Greening the Hospitality Business: Leveraging Leadership and Green HRM Practices for Sustainable Success in Khyber Pakhtunkhwa, Pakistan

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Abstract

This study investigates the effect of leadership styles on green human resource management (HRM) practices in Pakistan's hospitality sector. It aims to assess the influence of transformational, visionary, ethical, and participative leadership styles on green HRM practices. Conducted across ten hotels with a sample of 226 employees, the study utilized a quantitative approach via questionnaires and Smart PLS-4 analysis. The study revealed that participative leadership style has the most significant positive effect on green human resource management practices, followed by transformational, visionary, and ethical leadership styles, in descending order of influence, suggesting their implementation could greatly benefit the sector. This study recommends and provides guidance for organizational leaders on motivating employees for environmentally sustainable practices, aiding in achieving green HRM objectives and broader environmental goals. It identifies leadership styles supportive of green initiatives, addressing policymakers' concerns. It offers detailed insights for formulating and implementing eco-friendly policies, while also suggesting future research directions.

Keywords: leadership styles; green human resource management practices, hospitality sector

Introduction

It's worth noting that, in today's classy and vibrant business world, personified by rapid market shifts and fluctuating customers preferences, organizations are bound to remain vigilant and be responsive to stay ahead of the opposition (Siriwunsakul, 2023). Having a significant market share in both home and international markets requires an understanding of and responsiveness to customer needs and desires (Yani & Suparwata, 2023). Organizations must prioritize customer satisfaction since they are aware

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of how crucial this aspect is to any plan for the long-term success (Amerta & Madhavi, 2023). They should always offer innovative products and improve current services in order to meet and surpass the expectations of their clients (Rane, Achari, & Choudhary, 2023). Besides, responding to current needs, business organizations that keep themselves informed with new trends and technological developments will be better placed to meet future needs (Kaur, Singh, Gehlot, Priyadarshi, & Twala, 2022). For example, this proactive approach deepens the sphere of interest of the organization by attracting new clients while supporting others to remain loyal (Gazi et al., 2024). This may involve utilizing consumer insights and data analytics to customize solutions to specific interests, creating stronger bonds and increasing brand loyalty (Rane & Choudhary, 2023). Agility and adaptability are essential in this ever-changing environment. Businesses that are flexible, use innovation, prioritize customer satisfaction, and uphold moral values can thrive in the turbulent waters of today's business environment (Moşteanu, 2024). Businesses may forge enduring relationships, promote brand advocacy, and rise to the top of their respective industries by relentlessly concentrating on fulfilling and exceeding customer expectations (Kwan & Tong, 2023).

While businesses strive to satisfy consumer demands and stay competitive, they are also a threat to the planet's future when they fail to use resources sustainably and ignore environmental protection (Busch et al., 2024). Some organizations disregard their environmental stewardship obligations, which runs counter to their need to satisfy customers and become industry leaders (Wenzig & Nuzum, 2023). These organizations typically put short-term profits ahead of long-term sustainability while pursuing revenue and market share (Luo & Xu, 2024). They contribute to ecological deterioration and depletion by overusing resources and ignoring the effects of their industrial operations on the environment (Ceci & Razzaq, 2023). In addition to endangering the planet's health, this negligence for environmental stewardship considerably jeopardizes the long-term viability of the business (Dwi, Herlin, & Ayu, 2023). In the future, higher operational expenses, regulatory attention, and reputational harm could result from a failure to implement sustainable practices (Minh, Quang, & Hoang, 2024). Companies need to be aware of how environmental stewardship affects their bottom line and adopt sustainable policies that benefit both the environment and their long-term financial performance (Khan, Zhang, & Farooq, 2023).

For this a paradigm shift in organizational processes is necessary to address environmental degradation, with an emphasis on decreasing ecological footprint and mitigating detrimental effects on ecosystems (Awewomom et al., 2024). In order to ensure the long-term sustainability

of businesses and the earth, it is vital that they adopt sustainable business practices, such as decreasing waste output, encouraging renewable energy sources, and reducing carbon emissions promoting energy conservation, waste reduction, and sustainable transportation (Wang & Azam, 2024). (link) In order to meet such standards, implementation of green human resource management (GHRM) practices, is mandatory so is to promote resource efficiency, environmental preservation, and long-term organizational sustainability (Rana & Arya, 2024). By prioritizing green HRM practices, organizations can encourage employees to adopt eco-friendly behaviors outside of their workplace and foster a sustainable culture inside their organization (Aukhoon, Iqbal, & Parray, 2024). Thus, responsible human resource management (HRM) strategies are essential for resource optimization, environmental preservation, and business viability (U. Khan & Liu, 2023).

The term "green human resource management" (GHRM) refers to a set of strategies and initiatives that are intended to integrate environmental sustainability into all facets of an organization's human resource management activities (Aftab, Abid, & Cucari, 2023). GHRM attempts to foster a sustainable culture inside the company by encouraging employees to adopt eco-friendly practices (Aukhoon et al., 2024). In fact, organizations reduce their ecological footprint and minimize negative effects on ecosystems by implementing programs like waste reduction, the promotion of renewable energy sources, and carbon emission minimization (Saqib, Usman, Ozturk, & Sharif, 2024). In addition to this, incorporating green practices into HR procedures, a firm can make sure that hiring and daily operations are conducted with environmental concerns in consideration (Viterouli, Belias, Koustelios, Tsigilis, & Bakogiannis, 2023). Eventually, GHRM principles assure a healthier and more sustainable future for all by supporting larger environmental conservation initiatives and aiding businesses (Faisal, 2023).

In this context, leadership plays a major role in promoting green human resource management (GHRM) practices, environmental awareness, organizational sustainability, and resource optimization (Liu, Yue, Ijaz, Lutfi, & Mao, 2023). Leaders motivate and inspire groups to embrace environmentally conscious habits and initiatives (Tran, 2023). They set the tone by stating their vision for a sustainable future and by leading by example with their own commitment to environmental sustainability (Fang & O'Toole, 2023). By creating a culture that prioritizes environmental responsibility and integrates it into daily operations, leaders create an environment that is conducive to sustainability (Khaddage-Soboh, Yunis, Imran, & Zeb, 2024). They empower employees to take ownership of sustainability initiatives by

providing them with the resources, motivation, and opportunities to participate in environmentally friendly projects (Shah et al., 2023). Recognizing and rewarding eco-friendly behavior encourages employees to keep up their efforts by highlighting the importance of sustainability (Joseph & Jose, 2024).

In addition, Leaders also encourage innovation and continuous improvement by fostering a culture of creativity and ingenuity in finding sustainable solutions to organizational challenges (Ercantan & Eyupoglu, 2022). By measuring and monitoring progress toward sustainability goals, leaders ensure accountability and transparency in the organization's sustainability efforts (Ferrero et al., 2023). In order to achieve environmental goals and promote corporate change, strong leadership is necessary (Dominguez-Escrig & Mallen-Broch, 2023). Similarly, leaders inspire their groups to embrace ecological sustainability by setting a good example, providing assistance, and inspiring others to do the same this benefits the business, the environment, and society as a whole (Farrukh, Raza, & Rafiq, 2023).

Thus, the goal of the current study is to investigate how leadership styles affect environmentally friendly HRM practices in the hotel business in Khyber Pakhtunkhwa, Pakistan. Organizations must use green HRM practices in order to advance toward sustainability, and they can only do this effectively with the guidance of leaders (Awan, Dunnan, Jamil, & Gul, 2023). The leaders set goals for the employee's well-being and address environmental issues, then provide support for how these goals will be carried out (Woods et al., 2023). The study's value stems from its ability to produce practical suggestions for businesses seeking to contain and reverse environmental damage in order to promote sustainable growth by utilizing GHRM concepts. The study also highlighted leadership in the relationship of HRM vision and mission to environmental goals highlighting the significance of sustainability concepts in a company to promote long-term business and environmental viability. Leaders of organizations can make their organizations resource- and environmentally conscious by incorporating GHRM initiatives into the production system and human resource management procedures.

The study in hand has significance for policy makers so that they can consider this phenomenon in devising policies for business sector. There hasn't been much research done in the relatively recent topic of green human resource management (GHRM). This study contributes by exploring the effect of leadership and leadership philosophies on environmental preservation, resource efficacy, organizational sustainability, and GHRM practices. Unlike previous studies that have often used leadership styles as moderators or mediators, this study

examines the relationship between these variables in Pakistan's hospitality sector, specifically within hotels, marking it as a pioneering effort in this context.

Problem Statement

In hospitality sector of Pakistan studies on leadership styles and its impact on GHRM Practices are rare (Ali & Khan, 2022). Studies are conducted in hospitality industry in Pakistan, wherein relationships are checked in context of green human resource practices with other variables, like employee empowerment, environmental performance, managerial environmental concern, environmental knowledge, and individual green values (Ali & Komal, 2022; Munawar, Yousaf, Ahmed, & Rehman, 2022; Rehan et al., 2024). But as per the researcher's knowledge the proposed relationship has never been explored in this context.

The primary research gap is the lack of analysis on how leadership philosophies and Green Human Resource Management (GHRM) practices affect sustainability, resource efficiency, and environmental deterioration in Pakistan's hotel sector. While previous studies have often posited leadership as a mediator or moderator, there has been a lack of focus on the ways in which these elements impact sustainability outcomes within the unique environmental context of the industry.

By taking a specific strategy that considers the distinct cultural, social, and economic dynamics of Peshawar, this study seeks to support the adoption of green practices, cultivate a culture of environmental stewardship among stakeholders and hotel staff, and promote the sustainable growth of the hospitality industry in the region.

Literature Review

Leader's Role and Green Human Resource Management Practices

Numerous research on GHRM approaches have been carried out in Pakistan's banks and other businesses (Shakir & Khan, 2023) private hospitals, (M. Li et al., 2023) and large scale manufacturing firms operating in Punjab (Alamgir, 2024). Furthermore, research on the various elements like leadership philosophies have used moderations and mediations in connection with tourism and hospitality concepts such as environmental commitment, individual green values, environmental competence, and green intellectual capital in the sectors (Jabeen et al., 2024; Nisar et al., 2024; Rehan et al., 2024). These studies, however, do not explain how or in what ways various leadership philosophies impact GHRM practices as a whole.

The majority of the current work focuses on specific leadership paradigms and how they interact with other concepts, functioning as moderators or mediators. Because of this, the knowledge base for hotel GHRM is fragmented and lacks a comprehensive understanding of the direction of leadership behaviors and how they affect industry GHRM practices. By incorporating the approach of four distinct leadership philosophies and examining their cumulative impact on GHRM practices in the KPK hotel sector, this research will aid in addressing this gap. All of the works of contemporary research cannot compare to this overview, particularly when it comes to the KPK region, which is still mostly ignored. By critically analyzing different leadership philosophies, the research offers a novel perspective that expands on our knowledge of how leaders apply GHRM in the hospitality sector. In general, this methodology enables a departure from the discourse around specific leadership theories, their mutual influences, and the collective impact they have on the development of enduring human resources practices, which in turn reveals research gaps in the literature.

In this situation, the organization's leader must mobilize, raise awareness, and inspire commitment among the members in order to carry out the plans (Febrian et al., 2023). Leaders instill a sense of purpose and directions through skillful communication and vision setting, foster intrinsic motivation, encourage dedication and commitment in the attainment of organizational goals (Ned & Umesi, 2023). Leaders who are environmental conscious, know the value of being eco-friendly, encourage and embody green human resource management practices and set examples by personally exhibiting eco-friendly behavior (Tran, 2023). By incorporating environmental conscious factors into all facets of organizational operations, such as hiring, training, performance management, and employee engagement, they establish a sustainable culture (Aukhoon et al., 2024). These leaders prioritize resource efficiency and promote an environmentally friendly workplace to protect the organization's long-term sustainability and profitability which contribute to larger environmental protection initiatives (Ejibe et al., 2024). Every leader has a distinct set of characteristics that define their style of leadership, it can be participative, visionary, transformative, or ethical, which is the main focus of this study. Their professional behavior, including interactions with staff members and motivational techniques, is influenced by their unique personality traits (Em, 2023). Sustainable practices, resource efficiency, and ecological sensitivity of the company can be characterized by various leadership styles, as per green HRM initiatives (Perez & Ejaz, 2023).

When it comes to expanding business GHR practices or even introducing GHR practices in them, it becomes crucial to closely examine transformational leadership influencing development of sustainable programs for organizations. This requires taking into consideration how the various leadership philosophies influence GHR practices. The idea of transformative leadership is directly linked to the application of GHRM in enterprises. The main features of this leadership style are the capacity to motivate individuals to actualize the group's vision and goals and to promote change (W. Li et al., 2023). The ability to ignite a passion and enthusiasm in their followers while communicating clearly about the importance of sustainability and environmental preservation is a hallmark of transformational leadership (Umair, Waqas, & Mrugalska, 2023). A leader's vitality and motivating spirit, which foster creativity and innovation, have a direct impact on staff members' attitudes regarding embracing eco-friendly practices.(Alabdali, Yaqub, Agarwal, Alofaysan, & Mohapatra, 2024). The focus of transformational leadership is on inspiring employees and providing them with a positive outlook for a future that is cleaner and more sustainable for the environment (Priyadarshini, Chatterjee, Srivastava, & Dubey, 2023).

After talking about how transformational leadership is essential for enhancing Green HRM practices, it's important to consider the influence of visionary leadership, which offers a forward-thinking strategy for sustainability in the hospitality industry. Visionary leadership is critical to the adoption and application of green human resource management (GHRM) practices because it fosters resource efficiency, corporate sustainability, and environmental concern (Liu et al., 2023). A visionary leader possesses and recognizes the significance of integrating environmental factors into human resource management operations. They are aware that adopting sustainable practices enhances an organization's long-term sustainability and competitiveness while also benefiting the environment (Farhan, 2024). Visionary leaders who support GHRM efforts encourage a culture of environmental stewardship among staff members, which increases engagement and commitment. They understand that spending money on sustainable HRM practices, like encouraging eco-friendly workplace policies, green training courses, and green behavior incentives, not only lowers operating expenses but also attracts an eco-aware talent and strengthens the company's standing as an ethical business (Farhan, 2024). Through visionary leadership, organizations can successfully tackle the complex sustainability challenges they face by fostering innovation, a culture of continuous improvement, and a future that is greener and more sustainable (Harshani & Rebecca, 2023).

Though visionary leadership provides a forward-looking framework for sustainability, ethical leadership is essential in establishing the moral foundation for Green HRM practices. Ethical leadership is critical for the adoption and implementation of green human resource management (GHRM) strategies, which support resource efficiency, organizational sustainability, and environmental concern (Zhang, Zhang, & Daim, 2023). An ethical leader prioritizes moral values and social responsibilities while conducting business with honesty. They are aware of the connection between corporate practices and environmental effects, as well as the fact that moral behavior involves considerations other than just profit, like the welfare of society and the environment (Z. Hameed et al., 2023). Encouraging GHRM initiatives gives employees a sense of purpose and accountability, which assists moral leaders in fostering a culture of moral decision-making and commitment to the environment (Adu Sarfo et al., 2024). They ensure that the business adheres to strict legal and ethical norms, placing a high value on accountability and transparency in environmental operations (Bibri, Krogstie, Kaboli, Alahi, & Ecotechnology, 2024).

One of the most important aspects of ethical leadership in GHRM is encouraging inclusive decision-making processes that consider the interests of all stakeholders, including future generations (Z. Hameed, Naeem, Islam, & Alshibani, 2024). By exhibiting moral behavior, leaders inspire trust and confidence and strengthen relationships with employees, clients, and communities. Building a sustainable future in businesses that strive to achieve a balance between social and environmental justice and economic progress ultimately depends on GHRM ethical leadership (Pham et al., 2023).

After discussing ethical leadership and its critical role in furthering sustainability, the same notion is also supported by participatory leadership, which emphasizes group decision-making and involvement in the development of Green HRM practices. In order for GHRM strategies to be effective and for organizations to promote resource efficiency, environmental preservation, and organizational sustainability, participatory leadership is required (Veerasamy et al., 2023). Through the environmental initiative decision-making, professionalism enables occupational members to feel a responsibility, pride, and commitment to the sustainability objectives of their leaders (Adegoke, Oyindamola, & Offonabo, 2024). Employees are encouraged to voice their thoughts, comments, and complaints as a result of this involvement, which can result in creative solutions that increase resource efficiency and have a smaller environmental impact.

Furthermore, the examined concept promotes environmental protection by fostering a participatory workplace culture and giving employees decision-making authority over energy-saving measures, waste reduction, and the organization of eco-friendly events (Afridi, Javed, Ali, Zafar, & Haider, 2023). By applying GHRM principles and participative leadership philosophies, organizations may support sustainability objectives and promote long-term environmental stewardship and ongoing development (Adu Sarfo et al., 2024). Based on the aforementioned arguments and as previously noted, the following theory is hypothesized.

H1. Leadership styles have significant positive effect on green human resource management practices.

Theoretical Underpinning

The basis of research retention capacities is the ability, motivation, and opportunity (AMO) theory, which was proposed by Applebaum (2000). Research on business and human resource management (HRM) frequently uses the AMO model as one of its theoretical tools. The course offers a comprehensive understanding of the relationship between an organization's success and its human resource strategy (Marin-Garcia & Tomas, 2016). Human resource (HR) experts utilize AMO to train employees about the relationship between their performance at work and their results (Kellner, Cafferkey, & Townsend, 2019). These days, the AMO framework is regarded as a key idea in the evolution of human resource management. Additionally, the AMO framework's universal applicability and relevance feature suggests that it is very useful in the field of green human resource management (Iftikar et al., 2022). Numerous GHRM studies now use AMO as a framework (Benevene & Buonomo, 2020). These investigations confirmed that the AMO paradigm would be the most appropriate for describing the use of GHRM approaches.
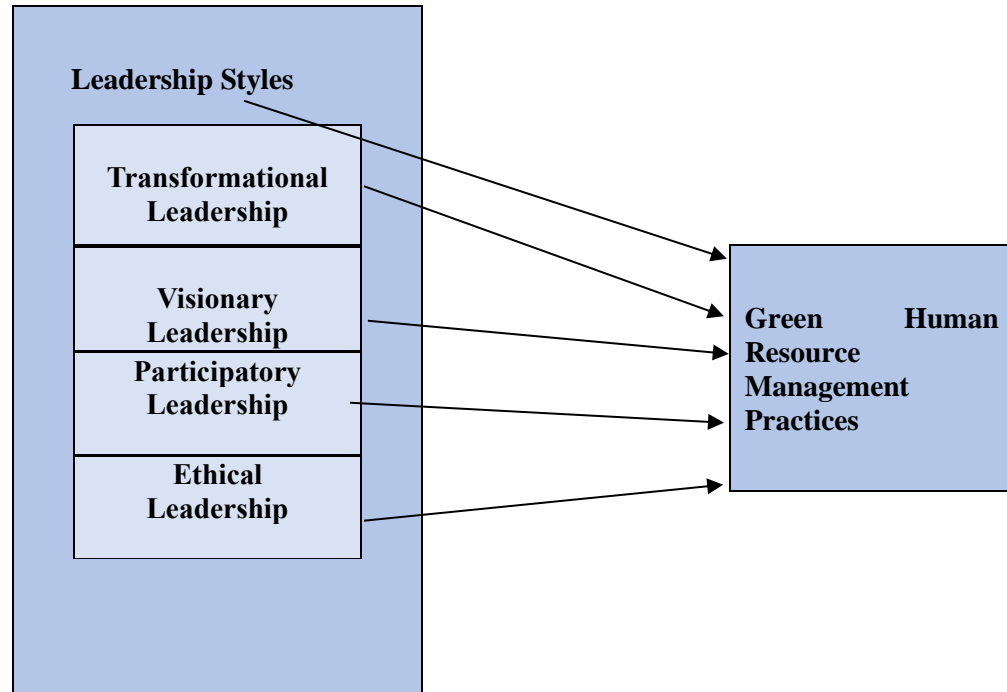
Conceptual Framework of the Study

Methodology

This study employed a quantitative approach to look into the effect of leadership styles on green HRM practices among hotel employees in the metropolitan city of Khyber Pakhtunkhwa, Peshawar, the capital of the province and a major metropolis, has a wide variety of hotels, which makes it a great place to gather information for studies on hospitality. Its vast infrastructure for hospitality and strategic significance offers insightful information about trends in hotel management and urban tourism.

A stratified random sample technique was used to select 226 employees in order to ensure diverse representation as per the Krejci and Morgan (1970), sample size determination table. In data collection all spheres of management were included and the data was collected from large, medium and small hotels. Data was collected through questionnaire with instruments adapted from previous validated studies. Regression analysis was performed using Smart PLS-4 to analyze the data. As smart PLS software is generally used for complex models wherein we have various paths to define and to check the causal relationship among

variables. The study was approved ethically and participant confidentiality was always upheld.

Data Analysis and Results

Data analysis is the process of searching through and examining data to find significant insights. It comprises collecting data, cleaning it up to remove errors, examining it for patterns and connections, using statistical methods to test hypotheses, analyzing the findings and clearly and concisely presenting the conclusions. Unprocessed data is converted into insightful information that directs decisions and actions through this process.

The objective of this study is to measure the effect of leadership styles on implementation of green human resource practices in hotel industry of Pakistan.

To determine reliability and validity, the measurement model was checked. The reliability of the model is strengthen with factor loadings and composite reliability (Blischke & Murthy, 2011; Sarstedt, Ringle, & Hair, 2021). The cut off value for factor loadings and composite reliability 0.60 and 0.70 (Henseler, Ringle, & Sarstedt, 2015). The values of factor loadings and composite reliability were above the cut off values in the study except for two items which were retained for onward analysis. Discriminant and convergent validity were used to determine the validity of the model. To assess convergent validity, average variance extracted, factor loadings and composite reliability were employed. The study confirms the cut off values for all three, the values of which were above the threshold i.e. 0.50, 0.60, 0.70 respectively. Cronbach's alpha was used to check internal consistency. The cut off value for Cronbach's alpha is 0.70 but (Kim et al., 2004) are of the opinion that when the value is above 0.50 that is reliable thus acceptable. All the values in this study are above acceptable level thus recommended for further analysis.

Discriminant validity testifies that measurement and concepts are unrelated with each other, and which is actually the case. It is measured with the help of Forner Larcker Criterion and HTMT ratio. Forner Larcker Criterion is calculated by taking square root of Average Variance Extracted, the value of which should be more than the other corelated values. The cut off values for HTMT is ≤ 0.85 (Roemer, Schuberth, Henseler, & systems, 2021) and ≤ 0.90 (Henseler et al., 2015). The values of Forner Larcker Criterion and HTMT are presented in the following tables 1 and 2, which shows sufficient discriminant validity.

Table 1.
 Forner Larcker Criterion

	EL	GHR	PL	TL	VL
EL	0.832				
GHR	0.767	0.827			
PL	0.620	0.789	0.819		
TL	0.552	0.770	0.780	0.808	
VL	0.497	0.612	0.657	0.743	0.800

Table 2.

Heterotrait-Monotrait

	EL	GHR	PL	TL	VL
EL					
GHR	0.86				
PL	0.575	0.864			
TL	0.649	0.823	0.812		
VL	0.695	0.869	0.759	0.871	

Structural model shows the relationship among variables. Hypothesized relationship of latent constructs are shown in this model (Young & Lundberg, 2016). For a set of observation, how good a model predicts its relationship is termed as "goodness-of-fit"(Lerner & Lerner, 2017) . The common method used for this goodness of fit has been coefficient of determination (R^2) (Huber-Carol, Balakrishnan, Nikulin, & Mesbah, 2012). The value of R^2 lies between 0 and 1. When the value of R^2 lies 0.25 weak, moderate 0.50 and significant 0.75, shows the goodness of its magnitude (Onyutha, 2020). This study also enquired about the effect size. F^2 value 0.02 small, 0.15 moderate and 0.35 as significantly strong effect size. The predictive relevance of the model is also employed. Q^2 shows the predictive validity of a complex model using Smart-PLS. When the values of Q^2 are above 0, it testifies that there is predictive relevance of the model (Akter, D'ambra, & Ray, 2011). The procedure used for finding Q^2 in Smart-PLS was Blindfolding. The values of R^2, f^2 and Q^2 are presented in the following table 3.

Table 3.

Coefficient of Determination (R^2), Effect Size (f^2) and Predictive Relevance (Q^2)

Coefficient of Determination (R^2)

R^2	f^2	Q^2

GHR	0.86		GHR	LS	GHR	0.16
		GHR				
		LS	0.31			

Hypothesis Testing

The study hypothesis was leadership styles have significant positive effect on green human resource management practices. The relationship between variables i.e. Leadership Styles and Green Human Resource Practices was checked. The relationship between both variables was found to be significantly positive. Table 4 shows the path coefficient with t-values which shows the level of significance. The values of path coefficient ranges from +1 to -1. Value near to +1 shows strong positive association and value near to -1 shows strong negative association.

Table 4 shows path coefficient values, standard deviation, t-values, mean and p-values. For our hypothesis, it shows that there is a strong relationship between leadership styles and green human resource practices (β=0.925, t-values=46.608 and p-value=0). The study hypothesis was

H.1 Leadership styles have significant positive effect on green human resource management practices. (From the data the hypothesis is hereby supported).

The same is presented in Figure 1 as Structural Model.

Table 4.
Path Coefficients, t-values, means, standard deviation and p-values

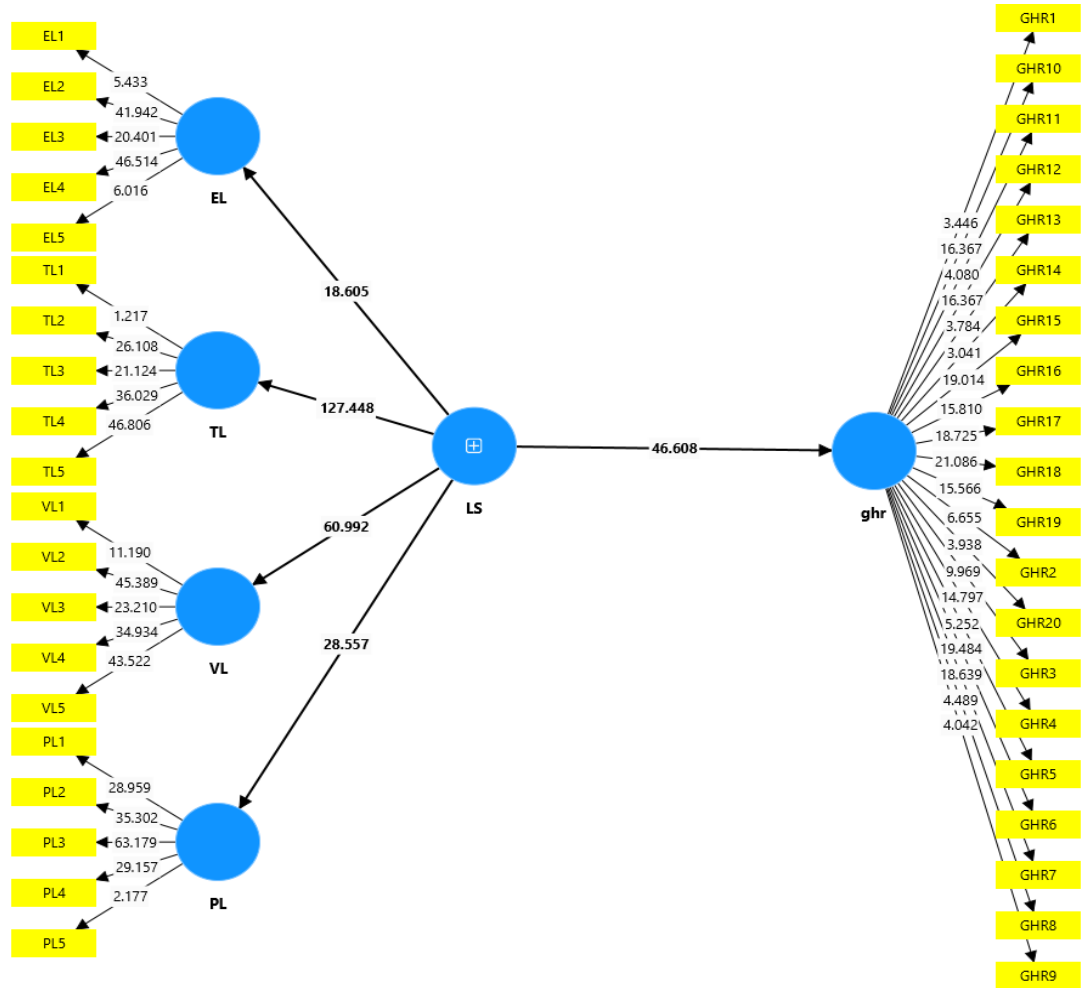|	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
LS -> GHR	0.925	0.926	0.02	46.608	0

Figure 1: Structural Model

Discussion and Conclusion

The current study intends to investigate the impact of four different leadership philosophies—transformational, visionary, ethical, and participative—on the adoption of green HRM techniques by workers in Pakistan's Khyber Pakhtunkhwa province's hospitality industry. Findings pertaining to the direct relationship between green human resource management (GHRM) approaches and leadership styles demonstrated the strength and positivity of these relationships. The findings of this study corroborate those of Arici and Uysal (2022) to the extent that green leadership ensures resource efficiency, environmental sustainability, organizational sustainability, and environmentally

conscious employee behavior by implementing policies that are supported by the organization's members. Doppelt (2017) proposed a similar theory, stating that a green leader sets accurate, quantifiable, possible, resource-optimized, sustainable, green, and ecological targets for himself, his team, and the organization. They also emphasize green innovation and believe in green self-efficacy. According to Farooq, Zhang, Talwar, and Dhir (2022) leaders who possess knowledge of green human resource management practices can confidently navigate challenges pertaining to resource efficiency, environmental sustainability, and organizational sustainability. This is because leaders with high green self-efficacy exhibit resilience and are better able to handle difficult situations in the workplace. Effective leadership, according to Mittal and Dhar (2015) and Hazrat, Khan, and Ilahi (2019) should be able to persuade followers to support environmental efforts. To create a sustainable environment, green leadership is essential.

The existing study confirms the results of the former studies emphasizing the vital role of transformational leadership in the implementation of green human resource management practices. For example, (Le & Lei, 2018) offored that transformational leadership inspires and motivates employees to acquire new skills and knowledges. In the same way, Sadeghi and Rad (2018) observed that transformational leadership involves staff members in activities connected to green procedures and product novelty, enabling the business to introduce green goods and services to the marketplace and improve ecological metrics. The same perspective is supported by Martinez-Conesa, Soto-Acosta, and Carayannis (2017). Other studies Jia, Liu, Chin, and Hu (2018); (Zhou, Zhang, Lyu, & Zhang, 2018) identified that green transformational leadership nurtures and assists employees' ecological organizational results.

This study's results regarding the direct relationship between GHRM practices and visionary leadership style showed a positive and significant relationship. These results also support the conclusions of Van Knippenberg and Stam (2014), who highlighted that visionary leadership focuses on persuading people to contribute to the organization's success by convening an image of that ecological future. Mumford, Strange, Scott, and Gaddis (2005) contended a vision is thought to be a basic promoter of change, and that a visionary leader has been conceptually known as a substantial predictor of novelty.

The current study results further demonstrated the positive significant effect that participative leadership philosophy has on green HRM practices. The findings of this study are consistent with previous research Kar and Misra (2013), showing the significant impact that participative

leadership style has on HRM practices. Improved intrinsic and extrinsic motivation—the primary driver of green outcomes—occurs when employees are allowed to participate in decision-making (Goswami & Dsilva, 2019; Koberg & Longoni, 2019).

The current study's results also demonstrated the important and advantageous influence that an ethical leadership style has on GHRM practices. The findings support the hypothesis put forth by Ahmad, Sohal, and Wolfram Cox (2020) that ethical leadership reflects a sense of duty to the sector, its employees, the community, its clients, and the environment. According to Peng and Kim (2020), moral leaders ensure that moral standards are upheld while defending the rights of all parties concerned, including corporations, labor unions, and society at large. By encouraging pro-environmental behaviors, such as garbage reduction, recycling, and energy saving Khan, Jianguo, Ali, Saleem, and Usman (2019), these leaders can protect the environment while upholding moral standards (Ren, Tang, & Jackson, 2021).

From this study it is hereby concluded that if leaders in organizational setting focus on the implementation of eco-friendly human resource strategies, it will ensure organizational sustainability, resource efficiency and environmental consciousness among employees. The study found that participative leadership style has the most significant positive effect on green human resource management practices, followed by transformational, visionary, and ethical leadership styles, in descending order of influence, suggesting their implementation could greatly benefit the sector.

This study recommends and provides guidance for organizational leaders on motivating employees for environmentally sustainable practices, aiding in achieving green HRM objectives and broader environmental goals. The theoretical implications of the study contribute to the existing body of knowledge in the shape of sensitizing people with these concepts of leadership styles and its impact on green human resource management practices. Corporate social responsibility guides us to practice GHR Practices for organizational sustainability, resource efficiency and eco-friendly environment. The practical implications of the study will help industry, community, policy makers and academia for realizing its importance and its inclusion in their polices and strategies. Industry practitioners will also make it part of their operations and managerial approaches for the sake of eco-friendly business practices.

This study has few limitations as the data was collected at one point of time. The other limitations include its small sample size, which may affect the representativeness and generalizability of the findings to the broader hospitality sector in Pakistan. One city was chosen for data collection and

only quantitative technique was employed for data collection. Additionally, data collection through self-reporting from personnel and leaders introduces the risk of response bias, where participants may give socially desirable answers, potentially compromising the accuracy of the results. Most of the employees were unaware of the green human resource management concept and were reluctant to provide data because the research culture is lacking in the sector.

This study investigates the direct relationship between leadership styles and green human resource management practices while other leadership styles, such as charismatic, autocratic, strategic and team leadership can be employed for future studies, additionally other variables such as green organizational culture, employee commitment can be taken as moderator or mediator. Future researchers can use qualitative technique for data collection for more in-depth insights and generalizability.

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