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EFFECT OF EXPLOITATIVE LEADERSHIP ON GREEN INNOVATIVE BEHAVIOR AMONG HOSPITALITY EMPLOYEES IN PAKISTAN

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ABSTRACT

This study examines the effect of exploitative leadership on green innovative behavior among hospitality employees in Pakistan. Through a field survey, the study collected data with the help of questionnaire. The population for the current study was the Managerial employees of the hospitality sector. The collected data was statistically analysed using Smart PLS Software. The findings indicate a significant and detrimental negative relationship between exploitative leadership and employees' green innovative behavior. This suggests that when employees perceive their leaders engaging in exploitative behaviors, such as power abuse and unethical practices, their propensity to exhibit green innovation diminishes. These results emphasize the critical role of leadership in shaping environmentally responsible behaviors within the workplace, highlighting the need for organizations to foster ethical and supportive leadership to promote green innovation among their employees.

Keywords: Exploitative Leadership, Hospitality, Green innovative Behaviour

INTRODUCTION

As consumers become more aware of the environment and sustainable surroundings, the hospitality industry has increased its attention on preserving the natural setting. Additionally, compared to other industries, the hotel sector uses a lot of natural resources and disposable goods, which harms the environment (Elsaied, 2022). By 2050, the hotel industry must achieve a 90% annual reduction in the emission of greenhouse gases per room in order to meet its obligations under the Paris Climate Agreement (Wang, Sun, et al., 2021). In light of this, environmental concerns have recently sparked new research in the hotel industry, which has influenced the authors of this paper.

Within the hospitality sector, environmental management encompasses the promotion and support of sustainable practices aimed at reducing waste through recycling, using less energy through the installation of energy-efficient appliances, and implementing water-saving measures such as modifying shower fixtures. However, a significant challenge lies in greening the workforce as employees play a crucial role in generating innovative ideas that align with an organization's strategy for the environment (Syed et al., 2021). Employee green innovative behavior encompasses the generation and implementation of novel ideas that positively affect the environment in terms of products, services, processes, and practices within organizations. The importance of innovative behavior for the success of hospitality enterprises is widely recognized, as highlighted in studies by (Schmid et al., 2019; Wang, Ren, et al., 2021). In recent years, there has been an increased focus on environmental issues, leading to a surge in research in the environmental field. Previous studies have indicated that contextual factors play a significant role in influencing employee green

innovative behavior (Sun et al., 2023). While green transformational leadership, which involves leaders advocating for their organization's environmental strategy, has received significant attention. The hospitality sector still has a limited understanding of how various leadership styles affect green innovative behavior.

In the sector of hospitality, employees often face challenging work conditions characterized by extended working hours, irregular shifts, limited breaks, physically demanding tasks, emotional labor, and high expectations (Cheng et al., 2023). This industry is known to be one of the most demanding, since employees in the hospitality sector frequently deal with unfavorable treatment from executives.

The increasing recognition of environmental sustainability within the hospitality sector has emphasized the significance of employee green innovative behavior as a crucial aspect of organizational performance. In response to societal and economic advancements, there is a growing demand for increased understanding and application of environmental protection measures by practitioners (Emmerling et al., 2023). Consequently, researchers have adopted a "behavioral perspective" to examine the actions and attitudes of various stakeholders within organizations, both the leaders and the followers. This perspective highlights the role of sustainability practices in cultivating an environmental culture that fosters a green-oriented mindset among all the stack holders, such as employees, leaders, and customers (Wang, Chen, et al., 2021).

When it comes to dark-side leadership techniques, the concept of exploitative leadership has garnered considerable interest among scholars in the hospitality industry. Exploitative leadership is characterized by a leader's excessive focus on personal gain and the exploitation of their subordinates, leading to notable consequences within organizations. Such leaders engage in actions that undermine their followers, including manipulation and a lack of challenging opportunities (Schmid et al., 2019).

This study aims to address the research gap concerning the potential effect of exploitative leadership on green innovative behavior. While previous studies have explored the negative effects of exploitative leadership on employee outcomes, there has been limited focus on understanding its influence on promoting green innovative behavior. Thus, this study seeks to bridge this gap and shed light on the relationship between exploitative leadership and green innovative behavior. By addressing this research gap, the study will add to a deeper understanding of the effects of exploitative leadership on environmentally conscious behavior within organizations. The existing literature lacks sufficient empirical research investigating the potential influence of exploitative leadership on employees' green innovation behaviors in the workplace. Furthermore, there is a research gap in comprehensively understanding the relationship between exploitative leadership and employee green innovation behavior. To address this gap, further empirical investigation is needed to explore the intricate dynamics and mechanisms underlying these relationships. The study objective is to examine the relationship between exploitative leadership and employee green innovative behavior.

LITERATURE REVIEW

Exploitive Leadership

Exploitative leadership, a more common and more vested kind of leadership that includes the key elements of negative leadership styles, is relatively unstudied (Majeed & Fatima, 2020). "Leadership with the primary intention to further the leader's self-interest by exploiting others" is referred to as "exploitative leadership" (Feng et al., 2022). Research from the past has outlined in great detail the detrimental effects of exploitative leadership on employees. These negative consequences encompass various outcomes, such as decreased job satisfaction and emotional commitment, heightened intentions to quit the organization, burnout, engagement in workplace deviance, and perceptions of an inequitable social exchange (Ye et al., 2022). These studies have highlighted the detrimental effects associated with exploitative leadership, shedding light on the adverse outcomes experienced by employees subjected to

such leadership practices. Exploitative leaders are characterized by behaviors that involve under-challenging or misleading their followers, as identified by Schmid et al., (2019).

In order to comprehend the detrimental effects of exploitative leadership on overall employee well-being, extensive research has been conducted in areas such as knowledge management (Wang, Ren, et al., 2021), employee wellness (Elsaied, 2022), and job satisfaction (Akhtar et al., 2022). These studies have contributed to our understanding of the negative consequences associated with exploitative leadership, shedding light on its effect on various aspects of employees' work experiences. According to research from an ego depletion perspective, leaders who take advantage of their workforce to further their own goals may cause psychological resource exhaustion in those workers (Zaman et al., 2022), for example through endangering their ability in order to express their emotions and maintain healthy working relationships (Kiyani et al., 2021). Exploitative leadership predominates in organizations as a typical instance of destructive leadership (Bajaba et al., 2022). Negative leadership was rated as the most prevalent form of damaging leadership in two interview surveys.

Schmid et al., (2019) identified five dimensions of exploitative leadership, which are: (1) demonstrating genuine egoism, indicating a leader's prioritization of their own needs above those of followers; (2) exerting pressure on followers to achieve goals; (3) claiming credit for followers' achievements; (4) providing inadequate challenges to followers, limiting their growth opportunities; and (5) manipulating followers through various means. It is significant to remember that followers' perceptions of exploitative leadership can vary, leading to different interpretations of the similar leader's behavior.

Theoretically, exploitative leadership differs from other harmful leadership types in a number of ways. First off, unlike abusive forms of negative leadership like insulting supervision and petty tyranny (Lazreg & Lakhal, 2022), exploitative leadership lacks a hostile component. In order to ensure that their followers' interests are met, exploitative leaders may even appear nice to them. Next, in contrast to prevalent destructive leadership theories, exploitative leadership includes a self-interest element. To stimulate their followers' work performance, for instance, abusive leaders may mistreat their subordinates (Feng et al., 2022).

Exploitative leadership is very egotistical leadership style that prioritizes self-interest over employee interests. These are some instances of exploitative leadership techniques: forcing workers to labor around the clock, imposing strict deadlines, robbing them of recognition, and more. The detrimental effects of exploitative leadership on employees are amply supported by earlier research, which shows decreased organizational commitment and job satisfaction as well as increased exhaustion, knowledge concealment, and misconduct at work (Lazreg & Lakhal, 2022). Given the previously mentioned, established connections between exploitative leadership and employees' damaging behaviors, We believe that unethical leadership may also lead to employee self-interest..

Employees' Green Innovative Behavior

Pircher Verdorfer & Belschak, (2022) describe employee green Innovative behavior as actions taken by individuals that either reduce harm to or contribute to the well-being of the natural environment in general. According to, employee green Innovative behavior is described as employee behavior that has a positive impact on the environment. Employee green Innovative behaviors states to a particular style of environmentally responsible behavior that is exclusive to the workplace. Its objective is to reduce the negative effects of human activity through practices such as resource and water conservation, resource optimization, waste reduction, energy conservation, and recycling promotion (Mroz et al., 2020).

Employees' behavior is crucial for organizations to encourage environmental sustainability and achieve their environmental sustainability goals. Wu et al., (2021) highlight the increasing interest in employee green behavior due to environmental concerns, and their meta-analysis confirms

positive associations between EGB and factors such as pro-environmental attitudes, corporate social responsibility, and green psychological climate (Schmid et al., 2019). Employee Green Innovative behavior promotes employees to perform in an efficient, productive, and environmentally friendly manner, including indicators like discipline, work behavior, and job satisfaction. According to Wang et al., (2021) employee green Innovative behavior encompasses the activities and attitudes displayed by employees that undertake to environmental sustainability within the workplace, like as resource conservation and eco-friendly decision-making. They highlighted the four features of the definition of employee green behaviors i.e. Focus on employees, focus on actions and behaviors, Scalable actions and behaviors, and Inclusion of both beneficial and harmful behaviors. The research reveals that rewards are particularly effective in promoting employees' voluntary green behaviors, suggesting that incentives have a significant impact on motivating employees to exceed their anticipated green responsibilities (Sun et al., 2023).

Exploitative Leadership and Employees' Green Innovative Behavior

Exploitative leadership is a specific type of destructive leadership characterized by leaders exploiting their followers for personal gain. This leadership style involves exerting pressure, taking credit from followers, manipulating them, and failing to provide adequate challenges (Ye et al., 2022). Existing research on exploitative leadership has highlighted its negative impact on employees, including burnout, high turnover intentions, knowledge hoarding, and psychological distress. Exploitative leaders are egoistic individuals who covertly exploit and manipulate their followers by imposing excessive pressure, assigning excessive workloads, undermining their efforts, and impeding their professional growth. Moreover, these leaders often take credit for the accomplishments and hard work of their followers (Elsaied, 2022).

Theoretical Framework: Ego Depletion Theory

Ego depletion theory proposes that self-control and willpower are inadequate resources that can be depleted over time. This depletion can lead to a decrease in a person's capability to regulate their behavior and make effective decisions. Exploitative leadership refers to a style of leadership where a leader takes advantage of their position and power to benefit themselves at the expense of their employees. This type of leadership can lead to feelings of powerlessness and decreased motivation among employees. On the other hand, green innovative behavior refers to the development and implementation of new and sustainable ideas that can benefit the environment. This type of behavior requires creativity, motivation, and self-regulation.

Ego depletion theory (Baumeister et al., 1998) suggests that exploitative leadership, as a negative stimulus, is associated with a decrease in green innovative behavior among hospitality employees. Previous studies have indicated that ego depletion can have a detrimental effect on individuals' capacity to engage in green innovative behavior. Employees who are experiencing exploitative leadership may cause ego depletion due to the stress and frustration associated with their work environment. This depletion can make it difficult for them to engage in innovative behavior and contribute to sustainable practices.

Therefore, leaders need to adopt a more supportive and empowering leadership style that fosters employee creativity and motivation. This can include providing employees with autonomy and a resource to pursue sustainable practices, as well as creating a positive work environment that reduces stress and enhances well-being. By promoting a supportive work environment, leaders can help employees overcome ego depletion and engage in green innovative behavior.

First, Exploitative leaders, prioritizing their own goals over employee needs, may appropriate credit for innovative ideas generated by employees that have the potential to reduce environmental impact. This behavior of claiming credit for green innovations can create doubt

among hospitality employees regarding the recognition of their contributions. As a result, employees may become discouraged from actively participating in innovative and creative activities (Wang, Ren, et al., 2021). Additionally, they may hesitate to share and implement green innovative ideas and behaviors in the environmental domain, fearing that their ideas will not be acknowledged or credited. This withholding of knowledge can hinder the progress of environmental initiatives within the organization.

Second, Exploitative leaders frequently engage in manipulation and exert undue pressure on employees, taking credit for their accomplishments. Extensive research has shown that employees subjected to abuse by their leaders experience negative psychological effects, such as anxiety, depression, and emotional exhaustion (Sun et al., 2023). These emotional states often lead employees to detach themselves from their work. Consequently, employees may exhibit reluctance in making an effort to engage in innovative behaviors, including green innovative behaviors. The detrimental impact of exploitative leadership on employee well-being and motivation can hinder the promotion of environmentally sustainable practices within the organization.

Third, Exploitative leaders have the potential to impede employees' career progression, often by obstructing the promotion of team members who pose a threat to their own interests. Consequently, employees may experience a decline in their confidence regarding career advancement, limited opportunities to cultivate job satisfaction, and diminished motivation to pursue innovation. The actions of exploitative leaders can create a discouraging work environment that hampers employees' professional growth and stifles their enthusiasm for contributing novel ideas (Elsaied, 2022).

Finally, Exploitative leaders may engage in deceptive practices, pitting employees against each other to further their personal interests. As a result, trust and cooperation among employees are eroded, which detrimentally impacts creativity and innovation (Wang, Sun, et al., 2021). In the context of the hospitality industry, such a decline in trust and cooperation is likely to impede employees' green innovative behavior, as collaboration and mutual support are essential for fostering environmentally conscious initiatives.

Effect of Exploitative Leadership on Employees' Green Innovative Behavior

Several studies have explored the relationship between exploitative leadership and employee green innovative behaviors, recognizing the significance of human resources within organizations (Guo et al., 2021; Wu et al., 2021; Ye et al., 2022). However, these studies have yielded heterogeneous findings, with results varying from positive to negative associations. For instance, (Wang, Ren, et al., 2021) investigated the impact of exploitative leadership on employee creativity, examining the mediating role of knowledge hiding. Their findings revealed a positive relationship between exploitative leadership and knowledge hiding, while also indicating a negative relationship between exploitative leadership and employee creativity. This study also examines the different situations where knowledge hiding is more or less, Although their study investigated exploitative leadership effects comprehensively, there is a need to include the effects of contextual factors to further examine exploitative leadership in different cultures, as this study is conducted in Western culture, and its applicability to other cultures and countries has to be tested.

The effect of exploitative leadership in the hospitality industry has received limited research attention, despite the growing interest in this area. This gap in the literature is both surprising and unfortunate considering the significant role the hospitality industry plays in the global economy, providing numerous employment opportunities each year (Lyu et al., 2022). Employees in the hospitality industry often face excessive workloads, heightened levels of discipline and control, and lower skill levels compared to other sectors, making them more susceptible to experiencing exploitative leadership. Hospitality leaders, facing immense pressure, may engage in behaviors such as taking credit from their followers and expecting them to work tirelessly.

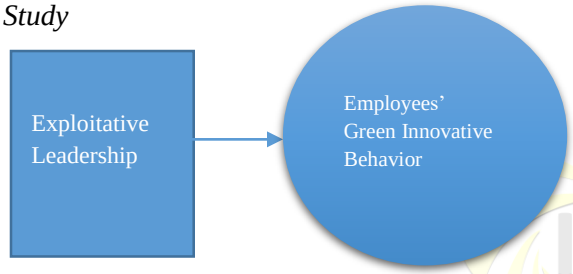
The current study in hand tries to explore the effect of exploitative leadership on employee green innovative behavior in the hospitality sector of Northern areas of KP as the past researcher has placed more emphasis on the role of exploitative leadership on employees' green innovative behavior. Based on the above discussion, the following hypothesis has been developed to check the effect of exploitive leadership on employees' green innovative behavior.

H1: *Exploitative leadership is significantly related to employees' green innovative behavior.*

Conceptual Framework

Figure 0.1

Proposed Conceptual Framework of the Current Study



RESEARCH METHODOLOGY

The nature of the study in hand is quantitative, as the study focus to generalize the finding across different cases in the situation. According to (Yu, 2005), quantitative techniques can provide a sizable level of accuracy in estimation and arithmetical support.

Research Population

The population for the current study was the Managerial employees of the hospitality sector of Northern Ares of KP like, Swat, Dir, Abbottabad, Naran, Kaghan Valley, etc. The main reason behind it was that governments focus on tourism and hospitality in areas of KP because 7.1% of the Gross Domestic Product was attributed to the tourism industry.

Sampling

The population for the current study is unknown; therefore (Krejcie & Morgan, 1970) estimate the sample size of 384 is appropriate for an unknown population. Thus, keeping these recommendations of the above-mentioned researcher in mind the current study select a 500 sample size to minimize the biasness and error. This study combined two non-probability sampling techniques i.e. purposive sampling and Snowball sampling techniques to select a suitable sample of respondents who would be representative of the entire population. The reason behind the selection of these two non-probability sampling techniques is that almost all the hotels and restaurants are closed in the winter season due to heavy snowfall in the Northern Areas of Pakistan KP. So, it is more convents to fill the questionnaires from all those managerial employees who can easily trace, who are currently employed in the Hotels and restaurants in Northern Areas of KP Pakistan.

DATA COLLECTION

A structured questionnaire was used by the researcher as it is argued that a questionnaires includes pre-determined items for information gathering from respondents (Sekaran, 2006). Also, questionnaires help the researcher for getting the information on a larger scale.

Measurement

Exploitative leadership Was measured with the fourteen-item scale developed by (Schmid et al., 2019) which has five dimensions while employees' green innovative behavior was measured by adapting the four items scale developed by (George & Zhou, 2001) in the context of environmental management in hospitality.

DATA ANALYSIS AND RESULTS

Demographics

In total, 500 questionnaires were distributed for conducting this study. Among the distributed questionnaires, a total of 472 respondents returned complete responses. 108 respondents have less than 1 year of experience that is (23.6%). 115 individuals (25.1%) reported having 1 to 2 years of experience. 70 individuals (15.3%) reported having 2 to 3 years of experience. The largest category consists of 165 individuals (36.0%) who reported having more than 3 years of experience.

Out of the total number of respondents, 16 individuals (3.5%) reported having educational qualifications above a master's degree. The largest category consists of 195 individuals (42.6%) who reported having a bachelor's degree as their highest educational qualification. 152 individuals (33.2%) reported having an intermediate level of education. 95 individuals (20.7%) reported having a master's degree as their highest educational qualification. Out of the total number of respondents, 222 individuals (48.5%) reported being married. The remaining respondents, 236 individuals (51.5%), reported being unmarried. Out of the total number of respondents, 75 individuals (16.4%) identified as female. The majority of the respondents, 383 individuals (83.6%), identified as male. Out of the total number of respondents, 292 individuals (63.8%) fell within the age range of 20 to 30 years. The next largest age group consisted of 132 individuals (28.8%) who were between 30 and 40 years old. A smaller group of 24 individuals (5.2%) reported their age to be between 40 and 50 years. The smallest age group comprised 10 individuals (2.2%) who were above the age of 50.

Test of Normality and Non-Response Bias

The data was tested for normality for which we used 2 tests; the Kolmogorov-Smirnov and the Shapiro-Wilk test. The Kolmogorov-Smirnov is used when the data is greater than 2,000 whereas the Shapiro-Wilk is used in case the data set is less than 2,000. As the data set in the current study was 458, therefore, this study's interpretation is based on the output of Shapiro-Wilk. All the values were significant (<0.05) implying that the data was non-normal. Correspondingly, the non-normal data necessitated the use of the PLS-SEM method. Based on the dates of response submission, the sample was divided into two groups: early responders and late responders. The primary wave of respondents consisted of 309 replies, while the later wave included 149 responses. To examine the constructs that may have influenced the response rate, a one-way ANOVA was performed. The results showed that both the early and late respondent waves for all the constructs are statistically significant, as indicated by p-values greater than 0.05. These findings suggest that there is no evidence of non-response bias in the data.

Measurement Model Assessment

Indicator Reliability

In the context of Partial Least Squares Structural Equation Modeling (PLS-SEM), indicator reliability is represented by outer loadings. For satisfactory indicator reliability, the outer loadings should be above 0.7 and statistically significant at a level of significance below 0.05. In the present study, the model demonstrates satisfactory indicator reliabilities, as all values range from 0.65 to 0.95 and are statistically significant at a significance level of 0.001 (Hair et al., 2014).

Table 0.1:

Internal consistency Reliability

Latent Variable	Indicators	Internal Consistency Reliability			Mean	Std. Deviation
		Loadings	Composite Reliability	Cronbach's Alpha		
Exploitative Leadership	EL1	0.843	0.954	0.953	1.987	0.960
	EL2	0.821			1.801	0.752
	EL3	0.686			1.948	0.850
	EL4	0.818			1.941	0.948
	EL5	0.830			1.891	0.897
	EL6	0.761			2.024	0.845
	EL7	0.852			1.904	0.866
	EL8	0.756			2.070	0.856
	EL9	0.741			1.993	0.803
	EL10	0.802			2.100	1.036
	EL11	0.670			2.000	0.969
	EL12	0.809			1.972	0.749
	EL13	0.823			1.873	0.875
	EL14	0.811			2.107	0.969
Green Innovative Behavior	GIB1	0.797	0.761	0.753	4.037	0.736
	GIB2	0.753			4.052	0.780
	GIB3	0.77			3.996	0.751
	GIB4	0.702			4.011	0.780

Table highlights the value of Cornbrash's Alpha. This is significantly higher than the threshold value of 0.7.

Reliability and Validity

In Smart-PLS, indicator reliability states to the measurement quality of the indicators used to measure a latent variable in a structural equation model. It is commonly assessed using two measures: outer loadings and composite reliability.

Outer Loadings

Outer loadings indicate the strength of the relationship between the observed indicator and its corresponding latent variable. Higher outer loadings indicate a stronger relationship and better indicator reliability.

Composite Reliability

Composite reliability (CR) is a measure of internal consistency reliability. It assesses the extent to which the indicators consistently measure the latent variable. Higher composite reliability values indicate better indicator reliability.

If the outer loadings are significant (typically greater than 0.7) and the composite reliability is high (typically above 0.7), it indicates good indicator reliability (Hair et al., 2014). Based on the provided information in Table 2, the indicator reliability of the latent variables Exploitative Leadership, Green Innovative Behavior can be assessed.

The indicators (EL1, EL2, EL3, EL4, EL5, EL6, EL7, EL8, EL9, EL10, EL11, EL12, EL13, EL14) have loadings ranging from 0.843 to 0.811, indicating their significant relationship with the latent variable. The internal consistency reliability measures for Exploitative Leadership are high, with a composite reliability of 0.954 and a Cronbach's Alpha of 0.953.

Similarly, the indicators for green innovative behaviors (GIB1, GIB2, GIB3, GIB4) have loadings ranging from 0.797 to 0.702, indicating their relationship with the latent variable. The internal consistency reliability measures for Green Innovative Behavior are high, with a composite reliability of 0.761 and a Cronbach's Alpha of 0.753.

CONVERGENT VALIDITY

Convergent validity refers to the extent to which the indicators of a construct agree or correlate with each other. The establishment of convergent validity relies on indicator factor loadings, composite reliability (CR), and average variance extracted (AVE) (Hair et al., 2014). The values for these indicators range from 0 to 1. To ensure adequacy, the AVE should be above 0.5 (Matthews et al., 2016).

Table 0.2

Convergent validity based on loadings, CR and AVE

Latent Variable	Indicators	Convergent Validity		
		Loadings	AVE	Composite Reliability
Exploitative Leadership	EL1	0.843	0.623	0.954
	EL2	0.821		
	EL3	0.686		
	EL4	0.818		
	EL5	0.830		
	EL6	0.761		
	EL7	0.852		
	EL8	0.756		
	EL9	0.741		
	EL10	0.802		
	EL11	0.670		
	EL12	0.809		
	EL13	0.823		
	EL14	0.811		
Green Innovative Behavior	GIB1	0.797	0.574	0.761
	GIB2	0.753		
	GIB3	0.775		
	GIB4	0.702		

The table presents the results of the convergent validity analysis for latent variables: Exploitative Leadership and Green Innovative Behavior. The indicators and their respective factor loadings, average variance extracted (AVE), and composite reliability (CR) values are provided.

Similarly, for Exploitative Leadership, all 14 indicators (EL1 to EL14) have factor loadings above 0.7, indicating a strong relationship with the latent variable. The AVE is 0.623, above the recommended threshold of 0.5, indicating good

convergent validity. The CR is 0.954, suggesting high internal consistency and reliability of the indicators.

For Green Innovative Behavior, all four indicators (GIB1 to GIB4) have factor loadings above 0.7, indicating a strong relationship with the latent variable. The AVE is 0.574, surpassing the threshold of 0.5, indicating good convergent validity. The CR is 0.761, signifying high internal consistency and reliability of the indicators.

Discriminant validity

Discriminant validity refers to the degree of differentiation between constructs in an empirical context (Hair et al., 2014). The literature has identified several methods for assessing discriminant validity, with the three most commonly used approaches being the Fornell-Larcker criterion, cross-loadings, and the Heterotrait-Monotrait (HTMT) ratio of correlation.

Table:

HTMT Ratio of Correlations

	EL	GIB
EL		
GIB	0.834	

Fornell-Larcker Criterion

Table:

Fornell-Larcker Criterion

	EL	GIB
EL	**0.789**	
GIB	-0.717	**0.798**

	VIF
EL1	3.512
EL2	2.847
EL3	1.991
EL4	2.833
EL5	3.080
EL6	2.333
EL7	3.416
EL8	2.587
EL9	2.618

The Fornell-Larcker criterion analysis was conducted to assess the discriminant validity of the constructs in the study. The analysis involved examining the square root of the average variance extracted (AVE) for each construct and comparing it to the correlations between the constructs. The results of the Fornell-Larcker criterion analysis are presented in Table.

Heterotrait-Monotrait (HTMT) Ratio of Correlation

Table:

HTMT Ratio for Correlation

	EL	GIB
EL		
GIB	0.834	

The Heterotrait-Monotrait (HTMT) ratio of correlation analysis was conducted to evaluate the discriminant validity of the constructs in the study. The analysis involved calculating the HTMT ratios, which compare the correlations between different constructs to the correlations within each construct.

The HTMT ratio analysis suggests that the constructs in the study exhibit discriminant validity, as the HTMT ratios for all pairs of constructs are below the threshold of 0.9. In short, the reliability and validity tests conducted on the measurement model in this study have been successfully confirmed. These results indicate that the study can now proceed to evaluate the structural model

Structural Model

Collinearity Assessment VIF

Table 0.3

Collinearity Assessment VIF

EL10	3.443
EL11	1.896
EL12	2.656
EL13	3.028
EL14	2.694
GIB1	1.497
GIB2	1.491
GIB3	1.511
GIB4	1.363

Based on the VIF (Variance Inflation Factor) values provided, it appears that there is no significant multicollinearity issue among the variables in the model. Generally, a VIF value below 5 is considered acceptable and indicates low collinearity between variables. In this case, all the variables have VIF values well below 5, ranging from 1.491 to 3.512. Therefore, based on the VIF values provided, there is no evidence of severe collinearity problems among the variables in the analysis.

Assessing the Significance and Relevance of the Structural Model

Table:

Assessing Significance and Relevance of the Structural Model

	Original sample	T statistics	P values	CI (LL) 2.5%	CI (UL) 97.5%	Significance Level (p<0.05)?
EL -> GIB	-0.406	9.688	0.000	-0.489	-0.325	Yes

The relationship between Exploitative Leadership (EL) and Green Innovative Behaviour (GIB) has a (β=-0.406, t=9.688 and $p < 0.05$). The CI ranges from -0.325 to -0.489. This confirms that Exploitative Leadership has a significant negative effect on Green Innovative Behaviour. Thus, it provides support to hypothesis 1 i.e.

H1: *Exploitative leadership is significantly related to employees' green innovative behavior.*

R^2 Assessment

Table 0.4

R2 Assessment

	R-square	R-square adjusted
GIB	0.580	0.579

In the R^2 assessment, the R-squared (R^2) and adjusted R-squared values are provided to evaluate the goodness of fit of the regression models for the constructs "GIB." These values indicate the proportion of variance explained by the independent variables in the regression models. For the "GIB" construct, the R-squared value is 0.580, indicating that approximately 58% of the variance in the dependent variable "GIB" is explained by the independent variables. The adjusted R-squared value is 0.579, which adjusts for the number of predictors in the model.

Effect Size (f^2)

Table 0.5

Effect Size (f2)

	EE	EL	GIB	POS
EL	0.219		0.161	
GIB				

For the relationship between "EL" and "GIB," the effect size (f2) is 0.161, which also indicates a moderate effect size. This suggests that the predictor variable "GIB" explains approximately 16.1% of the variance in the dependent variable "EL."

Path Coefficients

Table presented below provides the path coefficients, t-statistics, and significance levels for all the hypothesized relationships.

Table

Path Coefficients

		Original sample	T statistics	P values
EL GIB	->	-0.406	9.688	0.000

In the path coefficients analysis, the path coefficients, along with their corresponding T-statistics and p-values, are provided to evaluate the relationships between the constructs in the structural model. "EL -> GIB": The path coefficient is -0.406. The T-statistic value is 9.688, indicating a highly significant relationship. The associated p-value is 0.000, suggesting a highly significant relationship between "EL" and "GIB."

DISCUSSION

The present study examined the relationships among exploitative leadership and green innovative behavior among hotel employees, drawing upon the theoretical framework of ego depletion theory.

Consistent with previous research (Guo et al., 2021; Wu et al., 2021), our study revealed a significant negative relationship between exploitative leadership and employees' green innovative behavior. This suggests that when employees perceive their leaders as engaging in exploitative behaviors, such as abuse of power or unethical practices, they are less likely to exhibit green innovative behaviors. These findings align with the principles of ego depletion theory, which posits that individuals' self-regulatory

resources are depleted when they experience negative leadership behaviors, leading to decreased motivation and engagement in positive behaviors such as green innovation.

According to the hypotheses, exploitative leadership has negative effects on employees' green innovative behavior, which refers to their willingness and ability to generate and implement new ideas that benefit the environment. Moreover, exploitative leadership leads to emotional exhaustion, which is a state of feeling drained and overwhelmed by work demands. One possible way to understand these hypotheses is to use the theory of ego depletion, which suggests that self-control or willpower draws upon a limited pool of mental resources that can be used up. When the energy for mental activity is low, self-control is typically impaired, which would be considered a state of ego depletion. In particular, experiencing a state of ego depletion impairs the ability to control oneself later on. A depleting task requiring self-control can have a hindering effect on a subsequent self-control task, even if the tasks are seemingly unrelated.

The findings underscore the significance of considering the impact of leadership behaviors in shaping employees' green innovative behavior. Hotel organizations can benefit from these insights by focusing on promoting ethical and supportive leadership practices, cultivating a positive work environment, and providing resources and support to employees to enhance their well-being and engagement in sustainable behaviors.

IMPLICATIONS

Leadership Development

The finding that exploitative leadership is negatively related to employees' green innovative behavior highlights the importance of promoting ethical and responsible leadership practices within hotel organizations. Hotel managers and leaders should be trained and educated on the significance of positive leadership behaviors that foster employee engagement and promote sustainable practices. Leadership development programs can be designed to cultivate leaders who inspire and motivate employees to engage in environmentally friendly behaviors.

SUSTAINABLE PRACTICES

The study's focus on green innovative behavior emphasizes the importance of sustainability within hotel organizations. The findings highlight the need for hotels to prioritize environmentally friendly practices and initiatives. Hotel organizations can implement sustainability programs, provide training on sustainable practices, and incorporate sustainability goals into performance evaluations to encourage employees' engagement in green innovation.

Overall, the implications of these results suggest that hotel organizations should prioritize ethical leadership, employee well-being, supportive organizational climate, and sustainable practices to foster positive employee attitudes and behaviors. By investing in these areas, hotels can enhance employee engagement, improve organizational performance, and contribute to a more sustainable future.

IMPLICATIONS FOR POLICY

The findings of this study have several managerial and policy implications for organizations in the hotel industry. Firstly, the significant negative relationship between exploitative leadership and employees' green innovative behavior highlights the importance of fostering a positive and supportive leadership style. Hotel managers should promote transformational leadership behaviors that inspire and empower employees to engage in environmentally friendly practices and innovative initiatives. This may involve providing training programs, creating a supportive work environment, and implementing reward systems that recognize and encourage green behaviors among employees.

From a policy perspective, these findings emphasize the need for organizations and policymakers in the hotel industry to prioritize leadership development and training programs. Investing in leadership development initiatives that promote positive and transformational leadership behaviors can have far-reaching benefits for employee well-being, organizational performance, and sustainability practices within the industry. Policymakers can play a role by promoting and incentivizing the adoption of sustainable leadership practices and providing resources for leadership training and development.

In summary, the study's findings suggest that fostering positive leadership styles, promoting employee well-being, and enhancing perceived organizational support are crucial for organizations in the hotel industry. By implementing appropriate managerial strategies and policies, organizations can create a supportive work environment, enhance employee performance and innovation, and contribute to the sustainable development of the industry.

THEORETICAL IMPLICATIONS

The study extends the understanding of the relationship between leadership and sustainability within the hospitality industry. By examining the effect of exploitative leadership on employees' green innovative behavior, the study provides insights into how leadership practices can influence employees' engagement in environmentally friendly behaviors. This contributes to the broader literature on sustainable leadership and highlights the importance of ethical leadership in promoting sustainable practices within hotel organizations.

The study's focus on hotel employees adds to the contextual relevance of the findings. The hospitality industry is known for its unique work environment and customer-centric demands, making it essential to understand the specific dynamics of leadership and employee outcomes within this context. By examining these relationships in the hotel industry, the study provides insights that are directly applicable to the management and leadership practices within this sector.

Overall, the theoretical contributions of this study lie in its integration of eco-depletion theory, its examination of leadership and sustainability and its contextual relevance to the hotel industry. These contributions advance our understanding of the complex relationships between leadership behaviors, employee well-being, and sustainable practices, providing a foundation for further research and informing management practices in the hospitality industry.

LIMITATIONS

One limitation of the study is the relatively small sample size of 458 participants. A larger sample size could provide more statistical power and enhance the generalizability of the findings. With a larger sample, it would be possible to examine the relationships between variables with greater precision and potentially detect smaller effect sizes.

Another limitation is the potential for selection bias. The study relied on a convenience sampling method, which may introduce biases and limit the representativeness of the sample. Participants who volunteered or were easily accessible may not be fully representative of the broader population of interest. Future research could benefit from employing random sampling techniques to obtain a more representative sample.

Additionally, the study's reliance on self-report measures may introduce common method variance and response biases. Participants' responses may be influenced by their own perceptions, beliefs, or social desirability, potentially affecting the accuracy and reliability of the data. Supplementing self-report measures with objective measures or obtaining data from multiple sources could help mitigate these limitations.

The study's cross-sectional design is another limitation. The data were collected at a single point in time, which restricts the ability to establish causality or examine changes in the variables over time. Future studies could employ longitudinal designs to capture the temporal dynamics of the relationships and provide a more robust understanding of the phenomena under investigation.

Lastly, the study was conducted within a specific context or industry, which may limit the generalizability of the findings to other settings. The unique characteristics of the hotel industry and its specific organizational and cultural contexts may influence the relationships between variables differently than in other industries. Replicating the study in different contexts and industries would provide a more comprehensive understanding of the phenomena.

By acknowledging these limitations, researchers can be aware of the potential constraints of the study and consider them when interpreting and generalizing the findings. Future research can build upon these limitations to address gaps and expand the knowledge in the field.

FUTURE DIRECTIONS

Future research could benefit from longitudinal designs to examine the causal relationships over

time. This would allow for a better understanding of the temporal dynamics and potential reciprocal effects between these variables.

Expanding the scope of analysis to include multilevel perspectives could provide a deeper understanding of the influence of leadership and organizational factors on employee outcomes. Investigating the role of contextual factors at the individual, team, and organizational levels would offer insights into how these factors interact and influence the relationships under investigation.

Conducting cross-cultural studies would help identify potential cultural variations in the relationships between leadership and sustainable behaviors. Examining these relationships in different cultural settings would enhance the generalizability of the findings and provide insights into the cultural factors that may influence these dynamics.

Investigating the impact of leadership training programs, organizational policies, and supportive interventions on reducing emotional exhaustion and fostering green innovative behavior would be valuable for organizations seeking to improve employee well-being and sustainability practices.

Exploring the relationships between leadership and sustainable behaviors in different organizational contexts would contribute to a broader understanding of these dynamics and their implications for sustainable management practices.

CONCLUSION

The results demonstrated that exploitative leadership is significantly related to employees' emotional exhaustion and negatively related to their green innovative behavior. The theoretical contribution of this study lies in its application of ego depletion theory to the context of leadership and sustainable behaviors. By integrating this theoretical framework, the study provided a nuanced understanding of the underlying mechanisms linking exploitative leadership and green innovative behavior. This contributes to the existing literature on leadership and sustainable management practices. Practically, the study emphasizes the importance of promoting supportive leadership practices and organizational policies that prioritize employee well-being and sustainable behaviors. Organizations should invest in leadership development programs and interventions aimed at reducing exploitative leadership behaviors. Such initiatives can contribute to creating positive work environments that foster employee well-being and encourage sustainable practices. In conclusion, this study contributes to our understanding of the relationships between leadership, employee well-being, and sustainability. It provides valuable insights for organizations seeking to improve employee well-being and promote sustainable management practices. By addressing the identified future directions, researchers and practitioners can further advance the field and work towards creating more sustainable and employee-friendly organizations.

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