How Humble Leadership Affects Voluntary Green Behavior and Green Performance? The Roles of Job Autonomy and Green Supporting Climate in Hotels

Jak pokorne przywództwo wpływa na dobrowolne ekologiczne zachowanie i ekologiczną wydajność? Rola autonomii pracy i ekologicznego klimatu wspierającego w hotelach

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Abstract
The relationship between the humble behavior of leaders and the voluntary workplace green behaviors (VWGB) of their employees is critical to affecting the overall green performance of an organization, particularly in the situation of the COVID-19 pandemic. Traditionally, most studies focus more on the importance of leadership effectiveness, but few research studies investigate the leadership approach and its psychological mechanisms that motivate voluntary positive behavior and the efficiency of the overall performance. Thus, the authors conceptualize a research model of humble leadership that investigates the impact of humble leadership on voluntary green behavior and green performance via job autonomy and the green supporting climate. To verify the research hypotheses, 692 online and in-person questionnaires were analyzed using SmartPLS-SEM. The results showed a positive association between humble leadership and green performance, and VWGB mediates this relationship. In addition, job autonomy and green supporting climate were confirmed to mediate the association of humble leadership and VWGB; and moderate the relationship between VWGB and green performance, respectively. Notably, this study is one of the few studies in the hotel sector that look at green performance through the lens of humble leadership and VWGB.

Key words: humble leadership, voluntary green behavior, green performance, job autonomy, green supporting climate, green hotels

1. Introduction

Developing the hotel sector is a key component of the tourist industry. Despite recent advances, the hotel sector continues to have significant environmental consequences. This, in turn, emphasizes the necessity for continuous green performance improvement (Yusof & Jamaludin, 2013). As a result, sustainability becomes a popular topic in many industries, including the hotel sector, where it is a key issue for future growth (Shen et al., 2020). Since it is a key driver of socio-economic progress in all nations worldwide, tourism is evolving toward sustainable tourism since it has a detrimental influence on the environment (Abdou et al., 2020). Nonetheless, the efforts exerted by the hotel operators to practice green approaches are an indicator of the hotel's concern about sustainability issues (Yusof & Jamaludin, 2013). However, in most of the hotel sector, the idea of sustainability creates a perplexing dichotomy. On the process level, for example, the sector is increasingly looking to incorporate sustainability into both advertising message and the guest experience, while the headline emphasis is frequently on conspicuous consumption and spending, which is the opposite of sustainability in many respects (Jones et al., 2014). Low-level voluntary green practices have an impact on company green performance, resulting in an increase or decrease in green performance activities because there is a link between green performance and achieving sustainability in different business companies (Nejati et al., 2017). Sustainability is founded on a basic rule: everything we require for existence and well-being is dependent on our natural behavior, either explicitly or implicitly. Pursuing sustainability entails creating and maintaining conditions that allow nature and humans to coexist in productive harmony for the benefit of the current and future populations (Šerić & Šerić, 2021). Sustainability and leadership style, according to Raineri and Paillé (2016), can facilitate cooperation because leadership can help shape sustainable employees' behavior and influence employees' beliefs and attitudes, whereas commitment to sustainability can help companies distinguish themselves from competitors by improving green performance and developing a successful brand image, particularly following the onset of the COVID-19 crisis. Although the COVID-19 crisis has created a devastating impact on human health as well as economies and societies across the world, some commentators have emphasized the importance of recognizing the environmental improvements generated by the COVID-19 crisis and the need to look to build strong structural green measures into any scheme of life (Jones & Comfort, 2020). However, there are concerns that the COVID-19 crisis would cause the hospitality industry's engagement in sustainable development practices to dwindle. Here, the hotel industry's key players may declare that they will amass the financial resources necessary to maintain, or more reasonably, renew, their commitment to sustainable practices (Elshaer, 2021). Therefore, the COVID-19 crisis has provided an opportunity for business sustainability practices while simultaneously posing some challenges (Alsetoohy et al., 2021). For example, the crisis may be regarded as emphasizing the need to employ green behaviors and practices in terms of adopting more renewable energy sources and committing to material recycling and cyclical economic and operational facts (Jones & Comfort, 2020). Green performance and corporate sustainability have grown in importance as relevant priorities for many large corporations in the business world. At the same time, in many less-developed nations where the tourism and hospitality industry is a major component of the economy, the need to move on sustainable development principles is even more critical. Jones et al. (2014) argued that the hospitality industry contributed to this trend by developing sustainability initiatives at several of its leading corporations. However, according to Ertuna et al. (2019), assuring employees' commitment and engagement in sustainability practices, which can reflect company and leaders' objectives and values, is a key problem for the hotel industry. However, such shifts have significant ramifications for the traditional business structures of the hospitality industry.

Recently, most businesses and their leaders aim to enhance resource efficiency while decreasing negative human health, productivity, and environmental impacts. In this essence, there is an increasing awareness of the need to integrate environmentally friendly practices into the actual hotel operations and ledgers (Su et al., 2020), but most studies discuss guest behaviors (Elshaer, 2021). Hotels, therefore, need to motivate workplace green behavior and the green performance of their employees (Chan et al., 2014), to reinforce the environmental capacity that affects hotels' sustainability. This, however, need leaders who can lead and establish behaviors that are appropriate and successful in dealing with these challenges and attaining green performance and growth (Ibrahim & Daniel, 2019). So, organizations are increasingly being called to develop new business and leadership models for sustainability that can meet the social, economic, and environmental pillars of sustainability (Fry & Egel, 2021). In response, leaders and their teams have emerged as the heart of enterprise growth due to their important contributions to sustainable development (Ren et al., 2020). Accordingly, CEOs now have the increasingly challenging task of fostering favorable employee emotions and behavior toward their organization (Elshaer & Marzouk, 2019), to engage in pro-environmental activities. In an open system that emphasizes the growth of subordinates and encourages valuable participation, effective leadership can result in achieving organizational goals with less effort, time, and cost, not to mention encouraging continuous improvement and organizational support for individuals (Koohang et al., 2017).

In leadership practices, leaders' conduct is critical for companies to achieve development and high performance since they deal with employees and oversee the day-to-day operations of an enterprise. So, psychological characteristics of leaders such as humility and enthusiasm, are one of the primary influencing determinants of the decision-making, which have direct or indirect effects on employees' behavior and the overall firm's green performance (Petrenko et al., 2019). According to Ren et al. (2020) humble and subordinate-oriented leadership styles, in particular, are more likely to foster trusting relationships between leaders and subordinates, which in turn motivate followers to take good and proactive activities while reducing negative intentions and acts (Owens et al., 2013). Therefore, in such dynamic and changing environments, humility is becoming increasingly necessary for running businesses (Owens et al., 2013). So, humble leadership has gotten more attention from academics and practitioners because of its emphasis on leading from the bottom and its impact on the role of followers (Ou et al., 2018; Owens et al., 2013). According to Owens and Hekman (2012), humility is viewed and recommended in everyday life as a virtue because humble leaders are more objective in their assessments of themselves, more respectful of others, and more receptive to new knowledge or ideas. Thus, humble leadership goes beyond the *hero myth* and *great man* conceptions; humble leaders show their humanity by being honest about their knowledge and ability limitations, and they pay more attention to how workers influence the leadership process (Mazutis & Zintel, 2020).

A major proposition of this study is that humble leadership is essential for the transformation and long-term success of any organization. Given that green behavior is genuinely rooted in the sanctity of humans, we also propose that the employee Voluntary Workplace Green Behavior (VWGB) and green performance are particularly important outcomes of humble leadership, as these reflect a critical role by followers, whose consciousness role is influenced by interactions between green humble leadership practices and organizational green outcomes, as well as on how job autonomy and green supporting climate affects employees' perception and motivation to engage in green activities in the organization. Although prior studies have studied the behavioral and attitudinal effects of humble leadership, none has addressed green behavior and performance (Li et al., 2016; Pham et al., 2020a). In the same line, Orlitzky et al. (2011) claimed that a significant weak area in the literature is the absence of studies connecting individuals to business sustainability. For this reason, this study examines how humble leadership influences workers' task-related and VWGB and performance in the hotel sector. From the authors' perspective, humility is necessary for motivating VWGB and performance, as well as enabling the organizational environment for more job flexibility and a green supportive atmosphere. Indeed, some studies have proposed that psychological factors may be a key mechanism for defining the role of humble leadership in employees' performance (Owens et al., 2013). In practice, the aim of the study is to show how humble leadership behavior can be effectively implemented in organizations to achieve VWGB and a green supporting climate that encourages green performance.

Theoretically, this study will contribute to the human resource management and green performance literature by gaining insights into the integration of leadership style, individual behavior, and green practices, which have all been identified as key factors in the success of organizations. Furthermore, the findings of this study will give new information and evidence on humble leadership behavior and its outcomes in hotels, which have been understudied to date (Pham, et al., 2020b), including:

- review and synthesize the relevant literature on humble leadership for evolving green behavior and performance,
- reflect some of the changes caused by the role humility-related psychological motives play in sustainable business development following the outbreak of the COVID-19 crisis,
- explore how humble leadership as a source for job autonomy, VWGB, and other factors that support green performance, and
- develop a model that combines current generally acknowledged ways to humble leadership.

2. Literature Review and Theoretical Model

2.1. Humble Leadership and Voluntary Workplace Green Behavior (VWGB)

Historically, humility has been seen as a basis for virtues and character integrity (Morris et al., 2005; Yang et al., 2019). While traditional views about humility emphasize the intrapersonal advantages of humility in the development of other positive personal characteristics (Kesebir, 2014), recent research on humility focuses on the psychological role of humility and its social impact on subordinates (Ou et al., 2018). According to Chen et al. (2018), humble leaders' emotions have a direct impact on workers' attitudes at work, which is the psychological aspect of cognition. As a result, leaders' thoughts and attitudes are contagious and are passed on to their subordinates (Avey et al., 2012). In this study, humble leadership behavior is proposed as a major predisposing factor that motivates employee VWGB (Liu & Zhao, 2019). VWGB refers to any individual conduct that contributes to reducing environmental consequences beyond individual responsibilities (Norton et al., 2015). Green conduct in the workplace has usually been viewed as a voluntary behavior in studies of green behavior in the workplace (Paillé & Boiral, 2013), in which individuals can also opt to go beyond what is needed by the company in terms of environmental behavior (Norton et al., 2015). This includes prioritizing environmental interests, initiating environmental practices, lobbying and activism, and encouraging others. To encourage voluntary green behavior, it is necessary to

influence and modify the behaviors of workers so that they adhere to the aims of sustainable environmental organizations. Research shows that organizational and managerial efforts consolidate in a holistic framework that determines employee engagement in extra-role pro-environmental behaviors (Alsetoohy et al., 2021; Elshaer, 2020; Raineri & Paillé, 2016) This reciprocal idea emphasized the importance of relationships, particularly reciprocity between individuals and organizations or leaders. The assumption is that the behavior is motivated by duties deriving from reciprocal interactions, such as those between leaders and followers (Cropanzano & Mitchell, 2005). When employees realize that leadership worries about others, pays attention to the values of green behavior, and maintains sustainable development, they may want to appear in environmentally friendly ways at work as a voluntary behavior, which will be supported by humble leaders' behavior, emotional spirit, and encouragement (Liu & Zhao, 2019). Green behavior and humble leadership go hand-in-hand, according to the social learning theory, particularly that employees are influenced by their leaders' behavior patterns, which they then imitate. Therefore, humble leaders who display high standards of morality will influence employees' attitudes and behaviors. The reason is that employees working with such leaders will think that ethical leaders do not stab them in the back. They will think that moral leaders seldom cheat (Bauman & Skitka, 2012), and hence, it is safe to work with such leaders without the fear of threat to their status, image, or career. We, therefore, suggest the following hypothesis:

Hypothesis 1. *The leader's humble behavior will have a positive effect on employee VWGB.*

2.2. VWGB and Green Performance

Due to its high consumption of water, electricity, and non-durable products, as well as the discharge of significant amounts of raw and solid waste in varied proportions, the hotel sector is one of the numerous components of tourism whose operations pose a major danger to the environment (Kasim, 2009). If these resources are not adequately controlled (Abou Kamar & Alsetoohy, 2021), they will have a negative influence on the environment and the overall performance of an organization (Mensah, 2006). However, in recent years, many pressures have motivated the hotel sector to become more environmentally friendly (e.g., growing consumer environmental awareness, establishing a favorable image, minimizing hotels' negative effects on the environment, and achieving economic gains (Han & Chan, 2013). Going green has a variety of effects on individuals and their businesses. When a hotel implements green practices, it sometimes necessitates more responsibilities for its staff (Chan et al., 2014). So, in order to deal with greening, individuals may need to be environmental champions to keep proactive and voluntary green activities (Renwick et al., 2013). According to Bissing-Olson et al. (2013), employee green behavior is divided into two categories: task-related green behavior carried out within the scope of employee duties and voluntary green behavior carried out beyond the scope of employee responsibilities. Employees' green behavior when executing the fundamental activities required by companies is referred to as task-related green behavior (e.g., environmental protection regulations stipulated in conducting duties, compliance with environmental measures, and others) (Farooq et al., 2021). While we use the concept of voluntary workplace green behavior to describe discretionary employee behaviors that contribute to the organization's environmental sustainability but are not governed by any official environmental management policies or procedures (Boiral, 2009).

In the hotel sector, green performance has many different meanings and connotations. Green performance, according to Kim et al. (2017), is a value-added management approach that helps a hospitality organization that participates in environmental protection activities. Similarly, Myung et al. (2012), stated that green performance entails decreasing negative environmental effects by implementing environmental measures such as waste reduction and the use of sustainable products and resources. Likewise, green hotels are characterized as environmentally friendly establishments whose teams are eager to implement initiatives that conserve water, electricity, and solid waste – all while saving money – to help the environment (Abdou et al., 2020; Alsetoohy et al., 2021). Meanwhile, employees play a critical role in arranging their efforts to achieve a certain aim. During this process, individuals actively engage in green behaviors, demonstrating their dedication to green performance aims (Kim et al., 2017). It is the responsibility of all of a company's employees to ensure efficient green performance. When employees attempt to engage in altruistic green behaviors that are consistent with their work values, they express a voluntary approach that contributes to evolving green performance. Therefore, we suggest the following:

Hypothesis 2. *Employee VWGB will have a positive effect on hotel green performance.*

Hypothesis 3. *Employee VWGB mediates the relationship between humble leadership behaviors and hotel green performance.*

2.3. The Role of Job Autonomy

The conventional top-down leadership paradigm stresses rigorous superior-subordinate management and overemphasizes the leader's power and influence over individual work engagement (Howell & Shamir, 2005), limiting the important role of personnel in the leadership process to some extent (Chen et al., 2018). Humility in leadership, on the other hand, provides employees with enhanced intrinsic psychological incentive to be proactive by emphasizing subordinates' talents and contributions while also recognizing their own limits (Chen et al., 2018). These characteristics imply that humble leaders value subordinates' opinions and growth; offer psychological freedom for followers, and highlight subordinates' talents and contributions. According to Nielsen and Marrone (2018),

leaders who are humble can encourage learning and progress; humility behavior allows one to transcend the comparative-competitive response when interacting with others and instead acknowledge and admire the strengths and contributions of others without feeling threatened by them (Exline & Geyer, 2004). Therefore, humble leadership behavior, based on self-determination theory, helps unlock subordinates' maximum potential by developing individuals' innate tendencies toward self-actualization and growth by satisfying basic psychological demands for autonomy (Zhou et al., 2019). Conversely, Hackman and Oldham claimed that jobs with greater autonomy provide employees more flexibility, discretion, and independence in determining how to divide their workday and other parts of their jobs, cited in (Zhou et al., 2019). When individuals believe they have control over their actions or they can engage in specific activities in a discretional manner, they will be strongly inspired to work hard and always aim to grow and prepare for the best (Ryan & Deci, 2000). According to previous studies, greater job autonomy can provide employees with more time, energy, and flexibility Ryan to engage in specific activities, resulting in increased enthusiasm for good job attitudes and increased job efficiency (Humphrey et al., 2007). Individuals' autonomous conduct demonstrates that they are capable of engaging in environmentally beneficial proactive behaviors. As a result, we argue that job autonomy may inspire employees to positively engage in volunteer work. Job autonomy, in particular, allows employees to devote their time and effort to operate individually, as well as gives them the autonomy to decide on working approaches and to choose the way with which they connect with their coworkers. Employees may have a higher degree of proactive-work desire and view their job as sustaining their organization if they believe they have more freedom in determining how to carry out their work. Their internal motivation would increase and their enthusiasm for work would be sparked. As a result, they may act more proactively and come up with more ideas and practices that will benefit them and the business. Since employees have greater freedom in their jobs, they may come up with more creative solutions for improving their work, as well as improve processes and create developmental objectives for future needs. On the basis of this, we propose:

Hypothesis 4. *Job autonomy mediates the relationship between humble leadership behavior and employee VWGB.*

2.4. The Role of Green Supporting Climate
Green-supporting climate may be described as the extent to which a company supports its workers in completing their tasks in a sustainable manner (Martins & Terblanche, 2003). More precisely, green supporting climate refers to a climate in which people are acknowledged and awarded for their green initiatives, are given job-related tools that promote green practices, and are motivated to be proactive in adjusting to change or addressing a problem (Kim & Yoon, 2015). In addition, a green supporting climate involves distributing information about the company's green policy, prioritizing individual green values in recruiting and selection, and fostering green values via leadership approaches (Renwick et al., 2013). According to Pless (2012), environmentally-friendly job design, as well as green training methods that increase employees' skills and green performance, are essential procedures for creating a green-supporting climate, which eventually contributes to increased organizational green performance. Therefore, an organization's green supporting climate is determined by the extent to which employees are keen to voluntarily participate in green creative practices, and to what extent they are motivated to engage, and continually educate themselves on the latest environmental issues (Dumont et al., 2017). In this context, Zientara and Zamojska (2018) verified that a green-supporting climate is mostly controlled by the employees' personal beliefs, psychological variables, and the environment in which they work (managerial and institutional regulations) (Kuenzi & Schminke, 2009). As a result, the green-supporting climate, which is described as employees' behaviors, rules, practices, and procedures, is dependent on the collective sense-making (Schneider et al., 1998). The conclusion is that climate, or more specifically, its constructive components, establish a normative framework that communicates to employees what their business values and wants, and, as a result, what behavioral and attitudinal responses they should anticipate. Hence, when an organization publicly recognizes voluntary employees' contributions to the environment and allocates a budget for green projects and activities, we can conclude that a climate for green support has been created and is yielding the intended returns. Subsequently, we developed the following hypothesis:

Hypothesis 5. *Green supporting Climate moderates the relationship between employee VWGP and hotel green performance.*

3.   Materials and Methods
3.1. Measurements
A quantitative approach was deployed to test the research hypotheses. The questionnaire was established on the basis of a thorough revision of related studies. The questionnaire consists of six categories; namely, humble leadership, employee voluntary workplace green behavior, hotel green performance, job autonomy, green supporting
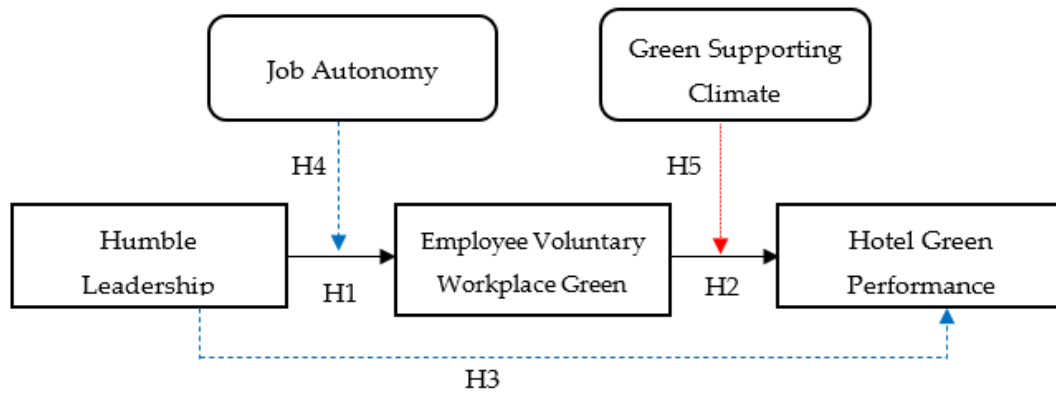
Figure 1. Research framework

climate and respondents' profiles. First, humble leadership was measured by nine items adapted from (Owens et al., 2013). Second, the employee's voluntary workplace green behavior was measured by six items retrieved from (Cai et al., 2020). Third, seven items adapted from (Nisar et al., 2021) were deployed to measure the hotel's green performance. Further, measures of job autonomy (three items) and green supporting climate (eight items) were adapted from (Iplik, 2014) and (Norton et al., 2014), respectively. Finally, the last section contains the profiles of respondents. Additionally, all of the items for the questionnaire were assessed by five-point Likert scales ranging from *strongly disagree = 1* to *strongly agree = 5*).

The pilot study was conducted to check the validity and reliability of the questionnaire on a sample of hotel employees in Egypt. Mixed methods, online and in-person surveys, were used to collect the data during the research pilot study. Thus, online and in-person questionnaires were disseminated to the hotels' employees. Snowball procedures were employed in the online questionnaire through key respondents in these hotels (n= 132). Additionally, in-person questionnaires were handed out to the employees to fill out (n=103). About 235 questionnaires have shown slight modifications such as We avoid in voluntary workplace green behavior was replaced with I avoid to be more focused.

Table 1. Sociodemographic characteristics of the participants

Characteristics	Frequency	%	Characteristics	Frequency	%
Gender			Experience		
Male	389	55.4	< 5 years	173	24.6
Female	277	39.5	5- < 10 years	296	42.2
Other	5	.7	10 - < 15 years	198	28.2
Prefer not to answer	21	3.0	>15 years	25	3.6
Marital status			Country		
Single	298	42.5	Egypt	235	34.0
Married	327	46.6	US	51	7.4
Separated	24	3.4	Canada	29	4.1
Widow	16	2.3	Chile	32	4.6
Other	27	3.8	China	47	6.8
Age			Botswana	13	1.9
20 - < 30 years	230	32.8	France	9	1.3
30 - < 40 years	344	49.0	Germany	10	1.5
40 to < 50 years	73	10.4	UK	30	4.3
50 - 60 years	42	6.0	India	72	10.4
Over 60 Years	2	.3	Italy	25	3.6
Education			South Africa	16	2.3
< College	193	27.5	Australia	37	5.4
Bachelor	442	63.0	Slovenia	35	5.1
Master Degree & MBA	50	7.1	Portugal	25	3.6
Doctorate	7	1.0	Estonia	11	1.6
			Poland	12	1.7
			Malta	3	0.4

3.2. Sampling and Data Collection

Employees of hotels are the participants of the current study. The online survey was employed through Amazon's Mechanical Turk (MTurk), targeting only 500 employees representing virtually all hotels' employees all over the world. MTurk is considered fast, low-cost, flexible, and more representative, and it allows researchers to target specific populations (Alsetoohy et al., 2021; Alsetoohy & Ayoun, 2018). A screening question was used to ensure

compliance with the study's requirements (i.e. Are you currently working in a hotel?), if the answer is yes the participant will be transferred to complete the survey, if the answer is no the respondent will receive a thanks message and the link will be automatically closed within 5 seconds. Moreover, each participant was compensated with \$1. Of the 500 respondents who filled the online survey out, we received 476 completed surveys (response rate = 0.95%), and only 457 were eventually usable. Roughly, nineteen questionnaires were invalid due to missing data (16 questionnaires) and answering with one value (3 questionnaires). Additionally, due to the slight modifications of the pilot study's sample, we added it to the online sample. Thus, the final number of the research sample reached 692 valid questionnaires. The participant's demographics of the study were presented in Table 1.

3.3. Data Analysis and Hypotheses Testing

The SmartPLS-SEM software, version 3.2.8, was run to analyze the research data and test the hypotheses. The PLS technique has been extensively operationalized in the field of tourism and hospitality research for several reasons (Alsetoohy et al., 2019, 2021; Alsetoohy & Ayoun, 2018). PLS is more suitable for small sample size, prediction, and development of theories in research studies. Further, PLS is non-sensitive to the normality of data distribution. Finally, the PLS technique is working well with models that have a large number of indicators. A two-step process was deployed to test the research hypotheses using smart PLS_SEM software; the measurement model and the structural model (Hair et al., 2012).

3.4. The Measurement Model (Outer Model)

The validity and reliability of all latent variables of the study were assessed and checked to validate the research model relationships. To verify the internal reliability of the constructs, the Composite Reliability (CR) and Cronbach's alpha were checked. The convergent validity of the model was assessed by the item loadings of the indicators, CR, and the average variance extracted (AVE). Furthermore, the Heterotrait-Monotrait (HTMT) ratio of correlation and AVE were utilized to establish the discriminant validity. Finally, the variance inflation factor (VIF) was calculated to assess the collinearity of the constructions.

Table 2 illustrates that the Composite Reliability (CR) and Cronbach's alpha values for all latent variables were above the floor of .7 (Hair et al., 2012). Thus, the internal consistency of the research model was achieved. Additionally, the item loadings were above .7 (Hair et al., 2010) and CR values were greater than 0.7 (Hair et al,. 2012) and the AVE values were above the value of 5 (Abou Kamar & Alsetoohy, 2021; Alsetoohy et al., 2021; Fornell & Larcker, 1981) which establishes the convergent validity. Likewise, the HTMT values ranged from 0.111 to 0.670, less than the floor of 0.80 (Hair et al., 2012), and all constructs correlations were lower than the square root of AVE of their respective constructs (Alsetoohy et al., 2019, 2021; Fornell & Larcker, 1981), see Table 3. Therefore, the discriminant validity was achieved. Eventually, the values of VIF are lower than 5, confirming that there are no multicollinearity issues between the model constructs (Ringle et al., 2015).

4. Results

To assess the structural model of the research, the R^2, the p values, and the significance of the path coefficient (β) were used. Figure 2 shows that the R^2 values have a substantial explanatory power (Chin, 2010), with values achieved 50.2% for the dependent variable. Figure 2 indicates that the values of p and the path coefficients refer to statistical significances between the research variables. The results of the study indicated that humble leadership has a positive influence on VWGB ($\beta = 0.282$, $p = 0.000$). Thus, **hypothesis 1** is supported. Furthermore, the employee VWGB has the strongest positive effects on the hotels' green performance ($\beta = 0.688$, p = 0.000). Hence, **hypothesis 2** is further supported.

To check the significance/insignificance of the indirect effects of the research model, bootstrapping tests with 5,000 samples in SmartPLS were conducted to calculate the Bias- Corrected-Confidence Interval (BCCI), T-statistics, component weights, and observed significance values in path coefficients to check and assess the mediating effects of both VWGB and job autonomy across the theoretical model. The findings indicate positive indirect significant relationships between humble leadership (IV) and hotel green performance (DV) through VWGB; and humble leadership (IV) VWGB (DV). Moreover, BBCI does not straddle zero between: [LL 0.192, UL 0.336] and [LL 0.118, UL 0.230] identified the significant mediations respectively. The results reported that VWGB (T= 6.966, p = .000) mediate positively the relationship between humble leadership and hotel green performance, indicating validation of **hypothesis 3**. Also, job autonomy (T= 5.868, p = .000) was found to mediate positively the relationship between humble leadership and employee VWGB, which supports **hypothesis 4.**

Finally, the green supporting climate was found to positively moderate the relationship between employee VWGB and hotel green performance ($\beta = 0.127$, $p = 0.000$). In order to further verify the moderating effect of green supporting climate in the relationship between employee VWGB and green performance of hotels. The simple slope test, plotted interaction in Figure 3, (Preacher et al., 2006), reported that green supporting climate enhanced hotel green performance to a higher degree when employee VWGB was at a high level (one standardized deviation above the mean) than when it was at a low level (one standardized deviation below the mean). These empirical

Table 2. Item loadings and construct reliability and validity

Construct/ Item	Item Loadings	Cronbach's Alpha	CR	AVE
Humble leader behaviors Our leader….		**0.917**	**0.931**	**0.602**
HL1: actively seeks feedback, even if it is critical.	**0.802**			
HL2: admits it when they don't know how to do something	**0.800**			
HL3: acknowledges when others have more knowledge and skills than him- or herself.	**0.841**			
HL4: takes notice of others' strengths.	**0.763**			
HL5: often compliments others on their strengths.	**0.767**			
HL6: shows appreciation for the unique contributions of others.	**0.811**			
HL7: is willing to learn from others.	**0.713**			
HL8: is open to the ideas of others.	**0.729**			
HL9: is open to the advice of others.	**0.744**			
Voluntary workplace green behavior (VWGB)		**0.894**	**0.919**	**0.653**
VWGB1: I avoid unnecessary printing to save paper.	**0.767**			
VWGB2: I use personal cups instead of disposable cups.	**0.810**			
VWGB3: I use stairs instead of elevators when going from floor to floor in the building.	**0.799**			
VWGB4: I reuse paper to take notes in the office	**0.804**			
VWGB5: I recycle reusable things in the workplace.	**0.841**			
VWGB6: I sort recyclable materials into their appropriate bins when other group members do not recycle them.	**0.827**			
Hotel green performance Our hotel has…		**0.907**	**0.927**	**0.645**
HGP1: reduced wastes	**0.735**			
HGP2: conserved water usage	**0.764**			
HGP3: conserved energy usage	**0.821**			
HGP4: reduced purchases of non-renewable materials, chemicals, and components	**0.743**			
HGP5: reduced overall costs	**0.896**			
HGP6: improved its position in the marketplace	**0.864**			
HGP7: helped enhance the reputation of our hotel	**0.785**			
Job autonomy		**0.805**	**0.884**	**0.718**
JA1: When I communicate with consumer, I have freedom and independence to act in ways I think fit the situation.	**0.859**			
JA2: I have a lot of freedom to decide how I should deal with consumers.	**0.860**			
JA3: My job denies me much chance to use my personal judgment when communicating with consumers	**0.822**			
Green supporting climate Our hotel…		**0.907**	**0.925**	**0.605**
GSC1: is worried about its environmental impact.	**0.776**			
GSC2: is interested in supporting environmental causes.	**0.732**			
GSC3: believes it is important to protect the environment.	**0.781**			
GSC4: is concerned with becoming more environmentally friendly.	**0.811**			
GSC5: In our hotel, employees pay attention to environmental issues.	**0.831**			
GSC6: In our hotel, employees are concerned about acting in environmentally friendly ways.	**0.749**			
GSC7: In our hotel, employees try to minimize harm to the environment.	**0.761**			
GSC8: In our hotel, employees care about the environment.	**0.780**			

Table 3. Correlation matrix and Fornell-Larcker Criterion

	Green support climate	Hotel Green Performance	Humble Leaders	Job Autonomy	VWGB
Green support climate	**0.778**				
Hotel Green Performance	0.420	**0.803**			
Humble Leaders	0.068	0.430	**0.776**		
Job Autonomy	0.372	0.517	0.358	**0.847**	
VWGB	0.439	0.689	0.454	0.580	**0.808**

The square roots of AVEs for the research variables are in Bold

results stated that green supporting climate strengthens the positive relationship between employee workplace green behavior and hotel green performance. Therefore, **hypothesis 5** is supported.
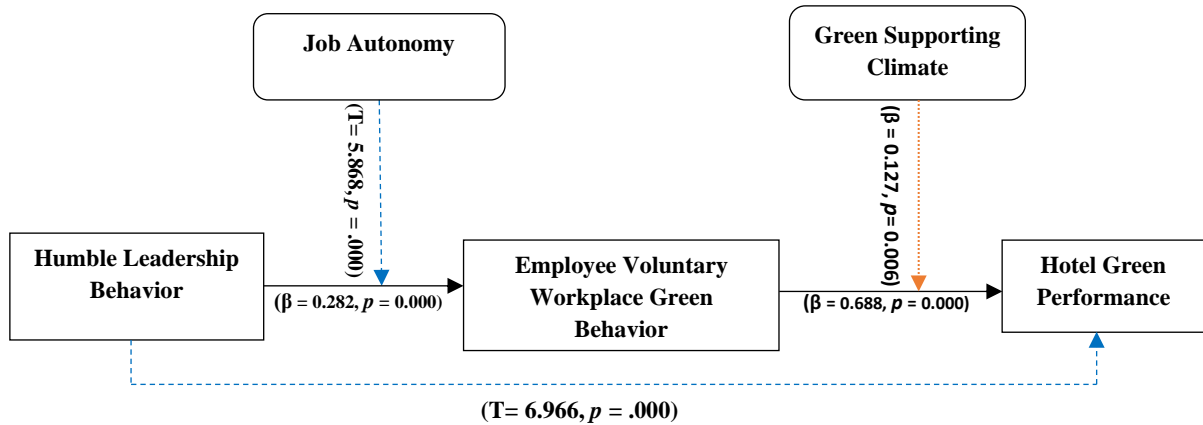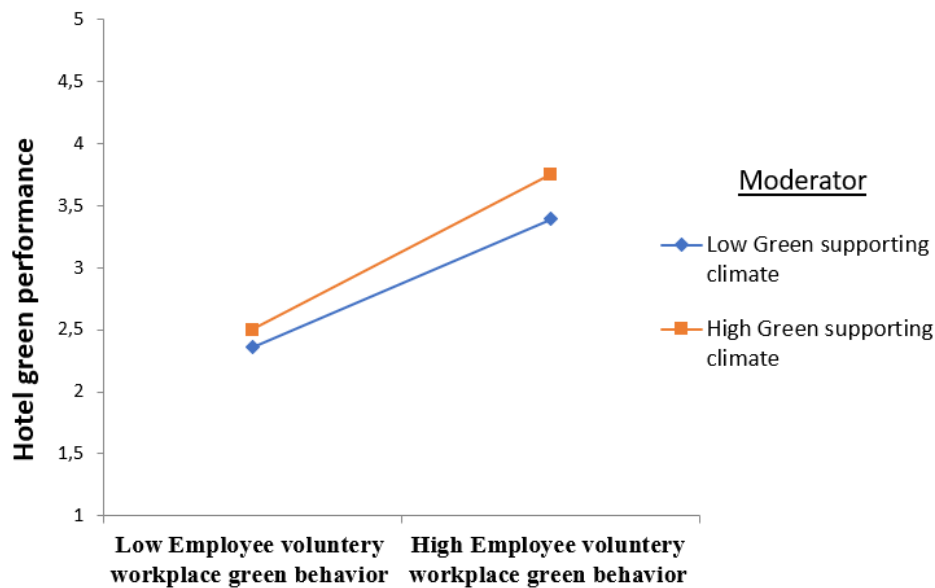
Figure 2. the results of the research framework

Figure 3. The moderating effect of green supporting climate

behaviors, employee VWGB, and hotel green performance as long as the mediating and moderating roles of job autonomy and green supporting climate respectively. This relationship is critical because studies in the field of hospitality ignore examining the role of leadership styles (e.g. humble leadership) in promoting sustainable development, particularly; the role of employee voluntary workplace green behavior is highly required in light of the COVID-19 consequences. In general, all hypotheses of the current study are supported and indicated positive relationships between all the research variables (i.e. independent, dependent, mediator, and moderator). Thus, these findings validate and support the conceptualized model of the study. The findings of the study indicate that humble leader behaviour is positively related to VWGB in green hotels in Egypt. This empirical finding is in accordance with the findings of the previous studies (Nielsen et al., 2010; Owens & Hekman, 2012; Yang et al., 2019), which asserted the positive influence of humble leader behaviors on the employee behaviors such as innovation and creativity. It was acknowledged that a leader's behaviors can promote employee VWGB. Given the fact that behavior is motivated by duties deriving from reciprocal interactions, ethical and positive leadership is a must. Humble leaders, with a moral managerial style and a strong sense of social responsibility, would inspire employees to do their best in paying greater attention to green and employee VWGB. Consequently, this study confirms that humble leaders in green hotels can encourage and promote employees to engage in VWGB in the workplace. The interpretation of this finding is that humble leaders optimize trust, communication, innovativeness, creativity, and mutual awareness among their employees. Since the study is conducted in green hotels, employees' duties are more related to task-role, and required tasks, such as green practices. Thus, humble leaders inspire and motivate employees to go beyond their tasks and extra-role activities to voluntary behaviors to sustain green behaviors. Thus, for the hospitality establishments which seek voluntary behaviors in their operations, especially green behaviors, attracting humble leaders is a win-win relationship.

Interestingly, the findings of the study also indicate that VWGB has the strongest positive effects on the hotel's green performance. Additionally, the findings reveal that VWGB mediates positively the relationship between humble leadership behaviors and hotel green performance. This finding supports the findings of (Kim et al., 2019; Nisar et al., 2021; Pham, et al., 2020b), who also confirmed that the higher the green behavior of employees, the better the environmental performance is achieved. This finding is aligned with Singh et al. (2020) and Al-Swidi et al. (2021) who asserted the indirect relationship between a leader's behaviors and the organizational environmental performance. Thus, green hotels should not only focus on improving their environmental performance and minimizing the negative effects of their activities, but they must also instill VWGB among their employees. Consequently, reshaping the green behaviors of hotel employees through leaders' behaviors would be, in turn, mirrored in green performance.

Moreover, this study's findings indicate that job autonomy mediates positively the relationship between humble leader behaviors and VWGB. This finding is in line with the previous study by Cai et al. (2020). Also, the study of Lee et al. (2021) indicated that employee job autonomy positively mediated the relationship between the positive feedback of leaders and employees' innovative behaviors. This result assumes that to gain VWGB in these green hotels, providing greater job autonomy to employees is required along with humble leaders' motives. This is because trials, experimentation, making mistakes, and making changes to the workplace require more flexibility and autonomy which are advantages derived from humble leaders to employees.

Finally, the findings of the study stated that green supporting climate positively moderates the relationship between VWGB and hotel green performance. The finding is consistent with the study of (Zientara & Zamojska, 2018) who mentioned that a green psychological climate influences both green outcomes and moderate a chain effect of green outcomes. The hospitality environment features fluctuations in demand (Alsetoohy et al., 2019, 2021) which, in turn, creates constraints for employees to do their tasks. These constraints may be reflected in employees' failure to behave voluntarily green in the workplace. Accordingly, a green supporting climate strengthens and encourages employees to engage in VWGB by outweighing workplace constraints. Thus, for hotel operators, support for employee VWGB under a green climate is considered a dominant driver to achieving green performance in hotels and vice versa.

5. Implications

While the consequences of globalization and pandemic have certainly prioritized the need for successful and prompt operational recovery of the hospitality industry, it has also encouraged the transition to sustainable employee practices (Gössling et al., 2020), implying that we might be exerting strong sustainable efforts while transitioning to new normalcy (Jones & Comfort, 2020). Therefore, it has become necessary for organizations to develop leadership approaches that promote moral and green proactive behavior and performance as they are the major contributors to sustainability and also increase the job satisfaction of leaders and employees, respectively (Norton et al., 2015). Our findings have many practical insights for both leaders and followers that we hope to be considered during their daily workplace interactions. In this regard, the existing study found that humble leadership could promote the concept of *greening* in terms of employees' behavior and organizations' performance. To begin with, it has been demonstrated that the humble leadership style is ideal for personnel working in service organizations, such as hotel staff. It was found that hotel employees' respect and response, as well as their voluntary green behavior, are positively influenced by the treatment they receive from their humble CEOs.

On the basis of stimulating the voluntary green behavior of employees, Jones and Comfort (2020) asserted that such voluntary behavior, whether directly or indirectly, would decrease the negative impact of a pandemic on the hotel business, with social and economic ramifications. Therefore, organizations can enhance their environmental performance by maintaining and cultivating a humble leadership style. Because of the leaders' humility, employees are more likely to engage in voluntary green behavior as a result of their moral drive. Hence, leaders should remain cautious about their behavior in their workplace. More ethical, fair, and humble behavior will elicit more favorable reactions. Also, it was found that humble leadership behaviors would serve as a vital antecedent of job autonomy, implying that if a company wishes to improve its employees' job autonomy, its CEOs must display humble behaviors. Subsequently, this study provides a clear signal of the function that a humble leadership style plays in fostering workers' job autonomy despite the fact that little attention has been devoted to this role in HRM studies. Studies suggest that improved job autonomy will lead to several important outcomes such as job satisfaction, high motivation (Ryan & Deci, 2000), sustainable development (Zhou et al., 2019), etc. In this study, we suggest that employees' job autonomy which is a key outcome of humble leadership behavior, encourages the voluntary green behavior of employees within their organizations. Gössling et al. (2020) and Ertuna et al. (2019) discussed main tourism trends and sustainable tourism development after the pandemic and identified responsible and sustainable tourism as a major travel trend. Drawing on this conclusion, our study introduces employees in those autonomous jobs to be more likely to engage in voluntary green behaviors and encourage others to support the concept of sustainable tourism. Therefore, our research adds to the predictors of employee proactive behavior studies. Our research suggests that organizations and managers should enable a job autonomy design in order to allow genuine and enduring development within organizations. Since followers need autonomy and more flexibility to do their

jobs, leaders should go the extra mile. As a result, leaders should inspire intrinsic motivation in their subordinates so that they feel that they have greater freedom when doing their duties (ideally in more proactive and ethical ways). So as to better encourage employee independence and further enhance the company's pro-environmental to accelerate development in different aspects, leaders should try to reject the traditional authoritative *top-down* approach and adopt more *bottom-up* humble leadership styles. Another practical aspect is that with evolving ethical behaviors (humility and voluntarism), it is expected that the performance of the organization will be pro-environmental, i.e. green policies and practices. Given that leaders' actions are viewed as indicative of organizational policies and practices, a feeling of enthusiasm at work will arise among employees to build green supporting practices that will result in improved green performance. Likewise, our research highlights the significance of humble leadership style and moral behaviors in the organization. Team members' voluntary behavior could nourish employees' intrinsic motivation that in turn can contribute to a green supporting climate. In order to relate the good impacts of humble leader conduct on green performance, leaders should attempt to nurture staff to offer suitable circumstances supporting a green performance. This style of team-building approach grows exponentially when it comes to the hospitality industry owing to worries about environmental protection associated with hotel operations. From the perspective of hotel strategy, hotels may train CEOs at all levels and departments of the hotel to have proactive moral behavior and to know how to respect others, and these might be teachable so as to build a humble culture across the hotel.

6.   Limitations and Future Recommendations

Despite these contributions and consequences, the current study has some shortcomings that might be used as research ideas in the future. First, this study's focus was on the hotel business because many of the goods and services it offers are *resource-intensive*, leading to substantial *environmental costs* and generating a lot of waste. Future studies may conduct similar research on tourism and travel organizations to determine if the results may be similar or not. Second, only one moderating variable and two mediators i.e. job autonomy and employee VWGB were tested on the relationship between humble leadership and green performance. Future studies may also examine additional variables such as perceived organizational support, green training, green creativity, etc. Finally, this study followed a single quantitative approach and used a structured survey to collect data; therefore, qualitative analysis or a mixed-methods methodology that applies a comprehensive and in-depth data collection is strongly recommended.

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