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THE IMPACT OF GREEN HUMAN RESOURCE MANAGEMENT ON GREEN CREATIVITY: THE MEDIATING ROLES OF GREEN SELF-EFFICACY AND GREEN WORK ENGAGEMENT AND THE MODERATING ROLE OF ENVIRONMENTALLY SPECIFIC SERVANT LEADERSHIP

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Abstract

This study explores the role of Green Human Resource Management (GHRM) in fostering environmentally responsible behavior and promoting green creativity in the workplace. Drawing on Social Cognitive Theory, the research examines the mediating effects of green self-efficacy and green work engagement in the relationship between GHRM and green creativity. Additionally, it investigates the moderating role of environmentally specific servant leadership in enhancing the impact of GHRM on both green self-efficacy and green work engagement. The study is based on survey data collected from 260 faculty members in higher education institutions across two industrial cities in Pakistan, analyzed using structural equation modeling.

The findings reveal that green self-efficacy and green work engagement play essential roles in linking GHRM practices to green creativity, highlighting the importance of fostering employees' confidence and motivation in engaging with environmentally sustainable initiatives. Furthermore, the study identifies environmentally specific servant leadership as a key factor in strengthening the effectiveness of GHRM, underscoring the role of leadership in shaping pro-environmental attitudes and behaviors within organizations. These insights suggest that organizations seeking to enhance sustainability and environmental innovation should adopt comprehensive green HRM strategies while fostering leadership styles that encourage ecological responsibility.

By integrating green HRM practices with supportive leadership approaches, institutions can cultivate a work culture that not only promotes employee engagement in environmental initiatives but also drives creative solutions for sustainability challenges. The study contributes to the growing discourse on sustainable human resource management by offering empirical evidence on the mechanisms through which HRM strategies and leadership practices interact to influence green creativity. The findings have significant implications for policymakers and organizational leaders aiming to embed sustainability within workplace dynamics, particularly in the higher education sector and other knowledge-intensive industries.

Key words: educational sector, environmentally specific servant leadership, green creativity, green human resource management, green work engagement

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