.838	GKE4	0.829	GHRM4	0.842
GC5	0.709	PRL5	0.789	GKE5	0.601	GHRM5	0.485
GC6	0.61			GKE6	0.911	GHRM6	0.897
				GKE7	0.905		

Table 1 shows that several variable indicators are invalid because they have a loading indicator value (<0.50), including GHRM5. Therefore, these indicators are no longer used in the research model for the next analysis stage. After these indicators have been eliminated from the research model, the next step is to look at the AVE and composite reliability values of these variables, the results of which can be seen below.

Table 2
AVE & Composite Reliability

Variable	AVE	Composite Reliability
Green Creativity	0.62	0.90
PEB	0.75	0.93
Ethical Leadership Style	0.76	0.95
GHRM	0.71	0.93

Table 2 reveals that the AVE values obtained are green creativity (0.62), pro-environment behavior (0.75), ethical leadership style (0.76), and GHRM (0, 71) where all these values ≥ 0.50, meaning the indicators developed are proven to truly measure the targeted latent variable and do not measure other latent variables.

Table 2 also shows that the composite reliability values obtained are green creativity (0.90), pro-environment behavior (0.93), ethical leadership style (0.95), and GHRM (0.93) where all these values ≥ 0.70, meaning all indicators of the latent variables are reliable for measuring these variables. The structural model evaluation in this research is Goodness of Fit (GoF) testing. GoF is carried out to test the suitability of a research model with several predetermined criteria.

Table 3
Structural Model

Index	Cut-off Value	Results	Conclusion
X ² (Chi-Square)	< 242.647 (df 208)	432.155	Fit
Significance Probability	≥ 0.05	0	No Fit
GFI	≥ 0.90	0.793	Marginal
AGFI	≥ 0.90	0.748	Marginal
RMSEA	≤ 0.08	0.079	Fit
TLI	≥ 0.90	0.906	Fit
CFI	≥ 0.90	0.916	Fit

Table 3 shows the values of Chi-Square (432.155), Significance Probability (0), GFI (0.793), AGFI (0.748), RMSEA (0.079), TLI (0.906), and CFI (0.916). Based on these results, all the Goodness of Fit criteria has been met even though the GFI and AGFI are in the marginal category and the Significance Probability is in the unfit category. However, overall the model in this study can be said to be fit (good) because the overall value only requires 4 fit categories.

The hypothesis testing in this research is verification hypothesis testing. A verifying hypothesis is carried out to see the role of green creativity, PEB, ethical leadership style, and GHRM in the model. The results of testing the direct influence hypothesis are explained below.

Table 4
Direct Effect Testing

Effect between Variables	Path Coefficient	Significant
GHRM → PEB	0.442	0.000
GHRM → Ethical Leadership Style	0.552	0.000
GHRM → Green Creativity	0.25	0.000
PEB → Green Creativity	0.346	0.000
Ethical Leadership Style → Green Creativity	0.39	0.000

- 1) GHRM affects PEB, proven by the coefficient 0.442 with p 0.000.
- 2) GHRM affects ethical leadership style, proven by the coefficient value obtained of 0.552 with p 0.000.
- 3) GHRM affects green creativity, proven by the coefficient 0.25 with p 0.000.
- 4) PEB affects green creativity, proven by the coefficient 0.346 with p 0.000.
- 5) Ethical leadership style affects green creativity, proven by the coefficient 0.39 with p 0.000.

The indirect influence hypothesis testing is carried out using the Sobel test, where the test result is explained as follows:

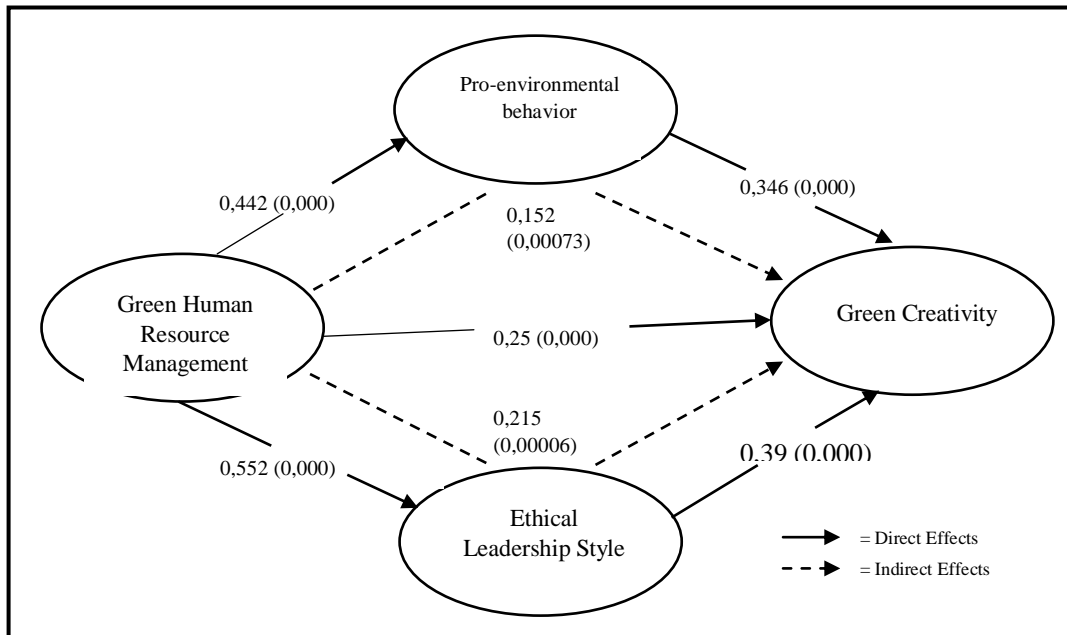
Table 5
Results of Testing Hypotheses of Indirect Effects

X → Z (a)	Z → Y (b)	X → Z → Y (a x b)	Nilai Signifikan (sobel test)
GHRM → PRL (0,442)	PRL → GC (0,346)	GHRM → PRL → GC (0,152)	0,00073
GHRM → GKE (0,552)	GKE → GC (0,390)	GHRM → GKE → GC (0,215)	0,00006
Keterangan: GHRM= GHRM PRL= PEB GKE= Ethical Leadership Style GC= Green Creativity			

Table 5 shows the GHRM impact on green creativity indirectly through PEB and ethical leadership style which is explained as follows:

- 1) GHRM affects green creativity indirectly through PEB, proven by the coefficient 0.152 with p 0.00073.
- 2) GHRM affects green creativity indirectly through an ethical leadership style, proven by the coefficient 0.215 with p 0.00006.

Based on Table 4 and Table 5, the path coefficients and significant values of the influence between variables are known, which is transformed into an image that will look like the following image:



V. Conclusion

The result concludes that GHRM, PEB, and ethical leadership style have a significant influence on green creativity. Then, GHRM affects green creativity indirectly through PEB, and GHRM affects green creativity indirectly through an ethical leadership style. These explain the variables of PEB and ethical leadership style act as partial mediation for the GHRM influences green creativity. These findings are the premise resulting from verification through verification of the model for increasing green creativity, which is proven to be a function of increasing GHRM, strengthening PEB, and strengthening Ethical Leadership Style. This model can be a basis for developing theories related to GHRM, PEB, Ethical Leadership Style, and green creativity, by adding new variables to operationalize variables related to other research subjects.

The survey produced suggestions that can be considered for managing future strategies for this research subject. To increase the Hermes Palace Hotel, Kyriad Muraya Hotel, and Oasis Hotel's green creativities, their leaders must have a leadership figure who can stimulate the creativity of their subordinates by implementing environmental care in the workspace so that pro-behavior emerges in the environment directly by its employees. With this, GHRM is created, so that hotel industry management is more aware of the surrounding environment. Furthermore, employees also feel comfortable when working and this has an impact outside the work environment because 1/3 of employees' lives are in the work environment.

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