



Nexus between the Ethical Leadership and Green Innovation in the Hospitality Industry of Pakistan

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Despite the apparent use for management, the personal values and ethical leadership that employees demonstrate towards innovation and commitment have not been utilized sufficiently to meet corporate environmental goals. An increasing number of firms are using this unified approach to their own green initiatives. Nonetheless, achieving this integration requires a considerable change in viewpoint on the part of the hospitality industry towards ethical issues, as well as a transformation in the unsustainable behaviors that employees of all levels may have developed over decades. So, this research aims to determine the relationship between employee green commitment, green innovation, and ethical leadership in the hospitality and tourism industry. The data was collected from 460 respondents through convenience sampling, a non-probability sampling technique, and analyzed by the SPSS process Macro. The result showed a positive relationship between ethical leadership, green innovation, and green commitment, whereas the mediation of green commitment enhances the effect of ethical leadership and green innovation. The study provides substantial impact for company leaders and managers on how to leverage green innovation to improve environmental performance and gain a competitive edge in their industries. Because stakeholders are increasingly expecting and demanding that businesses "go green" in everything they do, we feel that investing in environmental management is a prudent approach for organizations seeking to improve their consumer reputations.



Introduction

The hospitality and tourism industries are two industries that contribute to almost every part of a country's economy, including education and healthcare. Attempts are being made by both new and old nations to form this corporation in order to expedite growth and development in their own countries as well as around the world (Martin et al., 2022; Viglia & Dolnicar, 2020). Tourism is often recognized as one of the most significant economic and industrial activities on the planet since it helps to expand the economies, cultures, and political systems of many countries (Sullivan, 2019). As a result, the hotel industry is an important part of the tourist industry. To mitigate the financial impact of client defection, firms are continuously looking for new techniques for customer acquisition, retention, and revenue growth.

There has been a lot of emphasis on technology adoption, corporate creativity, and the sources of innovation in the hotel sector (Bashir & Nasir, 2013). Hassan et al. (2014) elaborated on the potential environmental impact of the hotel sector; there is a renewed focus on environmental issues (Hunter & Shaw, 2007). Managers in the hotel business, for example, are concerned with increasing environmental sustainability (Zhang et al., 2010). Researchers looked at why this firm chose to use environmental management approaches (El Dief & Font, 2010). Because of their improved flavor, safety, and traceability, bio or eco-products are also in high demand (Kansakar, Munir, & Shabani, 2019). In literature, the terms "green," "eco," and "environmental" are frequently used interchangeably to refer to developments that have a lower influence on the natural world (Dzhandzhugazova et al., 2016). The term "eco-innovation" refers to a novel idea that lessens resource consumption while protecting the environment. innovation, according to (Ahmad et al., 2016), is "the invention, acceptance, or exploitation of an organization's first-ever product, manufacturing process, service, or management or business strategy (Agarwal et al., 2022)." In recent years, an increasing number of businesspeople and scientists have prioritized green innovation, and governments have made it a high priority (Begum et al., 2021). Environmental concerns concerning innovation are being pushed by external demands from stakeholders or regulations (González-Moreno et al., 2013) and/or the awareness that innovation may contribute to competitive advantage (Tan et al., 2015). Most firms lack the means to adopt eco-innovation on their own; therefore, they must work with a variety of partners to accomplish this goal. Firms may develop agreements with intermediaries to expand quickly and inexpensively (Rahaman et al., 2015). Businesses may boost their productivity and profitability by partnering to get a greater variety of resources from more diversified sources (Begum et al., 2022). Recent years have seen an uptick in the amount of attention paid by academics working in the field of corporate management to the concept of open innovation, which is what underpins this collaborative method (Lee et al., 2014; Meng & Neill, 2022).

Recent academic study has concentrated heavily on identifying the effects of green innovation. The effects of green innovation on corporate performance and the economy as a whole are among



the most contentious issues (Ye et al., 2022). Alternatively, Xu Jianzhong discovered a U-shaped, rather than a linear, association between corporate success and environmentally conscious innovation. Using eco-friendly innovation may provide you with a competitive advantage. Academics generally agree that green innovation benefits the economy (Chen et al., 2006). Academics have investigated the origins of green innovation in recent years and discovered a number of surprising findings. Green innovation is influenced by environmental legislation, industrial agglomeration, and other variables, according to research (Song & Yu, 2018). Green innovation is influenced by a number of elements, including executive environmental awareness and the organization's available resources. Scholars tend to focus on the organizational and societal components of green innovation rather than the individual level when assessing relevant research Fields (Tseng et al., 2013).

It is critical to have effective leadership while running a business. Workers are often exposed to it since it is the most immediate part of the problem (Kouzes & Posner, 2006). The leadership style of a corporation has a considerable influence on the attitudes and behaviors of its employees. However, there have been few studies on this subject, particularly on leadership concerns.

The current study is primarily concerned with the idea of planned behavior, beginning with individual endogenous attitudes toward green innovation, behavioral norms, and innovation willingness (Bass, 1985). Several academics use case studies to study how alliance portfolios affect participants' attitudes and actions toward eco-friendly innovation. Leaders that set a good example of ethical behavior teach their teams what is expected of them. Furthermore, through open lines of communication and other management practices, they inspire others to do the same. To be ethical, a leader must follow a set of ethical principles. To be an ethical manager, a leader must prioritize his or her people, encourage them to do the right thing, provide ethical guidance, and keep long-term success in mind. In recent years, ethical leadership has been a hot topic in business. Particular emphasis is put on ethical leadership traits, particularly in the context of Chinese culture. Green innovation among employees may be significantly influenced by the company's leadership style, as suggested by the social learning theory (Kruse, 2013). Because of this, "leadership conduct" is the primary emphasis of this article before moving on to explore the relationship between ethical leadership and employee green innovation activity. Secondly, we need to take care of the internal system that connects moral leadership to environmentally conscious actions inside the workforce. as a potential mediator between ethical leadership and green innovation practices in the workplace. Their connection is explained through the lens of self-efficacy (Tannenbaum & Schmidt, 2017). Leadership conduct impacts workers' psychological states, which in turn shapes their attitudes and behaviors in a variety of ways. As a result, leaders must understand how their staff feels. It is the extent to which workers believe they have internalized the company's principles and aims. (Mihelic et al., 2010) define ethical leaders as sympathetic, driven, concerned with the well-being of others, and selfless. Most individuals seem to be worried about ethical leadership. Stakeholders, society, and the common good are all important to ethical leadership. They care about the well-being of



others as well. We believe that ethical leadership is an essential component of the green innovation process because of its social responsiveness, altruism, and ethics. According to the literature, ethical leadership may be used to enhance beneficial employee behaviors such as voice, corporate citizenship, and workplace engagement (Yukl et al., 2013). Environmental challenges have received increased attention in recent years from a diverse range of stakeholders (Mayer et al., 2012). Researchers have shown that leaders have a significant impact on environmental sustainability. According to these researchers, leaders have the potential and abilities to impact green innovation. According to one theory, "Taoist leadership" promotes green innovation, which is an important indicator of long-term environmental sustainability. According to one study, responsible leadership stimulates workers to engage in environmentally friendly behavior by rewarding them for achieving environmentally friendly goals (Brown et al., 2005). Green innovation is also linked to environmentally friendly charismatic leadership and servant leadership (Luu, 2019; Tuan, 2019). Furthermore, it is uncertain how various leadership styles influence the green innovation (Yukl et al., 2013). Despite these important efforts, the relationship between EL and green innovation remains hazy. This research discovered a substantial link between EL and green innovation. According to (Tannenbaum & Schmidt, 2017), in order for a firm to succeed, ethical leaders must inspire, encourage, and foster employee dedication via role modeling. Many mental coordinating procedures, such as observational learning, identification, and imitation, are referred to as "role modeling." According to (Tseng et al., 2013), social learning theory (SLT), anybody may learn anything by seeing the actions and consequences of others. We contended that SLT influences EL, which has a negative impact on employee green commitment and green innovation. The number of researchers demanding the identification of the many intermediate paths tying EL to green innovation has increased dramatically in recent years (Hassan et al., 2014). Despite the apparent use for management, the personal values and ethical leadership that employees demonstrate towards innovation and commitment have not been utilized sufficiently to meet corporate environmental goals. An increasing number of firms are using this unified approach to their own green initiatives. Nonetheless, achieving this integration requires a considerable change in viewpoint on the part of the hospitality industry towards ethical issues, as well as a transformation in the unsustainable behaviors that employees of all levels may have developed over decades. So, this research aims to determine the relationship between employee green commitment, green innovation, and ethical leadership in the hospitality and tourism industry.



Literature Review

Ethical leadership

Brown et al of ethical leadership are most often mentioned in this poll. A leader's ethical behavior is encouraged through two-way communication, incentives, and decision-making, and they serve as an example for their subordinates through personal and interpersonal contact. According to Brown et al. (2018) definition of ethical leadership, there are two main characteristics: First, someone who consistently demonstrates high levels of honesty and integrity by acting in accordance with universally accepted moral principles. (Kouzes & Posner, 2006). Second, an ethical manager shows concern and care for their workers, acts as a moral role model for them, communicates effectively with them, and inspires others to follow in their footsteps by displaying ethical conduct and making ethical judgments for the organization's benefit.

Academics in the United States and internationally have done empirical studies on ethical leadership from the perspectives of social learning theory, personality traits, and moral identity theory. According to (Tannenbaum & Schmidt, 2017), the Big Five personality qualities of responsibility, emotional stability, and agreeableness positively affected ethical leadership. The more a leader's moral identity, the greater the effect on ethical leadership, according to (Treviño & Brown, 2014). According to the study's results, ethical leadership may boost employee work satisfaction, creativity and helpfulness, advisory behavior, corporate social responsibility, and other good employee behaviors. Ethical leadership has also been demonstrated to minimize anti-productive conduct, pro-organizational unethical behavior, leaving behavior, and other undesirable employee behaviors.

Green innovation

It is crucial to remember that workers make considerable financial contributions to a firm and that their contributions strongly affect corporate environmental protection strategies. Furthermore, social interaction among specialized workers helps the sponsor retain a long-term competitive edge at the macro level (Aguilera-Caracuel & Ortiz-de-Mandojana, 2013). As a result, observing corporate environmental protection behavior at the individual employee level is beneficial (Song & Yu, 2018). Employee innovation refers to employee activities centered on the start, purposeful introduction, and execution of new and helpful ideas, methods, products, or techniques that are advantageous to the company (Li et al., 2018). Green innovation also includes taking on tasks that go beyond the typical routine of a team, group, or organization, as well as a willingness to take risks (Kansakar et al., 2019). Employee innovation is related to creativity, which is primarily concerned with the production of ideas; however, in the notion of employee innovation, the components of idea progression and execution are given equal weight (Amore & Bennesen, 2016).



Green Commitment

According to (Lin et al., 2014), employee engagement has become a top focus for both academics and practitioners in recent years. Commitment techniques include the study of social psychology, cognitive development, philosophy, and ethics. It has been argued that commitment is a rapid and accurate tool for assessing the authority and quality of an organization's work output, as well as its influence on the bottom-line development of the firm. Markos and Sridevi describe commitment as "a deep tie between oneself and professional obligation, in which one expresses oneself philosophically, intellectually, and emotionally to the fullest extent." The organization continues to operate despite the fact that just a tiny number of employees are engaged and committed to their employment (Sun et al., 2019). Green commitment on the job has typically been reduced to deliberate conduct (Lin et al., 2014). Meyer and Allen defined organizational commitment as "a psychological state that connects the individual to the organization (i.e., decreases turnover)" and provided a three-part definition. Lin et al. (2014) model is generally acknowledged as the most influential in organizational commitment research. Their worldview is supported by three pillars: emotional commitment, normative commitment, and enduring commitment.

Ethical leadership and employee's green innovation

The term "green innovation" refers to the creation of new environmentally friendly products, the redesign of existing ones, and the improvement of existing ones to address issues of energy efficiency, pollution prevention and control, waste reduction, and recycling, among others (Arfi et al., 2018). Green innovation is being recognized by a growing number of corporate leaders as well as academics as a potent tool that can be used to obtain a competitive advantage in the market. This trend might also be beneficial to the public profile of a corporation. The potential benefits of green transformational leadership and environmental leadership on green innovation and green creativity are now being researched by scientists (Tietze et al., 2011). Working in this industry requires maintaining consistent connections with other people. Leadership, which acts as a link between workers and firms, has the power to shape the actions and perspectives of both sets of individuals. If leadership is the motivating factor, then workers are analogous to the gravity (Sun et al., 2019). China's emphasis on ethical leadership might affect employee attitudes toward green innovation in the workplace through moral leadership and setting an example. A role model will be deployed for this purpose.

Not only does ethical leadership require an ethical character, but also ethical management. A leader with ethics must also demonstrate ethical behavior. There is a direct relationship between an employee's activities and his or her sense of duty, obligation, and moral values (Chen et al., 2006). If these leaders are truly committed to their teams' success, they will use their natural charm to persuade their colleagues to take "what constructive activities may be recognized and supported by the organization." Moral leadership relies on moral management. A manager with ethics, a



focus on sustainability, and a strong sense of social responsibility would prioritize green R&D in addition to green manufacturing. This supervisor would lead their team in conducting research and developing new eco-friendly products. Thus, it is challenging to achieve environmentally responsible innovation without the adoption of ethical leadership (Song & Yu, 2018). Second, according to the social learning theory, employees tend to model their conduct after that of their superiors. This idea has been around for quite some time. If employees believe that their leaders demonstrate ethical leadership by caring about people, concentrating on sustainable development, valuing green production and green R&D, and encouraging employees to innovate, then it is possible that employees will want to form or cultivate good social relationships with their leaders. This will be reinforced by the moral conduct of the leaders, the innovative attitude of the leaders, and motivating statements from the leaders' (Yukl et al., 2013). Staff members actively contribute to environmentally responsible innovation by drawing ideas from existing technologies and practices to implement in their own work. Ethical leadership has been shown to be beneficial to businesses and employees alike while also inspiring subordinates to act in a constructive manner. However, green innovative behavior is not governed by the same rules and laws as other forms of positive employee conduct, such as public behavior or creativity within an enterprise (Arici & Uysal, 2022). Studies have also demonstrated that when their superiors act ethically, their subordinates are inspired to do better. In contrast to charismatic and authentic leadership, ethical leadership will participate in more ethically responsible decision-making, increase staff support for green innovation efforts, and encourage employee participation in these programs through linked management incentives (Wang, 2019). Furthermore, moral leaders will make environmentally sound decisions. Ethical leadership is a green and sustainable implementer, sensitive to employee needs for green innovation and able to foster it through resource allocation and individualized support. Ethical leaders have a keen eye for both environmental dangers and opportunities. In light of these findings, the research hypothesizes:

H1: ethical leadership has a significant positive impact on employees' green innovation behavior

Employee green commitment and green innovation

As a result of the social exchange of information between employees, green innovation will be developed by other employees as a result of their own thoughts on the subject. As part of an employee's green commitment, they must adhere to the organization's rules, change their work methods, select accountable replacements, and develop sustainable goods and advancement that help people learn new skills and ideas that lead to improved workplace routines (Arfi et al., 2018); as a result, it is one of the most common methods for attracting employees' output and collaborating with the company's goalkeepers on cutting-edge green innovation (Begum et al., 2021). When it comes to the ecological setting, green behaviors are now understood as an administrative



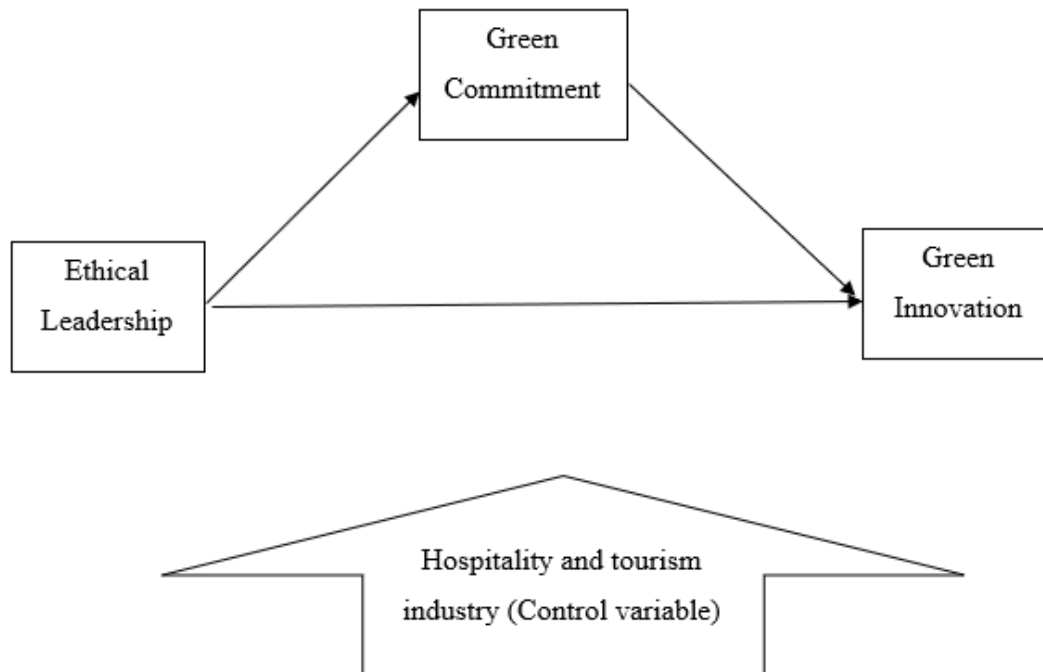
procedure over the methodical delivery of occasions and information intended to provide employees with the desired environmental information and performance, insolences, and indignities (Mayer et al., 2012). The long-term viability of a company's growth can be enhanced by ecological drilling because it can lead to a safer working environment for employees and lower manufacturing costs, both of which have a positive impact on the environment (Mayer et al., 2012). The following hypothesis can be formulated:

H2: Employee green commitment is positively related to green innovation.

Employee Green Commitment as Mediator between Environmental Leadership and Green Innovation

The amount of employee commitment to new technology and the environmental leader's performance with green innovation are directly related, and this happens via the interchange and development of the communications (Tannenbaum & Schmidt, 2017). A green commitment is an employee's commitment to participate in actions that will benefit the environment in the long run. However, the administration's official reward plan usually does not acknowledge such efforts (Lin et al., 2014). Ecological organization tactics often have little impact on such activities since they are neither assessed nor rigorously verified in work explanations. Employee green commitment contributes to the development of an organization's green initiatives and may have a good influence on population behavior, among other things (Mayer et al., 2012). Employees may demonstrate green commitment by utilizing an exchangeable tabloid and decreasing power use, as well as providing endorsements for environmental conservation. Environmental commitment and employee environmental action are inextricably intertwined, according to (Song & Yu, 2018). Green commitment is defined as an employee's moral opinion and promises to resolve the relationship between human civilization and flora by refining durability, bringing it into line with the dominant creeds of the viewpoint of environmental leadership, where helping others, including development employees as the upcoming ecological creme de la creme. In order to appreciate ecological defense ingenuity, employees must demonstrate a willingness to transcend the comfort zone of their work metaphors. In terms of administrative durability, this would aid by safeguarding government resources and maintaining the normal operating environment. Finally, green innovation and staff dedicated to environmental sustainability may promote environmental well-being. According to Robert Greenleaf (Arfi et al., 2018), the motivation for the establishment of environmental management was a person with the objective of supporting others and ensuring that others' needs are addressed.

H3: Employee green commitment mediates the relationship between environmental leadership and green innovation.



Methodology

The data were collected from 550 individuals. The assessment questionnaire powered by Google forms was sent through electronic mail. Some are filled with personal visits to hotels and restaurants. This is how 460 total responses from the hospitality industry were gathered, from which a complete useable questionnaire was 460. The data were analyzed through SPSS Process Macro by Hayes. Convenience and non-probability sampling techniques were used to collect the data from respondents.

Of these 460 respondents, 107 (23.3%) have 1-5 years of experience, 197 (42.8%) have 5-10 years, 105 (22.8%) have experience of 10-15 years, and 51 (11.1%) have 15-20 years. An eight-item checklist adapted from Robertson and Carleton (2018) measures ethical leadership (the independent variable). Six items from Han et al. (2019) and Song et al. (2019) were used to construct the dependent variable, which was green innovation Song et al. (2019). Using the employee green commitment (mediating variable), the six items were taken from (Bissing-Olson et al., 2013). The questionnaire is based on a five-point Likert scale ranging from strongly agree to strongly disagree.



The correlation among ethical leadership with green innovation and green commitment is 0.368 and 0.497 significant at 0.01 level, while green commitment and green innovation are 0.544 significant at 0.01. The Cronbach alpha for all three variables is greater than 0.60, which shows the reliability of the instrument.

Results

As it is hypothesized in H1 ethical leadership is positively related to green innovation. The significant path coefficient $b= 0.11$, $P<0.01$ supports the hypothesis, and results showed that when an organization has strong ethical leadership has a significant positive impact on green innovation.

As it is hypothesized in H2, employee green commitment is positively related to green innovation. The empirical analysis supported it with a significant path coefficient $b=0.29$, $p<0.01$. It showed that the presence of green commitment in employees has a positive influence on their capability of green innovation.

Table No 1: Impact of ethical leadership and employee green commitment on green innovation

OUTCOME VARIABLE:							
GI							
Model Summary							
	R	R-sq	MSE	F	df1	df2	p
	.5558	.3090	.2045	102.1605	2.0000	457.0000	.0000
Model							
	coeff	se	t	p	LLCI	ULCI	
constant	2.0223	.1592	12.7035	.0000	1.7094	2.3351	
EL	.1183	.0410	2.8880	.0041	.0378	.1988	
GC	.3777	.0353	10.7079	.0000	.3084	.4470	

As it is hypothesized in H3 ethical leadership is positively related to employee green commitment. The empirical investigation supported it with a significant path coefficient $b=0.57$, $p<0.01$. It showed that the ingress of environmental leadership in an organization has a positive influence on employee green commitment. Whereas R-Sq showed that 24% of green commitment is because of ethical leadership



Table No 2: Direct effect of ethical leadership on employee green commitment

OUTCOME VARIABLE:						
GC						
Model Summary						
R	R-sq	MSE	F	df1	df2	p
.4974	.2474	.3588	150.5869	1.0000	458.0000	.0000
Model						
	coeff	se	t	p	LLCI	ULCI
constant	1.7259	.1949	8.8573	.0000	1.3430	2.1088
EL	.5778	.0471	12.2714	.0000	.4853	.6703

As it is hypothesized, Employee green commitment mediates the relationship between ethical leadership and green innovation. The significant path coefficient $b = 0.218$, $P < 0.01$ supported the hypothesis, and results showed that when green commitment is present in any employees, the environmental leadership influence green innovation more strongly.

Table No 2: Mediation of employee green commitment for the relationship between ethical leadership and green innovation.

Direct effect of X on Y						
Effect	se	t	p	LLCI	ULCI	
.1183	.0410	2.8880	.0041	.0378	.1988	
Indirect effect(s) of X on Y:						
Effect	BootSE	BootLLCI	BootULCI			
GC	.2182	.0309	.1600	.2812		

Discussion

According to the data analysis, ethical leadership has a positive and significant effect on GI practices. This article explains how ethical issues have transformed the earth and caused civilization to collapse. People and ethics must cohabit for the modern world to tackle its challenges. The only mechanisms by which the world may recover from disturbances are the human spirit and innovation (Ye et al., 2022). Green innovation is one such example (Begum et al., 2021). A once-in-a-lifetime chance to reduce environmental impact while increasing production, lowering costs, and ensuring long-term prosperity (Ullah et al., 2022; Ye et al., 2022). A growing number of environmentally conscious customers has led to a rise in the number of firms focusing on green innovation in order to contribute to a better future. Pakistan has been named one of the top ten most vulnerable nations in the world to climate change (Qasim et al., 2022). The



environment and its resources are the responsibility of all stakeholders, including the public and private sectors, as well people, while the government leads and monitors the country's environmental sustainability program (Hassan et al., 2014).

According to the research, green commitment has had a substantial and statistically significant influence on green innovation. It comprises environmentally friendly packaging, renewable manufacturing practices, and the public relations (Yukl et al., 2013). Green innovation refers to a business approach that emphasizes environmental responsibility. Investing in green activities and building green infrastructure might help the company's image.

Conclusion

The "Go Green" movement has driven internationally active businesses to continuously strengthen their green competencies to prevent further environmental degradation and increase their overall profitability. The objective of this study is to determine what affects environmental leadership and, by extension, green innovation. The findings indicate that environmental leadership and government pressure have a positive and substantial impact on the use of genetically modified organisms (GI). On the other side, it has been shown that GI behaviors positively impact green self-efficacy. Moreover, results indicate that environmentally conscious CEOs have a substantial and positive effect on green innovation. According to the findings of the research, there is a positive correlation between green innovation and constructive leadership.

Emerging pollutants, such as plasticizers, medications, insecticides, and other chemicals that are difficult to remove from living organisms, are pervasive in commonplace goods such as personal care products and home cleaners. To manage emerging pollutants, the EU and North America have worked to build priority lists and minimize environmental emissions.

Research Implication

This research provides substantial impact for company leaders and managers on how to leverage green innovation to improve environmental performance and gain a competitive edge in their industries. Because stakeholders are increasingly expecting and demanding that businesses "go green" in everything they do, we feel that investing in environmental management is a prudent approach for organizations seeking to improve their consumer reputations. According to findings, green innovation needs green leadership traits, which organizations should actively promote. To support the company's goal of competing via green processes and green goods, ethical leadership practices are critical for hiring, developing, and retaining individuals with green perspectives and values. We contend that in order for a company to remain competitive in the market, it must generate green innovations in its processes and products, which can only happen if the company's ethical leadership supports an atmosphere in which employees with green aptitude and drive may flourish.



Firms should highlight green human resource management solutions as a strategic advantage for directing talent into environmental management initiatives. We anticipated ethical leadership to reflect the company's strategic focus on environmental management and to encourage workers to engage in environmentally responsible work practices. This research suggests that top management should aim to combine environmental management objectives with green innovation policies and practices to stimulate and maintain green process and product innovation. We also believe that ethical leadership needs a flat organizational structure and a growth-oriented culture in order to appropriately support and promote green innovation and maintain a competitive edge.

Future Directions

This research sets the way for a wealth of future research opportunities because it is the first academic study to look at how ethical leadership affects green innovation and green commitment in Pakistan's industrial industry. The social sciences, particularly those that study administration and behavior, can help us understand these factors. Another important subject that hasn't been fully explored is the diversity of green innovation. The many dimensions of sustainable development that can be examined in relation to ethical leadership include green product innovation, green process innovation, and green service innovation.

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