

Fostering Green Creativity Through Environmental Values: The Role of Intrinsic Motivation, Environmental Identity and Green HR Practices

Ali Ansari

IBMAS, The Islamia University of Bahawalpur, Pakistan
Email: aliansari6888@gmail.com

Shahid Mahmood (Corresponding author)

IBMAS, The Islamia University of Bahawalpur, Pakistan
Email: drshahidhr@gmail.com

Kanwal Iqbal Khan

University of Engineering and Technology, New Campus, KSK, Pakistan
Email: kanwaliqbalkhan@gmail.com

Farwa Asghar

IBMAS, The Islamia University of Bahawalpur, Pakistan
Email: farwaasghar05@yahoo.com

Article History

Received: 28 Feb 2023 Revised: 18 June 2023 Accepted: 23 June 2023 Published: 30 June 2023

Abstract

Employee green creativity is the main instrument to enhance employees' and organizational performance. Environmental values are considered a healthier predictor of employees' green creativity. But some supporting mechanisms are also required that may influence green creativity through ecological values. This study explores the relationship among environmental values and employees' green creativity based on the value belief norm and supply value fit theories. Moreover, the intervening mechanism of intrinsic motivation, ecological identity, and the moderating role of green HR practices is also investigated. A survey was conducted among employees working in the hospitality industry to examine the relationship between environmental values, green creativity, intrinsic motivation, environmental identity, and green HR practices. Process macros results reveal that when management focuses on ecological importance, the inherent motivation and environmental identity act as an intermediary mechanism that indirectly influences green creativity in line with Green HR Practice.

Keywords: Environmental values, green creativity, intrinsic motivation, environmental identity, green HR practices, hotel industry.

1. Introduction

With increasing concerns about environmental degradation and sustainability, exploring innovative ways to address these challenges is crucial. Fostering green creativity, which involves generating environmentally friendly ideas and solutions, can be extremely important in encouraging sustainable growth and reducing harmful environmental effects. Tourism and hospitality industries are contributing increasingly to the world's ecological footprint (Khan *et al.*, 2021a; Lenzen *et al.*, 2018). These firms have started focusing on green practices such as green creativity since environmental sustainability has become crucial for survival (Chen & Chang, 2013). Ecological concerns and environmentally conscious development are common in business, and companies have begun implementing eco-friendly methods (Zhang *et al.*, 2019; Koch *et al.*, 2020). Environmental awareness originates and enhances from adopting strict rules and regulations and customers' demands vital to healthier dealing with ecological issues (Hussain *et al.*, 2019).

Environmental reliability is a broad objective that initiates individual creativity and may contribute largely to the organizational environment (Ahmed *et al.*, 2021). Green invention can facilitate sustainable growth (Awan *et al.*, 2019), encourage green initiatives (Li *et al.*, 2020), and assist businesses in improving their organizational image (Chen & Chang, 2013). Meanwhile, green creativity captures workers' abilities to develop innovative, ecologically friendly methods (Mittal & Dhar, 2016). It may anticipate bringing service innovation, promoting environmentally responsible behavior, protecting cultural heritages, providing unforgettable travel, and increasing value to consumers and companies in the hospitality sector (Khan *et al.*, 2021a). Additionally, this industry is entirely service-oriented, and its success depends on meeting customers' expectations for something unique (Mittal & Dhar, 2016).

Meanwhile, the creative employee may serve as an efficient channel for disseminating cutting-edge green ideas to customers since the innovative green services provided by hospitality firms can promote green behaviors among visitors (Tuan, 2018). Nevertheless, these predicted advantages, a thorough assessment of the literature, divulges that green creativity requires more investigation in the hospitality industry (Al-Hawari *et al.*, 2021; Taun, 2020; Mittal & Dhar, 2016). The sustainability goals of the green sector are an essential topic for the green professional manners of the employees (Pham *et al.*, 2019). Fewer studies have focused on the job-related mechanism and characteristics that help employees' positivity of green behavior (Graves & Saris, 2018). The current study attempts to expand this line of research by investigating employees' (administrative & managerial staff) environmental values for green creativity.

According to the theories of value belief norms and supply-value fit, this research aims to demonstrate employee association with environmental protection activities. The main characteristic of this research is to examine the prominence of ecological values for green creativity through environmental identity, intrinsic motivation, and green HR practices.

The representation of the values of the environment refers to the personality of individuals that belong to their inner values and relates to the preservation and protection of natural situations. The values are significant because, through the norms and values, employees always understand their work and also find out the real meaning of their work (Ruepert et al., 2017). Environmental ethics always indicates the significance of green creativity, as the prior study in the field only investigated the direct or indirect effect of employee values in the organizational environment and their work behavior (Lu et al., 2020).

In recent times, organizational belief and greening administration have increased popularity in both fields, i.e., academia and industry, to minimize the effect of the risk created by various stakeholders regarding industrial waste. Scholars have pressurized organizations to articulate policies for environmental, social, and economic outcomes. Recent researches suggest that computer and information technology application help to minimize energy utilization, wastage of carbon, and disposal activities (Ojo et al., 2019). Although, the main concern is to shift from common thoughts or green business to purposeful green localities such as green novelty, GHRM, Green finance, and green creativity (Awan et al., 2019; Yong et al., 2019; Zailani et al., 2015), respectively.

Green creativity originated from developing helpful and unique ideas about green methods (Song & Yu, 2018). It is determined by individual and organizational background. For example, green creativity thoughts depend upon leadership and corporate attitude going on environmental concerns (Chen & Chang, 2013). Furthermore, protecting the environment through green leadership and promoting the employees' green creative manner may help to decrease the usage of water and paper and enable the recycling of the water for cleanness (Mittal & Dhar, 2016). Bringing up the behavior of green creativity is the leading role of the factors related to green leadership (Singh et al., 2020).

The intrinsic motivation belongs to green behavior that may arise inside the individuals as it naturally makes them happy (Al Hawari et al., 2021). Another study proposed that intrinsic motivation is more effective when employees recognize an organization's internal locus of causality (Olafsen et al., 2015). For example, green production and environmental love can generate services and products that conserve and save the environment from impairment by their policies and practices within the organization. At this point, employees love nature, and their internal drive always saves the domain from the danger posed by energy usage, production of information technology, and increased use of carbon products and other wastages (Khan et al., 2022).

Caring for and protecting the environment always need motivation that involves passion and love. When employees have high intrinsic motivation, they have green creative ideas to form green and clean products. The extant literature has advocated that sustainability programs must be entrenched in the organizations via procedures and practices (Wasselink et al., 2017; Uddin et al., 2021). However, there is a lack of research on how employee environmental values might impact green creativity (Ababneh, 2021).

The purpose of this study is to extend the literature on environmental values and green creativity in different ways. First, Intrinsic motivation and environmental identity are not experienced while examining the relation among ecological values and green creativity. Second, the employees working in the hospitality sector are the focus of our study. This is crucial since the study of green creativity in the hospitality industry is still in its infancy (Taun, 2020), and the level of creativity displayed by employees may make a significant impression on customers. The results of this study might thus be valuable resources for managers who want to understand how employees are motivated in their job and the implications of green creativity for green performance.

Finally, the scope of current research contributes to the importance of our work in Pakistan's hospitality sector. The Pakistan hospitality industry has seen a remarkable expansion in recent years. The hospitality industry is a critical economic engine in Pakistan to match modern consumer hopes and sustain a strong competitive edge. It needs to be more receptive regarding green creativity (Khan *et al.*, 2021a). Our study's emphasis on environmental values, green creativity, and green HR practices is relevant given the significance of green creativity in the hospitality industry in Pakistan, and our results can assist hospitality employees in putting green creativity efforts into practice. The research on environmental values, green creativity and green HR practices is growing, and previous studies have focused mainly on Western and Arab hospitality situations (e.g., Al-Hawari *et al.*, 2021; Úbeda -Garcia *et al.*, 2021; Taun, 2020). This study further extends the research by focusing on the hospitality sector of Pakistan.

2. Literature Review and Hypotheses

The value-belief-norm theory explains that values influence eco-friendly behavior through beliefs and personal principles (Stern *et al.*, 1999). Usually, values represent the common goals and lifestyle that peoples chase. The supply value fit theory postulates a combined persuasion of individual and environmental characteristics on outcomes (Edwards & Shipp, 2007). The personal characteristics of an individual comprise capabilities and values. The supply-value-fit theory argues that employees' work attitudes and behaviors improve when their values, such as environmental values, align with those provided by their employers, such as green HR practices (Edwards & Shipp, 2007).

2.1. Environmental Values and Green Creativity

The human beings' values are faith and priority, the outcome that constrains human attitude, behavior and emotions (Kasser, 2002). The values are the established feature of a person and commonly describe the important mechanism and assess the individual's behavior. Prior research suggested the influence of values on the environment (Tamar *et al.*, 2020). The study investigated the limited relationship between green creativity and environmental values (AlSuwaidi *et al.*, 2021). Moreover, the theory of value belief's norms clarifies this relationship, which explain that behavior is also influenced by norms,

values and beliefs (Stern et al., 1999). Values are straightforward measures that have influence or cognitive interference between the behavior and attitudes of an individual. All the information filtered by the values is imperative for norms of behavior (Stern et al., 1999). The previous research was on the theory of value belief norms showing the link between an individual's eco-friendly behavior and value. Suppose an individual finds an excellent friendly environment. In that case, it will enhance an individual's pro-environmental behavior, ultimately resulting in the configuration of an individual, extra role extra-role of individual, green initiative, and green practices (Cheema et al., 2020).

Research shows that green creativity is influenced by employees' values, motivation and competence (Ogbeibu et al., 2020). Moreover, green creative behavior is vital in the eco-friendly environment task (Spanjol et al., 2015). The earlier research on the status of green creativity shows that with environmental values, the employees give direct attention towards the task and increase their ability to think about green creative ideas (Steg, 2016). The employees utilized these values in their self-identities; ultimately, they joined more in their assignments and tasks. They increase their skills and always try to find new sol and produce a healthier environment of green creativity (Ogbeibu et al., 2018). Employees always follow the path of green ideas and innovations t their passion, values and love (Khan et al., 2021b). Accordingly, the following hypothesis is proposed:

- H₁: Environmental values are positively related to green creativity.

2.2 *Environmental Values and Intrinsic Motivation*

Individuals' values and basic beliefs about end states or pleasing behavior. The drive of values, emotions, attitudes, and behavior are commonly transversely according to the situation and time (Kasser 2002). Drive values are played a vital role in the environmental behavior of employees (Ruepert et al., 2017). This study focused on the employees' environmental values, defined as the protection of nature the employees give all the prominence (Steg et al., 2014). The motivation elaborates as "what employees do, how they do it, and how tough they work (Meyer et al., 2004)". The researchers should pay attention to the role of motivation of employees in environmental behavior (Pelletier & Aitken., 2014). The theory of self-determination is to observe the employee's motivation in an organization directly affected by the behaviors (Deci & Ryan, 2000; Deci et al., 2017).

The self-determination theory proposes that the behavior depends upon the kind of motivation instead the quantity of motivation. Drawing on these types, we differentiate between employees' internal and external motivation for performing pro-environmental behaviors (Deci et al., 2017). The internal and external stimuli always work together because the employees have different reasons to follow all the behavior of the environment. Values are essential in self-motivation. Motivation is crucial in converting beneficial values into environmental behavior (Norton et al., 2015). The influential ecological values are expected to divert the employee's attention to their ethical and environmental attitudes, increasing their ambition. The logic of enjoyment, gratification, and internal motivation is improved by the amount of doing the right things (Steg, 2016). Generally, when employees

have the strongest environmental values, they involve these values in their identity and take environmental actions (Van der Werff *et al.*, 2014). All of these employees are experienced and intrinsically motivated. Because of the above discussion, the following hypothesis is formulated:

- H_{2a}. Environmental values are positively related to intrinsic motivation.

2.3 *Environmental Values and Environmental Identity*

Environmental identity refers to oneself relationship with the natural world. Environmental identification is an essential ingredient of imagination. It involves a sense of belonging to a part of the non-human natural atmosphere based on individual history, touching attachment, and resemblance. Environmental or ecological identification is a self-made idea in a societal setting based on the interconnectedness and dependency of the natural world (Clayton & Opatow, 2003). Environmental identities impact the environment and society and may have behavioral ramifications across conditions and contexts (Stets & Biga, 2003). The degree to which a person can concentrate on the outside world and how he understands what he sees is influenced by social factors. As prominent by Clayton (2003) and Stets & Biga (2003), identity can significantly impact conduct more than attitude or worldwide. Researchers state that actions and behaviors in the personal, social and political realms may be influenced by environmental identities (Thomashow, 1995; Clayton, 2003; Zavestoski, 2003; Blatt, 2013). Hence, identities and actions might interact in a convoluted, conversational way.

The direct consequence of environmental identity and environmental value is minimal. Previous study shows that if the employees are environmentally conscious and experience logic of purpose, they accomplish the work in a supportive environment (Graves & Sarkis, 2018). The employees take care of their organizational environment other than their financial benefits; it is all about the orientation that allows them to sense they are giving their best and forming the whole world a better place to live. As a result, it may be suggested that employees concerned about the environment will have different emotional affects, attitudes, and behaviors than those less concerned about their organizational environment. Previous studies revealed that employees' with higher environmental values were engaged (De Groot & Steg, 2010). Hence, we expect the following relation.

- H_{2b}. Environmental values are positively related to environmental identity.

2.4 *Intrinsic Motivation and Green Creativity*

Different employees have different motivational orientations about their work. For example, employees often have strong intrinsic and highly intrinsically motivated motivation. They always found their tasks more enjoyable. By doing their tasks, they work on developing their new skills. On the other hand, extrinsically motivated employees only seek an occupation. They do not have any ability to develop new skills (Amabile *et al.*, 1994). The previous study supports that intrinsic motivation is linked with green creativity

(Zhang & Bartol, 2010; Kong et al., 2019). According to the theories of creativity and motivation, the researcher said that green creativity increases whenever the employees are motivated for green assignments and their environment. For example, employees may not deliver the results and lack excitement, interest and passion for performing green creative works or assignments (Amabile, 1997). Many people generate a green environment because they love doing green work. According to the above discussion, the following hypothesis is formulated:

- H_{3a}: Intrinsic motivation is positively related to green creativity.

2.5 Environmental Identity and Green Creativity

An individual's identity elaborates that the self-concept is related to the behavior. Once a behavior is dictated by self-identity according to the theory of identity. According to this theory, a person's behavior is greatly influenced by their identity. People always strive to chase their self-verification with the help of behaviors and identity and avoid internal conflicts through their actions (Stets & Biga, 2003). Therefore, this theory complements attitude theory due to consideration of the human being socially embedded nature and two-faced people (Nunkoo & Gursoy, 2012). The identity of the environment forced a positive pressure on green creativity. Green creativity enhances economic and environmental organizational performance and strengthens green behavior.

Previous researchers found that creativity facilitates the adoption of green plans and practices that better the environmental organization's performance (Wang et al., 2020). To achieve effective environmental recognition, employees are already to change or transform existing stimuli that come up with novel products, processes and technologies that are environmentally friendly and minimize harmful ecological effects (Darvishmotevali et al., 2020). Creative culture creates an environment conducive to increasing the environmental commitment to any business activity and minimizing the detrimental impact on the environment. Keeping in view the above, we proposed the following hypothesis:

- H_{3b}: Environmental identity is positively related to green creativity.

2.6 The Mediating Role of Intrinsic Motivation and Environmental Identity

The environmental values of employees have positively affected their needs to find out their purpose in working life and the meaning of their work. The value of behavior engages employees with their work to achieve their aspirations and goals. The meaningfulness generates passionate energy for the employees to attach to the green activity followed by their ideas (Khan et al., 2022). Moreover, as described above, green creativity is measured as an individual's self-expression that can be an exercise for conscious employees (Rosso et al., 2010). That helps them configure and adaption in between their actions and values (Pratt & Ashforth, 2003). The employees find the task enjoyable, exciting and positively challenging through intrinsic motivation (Amabile & Pillemer, 2012). The empirical study supports the hypothesis that intrinsic motivation is related to creativity.

Thus, intrinsic motivation and environmental identity represent a method to link in environmental values of employees with green creativity. While researchers examining the direct influence of green creativity on environmental performance also refers to environmental identity can manipulate organizational actions and issues (Dutton & Dukerich, 1991). The discussion above said that environmental values and intrinsic motivation are positively associated with green creativity via playing a mediating role. As per the above discussion, we proposed the following hypotheses:

- H₄. Intrinsic motivation plays a mediating role among employees' environmental values and green creativity.
- H₅. Environmental identity plays a mediating role among employees' environmental values and green creativity.

2.7 The Moderating Role of Green HR Practices

The GHRM (Green Human Resource Management) suggested HR practices that ensure the management increases positive organizational reliability (Adeel *et al.*, 2022). Green human resources management provides employees with environmental images involving the workers' training, guidance, supervision, and development (Milliman & Clair, 2017). When we implement a green environmental vision, the organization must change employee attitudes, cultural views, and beliefs about these practices for sustainability (Jer'onimo *et al.*, 2020). The environmental initiatives are always facilitated by the HR practices of the organizations and through their policies (Mousa & Othman, 2020). The earlier study on Green HR practices proposed that environmental HR policies construct environmental sensitivities in employees as constructed the skills and capabilities essential for increasing the employee's behavior in an environment of an organization (Anwar *et al.*, 2020). The improved quality of the product highly depends upon the employees' environmental behavior, which may help eliminate costs (Amrutha & Geetha, 2020).

In recent years, green HR practices received extraordinary academic interest (Paulet *et al.*, 2021). It plays a vital role between the employees' green creativity and intrinsic motivation that is unfamiliar in past studies. The features of employees' personalities, values and beliefs are greatly influenced by intrinsic motivation and environmental identity, such as green creativity (Barrick *et al.*, 2013). The theory of value fit describes the relationship between organizational practices and environmental values that increases employee outcomes and work behavior (Edwards & Shipp, 2007). However, the previous research highlights that individual behavior notifies their values. The practices and values of organizations mainly help in the commitment between employees and the organization, increasing employee productivity (Kim *et al.*, 2019). The organization's policies and personal values of employees give a good performance but also help the organization. Accordingly, we propose the below relation:

- H₆. The relationship among environmental values and green creativity is moderated by Green HR practices.

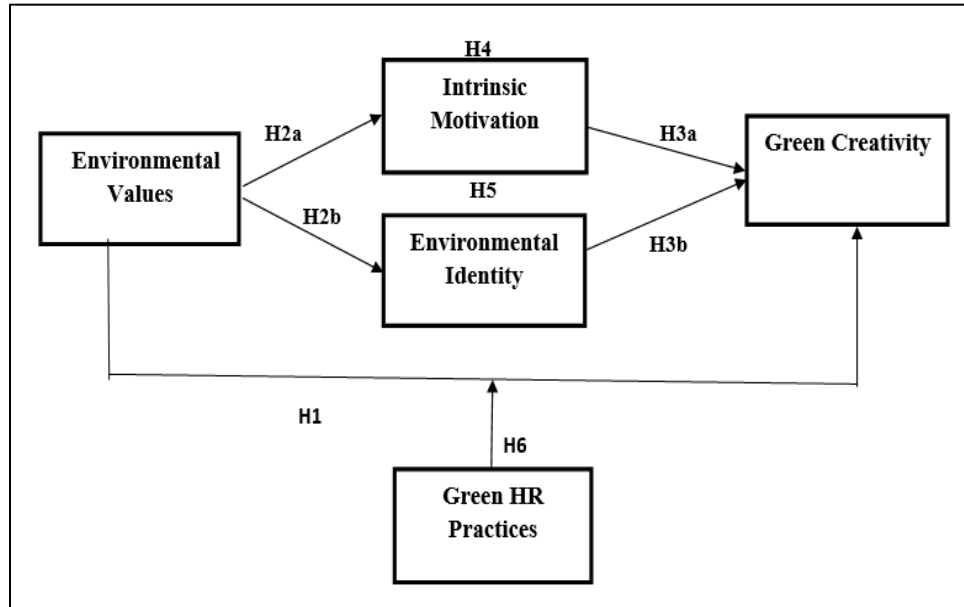


Figure 1: Study Framework

3. Methodology

3.1. Participants and Procedure

The questionnaire-based survey was conducted to collect primary data from managers and administrative staff in the hospitality industry in the Punjab Province of Pakistan. For this purpose, the researcher contacts the five stars, four stars, three stars hotels, restaurants and resorts. These hotels and restaurants were registered and metropolitan ones that supplied the most competitive services.

In this study, researchers included 59 restaurants and 51 hotels at Bahawalpur, Multan, Lahore and Islamabad. This study used the convenience sampling method for data collection through self-administered questionnaires because convenience sampling is a non-probability sampling technique that relies on selecting participants who are readily available and easily accessible. The researcher approached more than 500 managers and administrative staff in the hospitality sector. The 368 managers and administrative staff participated in the survey, of which two questionnaires were unusable, and the remaining 366 were usable. The response rate is about 74%, considered reliable for analysis.

3.2. *Measurements*

Responses were measured using a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). Minor changes were made to items' wording according to the hospitality sector. Environmental values were measured through 07 items scale developed by Stern et al. (1999). The sample item of the scale is "I feel a personal obligation to do whatever I can to prevent environmental degradation". Green Creativity measures through 06 items scale (Cheng and Chang, 2013). The sample item is "The members of the green product development project suggest new ways to achieve environmental goals". Intrinsic Motivation was measured through 06 items scale constructed by (Amabile et al., 1994). The sample item is "You enjoy developing new green ideas". Environmental identity is measured through a 09 items scale of Clayton (2003). The sample item is "Engaging in environmental behaviors is important to me". Green HR Practices measures through 06 items scale adopted from Dumont et al. (2017). The sample item is "My organization sets green goals for its employees". In light of previous research, we consider demographic aspects as control variables such as age, gender, education and tenure of job in the hospitality sector.

It is worth noticing that the constructs used in present research have been validated multiple times and are the most often used scales in academic research (Stern et al., 1999; Cheng and Chang, 2013; Amabile et al., 1994; Clayton, 2003; Dumont et al., 2017). However, while using these constructs, a pilot study was conducted to confirm instrument validation, item understandability, and, if necessary, item ambiguity. Furthermore, the face and the content validity of these constructs are also tested.

4. **Data Analysis**

The proposed framework is analyzed by using SPSS Process Macros. It assists researchers and analysts in interpreting and drawing conclusions from data (Pallant, J., 2020). By automating repetitive operations, process macros can dramatically increase the effectiveness of data analysis. Researchers can develop a macro that contains the essential operations and apply it to several datasets simultaneously rather than manually carrying out the same actions for every dataset. It saves time and decreases the possibility of human error (Hayes et al., 2017). This study preferred Process Macros over Structural Equation Modeling because estimating the parameters of each equation independently allowed for more flexibility and control in the analysis. This approach enabled researchers to focus on specific relationships of interest and examine them in isolation rather than considering all equations simultaneously. Additionally, estimating parameters independently makes it possible to handle complex and non-linear relationships more effectively (Hayes et al., 2017). The missing values analysis was conducted for data screening and cleaning, but no missing value was found. we use Mahalanobis D2 for testing the outliers. The two outliers were found and deleted from the data. Then the data normality is tested through KMO and Bartlett test. The value of KMO 0.746 shows that the data is normal for further analysis.

The demographics of 366 respondents are categorized at the individual level, such as gender, age, education and tenure of job. The respondents are experienced and professional, with a mean gender value of 0.20 years, the average age of the respondents is 1.76 years, their average education is 15.20 years, and an average tenure of a job is 8.30 years. Of the 366 participants, 291 were males, and 75 were females. These control variables have no significant relation with the main variables of the study, thus not included in further analysis. Scale reliability is tested through Cronbach's alpha. All variables are incredibly reliable, with scale coefficients above 0.70 (Table 1).

The correlation results (Table 1) show that the relation among environmental values and green creativity is significant and positive (coefficient= 0.650, $p < 0.01$). Environmental values significantly and positively affect intrinsic motivation (coefficient= 0.632, $p < 0.01$). The results of environmental values and environment identity are also significant and positive (coefficient= 0.639, $p < 0.01$). Intrinsic motivation and green creativity have positive relation (coefficient= 0.558, $p < 0.01$). Environmental identity significantly and positively affects green creativity (coefficient= 0.661, $p < 0.01$). Thus, all direct relations are initially supported.

The confirmation of discriminant validity and absence of multicollinearity assumptions is based on examining correlation coefficients among the five variables. None of the correlation coefficients exceeds 1, and they all fall below the threshold value of 0.75 (Kline, 1998), indicating that each variable is distinct from the others. This analysis rules out the presence of multicollinearity (Montgomery et al., 2009).

Table 1: Descriptive Statistics and Correlations

Variables	Mean	SD	Alpha	1	2	3	4	5	6	7	8	9
1 Gender	0.20	0.404	-	1								
2 Age	1.76	0.833	-	-0.07	1							
3 Education	15.20	1.33	-	-0.01	0.10*	1						
4 Tenure of Job	8.30	6.52	-	0.01	0.78*	0.07	1					
5 EV	4.28	0.538	0.81	-0.04	0.02	0.11*	-0.05	1				
6 GC	4.22	0.500	0.73	-0.12*	0.08	0.01	-0.02	0.65*	1			
7 IM	4.31	0.481	0.77	-0.01	-0.04	0.01	-0.07	0.63*	0.56*	1		
8 EI	4.31	0.450	0.77	-0.07	0.05	0.06	-0.03	0.64*	0.66*	0.68*	1	
9 GHRM	3.95	0.526	0.76	0.12*	0.10*	-0.01	0.06	0.45*	0.37*	0.53*	0.48*	1

Notes: EV=Environmental Values; GC=Green Creativity; IM=Intrinsic Motivation; EI=Environmental Identity; GHRP= Green HR Practices, *p<0.05, **p<0.01

4.1. Process Macros Results

The hypothesized relations are tested through Process Macros Model 5 (Hayes, 2013) to investigate the direct, mediating and moderating effects. It enables a thorough knowledge of the underlying mechanisms and circumstances that impact interactions between variables, path analysis, and, more significantly, mediation and moderation, which has great importance in social scientific research. It assists in determining the mechanisms through which specific variables interact and the circumstances in which these effects occur (Baron & Kenny, 1986). The results proved that environmental values have a significant impact on green creativity ($\beta = 0.753, p < 0.01, [LLCI = 0.470, ULCI = 1.0316]$). The results further show that direct relationship between environmental values and intrinsic motivation ($\beta = 0.5659, p < 0.01, [LLCI = 0.4944, ULCI = 0.6375]$) is supported. Environmental values have a significant impact on environmental identity ($\beta = 0.5353, p < 0.01, [LLCI = 0.4689, ULCI = 0.6017]$). Hence, hypotheses 1, 2a and 2b are fully supported. The results further show that intrinsic motivation has a significant impact on green creativity ($\beta = 0.2077, p < 0.01, [LLCI = 0.0944, ULCI = 0.3208]$ and the environmental identity also has a substantial effect on green creativity ($\beta = 0.4423, p < 0.01, [LLCI = 0.3331, ULCI = 0.7514]$), so, the hypotheses 3a and 3b are also supported (Table 2).

Table 2: Process Macros Results

Hypotheses	Path	Direct Effect		
		Beta	LLCI	ULCI
H₁	EV → GC	0.753***	0.470	1.0316
H_{2a}	EV → IM	0.5659***	0.4944	0.6375
H_{2b}	EV → EI	0.5353***	0.4689	0.6017
H_{3a}	IM → GC	0.2077***	0.0944	0.3208
H_{3b}	EI → GC	0.4423***	0.3331	0.7514

Notes: EV=Environmental Values; GC=Green Creativity; IM=Intrinsic Motivation; EI=Environmental Identity; GHRP= Green HR Practices; *** p<0.001

Furthermore, after testing the direct relationships between all the variables, we tested the indirect effect (Table 3) of mediating the role of intrinsic motivation among environmental values and green creativity. The available results also show the positive relation of intrinsic motivation between environmental values and green creativity ($\beta = 0.1175$, $p < 0.01$, [LLCI= 0.0156, ULCI= 0.2383]). The indirect effect of environmental identity among environmental values and green creativity is also tested, and the result also supports the mediating role of environmental identity among environmental values and green creativity ($\beta = 0.2367$, $p < 0.01$, [LLCI= 0.1307, ULCI= 0.3776]). Thus, hypotheses 4 and 5 are fully supported.

Table 3: Process Macros Results

Hypotheses	Path	Interaction Effect			Indirect Effect		
		Beta	LLCI	ULCI	Beta	LLCI	ULCI
H₄	EV → GC via IM				0.1175	0.0156	0.2383
H₅	EV → GC via EI				0.2367	0.1307	0.3776
H₆	Int. effect of GHR Practices	-0.0884	-0.166	-0.009			

Notes: EV=Environmental Values; GC=Green Creativity; IM=Intrinsic Motivation; EI=Environmental Identity; GHRP= Green HR Practices; *** p<0.001

Using the same model, we test the moderating role of Green HR practices among environmental values and green creativity. The positive effect of environmental values for green creativity is strengthened when green HR practices are high ($\beta = -0.088$, $p < 0.01$, [LLCI= -0.166, ULCI= -0.009]). The moderating influence of green HR practices is plotted in Figure 2. The results of the direct effect, indirect effect and interaction effect are also supported.

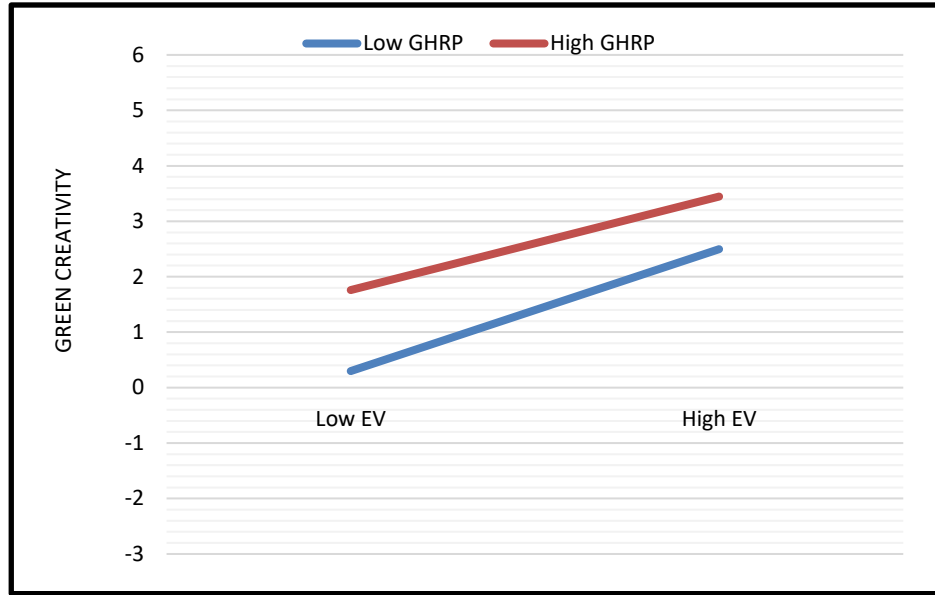


Figure 2: Interaction Effect

5. Discussion

The current study aimed to determine how green creativity is affected through employees' environmental values. Intrinsic motivation and environmental identity were proposed as mediating variables for understanding the effect of environmental values on green creativity depiction on the theoretical foundations of value belief norm theory (Stern et al., 1999). The supply value fit theory (Edwards & Shipp, 2007) arguments supported the idea that green HR practices might improve the effects of environmental values for green creativity. The findings validate all of the proposed paths.

We review the influence of environmental values on green creativity and findings show that environmental values have a positive influence on green creativity. This is in line with theoretical foundation of recent research that environmental values are recipes to attain green creativity in the hotel industry (Alyahya et al., 2023). The results of environmental values and green creativity (Al-Hawari et al., 2021; Srivastava & Dhiman, 2022), intrinsic motivation and green creativity (Li et al., 2020), values norms and intrinsic motivation (Steg, 2016) are in line with earlier studies. The present study examines the impact of environmental value on environmental identity, and the results show that environmental value positively influences environmental identity. The relationship among environmental identity and green creativity also examines and finds positive impacts on each other.

The study investigates the two intervening mechanisms, intrinsic motivation and environmental identity, between environmental values and green creativity. The extant research reveals a relationship between environmental value and green behavior (Cuadrado et al., 2022). The findings show the positive impact of environmental values for green creativity through mediating intrinsic motivation and environmental identity. This is as per directions of recent research (Cuadrado et al., 2022). The results demonstrate that the link among environmental values and green creativity is more vital when the intrinsic motivation and environmental identity was existed. The present study also examines the consequence of green HR practices on environmental values and green creativity. The result shows that green HR practices strengthen the relationship between environmental values and green creativity. This finding aligns with the conservation of resource theory and directions of Muisyo et al. (2022) that green HR practices are helpful in boosting green creativity in organizations.

5.1. Theoretical Contributions

The present research contributes in several ways to the literature on environmental values and green creativity. Several studies examine the direct relationship among environmental values, green creativity, intrinsic motivation and environmental identity (Al-Hawar et al., 2021; Cheema et al., 2020; Li et al., 2020; Gilal et al., 2019; Steg, 2016). However, to the best of our knowledge, there is no evidence regarding the empirical study of two intervening mechanisms, intrinsic motivation and environmental identity, as a mediator among environmental values and green creativity. Similarly, less attention was given to green HR practices for strengthening the relationship among environmental values and green creativity.

This research is conducted in the context of Pakistan's hospitality industry, which is a well-established and forward-thinking industry with all the characteristics of contemporary hotels and restaurants around the globe. Our findings suggest that intrinsic motivation and environmental identity may be plausible mechanisms explaining that green creativity is influenced by employees' environmental values. With a pro-environment culture, employees who have strong environmental values frequently exhibit sentiments of success, purpose, and motivation. Strong environmental values are regarded as an integral component of an employee's self-identity, and as a result, they are more inclined to engage in green activities like green creativity. These results corroborate the central claim of value belief norm theory, which states that a person's values influence their behavior and attitudes, such as green creativity. Our results are consistent with other research studies on how different values and beliefs affect motivation (e.g. intrinsic motivation), self-identity (e.g. environmental identity), job purpose, and creative behavior (e.g. Al-Hawari et al., 2021; Gilal et al., 2019; Kim et al., 2019).

Another novelty of this study is the investigation of moderation of green HR practices among environmental values and green creativity. The findings suggest that green HR practices enhance the favorable influence of environmental values on green creativity via intrinsic motivation and environmental identity. These results are notable since prior

research primarily concentrated on the importance of green HR practices as a straight conjecturer of employees' ecological behaviors (Dumont *et al.*, 2017; Yong *et al.*, 2019). However, there is no evidence regarding the empirical study on the moderating effect of green HR practices on employees' pro-environmental actions or behavior. This study shows that green HR practices can improve the influence of environmental values for green creativity as a contextual element. The findings corroborate the supply-value-fit theory, arguing that employees' work-related attitudes and behaviors improve when their environmental values align with their employers, such as green HR practices (Edwards & Shipp, 2007). Employees are encouraged to engage in eco-friendly activities as a habit when green policies and procedures are implemented, and this motivation is higher for employees who care about the environment. Our results are consistent with earlier research suggesting that green HR practices increase employees' environmental awareness. With the right incentives and performance reviews, employees can be encouraged to engage in environmentally friendly behaviors, subsequently assisting the organization in meeting ecological targets (Smallbone, 2005). The emphasis on values is crucial as values are typically more firmly ingrained in people's personalities and serve as a fundamental predicate of conduct (Al-Hawari *et al.*, 2021).

5.2 Implications

The results of this study might have various impacts on practitioners and academics. According to the value belief norm theory, people with strong environmental values, green creativity, and environmental identity are more likely to show intrinsic motivation and engage in eco-friendly actions, consistent with the beneficial effects of green HR practices. These findings are further supported by the value fit hypothesis, which holds that people are more motivated, content, and inclined to engage in green behaviors when their values align with those of companies or institutions that care about the environment. Our research has significant practical implications for the hospitality sector. The findings imply that the employees' environmental values significantly foster green creativity through intrinsic motivation and environmental identity. Because employees who care about the environment are likely to feel that their job is so expressive and they are more likely to be happy to exhibit green creativity. These findings highlight the need for HR managers to select employees for work on green creativity inventiveness prudently. Previous research has also underlined the significance of company culture and employee innovation, which aligns with this viewpoint (Ogbeibu *et al.*, 2020). To achieve an organization's green goals, it is crucial to hire the proper personnel with green values (Khan *et al.*, 2021). To attract and choose environmentally conscientious candidates, managerial green values and goals can be stressed throughout the recruiting and selection procedures.

Hospitality industry can focus on putting their green HR practices into reality since they may inspire participation in green creativity from employees who care about the environment. Through training programs and awareness seminars, hospitality industry may

promote environmental principles among their current staff. These exercises can help employees develop pro-environmental ideals and show them how to come up with original solution for their work-related problems. Employers may gain from enlisting pro-environment personnel in green planning activities by utilizing their expertise and enthusiasm for sustainability concerns and fostering their development as enthusiastic future leaders.

5.3 Limitation and Future Direction

The current study has some limitations. Firstly, the present research focuses on hotels in the Punjab Province of Pakistan. Although the study's conclusions substantially impact theory and practice, we note that these results cannot be generalized to different economies, cultures, or geographical contexts. In the future, academia may use different approaches in other tourist and hospitality businesses using information from various geographic areas and economies. Second, our study examined two intervening mechanisms, intrinsic motivation and environmental identity, and future research can examine the other construct, such as extrinsic motivation and green dynamic capabilities. Third, using measurement items obtained from Dumont et al. (2017), we assessed the Green HR Practices construct as an aggregate construct. Future research should investigate the multidimensional element of Green HR Practices using diverse antecedents such as green recruitment and selection, green training, green incentives and pay and green evaluation. A higher-order construct can show Green HR Practices with explicit granularity.

6. Conclusion

This study has investigated the effect of employees' environmental values on green creativity through environmental identity and intrinsic motivation. HR practices also play a moderating role in environmental values and green creativity. In conclusion, HR departments may include environmental concerns and activities into staff daily schedules, and consistent training, awards, and performance evaluations can promote environmentally friendly habits. Employee involvement and appreciation of ecological activities increase when the hospitality industry's HR policies and procedures promote environmental sustainability as a goal beyond just financial considerations. Employee participation and encouragement provide a strong sense of intrinsic motivation and ecological identity, which may inspire them to involve in innovation and green creativity.

Research Funding

The authors received no research grant or funds for this research study.

REFERENCES

Ababneh, O. M. A. (2021). How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), 1204-1226.

- Adeel, M., Mahmood, S., Khan, K. I., & Saleem, S. (2022). Green HR practices and environmental performance: The mediating mechanism of employee outcomes and moderating role of environmental values. *Frontiers in Environmental Science*, 1793.
- Ahmed, M., Guo, Q., Qureshi, M. A., Raza, S. A., Khan, K. A., & Salam, J. (2021). Do green HR practices enhance green motivation and proactive environmental management maturity in hotel industry? *International Journal of Hospitality Management*, 94, 102852.
- Al-Hawari, M. A., Quratulain, S., & Melhem, S. B. (2021). How and when frontline employees' environmental values influence their green creativity? Examining the role of perceived work meaningfulness and green HRM practices. *Journal of Cleaner Production*, 310, 127598.
- AlSuwaidi, M., Eid, R., & Agag, G. (2021). Understanding the link between CSR and employee green behaviour. *Journal of Hospitality and Tourism Management*, 46, 50-61.
- Alyahya, M., Aliedan, M., Agag, G., & Abdelmoety, Z. H. (2023). The Antecedents of Hotels' Green Creativity: The Role of Green HRM, Environmentally Specific Servant Leadership, and Psychological Green Climate. *Sustainability*, 15(3), 2629.
- Amabile, T. M. (1997). Motivating creativity in organizations: On doing what you love and loving what you do. *California management review*, 40(1), 39-58.
- Amabile, T. M., & Pillemer, J. (2012). Perspectives on the social psychology of creativity. *The Journal of Creative Behavior*, 46(1), 3-15.
- Amabile, T. M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: assessing intrinsic and extrinsic motivational orientations. *Journal of personality and social psychology*, 66(5), 950.
- Amrutha, V. N., & Geetha, S. N. (2020). A systematic review on green human resource management: Implications for social sustainability. *Journal of Cleaner Production*, 247, 119131.
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for organizational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
- Awan, U., Sroufe, R., Kraslawski, A., (2019). Creativity Enables Sustainable Development: Supplier Engagement as a Boundary Condition for the Positive Effect on Green Innovation. *Journal of cleaner production*, 226, 172–185.
- Barrick, M. R., Mount, M. K., & Li, N. (2013). The theory of purposeful work behavior: The role of personality, higher-order goals, and job characteristics. *Academy of management review*, 38(1), 132-153.
- Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173-1182.

- Blatt, E. N. (2013). Exploring environmental identity and behavioral change in an environmental science course. *Cultural Studies of Science Education*, 8(2), 467-488.
- Cheema, S., Afsar, B., & Javed, F. (2020). Employees' corporate social responsibility perceptions and organizational citizenship behaviors for the environment: The mediating roles of organizational identification and environmental orientation fit. *Corporate Social Responsibility and Environmental Management*, 27(1), 9-21.
- Chen, Y. S., & Chang, C. H. (2013). The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity. *Journal of business ethics*, 116(1), 107-119.
- Clayton, S. (2003). Environmental identity: A conceptual and an operational definition. *Identity and the natural environment: The psychological significance of nature*, 45-65.
- Clayton, S., & Opatow, S. (2003). Introduction: Identity and the Natural Environment. In S. Clayton & S. Opatow (Eds.), *Identity and the natural environment: The psychological significance of nature* (pp. 1-24). MIT Press.
- Cuadrado, E., Macias-Zambrano, L. H., Carpio, A. J., & Tabernero, C. (2022). The moderating effect of collective efficacy on the relationship between environmental values and ecological behaviors. *Environment, Development and Sustainability*, 24(3), 4175-4202.
- Darvishmotevali, M., Altinay, L., & Köseoglu, M. A. (2020). The link between environmental uncertainty, organizational agility, and organizational creativity in the hotel industry. *International Journal of Hospitality Management*, 87, 102499.
- De Groot, J. I., & Steg, L. (2010). Relationships between value orientations, self-determined motivational types and pro-environmental behavioural intentions. *Journal of Environmental Psychology*, 30(4), 368-378.
- Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological inquiry*, 11(4), 227-268.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2017). Self-determination theory in work organizations: The state of a science. *Annual review of organizational psychology and organizational behavior*, 4, 19-43.
- Dumont, J., Shen, J., & Deng, X. (2017). Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human resource management*, 56(4), 613-627.
- Dutton, J. E., & Dukerich, J. M. (1991). Keeping an eye on the mirror: Image and identity in organizational adaptation. *Academy of management journal*, 34(3), 517-554.

- Edwards, I. R., & Shipp, A. I. (2007). The relationship between person-environment fit and outcomes: An integrative theoretical framework. *Perspectives on organizational fit*, 209, 109-142.
- Gilal, F. G., Ashraf, Z., Gilal, N. G., Gilal, R. G., & Channa, N. A. (2019). Promoting environmental performance through green human resource management practices in higher education institutions: A moderated mediation model. *Corporate Social Responsibility and Environmental Management*, 26(6), 1579-1590.
- Graves, L. M., & Sarkis, J. (2018). The role of employees' leadership perceptions, values, and motivation in employees' provenvironmental behaviors. *Journal of cleaner production*, 196, 576-587.
- Hayes A. F. (2013). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. New York, NY: Guilford Press.
- Hayes, A. F., Montoya, A. K., & Rockwood, N. J. (2017). The analysis of mechanisms and their contingencies: PROCESS versus structural equation modeling. *Australasian Marketing Journal*, 25(1), 76-81.
- Han, S. H., Sung, M., & Suh, B. (2021). Linking meaningfulness to work outcomes through job characteristics and work engagement. *Human Resource Development International*, 24(1), 3-22.
- Hussain, M., Al-Aomar, R., & Melhem, H. (2019). Assessment of lean-green practices on the sustainable performance of hotel supply chains. *International Journal of Contemporary Hospitality Management*, 31(6), 2448-2467.
- Jerónimo, H. M., Henriques, P. L., de Lacerda, T. C., da Silva, F. P., & Vieira, P. R. (2020). Going green and sustainable: The influence of green HR practices on the organizational rationale for sustainability. *Journal of Business Research*, 112, 413-421.
- Jiang, H., Wang, K., Lu, Z., Liu, Y., Wang, Y., & Li, G. (2020). Measuring green creativity for employees in green enterprises: scale development and validation. *Sustainability*, 13(1), 275.
- John, A., Shahzadi, G., Khan, K. I., Chaudhry, S. & Bhatti, M. S. R. (2022). Charity begins at home: Understanding the role of CSR and HR practices on employees' attitudes during COVID-19 in the Hospitality Sector. *Frontiers in Psychology*, 13, 828524.
- Kasser, T. (2002). Sketches for a self-determination theory of values. *Handbook of self-determination research*, 123, 40.
- Kaur, K., & Rampersad, G. (2018). Trust in driverless cars: Investigating key factors influencing the adoption of driverless cars. *Journal of Engineering and Technology Management*, 48, 87-96.

- Khan, K. I., Babar, Z., Sharif, S., Iqbal, S., & Khan, M. I. (2021b). Going green? Investigating the role of GSCM practices on firm financial and environmental performance through green innovation. *International Journal of Procurement Management*, 14(6), 681-701.
- Khan, K. I., Nasir, A., & Rashid, T. (2022). Green practices: A solution of environmental deregulation and future of energy efficiency in post-COVID-19 era. *Frontiers in Energy Research*, 10, 878670.
- Khan, K. I., Nasir, A., & Saleem, S. (2021a). Bibliometric analysis of post Covid-19 management strategies in hospitality and tourism industry. *Frontiers in Psychology*, 12, 5182.
- Kim, Y. J., Kim, W. G., Choi, H. M., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93.
- Koch, J., Gerdt, S. O., & Schewe, G. (2020). Determinants of sustainable behavior of firms and the consequences for customer satisfaction in hospitality. *International Journal of Hospitality Management*, 89, 102515.
- Kong, M., Xu, H., Zhou, A., & Yuan, Y. (2019). Implicit followership theory to employee creativity: The roles of leader-member exchange, self-efficacy and intrinsic motivation. *Journal of Management & Organization*, 25(1), 81-95.
- Lenzen, M., Sun, Y. Y., Faturay, F., Ting, Y. P., Geschke, A., & Malik, A. (2018). The carbon footprint of global tourism. *Nature climate change*, 8(6), 522-528.
- Li, W., Bhutto, T. A., Xuhui, W., Maitlo, Q., Zafar, A. U., & Bhutto, N. A. (2020). Unlocking employees' green creativity: The effects of green transformational leadership, green intrinsic, and extrinsic motivation. *Journal of Cleaner Production*, 255, 120229.
- Liobikienė, G., Liobikas, J., Brizga, J., & Juknys, R. (2020). Materialistic values impact on pro-environmental behavior: The case of transition country as Lithuania. *Journal of Cleaner Production*, 244, 118859.
- Lu, C. C. (2017). Interactive effects of environmental experience and innovative cognitive style on student creativity in product design. *International Journal of Technology and Design Education*, 27(4), 577-594.
- Meyer, J. P., Becker, T. E., & Vandenberghe, C. (2004). Employee commitment and motivation: a conceptual analysis and integrative model. *Journal of applied psychology*, 89(6), 991.
- Milliman, J., & Clair, J. (2017). Best environmental HRM practices in the US. In *Greening People* (pp. 49-73). Routledge, Taylor Francis Group.
- Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118-127.

- Mousa, S. K., & Othman, M. (2020). The impact of green human resource management practices on sustainable performance in healthcare organizations: A conceptual framework. *Journal of cleaner production*, 243, 118595.
- Muisyo, P. K., Su, Q., Hashmi, H. B. A., Ho, T. H., & Julius, M. M. (2022). The role of green HRM in driving hotels' green creativity. *International Journal of Contemporary Hospitality Management*, 34(4), 1331-1352.
- Norton, T. A., Parker, S. L., Zacher, H., & Ashkanasy, N. M. (2015). Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment*, 28(1), 103-125.
- Nunkoo, R., & Gursoy, D. (2012). Residents' support for tourism: An identity perspective. *Annals of tourism research*, 39(1), 243-268.
- Ogbeibu, S., Emelifeonwu, J., Senadjki, A., Gaskin, J., & Kaivo-oja, J. (2020). Technological turbulence and greening of team creativity, product innovation, and human resource management: Implications for sustainability. *Journal of Cleaner Production*, 244, 118703.
- Ogbeibu, S., Senadjki, A., & Gaskin, J. (2018). The moderating effect of benevolence on the impact of organizational culture on employee creativity. *Journal of Business Research*, 90, 334-346.
- Ojo, A. O., Raman, M., & Downe, A. G. (2019). Toward green computing practices: A Malaysian study of green belief and attitude among Information Technology professionals. *Journal of cleaner production*, 224, 246-255.
- Olafsen, A. H., Halvari, H., Forest, J., & Deci, E. L. (2015). Show them the money? The role of pay, managerial need support, and justice in a self-determination theory model of intrinsic work motivation. *Scandinavian journal of psychology*, 56(4), 447-457.
- Paulet, R., Holland, P., & Morgan, D. (2021). A meta-review of 10 years of green human resource management: is Green HRM headed towards a roadblock or a revitalization? *Asia Pacific Journal of Human Resources*, 59(2), 159-183.
- Pallant, J. (2020). *SPSS survival manual: A step by step guide to data analysis using IBM SPSS*. McGraw-Hill Education (UK).
- Pelletier, L. G., & Aitken, N. M. (2014). Encouraging environmental actions in employees and in the working environment: a self-determination theory perspective. *2014*, 314-34.
- Pham, N. T., Tučková, Z., & Jabbour, C. J. C. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399.
- Pratt, M. G., & Ashforth, B. E. (2003). Fostering meaningfulness in working and at work. *Positive organizational scholarship: Foundations of a new discipline*, 309, 327.

- Rosso, B. D., Dekas, K. H., & Wrzesniewski, A. (2010). On the meaning of work: A theoretical integration and review. *Research in organizational behavior*, 30, 91-127.
- Ruepert, A. M., Keizer, K., & Steg, L. (2017). The relationship between Corporate Environmental Responsibility, employees' biospheric values and pro-environmental behaviour at work. *Journal of Environmental Psychology*, 54, 65-78.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist*, 55(1), 68.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Smallbone, T. (2005). How can domestic households become part of the solution to England's recycling problems?. *Business Strategy and the Environment*, 14(2), 110-122.
- Song, W., & Yu, H. (2018). Green innovation strategy and green innovation: The roles of green creativity and green organizational identity. *Corporate Social Responsibility and Environmental Management*, 25(2), 135-150.
- Spanjol, J., Tam, L., & Tam, V. (2015). Employer–employee congruence in environmental values: An exploration of effects on job satisfaction and creativity. *Journal of Business Ethics*, 130(1), 117-130.
- Steg, L. (2016). Values, norms, and intrinsic motivation to act proenvironmentally. *Annual Review of Environment and Resources*, 41, 277-292.
- Steg, L., Bolderdijk, J. W., Keizer, K., & Perlaviciute, G. (2014). An integrated framework for encouraging pro-environmental behaviour: The role of values, situational factors and goals. *Journal of Environmental psychology*, 38, 104-115.
- Stern, P. C., Dietz, T., Abel, T., Guagnano, G. A., & Kalof, L. (1999). A value-belief-norm theory of support for social movements: The case of environmentalism. *Human ecology review*, 6(2), 81-97.
- Stets, J. E., & Biga, C. F. (2003). Bringing identity theory into environmental sociology. *Sociological Theory*, 21(4), 398-423.
- Srivastava, S., & Dhiman, N. (2022). Does Green HRM Practices Infuse Green Behaviour Among Hotel Employees? The Mediating Role of Psychological Green Climate. *Vision*, 09722629221129759.
- Tamar, M., Wirawan, H., Arfah, T., & Putri, R. P. S. (2021). Predicting pro-environmental behaviours: the role of environmental values, attitudes and knowledge. *Management of Environmental Quality: An International Journal*, 32(2), 328-343.

- Thomashow, M. (1995). *Ecological Identity: Becoming a Reflective Environmentalist*. Cambridge: MIT Press, USA.
- Tuan, L. T. (2018). Activating tourists' citizenship behavior for the environment: the roles of CSR and frontline employees' citizenship behavior for the environment. *Journal of Sustainable Tourism*, 26(7), 1178-1203.
- Úbeda-García, M., Claver-Cortés, E., Marco-Lajara, B., & Zaragoza-Sáez, P. (2021). Corporate social responsibility and firm performance in the hotel industry. The mediating role of green human resource management and environmental outcomes. *Journal of Business Research*, 123, 57-69.
- Uddin, M. G., Nash, S., & Olbert, A. I. (2021). A review of water quality index models and their use for assessing surface water quality. *Ecological Indicators*, 122, 107218.
- Van der Werff, E., Steg, L., & Keizer, K. (2014). I am what I am, by looking past the present: the influence of biospheric values and past behavior on environmental self-identity. *Environment and Behavior*, 46(5), 626-657.
- Wesselink, R., Blok, V., & Ringersma, J. (2017). Pro-environmental behaviour in the workplace and the role of managers and organization. *Journal of cleaner production*, 168, 1679-1687.
- Wrzesniewski, A. (2003). Finding positive meaning in work. *Positive organizational scholarship: Foundations of a new discipline*, 296-308.
- Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O. (2019). Nexus between green intellectual capital and green human resource management. *Journal of cleaner production*, 215, 364-374.
- Zailani, S., Govindan, K., Iranmanesh, M., Shaharudin, M. R., & Chong, Y. S. (2015). Green innovation adoption in automotive supply chain: the Malaysian case. *Journal of Cleaner Production*, 108, 1115-1122.
- Zavestoski, S. (2003). Constructing and maintaining ecological identities: The strategies of deep ecologists. *Identity and the natural environment: The psychological significance of nature*, 297-315.
- Zhang, S., Wang, Z., & Zhao, X. (2019). Effects of proactive environmental strategy on environmental performance: Mediation and moderation analyses. *Journal of cleaner production*, 235, 1438-1449.
- Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: The influence of psychological empowerment, intrinsic motivation and creative process engagement. *Academy of management journal*, 53(1), 107-128.