

Exploring the Influence of Employee Green Creativity on Green Performance Through Voluntary Green Behavior

Yusniar Lubis ^{1,*} , Wan Suryani ¹ , Siswa Panjang Hernosa ¹ ,
Fajar Rezeki Ananda Lubis ² , and Nasib ³ 

¹ Medan Area University, Deli Serdang Regency, North Sumatra Province, 20223, Indonesia

² Universitas Prima Indonesia, Medan City, North Sumatra Province, 20118, Indonesia

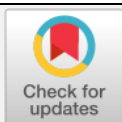
³ Institut Bisnis Informasi Teknologi dan Bisnis, Medan City, North Sumatra Province, 20235, Indonesia

* Corresponding Author: yusniar@staff.uma.ac.id

ARTICLE INFO

Publication Info:

Research Article



How to cite:

Lubis, Y., Suryani, W., Hernosa, S. P., Lubis, F. R. A., & Nasib, N. (2025). Exploring the Influence of Employee Green Creativity on Green Performance Through Voluntary Green Behavior. *Society*, 13(1), 728–746.

DOI: [10.33019/society.v13i1.771](https://doi.org/10.33019/society.v13i1.771)

Copyright © 2025. Owned by author (s), published by Society.

OPEN  ACCESS



This is an open-access article.

License: Attribution-NonCommercial-ShareAlike (CC BY-NC-SA)

Received: January 12, 2025;

Accepted: March 28, 2025;

Published: April 3, 2025;

ABSTRACT

This study aims to analyze the effect of employee green creativity on green performance through voluntary green behavior at Hotel Grand Aston Medan. A quantitative approach was employed, utilizing a survey method with 150 hotel employees conducted during 2023. The data were analyzed using path analysis to test the relationships between variables. The results indicate that employee green creativity has a significant direct effect on both voluntary green behavior and green performance. Furthermore, voluntary green behavior was found to be a significant mediator between employee green creativity and green performance. These findings highlight the importance of employee creativity in generating environmentally friendly solutions, which in turn contribute to enhancing the hotel's green performance. This study provides strategic insights for the management of Hotel Grand Aston Medan to improve sustainable performance by empowering employee creativity and voluntary green behavior.

Keywords: Employee Green Creativity; Green Performance; Hotel Management; Sustainability; Voluntary Green Behavior

1. Introduction

The hospitality industry in Indonesia, including in Medan, faces significant challenges in implementing sustainability principles across all aspects of its operations. Large hotels, particularly in major cities like Medan, need to adopt environmentally friendly policies to support sustainability and enhance operational efficiency. These steps include more efficient natural resource management, reducing carbon emissions, and improving waste management (Zhao et al., 2024). By adopting eco-friendly practices, hotels can reduce operational costs while also increasing their appeal to consumers who are increasingly concerned with sustainability issues (Hamdy & Eid, 2024).

Green performance in the hospitality sector refers to the efforts of hotels to minimize their negative impact on the environment by managing natural resources more efficiently, reducing carbon emissions, and adopting various other environmentally friendly practices (Zaid & Yaqub, 2024). This includes implementing measures such as energy conservation, waste management, and selecting more eco-friendly materials (Febrianto, 2022). Hotels that adopt green performance principles aim to create a balance between environmental sustainability and operational performance (Yang et al., 2025). In addition to helping reduce the ecological footprint, these initiatives can also enhance the hotel's image in the eyes of consumers who are increasingly concerned with sustainability (Aghaei et al., 2024). Green performance plays a crucial role in creating a more environmentally responsible hospitality industry (Huo et al., 2022).

One element that can influence green performance is the voluntary green behavior of employees (Sanjaya & Edastama, 2025). This behavior includes actions taken by employees beyond their regular duties, such as energy conservation, waste management, and reducing the use of harmful materials to support sustainability (Onubi & Carpio, 2025). Employees with high environmental awareness tend to be more proactive in implementing sustainability principles, which in turn helps achieve the hotel's sustainability goals (Kim et al., 2022). Voluntary green behavior by employees plays a crucial role in enhancing green performance in the hospitality industry (Liaquat et al., 2024).

Several studies have examined the relationship between voluntary green behavior and green performance, with most finding that voluntary green behavior has a significant impact on green performance (Zhang et al., 2023). This behavior includes actions taken voluntarily by individuals to support sustainability, such as energy conservation, waste management, and the use of eco-friendly materials (Geetha, 2021). Employees who voluntarily engage in environmentally friendly activities can make a positive contribution to green performance in organizations, including in the hospitality sector (Khalid et al., 2022). By encouraging active employee participation in sustainability initiatives, organizations can enhance operational efficiency and reduce environmental impact, ultimately strengthening their commitment to long-term sustainability (Shao et al., 2023).

Employee creativity can enhance organizational performance; however, attention to sustainability and environmentally friendly initiatives within the hospitality sector remains limited (Shamsan & Farea, 2025). Voluntary green behavior holds great potential in supporting sustainability, yet research on the role of employee creativity in triggering such behavior in the hospitality industry is still scarce (Han, Ni, et al., 2025). Nonetheless, fostering employee creativity in an environmental context can be a key factor in driving eco-friendly initiatives and reinforcing a hotel's commitment to sustainability (Peng et al., 2025).

Previous studies have revealed that employee green creativity significantly impacts green performance (Han, Li, et al., 2025; Hao et al., 2024; Murad & Li, 2025). Employee green creativity, which involves innovation and new ideas to improve environmentally friendly practices, has

been shown to support the enhancement of green performance in organizations (Waqas et al., 2025). Employees with creativity in finding sustainability solutions play a key role in reducing environmental impact and improving operational efficiency (Zafar et al., 2025). These findings emphasize the importance of fostering green creativity among employees as part of a strategy to strengthen commitment to sustainability (Ansong et al., 2025). By leveraging employee creativity, organizations can be more effective in achieving sustainability goals and creating a positive environmental impact (Tang et al., 2024).

Although several studies have examined the relationship between employee creativity and organizational performance, research addressing the direct link between employee green creativity and green performance in the context of sustainability within the hospitality sector remains limited. Most previous studies have focused on general employee creativity and organizational performance without investigating the role of voluntary green behavior as a mediator. This study fills that gap by analyzing how employee green creativity can enhance green performance through voluntary green behavior, using Hotel Grand Aston Medan as a case study.

The urgency of this research lies in the growing need to develop sustainability strategies within the hospitality industry. In the face of climate change challenges and consumer demands for environmentally friendly practices, this study provides strategic insights that can be utilized by hotel management to enhance sustainable performance. The findings of this research are expected to promote the empowerment of employee creativity and voluntary green behavior as efforts to accelerate the transition towards a more sustainable hospitality industry.

2. Literature Review

2.1. Green Performance

Green performance refers to the achievements made by organizations in implementing sustainable environmentally friendly practices (Y. Lubis et al., 2025). This green performance involves the efforts of hotels to minimize their negative environmental impact through more efficient resource use, carbon emission reduction, effective waste management, and the adoption of policies that support environmental sustainability (Y. Lubis et al., 2024). By focusing on the wise management of resources and reducing their environmental footprint, hotels strive to create a positive impact on nature (Bhastary et al., 2024). The implementation of these green practices also includes strategic steps to ensure more sustainable and eco-friendly hotel operations, which in turn enhance the hotel's reputation and contribute to environmental preservation (Satrianny et al., 2025).

Evaluation of green performance in hotels is conducted by measuring aspects such as energy efficiency, waste reduction, and the use of eco-friendly materials (Zaid & Yaqub, 2024). These aspects not only benefit the environment but also support the economic and social sustainability of hotel operations (Bhat et al., 2024). Green performance improvement can be achieved through the creative ideas of employees in developing environmentally friendly solutions (Khan et al., 2024). Furthermore, active participation from all hotel staff in voluntarily adopting green behaviors is also crucial (Rehman et al., 2024). With full commitment from employees, hotels can enhance their environmental performance, which ultimately contributes to more sustainable and eco-friendly operations (Syaifuddin, Rezeki, et al., 2024).

Green employee performance in hotels can be measured through various indicators that reflect employees' commitment to environmental sustainability (Syaifuddin et al., 2023). One key indicator is resource management, which includes efficiency in the use of energy, water, and other resources (Syaifuddin, Lie, et al., 2024). Employees who reduce waste and apply the principles of reduce, reuse, and recycle demonstrate strong green performance (Y. Lubis et al., 2023).

Additionally, environmental awareness is another important indicator, where employees who participate in environmental training and understand the hotel's green policies actively contribute to creating an eco-friendly work environment (Huo et al., 2022).

Eco-friendly practices in daily work, such as the use of non-toxic cleaning materials or environmentally friendly products, are also part of measuring green employee performance (F. R. A. Lubis et al., 2023). Employees who innovate with new ideas that support the hotel's operational sustainability, as well as those who actively participate in green activities like emission reduction campaigns or tree planting, contribute to improving the hotel's environmental performance (Aghaei et al., 2024).

2.2. Voluntary Green Behavior

Voluntary green behavior refers to actions taken by individuals or groups voluntarily to protect and improve environmental quality (Sanjaya & Edastama, 2025). These actions include energy conservation, efficient waste management, and the use of eco-friendly products (Yang et al., 2025). Individuals who engage in voluntary green behavior play a crucial role in environmental preservation by taking steps that not only benefit the environment but also support the sustainability of natural resources (Onubi & Carpio, 2025). Through this commitment, employees help reduce the negative environmental impact and contribute to creating a greener and more sustainable future (Xiao et al., 2024).

Voluntary green behavior has a significant impact on green employee performance. Voluntary actions, such as energy conservation, effective waste management, and the use of eco-friendly products, can strengthen employees' commitment to environmental sustainability (Aghaei et al., 2024). Employees who actively engage in voluntary green behavior are more likely to participate in nature protection efforts and support the organization's green policies (Biswas et al., 2021). This behavior not only enhances the quality of the work environment but also encourages employees to make greater contributions toward achieving the company's sustainability goals (Ashraf et al., 2024). Furthermore, voluntary green behavior is measured by several indicators that reflect an individual or group's commitment to protecting the environment voluntarily (Li et al., 2024). Key indicators include energy conservation, where individuals strive to reduce electricity and fuel consumption. Waste management is also an important indicator, with actions such as sorting waste and recycling. The use of eco-friendly products, such as those that are harmless to nature or contain natural ingredients, also reflects voluntary green behavior. Additionally, participation in environmental activities, such as tree planting campaigns or environmental cleanups, is also an indicator of green behavior (Y. Lubis et al., 2024).

Previous research has revealed that employee voluntary green behavior not only contributes to reducing negative environmental impact but also enhances the operational efficiency of hotels (Dhir et al., 2025). By adopting eco-friendly practices, hotels can lower operational costs and improve profitability (Liaquat et al., 2024). Additionally, voluntary green behavior has a positive impact on the hotel's image and reputation, as hotels actively involved in green initiatives are often seen as more socially and ecologically responsible (Shi et al., 2024). This can strengthen guest loyalty and attract more visitors. Therefore, employee voluntary green behavior supports environmental sustainability while providing long-term benefits for the hotel's performance and reputation (W. Liu et al., 2024).

H1: Voluntary green behavior has a significant effect on green performance

2.3. Employee Green Creativity

Employee green creativity refers to the ability of employees to generate creative ideas that support sustainability and the implementation of eco-friendly practices in the company's operations (Chen & Choi, 2025). Employee green creativity involves developing innovative solutions aimed at reducing waste, conserving energy, and improving resource efficiency (Kathuria, 2024). Employees who are environmentally creative play a key role in driving innovations that strengthen the company's green performance, such as designing more efficient processes or creating eco-friendly products (Zafar et al., 2025). Additionally, employees can motivate their colleagues to engage in voluntary green behavior, such as energy conservation or waste management. Through their creative contributions, employees not only help the company achieve sustainability goals but also strengthen a positive environmental culture within the organization (Murad & Li, 2024).

Employee green creativity is measured by several indicators that reflect the extent to which employees are able to generate innovative ideas that support environmental sustainability (Tang et al., 2024). The first indicator is the ability to develop eco-friendly solutions, which involves initiatives to reduce waste, conserve energy, and use resources efficiently. The second indicator is participation in product and process innovation, where employees propose or implement changes that focus on green practices in the company's operations. The third indicator is the motivation to share green ideas with colleagues, reflecting how actively employees encourage team participation in green behavior. Finally, the indicator of support for sustainability policies measures the extent of an employee's contribution to supporting the company's environmental policies and programs. These indicators help assess the contribution of employee green creativity in enhancing the organization's environmentally friendly performance (Ansong et al., 2025).

Previous research has shown that creativity within organizations can enhance overall performance (Dinibutun, 2024). However, few studies have explored the relationship between employee green creativity and green performance through voluntary green behavior, particularly in the hospitality industry (Zafar et al., 2025). It is expected that employee green creativity can be a key factor in driving the implementation of more effective and sustainable eco-friendly practices in large hotels. With creative ideas that support sustainability, employees can play a crucial role in developing innovative solutions to reduce the environmental impact of hotels (Ma et al., 2025). This creativity not only improves environmental performance but also encourages colleagues to engage in voluntary green behavior, which in turn boosts green performance and supports the hotel's long-term sustainability goals (Asghar et al., 2025).

3. Research Methodology

This study employs a quantitative methodology with a survey approach as the instrument for data collection. The research was conducted at Hotel Grand Aston Medan, located in Medan, North Sumatra. The focus of the study is on the employees of Hotel Grand Aston Medan during 2023. The sample used in this study consisted of 150 employees directly involved in hotel operations and the sustainability policies implemented by management. Accidental sampling was employed to select the sample, focusing on employees with at least one year of experience working at the hotel and involvement in sustainability-related activities. This criterion was chosen based on the employees' experience and understanding of the green policies implemented by the hotel. The study used primary data collected directly from participants through a questionnaire designed based on indicators for each variable. Below is a list of questions used in the questionnaire to measure each variable in the study:

Table 1. Variable Measurement Scale

Variables	Code	Question
Employee Green Creativity	EC1	I often come up with creative ideas to reduce the negative impact on the environment in hotels.
	EC2	I am involved in developing environmentally friendly solutions for hotels.
	EC3	I actively seek new ways to improve energy efficiency in hotels.
	EC4	My creativity in terms of sustainability supports the achievement of the hotel's eco-friendly goals.
	EC5	I am often looking for new ways to reduce energy usage in hotels.
	EC6	I innovate in creating products or processes that support sustainability in hotels.
	EC7	I actively share ideas regarding environmentally friendly practices with my colleagues at the hotel.
	EC8	I always try to find creative solutions to reduce the use of natural resources in hotels.
	EC9	I propose changes in the hotel's operational processes to improve energy efficiency and reduce environmental impact.
	EC10	I am often involved in activities or projects that aim to reduce the environmental impact of hotels.
Voluntary Green Behavior	VGB1	I voluntarily save energy while working at the hotel.
	VGB2	I often manage waste by recycling in hotels.
	VGB3	I use eco-friendly products in my work at the hotel.
	VGB4	I am active in supporting the sustainability policies implemented by the hotel.
	VGB5	I voluntarily participate in sustainability programs organized by the hotel.
	VGB6	I always turn off unused electronic devices to save energy in hotels.
	VGB7	I try to use natural resources wisely while working at the hotel, such as saving water.
	VGB8	I voluntarily support greening or tree planting activities carried out by the hotel.
	VGB9	I always choose environmentally friendly products and materials in my work at the hotel.

Variables	Code	Question
	VGB10	I play an active role in supporting waste reduction and recycling campaigns in hotels.
Green Performance	GP1	The hotel actively reduces carbon emissions generated from its operations.
	GP2	The hotel has policies that support energy conservation and resource efficiency.
	GP3	The hotel manages waste in an environmentally friendly way, such as recycling and reducing waste.
	GP4	Implementation of environmentally friendly policies in hotels contributes to better sustainability performance.
	GP5	The hotel provides training and information for employees regarding environmentally friendly practices.
	GP6	The hotel consistently evaluates and improves its environmentally friendly policies implemented in all departments.
	GP7	This hotel supports the use of renewable energy in its daily operations.
	GP8	The hotel actively conducts environmental audits to ensure compliance with its eco-friendly policies.
	GP9	The hotel has an efficient and environmentally friendly waste management system, such as separating organic and non-organic waste.
	GP10	The hotel reports sustainability performance results transparently to the public and customers.

Finally, we conducted data analysis in this study using the Structural Equation Modeling (SEM) method. This method was chosen due to its ability to examine complex relationships between latent variables (variables that cannot be directly measured) and measurable variables. SEM allows researchers to integrate factor analysis and regression analysis into a single analytical framework, thus providing more comprehensive results. With this approach, the study is expected to provide valid and reliable findings in understanding the factors that influence green performance at Hotel Grand Aston Medan, through the impact of employee green creativity and voluntary green behavior.

4. Results

4.1. Respondent Description

This study involved 150 respondents from Hotel Grand Aston Medan with diverse demographic characteristics, including gender, age, and education level. Based on gender, the respondents were evenly split, with 75 males (50%) and 75 females (50%), indicating a balanced

participation from both genders in the study. In terms of age, the majority of respondents were in the productive age group. The 26–30 age group was the largest, consisting of 45 people (30%), followed by the 20–25 age group with 40 people (26.7%). The 31–35 age group had 35 people (23.3%), and the smallest group was the 36–40 age group, which accounted for 25 people (16.7%). This shows that most respondents are young to early adult individuals who are actively involved in the hotel's operations and sustainability efforts.

Regarding education, most respondents had a higher education background. The largest group was those with a Bachelor's degree (S1), consisting of 55 people (36.7%), followed by respondents with a Diploma (D3) at 45 people (30%). There were 35 respondents (23.3%) with a high school (SMA) education, and the smallest group consisted of 2 respondents (1.3%) with a Master's degree (S2). This indicates that most respondents have a solid educational foundation, which likely influences their ability to engage in green creativity and voluntary green behavior at the hotel.

Overall, the demographic description reveals that young adults, with a mix of educational backgrounds, dominate the study. This provides valuable context for understanding employee engagement in sustainability practices at Hotel Grand Aston Medan and helps inform strategies for promoting green behavior and creativity among employees to enhance the hotel's overall green performance.

Table 2. Respondent Demographics

Variable	Scale	N	Percentage (%)
Gender	Male	75	50.0
	Female	75	50.0
Age	20–25 Years	40	26.7
	26–30 Years	45	30.0
	31–35 Years	35	23.3
	36–40 Years	25	16.7
Education	High School (SMA)	35	23.3
	Diploma (D3)	45	30.0
	Bachelor (S1)	55	36.7
	Master (S2)	2	1.3

4.2. Data Processing Results

The following data analysis presents the results of convergent validity and hypothesis testing using the SmartPLS 4 software.

Table 3. Convergent Validity

Variable	Code	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
Employee Green Creativity (EC)	EC1	0.845	0.898	0.922	0.672
	EC2	0.839			
	EC3	0.805			
	EC4	0.812			
	EC5	0.806			
	EC6	0.791			
	EC7	0.799			

Variable	Code	Outer Loading	Cronbach's Alpha	Composite Reliability	AVE
	EC8	0.798			
	EC9	0.817			
	EC10	0.785			
Voluntary Green Behavior (VGB)	VGB1	0.835	0.887	0.914	0.662
	VGB2	0.812			
	VGB3	0.805			
	VGB4	0.818			
	VGB5	0.826			
	VGB6	0.797			
	VGB7	0.801			
	VGB8	0.793			
	VGB9	0.786			
	VGB10	0.813			
Green Performance (GP)	GP1	0.841	0.909	0.934	0.688
	GP2	0.844			
	GP3	0.839			
	GP4	0.820			
	GP5	0.819			
	GP6	0.804			
	GP7	0.788			
	GP8	0.791			
	GP9	0.812			
	GP10	0.824			

Based on the table above, all indicators for the constructs, Employee Green Creativity, Voluntary Green Behavior, and Green Performance, demonstrate outer loading values above 0.70, indicating good convergent validity. The composite reliability values exceed the recommended threshold of 0.70, affirming internal consistency and reliability. Similarly, Cronbach's alpha values for all constructs are above 0.60, further confirming the reliability of the instruments. The Average Variance Extracted (AVE) values also exceed the 0.50 threshold, indicating that the latent constructs explain a sufficient proportion of variance in their respective indicators.

4.3. Hypothesis Testing

The hypotheses were tested using the bootstrapping method in SmartPLS with a sample size of 150 respondents. The results are summarized in the following table.

Table 4. Hypothesis Testing Results (Direct and Mediating Effects)

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
EC → VGB	0.412	0.420	0.134	3.078	0.002
EC → GP	0.322	0.315	0.145	2.222	0.027

Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
VGB → GP	0.489	0.492	0.123	3.978	0.000
EC → VGB → GP (Indirect)	0.202	0.198	0.078	2.590	0.010

Source: SmartPLS Output (2024)

The findings show that all hypothesized paths are statistically significant at $p < 0.05$. Specifically, Employee Green Creativity positively influences both Voluntary Green Behavior and Green Performance. Moreover, Voluntary Green Behavior significantly mediates the relationship between Employee Green Creativity and Green Performance. These results confirm the important role of voluntary behavior in translating creativity into improved environmental performance within the hotel context.

5. Discussion

5.1. The Influence of Employee Green Creativity on Voluntary Green Behavior

The hypothesis testing results showed that employee green creativity has a significant impact on voluntary green behavior at Hotel Grand Aston Medan. This finding is in line with previous studies, which suggest that employee green creativity can foster environmentally friendly behavior within organizations (Ansong et al., 2025; B. Liu et al., 2024; Meirun et al., 2024). Moreover, employee green creativity plays a key role in generating innovations that support sustainability, such as energy conservation and waste reduction (Choudhary & Datta, 2024). These results highlight the importance of employee creativity in driving green initiatives and enhancing environmental performance in hospitality settings, ultimately contributing to more sustainable practices.

Employee creativity in sustainability can strengthen an organization's commitment to environmentally friendly practices (X. Liu et al., 2024). Employees who actively innovate and seek environmental solutions tend to exhibit voluntary green behavior, which directly contributes to achieving the organization's sustainability goals (Murad & Li, 2024). Green creativity involves not only developing new ideas but also implementing practical solutions that reduce environmental impact, such as energy efficiency, waste management, and the use of eco-friendly products (Tang et al., 2024). This helps create a link between innovation and sustainability, supporting the organization's objectives in a more efficient way (Soomro & Soomro, 2024). By encouraging green creativity, organizations can build a more sustainable work culture, improve operational efficiency, and promote environmental responsibility among employees (Farrukh et al., 2024).

The managerial implications of these findings emphasize the importance of management in creating a work environment that supports green creativity. For instance, Hotel Grand Aston Medan can implement sustainability-focused training programs to equip employees with the knowledge and skills to develop eco-friendly solutions. Additionally, the hotel can offer incentives or rewards for employees who propose innovative green ideas, as a way to appreciate their contributions to the hotel's sustainability. By encouraging employee green creativity, management can strengthen commitment to environmentally friendly practices and enhance voluntary green behavior among staff. This not only contributes to achieving the organization's sustainability goals but also fosters a work culture that is more environmentally oriented.

5.2. The Influence of Employee Green Creativity on Green Performance

Based on the hypothesis testing results, it was found that employee green creativity has a significant impact on green performance at Hotel Grand Aston Medan. This study aligns with several previous studies that highlight the importance of employee creativity in sustainability in improving an organization's environmental performance (Kathuria, 2024; Shahbaz et al., 2025; Zafar et al., 2025). Green creativity contributes to innovations that support the reduction of negative environmental impacts, including energy and waste management. Employee green creativity can strengthen the organization's commitment to sustainability, which in turn positively affects the organization's environmental performance (Ma et al., 2025). Employee green creativity is a key factor in achieving sustainability goals, particularly in sectors with significant environmental impact, such as hospitality (Ansong et al., 2025). Leadership that supports green creativity can enhance employees' effectiveness in innovating for sustainability (Asghar et al., 2025).

Employee green creativity not only focuses on generating new ideas but also on implementing practical solutions that can reduce energy consumption, improve waste management efficiency, and encourage the use of eco-friendly materials (Alfadel & Nalband, 2025). This creativity plays a crucial role in enhancing the operational efficiency of hotels, which in turn can lower operational costs and provide long-term benefits to the organization (Waqas et al., 2025). By implementing eco-friendly solutions, hotels can reduce expenses for energy and raw materials, as well as improve employee sustainability performance (Murad & Li, 2025). Employees who innovate in sustainability not only help the organization achieve ecological goals but also contribute to achieving business objectives (Azila-Gbettor et al., 2025). Thus, employees help the organization remain competitive in the market while ensuring the company maintains its environmental responsibility (Han, Li, et al., 2025). This becomes a key element in building a positive image and attracting environmentally conscious customers to the hotel (Hao et al., 2024).

Managerial implications highlight that management must create a work environment that supports green creativity, such as providing opportunities for employees to develop eco-friendly ideas through training or brainstorming sessions. Additionally, offering rewards or incentives to employees who propose green ideas will enhance their motivation to innovate. Green creativity should also be integrated into the hotel's policies, with clear guidelines on resource management. Collaboration across departments is essential for optimal implementation. The application of green creativity can improve the hotel's environmental performance, as well as enhance its image and reputation, attracting customers who are concerned with sustainability.

5.3. The Influence of Voluntary Green Behavior on Green Performance

Based on the hypothesis testing results, it was found that voluntary green behavior has a significant impact on green performance at Hotel Grand Aston Medan. This study aligns with several previous studies that indicate employee voluntary green behavior plays a crucial role in improving the organization's environmental performance (Li et al., 2024; W. Liu et al., 2024; Yang et al., 2025). Employees who voluntarily adopt eco-friendly practices, such as energy conservation, waste management, and the use of eco-friendly products, directly contribute to enhancing the hotel's sustainability performance (Xiao et al., 2024). This green behavior reflects employees' commitment to sustainability goals, positively influencing operational efficiency and reducing environmental impact (Aghaei et al., 2024).

Employee voluntary green behavior not only reduces the negative environmental impact but also contributes to improving operational performance, cost reduction, and long-term profitability for the hotel (Ahmed et al., 2024). By adopting eco-friendly practices, hotels can

reduce expenses on energy and raw materials, which ultimately leads to cost efficiency and better resource management (Dhir et al., 2025). Moreover, the implementation of green initiatives in the workplace strengthens the hotel's image as an organization responsible for sustainability (Zafar et al., 2025). This not only provides environmental benefits but also enhances the hotel's reputation among customers who are concerned with sustainability, offering greater appeal to employees who choose accommodations with a commitment to the environment (Onubi & Carpio, 2025).

The managerial implications of these findings suggest that hotel management needs to create an environment that supports voluntary green behavior, such as providing training or workshops to raise sustainability awareness among employees. Additionally, management can offer rewards or incentives to employees who actively participate in eco-friendly initiatives, which can enhance employee motivation to continue innovating and engaging in green behavior. Collaboration between departments is crucial for effective implementation, ensuring that the hotel's sustainability policies are well integrated into daily operations. This not only enhances the hotel's green performance but also improves its image and reputation among customers who care about sustainability.

5.4. The Influence of Employee Green Creativity on Green Performance through Voluntary Green Behavior

Based on the hypothesis testing results, it was found that voluntary green behavior plays a significant role in mediating the impact of employee green creativity on green performance at Hotel Grand Aston Medan. This study aligns with several previous studies that show employee voluntary green behavior plays a crucial role in improving organizational environmental performance (Han, Ni, et al., 2025; Jia et al., 2025; Peng et al., 2025). Employees who voluntarily adopt eco-friendly practices, such as energy conservation, waste management, and the use of eco-friendly products, directly contribute to enhancing the hotel's sustainability performance (Patwary et al., 2025). This green behavior reflects employees' commitment to sustainability goals, positively influencing operational efficiency and reducing environmental impact (Sharif & Malik, 2025).

Employee voluntary green behavior not only reduces the negative environmental impact but also contributes to improving operational performance, cost reduction, and long-term profitability for the hotel (J. Liu et al., 2024). By adopting eco-friendly practices, hotels can reduce expenses for energy and raw materials, ultimately leading to cost efficiency and better resource management (Sun et al., 2025). Furthermore, implementing green initiatives in the workplace strengthens the hotel's image as an organization responsible for sustainability (Shamsan & Farea, 2025). This not only provides environmental benefits but also enhances the hotel's reputation among customers who are concerned with sustainability, offering greater appeal to employees who choose accommodations with a commitment to the environment (Chen & Choi, 2025).

The managerial implications of these findings suggest that hotel management needs to create an environment that supports voluntary green behavior, such as providing training or workshops to raise sustainability awareness among employees. Additionally, management can offer rewards or incentives to employees who actively participate in eco-friendly initiatives, which can enhance employee motivation to continuously innovate and engage in green behavior. Collaboration between departments is crucial for effective implementation, ensuring that the hotel's sustainability policies are well integrated into daily operations. This not only enhances the hotel's green performance but also improves its image and reputation among customers who value sustainability.

6. Conclusion

The results and discussion of this study indicate that Employee Green Creativity significantly influences both Voluntary Green Behavior and Green Performance at Hotel Grand Aston Medan. Furthermore, Voluntary Green Behavior is a significant mediator between Employee Green Creativity and Green Performance. This highlights the importance of employee creativity in fostering environmental solutions that directly contribute to enhancing the hotel's green performance. Additionally, while creativity in environmental initiatives drives green behavior, it is the voluntary actions of employees that bridge the gap between creativity and overall sustainability achievements in the hotel.

This study supports the notion that Voluntary Green Behavior plays a key role in linking Employee Green Creativity to Green Performance, making a valuable contribution to the understanding of organizational sustainability practices in the hospitality industry. Future research should explore other influencing factors, such as organizational culture and leadership style, to deepen the understanding of how creativity and behavior affect sustainability outcomes. Furthermore, expanding the study to include different hospitality sectors and regions can offer valuable comparative insights.

For Hotel Grand Aston Medan, the management should focus on fostering a supportive environment for Employee Green Creativity, encouraging innovative environmental solutions, and providing incentives for voluntary green actions. Additionally, integrating sustainability practices into hotel operations, providing training, and promoting green behavior initiatives will strengthen the hotel's overall environmental performance and reputation.

7. Acknowledgment

The authors would like to thank all individuals and institutions who supported the completion of this research. Appreciation is also extended to those who provided constructive suggestions, access to data, and technical assistance throughout the study.

8. Declaration of Conflicting Interests

The authors have declared no potential conflicts of interest regarding this article's research, authorship, and/or publication.

References

- Aghaei, M., Aghaee, S., & Shahriari, M. (2024). The effect of green vision and green training on voluntary employee green behavior: the mediating role of green mindfulness. *Environment, Development and Sustainability*, 1(1), 1-15. <https://doi.org/10.1007/s10668-024-05665-4>
- Ahmed, F., Faraz, N. A., Xiong, Z., & Ma, Y. (2024). The multilevel interplay of responsible leadership with leader identification and autonomous motivation to cultivate voluntary green behavior. *Asia Pacific Journal of Management*, 1(1), 1-19. <https://doi.org/10.1007/s10490-023-09893-6>
- Alfadel, A., & Nalband, N. (2025). Green creativity as a mediator between green human resource management practices and sustainable development: insight from Saudi Arabia. *Discover Sustainability*, 6(1), 1-19. <https://doi.org/10.1007/s43621-025-01297-4>
- Ansong, A., Andoh, R. P. K., Ansong, L. O., Hayford, C., & Owusu, N. K. (2025). Toward employee green creativity in the hotel industry: implications of green knowledge sharing,

- green employee empowerment and green values. *Journal of Hospitality and Tourism Insights*, 1–17. <https://doi.org/10.1108/JHTI-08-2024-0867>
- Asghar, M., Ullah, I., & Bangash, A. H. (2025). Green inclusive leadership and green creativity in the manufacturing industry: do green human capital and employee voice matter? *International Journal of Innovation Science*, 17(2), 1–22. <https://doi.org/10.1108/IJIS-04-2023-0087>
- Ashraf, S., Ali, S. Z., Khan, T. I., Azam, K., & Afridi, S. A. (2024). Fostering sustainable tourism in Pakistan: Exploring the influence of environmental leadership on employees' green behavior. *Business Strategy and Development*, 7(1), 1–17. <https://doi.org/10.1002/bsd.2.328>
- Azila-Gbetor, E. M., Mensah, C., Atatsi, E. A., & Fiati, H. M. (2025). Promoting green creativity among hotel employees: a multi serial mediation. *Journal of Hospitality and Tourism Insights*, 1(1), 1–19. <https://doi.org/10.1108/JHTI-09-2024-1033>
- Bhastary, M. D., Hou, A., & Goh, T. S. (2024). The Role of Employee Green Behaviors in Green Teacher Performance in the Madrasah Environment in Medan City with an Organizational Ambidexterity and Green Self-Efficacy Approach. *Society*, 12(2), 696–713. <https://doi.org/10.33019/society.v12i2.729>
- Bhat, A. A., Mir, A. A., Allie, A. H., Ahmad Lone, M., Al-Adwan, A. S., Jamali, D., & Riyaz, I. (2024). Unlocking corporate social responsibility and environmental performance: Mediating role of green strategy, innovation, and leadership. *Innovation and Green Development*, 3(2), 1–13. <https://doi.org/10.1016/j.igd.2023.100112>
- Biswas, S. R., Dey, M., Bhattacharjee, S., & Uddin, M. A. (2021). How Does Corporate Environmental Strategy Contribute to Voluntary Environmental Behavior? Influence of Psychological Green Climate, Firms' Size, and Employees' Age. *SAGE Open*, 11(1), 1–11. <https://doi.org/10.1177/21582440211006054>
- Chen, I. S., & Choi, J. N. (2025). Industry 4.0 technologies and green creativity: Mediating roles of playful work design and leisure crafting. *Journal of Business Research*, 188(February), 1–16. <https://doi.org/10.1016/j.jbusres.2024.115103>
- Choudhary, P., & Datta, A. (2024). Bibliometric analysis and systematic review of green human resource management and hospitality employees' green creativity. *TQM Journal*, 36(2), 546–571. <https://doi.org/10.1108/TQM-07-2022-0225>
- Dhir, A., Talwar, S., & Nicolau, J. L. (2025). A Time-lagged Examination of Voluntary and Task-related Green Behavior in the Travel Industry. *Journal of Travel Research*, 34(2), 1–11. <https://doi.org/10.1177/004728759503400201>
- Dinibutun, S. R. (2024). From green inclusive leadership to green creativity: The mediating role of green passion and green absorptive capacity. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(2), 1–22. <https://doi.org/10.1016/j.joitmc.2024.100272>
- Farrukh, M., Rafiq, M., Raza, A., & Iqbal, S. (2024). Beyond the surface: understanding the mechanism between green HR practices and employees' green creative behavior through mixed-methods exploration. *Journal of Hospitality and Tourism Insights*, 1–12. <https://doi.org/10.1108/JHTI-05-2023-0357>
- Febrianto, M. Y. (2022). *Effect of Socially Responsible Human Resource Management (SRHRM) and Green Transformational Leadership on Green Innovation and Green Performance Employees at RSU Kusuma Hospital Pamekasan*. UNIVERSITAS 17 AGUSTUS 1994 SURABAYA.
- Geetha, V. N. A. S. N. (2021). Linking organizational green training and voluntary workplace green behavior: Mediating role of green supporting climate and employees' green satisfaction. *Journal of Cleaner Production*, 290(March), 1–7. <https://doi.org/10.1016/j.jclepro.2021.125876>

- Hamdy, A., & Eid, R. (2024). Muslim-friendly tourist destination image in travel and hospitality industry: Conceptualization and scale development. *International Journal of Intercultural Relations*, 102, 1–8. <https://doi.org/10.1016/j.ijintrel.2024.102043>
- Han, Z., Li, Q., & Li, B. (2025). Responsibility Driving Innovation: How Environmentally Responsible Leadership Shapes Employee Green Creativity. *Sustainability (Switzerland)*, 17(10), 1–13. <https://doi.org/10.3390/su17104606>
- Han, Z., Ni, M., Huang, M., & Bao, Z. (2025). Environmentally-special responsible leadership and employee green creativity: The role of green job autonomy and green job resource adequacy. *Journal of Cleaner Production*, 494(February), 1–19. <https://doi.org/10.1016/j.jclepro.2025.144938>
- Hao, F., Ng, W., Aman, A. M., & Zhang, C. (2024). Technology for sustainability: the impact of Avatar-led Green Training on OCBE and green creativity. *International Journal of Contemporary Hospitality Management*, 37(1), 1–25. <https://doi.org/10.1108/IJCHM-12-2023-1927>
- Huo, X., Azhar, A., Rehman, N., & Majeed, N. (2022). The Role of Green Human Resource Management Practices in Driving Green Performance in the Context of Manufacturing SMEs. *Sustainability (Switzerland)*, 14(24), 1–20. <https://doi.org/10.3390/su142416776>
- Jia, Q., Zhang, Y., & Liu, M. (2025). The Green Dilemma : The Impact of Inconsistent Green Human Resource Management and Innovation on Employees ' Creative Performance. *Sustainability*, 1(1), 1–18.
- Kathuria, R. (2024). Going Green from Within: The Mediation of Employee Green Creativity in the Relationship Between Green Inclusive Leadership and Green Organizational Citizenship Behaviour. *Global Business Review*, 18(2), 301–326.
- Khalid, B., Shahzad, K., Shafi, M. Q., & Paille, P. (2022). Predicting required and voluntary employee green behavior using the theory of planned behavior. *Corporate Social Responsibility and Environmental Management*, 29(5), 1300–1314. <https://doi.org/10.1002/csr.2270>
- Khan, A. N., Mehmood, K., & Kwan, H. K. (2024). Green knowledge management: A key driver of green technology innovation and sustainable performance in the construction organizations. *Journal of Innovation and Knowledge*, 9(1), 1–12. <https://doi.org/10.1016/j.jik.2023.100455>
- Kim, A., Kim, Y., & Ployhart, R. E. (2022). Multilevel Influences on Voluntary Workplace Green Behavior: Individual Differences, Leader Behavior, and Coworker Advocacy. *Journal of Management*, 13(5). <https://doi.org/10.1177/014920631454738>
- Li, C., Wang, Y., Zhang, G., & Wang, L. (2024). How willing is the public to spread green behavior? Evidence from the voluntary provision experiment of public goods. *Current Psychology*, 1–14. <https://doi.org/10.1007/s12144-024-06637-7>
- Liaquat, M., Ahmed, G., Ismail, H., Ul Ain, Q., Irshad, S., Sadaf Izhar, S., & Tariq Mughal, M. (2024). Impact of motivational factors and green behaviors on employee environmental performance. *Research in Globalization*, 8(November 2023), 1–12. <https://doi.org/10.1016/j.resglo.2023.100180>
- Liu, B., Xu, J., Guo, Y., & Fu, Y. (2024). How the perceived value of green creativity influences employees' green creativity: the dual promotion prevention path. *Journal of Sustainable Tourism*, 32(1), 132–150. <https://doi.org/10.1080/09669582.2022.2126489>
- Liu, J., Liu, J., & Wang, Y. (2024). How to inspire green creativity among Gen Z hotel employees: an investigation of the cross-level effect of green organizational climate. *Journal of Sustainable Tourism*, 725(2), 1–19. <https://doi.org/10.1080/09669582.2024.2316300>

- Liu, W., Li, X., & Guo, X. (2024). How and when socially responsible human resource management affects employee voluntary green behavior evidence from the healthcare sector. *Journal of Cleaner Production*, 451(April), 1–9. <https://doi.org/10.1016/j.jclepro.2024.142044>
- Liu, X., Lin, Z., & Sun, Y. (2024). Where there is a thriving, there is a green way: cultivating employee green creativity through green HRM and creative leadership. *Employee Relations*, 46(8), 1–12. <https://doi.org/10.1108/ER-02-2024-0080>
- Lubis, F. R. A., Syaifuddin, S., Lubis, Y., & Nasib, N. (2023). The Influence of Managerial Coaching and Team Autonomy on Employee Performance in Palm Oil Plantation and Processing Companies in Sumatra. *Society*, 11(2), 626–643. <https://doi.org/10.33019/society.v11i2.587>
- Lubis, Y., Hernosa, S. P., Sofiyan, Lubis, F. R. A., & Nasib. (2025). *Green Tourism And Sustainable Hotel Practices Dalam Menyongsong Pariwisata Berkelanjutan*. PT. Pena Persada Kerta Utama.
- Lubis, Y., Hernosa, S. P., Sofiyan, S., Rezeki, F., Lubis, A., & Syaifuddin, S. (2024). The role of voluntary green behavior and green performance in promoting sustainability in the hospitality industry. *International Journal of Advanced and Applied Sciences*, 11(10), 218–231. <https://doi.org/https://doi.org/10.21833/ijaas.2024.10.024>
- Lubis, Y., Lubis, F. R. A., Syaifuddin, S., & Nasib, N. (2023). The Role of Motivation in Moderating the Impact of Emotional Intelligence, Work-Life Balance, Leadership, and Work Ethic on Employee Performance. *Society*, 11(2), 665–686. <https://doi.org/10.33019/society.v11i2.588>
- Ma, L., Ali, A., Shahzad, M., & Khan, A. (2025). Factors of green innovation: the role of dynamic capabilities and knowledge sharing through green creativity. *Kybernetes*, 1(1), 1–21. <https://doi.org/10.1108/K-06-2022-0911>
- Meirun, T., Ahmed, Z., Alzoubi, R. H., Khosa, M., & Nguyen, N. T. (2024). The road to eco-excellence: How does environmentally specific empowering leadership foster hospitality employees' green creativity through green creative self-efficacy and green learning orientation. *International Journal of Hospitality Management*, 120(July), 1–11. <https://doi.org/10.1016/j.ijhm.2024.103790>
- Murad, M., & Li, C. (2024). Impact of green inclusive leadership on employee green creativity: mediating roles of green passion and green absorptive capacity. *Leadership and Organization Development Journal*, 11–21. <https://doi.org/10.1108/LODJ-01-2024-0022>
- Murad, M., & Li, C. (2025). Impact of green inclusive leadership on employee green creativity: mediating roles of green passion and green absorptive capacity. *Leadership and Organization Development Journal*, 1(1), 1–23. <https://doi.org/10.1108/LODJ-01-2024-0022>
- Onubi, H. O., & Carpio, M. (2025). Voluntary Workplace Proenvironmental Behavior on Construction Project Sites: Antecedent Roles of Green Human Resource Management Practices, Environmental Awareness, and Job Control. *Journal of Construction Engineering and Management*, 151(4), 1–15. <https://doi.org/https://doi.org/10.1061/JCEMD4.COENG-141>
- Patwary, A. K., Ahmad, I., Khreis, S. H. A., & Abbas, A. (2025). Green Service Innovation, Task Performance, Green Competitive Advantages in the Restaurant Industry, and the Perceived Value of Green Creativity. *Journal of Culinary Science and Technology*, 56(1), 1–18. <https://doi.org/10.1080/15428052.2025.2481925>
- Peng, J., Nie, Q., & Hou, N. (2025). Linking leader expectations to employee green creativity: the critical roles of green intellectual stimulation and capital. *Journal of Intellectual Capital*, 1(1), 1–22. <https://doi.org/10.1108/JIC-06-2024-0172>

- Rehman, R. U., Ahmad, M. I., Belas, J., Battisti, E., & Santoro, G. (2024). Green learning orientation and corporate environmental performance: the mediation role of green knowledge acquisition-management and the moderating role of CEO-gender. *Journal of Knowledge Management*, 28(7), 1–12. <https://doi.org/10.1108/JKM-08-2023-0752>
- Sanjaya, N. B., & Edastama, P. (2025). The Mediating Effect of Green Motivation between GHRM and Voluntary Green Behavior in Indonesia ' s Companies and Organizations. *Jurnal Manajemen Bisnis*, 16(1), 1–22. <https://doi.org/10.18196/mb.v16i1.23670>
- Satrianny, I. P., Thamrin, Nasib, Harianto, A., & Novirsari, E. (2025). The Effect of Employee Morale and Organizational Familiarity on Innovative Work Behavior through Employee Engagement. *Jurnal Ilmiah Manajemen Kesatuan*, 13(2), 1093–1104. <https://doi.org/10.37641/jimkes.v13i2.3252>
- Shahbaz, M. H., Ahmad, S., & Malik, S. A. (2025). Green intellectual capital heading towards green innovation and environmental performance: assessing the moderating effect of green creativity in SMEs of Pakistan. *International Journal of Innovation Science*, 1(1), 1–2. <https://doi.org/10.1108/IJIS-08-2023-0169>
- Shamsan, R., & Farea, M. M. (2025). Green discipline and involvement's impact on green employee creativity and Innovation: mediating role of green empowerment in Yemeni public universities. *Management and Sustainability*, 1(1), 1–22. <https://doi.org/10.1108/MSAR-10-2024-0164>
- Shao, X., Jiang, Y., Yang, L., & Zhang, L. (2023). Does gender matter? The trickle-down effect of voluntary green behavior in organizations. *Asia Pacific Journal of Human Resources*, 61(1), 57–78. <https://doi.org/10.1111/1744-7941.12348>
- Sharif, S., & Malik, S. A. (2025). A paradigm shift to carbon credit success: transforming workplace creativity via innovative green human resource management and eco-friendly behaviors. *International Journal of Innovation Science*, 1(1), 1–23. <https://doi.org/10.1108/IJIS-09-2024-0254>
- Shi, H., Shangguan, L., Dong, L., Li, M., & Zhang, Y. (2024). Voluntary vs. Compulsory: Examining the Consequences of Two Forms of Employee Green Behaviors. *Current Psychology*, 43(26), 22297–22306. <https://doi.org/10.1007/s12144-024-05885-x>
- Soomro, S. A., & Soomro, S. A. (2024). Green intellectual capital and employee environmental citizenship behavior: the mediating role of organizational agility and green creativity. *Journal of Intellectual Capital*, 25(4), 822–840. <https://doi.org/10.1108/JIC-03-2024-0067>
- Sun, Y., Shahzad, M., Ali, A., & Razzaq, A. (2025). Synergistic effect of green knowledge sharing and green creative climate for circular economy practices: role of artificial intelligence information quality. *Journal of Manufacturing Technology Management*, 1(1), 1–17. <https://doi.org/10.1108/JMTM-09-2024-0503>
- Syaifuddin, Efendi, B., Novirsari, E., Lubis, Y., & Nasib. (2023). Organizational Justice and Corporate Social Responsibility on Employee Performance : The Mediating Role of Job Satisfaction. *Journal of Logistics, Informatics and Service Science*, 10(3), 151–165. <https://doi.org/10.33168/JLISS.2023.0312>
- Syaifuddin, F., Rezeki, F., & Lubis, A. (2024). Drivers of Turnover Intentions and Vulnerability to Employee Poaching : A Study of Permanent Lecturers in Indonesian Private Universities. *Journal of Logistics, Informatics and Service Science*, 11(12), 90–115. <https://doi.org/10.33168/JLISS.2024.1205>
- Syaifuddin, Lie, D., Lubis, F. R. A., Novirsari, E., & Nasib. (2024). The role of job satisfaction in mediating the relationship between family conflict, volunteer management, and employee performance at PT. Perkebunan Nusantara 3. *International Journal of Advanced and Applied*

- Sciences, 11(12), 180–191. <https://doi.org/https://doi.org/10.21833/ijaas.2024.12.020>
- Tang, G., Zhang, S., & Chen, M. (2024). I want to, not I have to: The double-edged sword effect of green involvement on employee green creativity. *Journal of Environmental Psychology*, 98(September), 1–9. <https://doi.org/10.1016/j.jenvp.2024.102371>
- Waqas, S., Arshad, M., & Umer, K. B. (2025). The Critical Review of Social Sciences Studies Unlocking Green Creativity : The Role of Socio-Psychological Factors in. *The Critical Review of Social Sciences Studies*, 3(2), 176–208.
- Xiao, J., Yan, Y., Li, B., & Liu, S. (2024). Leading by example: understanding the trickle-down effect of voluntary green behavior in the workplace. *Journal of Managerial Psychology*, 39(5), 613–627. <https://doi.org/10.1108/JMP-04-2022-0192>
- Yang, D., Tang, G., & Jia, J. (2025). Greening for greater meaning: A dynamic examination of the consequences of voluntary employee green behavior. *Journal of Business Research*, 186(January), 1–9. <https://doi.org/10.1016/j.jbusres.2024.115007>
- Zafar, H., Cheah, J. H., Ho, J. A., Suseno, Y., & Tian, F. (2025). How green servant leadership influences organizational green performance? The roles of employee green creativity, voluntary pro-environmental behavior and green psychological climate. *Personnel Review*, 54(4), 10–12. <https://doi.org/10.1108/PR-10-2023-0843>
- Zaid, W. M. A., & Yaqub, M. Z. (2024). The prolificacy of green transformational leadership in shaping employee green behavior during times of crises in small and medium enterprises: a moderated mediation model. *Frontiers in Psychology*, 15(February), 1–19. <https://doi.org/10.3389/fpsyg.2024.1258990>
- Zhang, W., Zhang, W., & Daim, T. U. (2023). The voluntary green behavior in green technology innovation: The dual effects of green human resource management system and leader green traits. *Journal of Business Research*, 165. <https://doi.org/doi.org/10.1016/j.jbusres.2023.114049>
- Zhao, H., Chen, Y., Zhao, S., & Wang, B. (2024). Green inclusive leadership and hospitality employees' green service innovative behavior in the Chinese hospitality context: The roles of basic psychological needs and employee traditionality. *International Journal of Hospitality Management*, 123(October), 1–10. <https://doi.org/10.1016/j.ijhm.2024.103922>

About the Authors

1. **Yusniar Lubis** obtained her Doctorate degree from Universitas Pasundan, Indonesia, in 2012. The author is a Professor at the Department of Agribusiness, Postgraduate Program, Universitas Medan Area, Indonesia.
E-Mail: yusniar@staff.uma.ac.id
2. **Wan Suryani** obtained her Doctoral degree from Universitas Sumatera Utara in 2018. She is a lecturer in the Department of Management, Faculty of Economics and Business, Universitas Medan Area, Indonesia.
Email: wansuryani@staff.uma.ac.id
3. **Siswa Panjang Hernosa** obtained his Doctoral degree from the Doctoral Program of Agricultural Sciences, Universitas Sumatera Utara, Indonesia. He currently serves as Dean of the Faculty of Agriculture, Universitas Medan Area.
Email: siswapanjanghernosa@staff.uma.ac.id

4. **Fajar Rezeki Ananda Lubis**, obtained his Master's degree from Universitas Padjadjaran, Indonesia, in 2018. The author is an Associate Professor at the Department of Management, Postgraduate School, Universitas Prima Indonesia, Indonesia.
E-Mail: fajarrezekiananda@gmail.com
5. **Nasib**, obtained his Master's degree from Universitas Muhammadiyah Sumatera Utara, Indonesia, in 2013. The author is an Associate Professor at the Department of Management, Institut Bisnis Informasi Teknologi dan Bisnis, Indonesia.
E-Mail: nasibwibowo02@gmail.com