

LINKING TRANSFORMATIONAL LEADERSHIP AND GREEN INNOVATION VIA EMPLOYEE PERFORMANCE

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ABSTRACT

The main purpose of the existing study is to present the mediating influence of employee performance on the relationship between transformational leadership style and green innovation. This study conducted in the hotel sector in Amman, Jordan, where exploratory studies related to the hotel sector are limited. A total of 20 five-star hotels in Amman were involved in the research sampling process, targeted respondents were employees with titles below supervisor level (rank-and-file) were those employees who provide the services and are in direct contact with customers, and a simple random sampling was utilized to gather the data, 359 employees participated in this study, and survey form was sent to heads of departments at the targeted hotels to help in the distribution process. The data was analyzed using Smart-PLS software. The results showed a partially positive mediation of employee performance among both constructs of individualized consideration and intellectual stimulation of green innovation in the hotel sector. Moreover, these results proved the power of the relationship between employee performance and the adoption of green innovation. The current study contributes positively to the area of hospitality industry studies and its related activities. It provides better insights for hotel leaders on improving the adopted leadership styles, leading to outstanding employee performance, and green innovation to sustain market competitiveness and provide exceptional and innovative services for a better hospitality industry.

Keywords: Transformational Leadership, Green Innovation, Employee Performance, Individualized Consideration, Intellectual Stimulation, Hotel Industry

1. INTRODUCTION

Business activities are a rapid and fast growing, and industries are competing with heavily, depending on their employees' performance, and their output to ensure success, competitiveness, and sustainability. In this dynamic environment, organizations seek to adopt and employ useful leadership strategies. This can improve, motivate, and push employees to achieve better performance outcomes. A unique style that has garnered significant consideration is the transformational leadership (TL).

TL is known as a leader who inspires, stimulates, and enhances followers to exceed their self-interests for the benefit of the organization's goals (Karimi et al., 2023). Transformation-

al leaders enhance employees' innovation, motivate for a positive change. They generate a vision, and encourage employees to work better to accomplish their full capabilities (Arici & Uysal, 2022). TL style has shown great results in many industries, but its results on employee performance (EMP) in the business industry remain pretty unexplored well. However, green innovation (GIN) and its effect have become a critical issue in the business success (Song & Yu, 2018; Gaboret al., 2023). In the era of improved technological advancements and shifting consumer markets. The Organizations must be well-aware and continually innovate to remain at an extremely competitive manner. GIN and its related processes not only benefit organizations by differentiating their services or type of products but also advance their operational efficiency, customer experiences, and over-all performance and outcomes (Asadi et al., 2020; Huseyn., 2023).

TL style and EMP relationships have been commonly investigated, with several studies highlighting their significant influence, for instance, Addow (2022) examined the effect of TL and other styles on EMP. The study found positive correlation for TL with EMP. Other studies conducted by (Onsardi & Arkat, 2020; Sukmana et al., 2021; Nugraheni et al., 2022) indicated that TL positively influenced EMP in the hotel sector. Nevertheless, the methods through which TL affects EMP in business particularly concerning GIN, have received less consideration (Ding et al., 2023; Dam et al., 2023). Meanwhile, understanding the mediating role of EMP will not only contribute to the theoretical considerate of the relationship between TL style and GIN, but also provides useful professional implications for organizations. Therefore, identifying the specific pathways through which the TL style influences EMP can guide both managers and leaders in developing strategies to foster a culture of GIN. This approach leads to maximizing the potential benefits of the TL style (Addow, 2022; Almashhadani, & Almashhadani, 2023).

This research employs a quantitative survey approach, to gather comprehensive data from employees in various Jordanian hospitality organizations. The outcomes will be analyzed using statistical procedures to provide a complete understanding of the complex interplay among TL style, GIN, and EMP in the hotel industry. Therefore, the purpose of this research is to uncover the mediating role of EMP in the relationship between TL style and GIN within the hotel industry. By investigating this mediating mechanism, the researchers aim to shed light on the underlying processes that link TL style, GIN, and EMP.

However, this study seeks to enhance our understanding of how TL style can positively impact GIN in the hotel industry, with EMP playing an essential mediating role. The findings will contribute to both academic literature and practical implications. Ultimately, they could help organizations cultivate a culture of TL style and GIN to enhance EMP, ensuring long-term success in an increasingly competitive marketplace.

2. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This section provides an overview of the study variables. It defines and explains each of the variables and theoretical base of the study.

2. 1. TRANSFORMATIONAL LEADERSHIP

Leaders who adopt a (TL) style have a great influence on the follower's performance and behavior. They engage in Individualized consideration (Ic) and Intellectual stimulation (Is). They foster an environment of better communication, have faith in employees to accomplish shared goals, and provide more opportunities to realize their full potential. (Raoush ,2023; Helalat et al., 2023). TL is a style with effective features allowing leaders to be positive and efficacious. Those leaders have a different success way; they consider and stimulates their followers,

provides them with a clear vision, and encourages them to think creatively (Almutairi, 2016; AlAwad, 2022). Leaders adopt the TL to create better strategies that increase their followers' performance to the better levels, leading to efforts that exceed expectations. (Darmadi et al., 2023). They consider their followers to enhance their skills and abilities. Such leaders can skillfully stimulate followers to be innovative and solve problems at their workplace that impact the improvement of their organization (Raoush, 2023).

2. 2. GREEN INNOVATION

This study is about investigating the association between TL style and EMP. This may lead to a better understanding of the harmony of these components' effect on optimizing GIN. Within this context, one of the most essential environmental procedures is called 'green innovation'. This includes changing the way things are produced by using fewer resources, controlling and preventing pollution, employing and managing environmental systems in the workplace, and prioritizing waste reduction (Soewarno et al., 2019; Ratković, et al., 2022; hat et al., 2024). Furthermore, GIN practices are promoted because their implementation might decrease the pressure that government regulations place on businesses organizations. By utilizing proactive procedures instead of only responding to government-imposed limits, corporations can provide a setting for environmental innovation using GIN strategies (Song & Yu, 2018; Gulzar et al., 2024). In this sense, the best way to enhancing customer expectations and satisfaction is a green innovation approach. By using this approach. The organizations are encouraged to think about eco-friendly concepts while creating and organizing product processing and packaging, which in turn encourages GIN (Rodrigues, & Franco, 2023; Fang, et al., 2023).

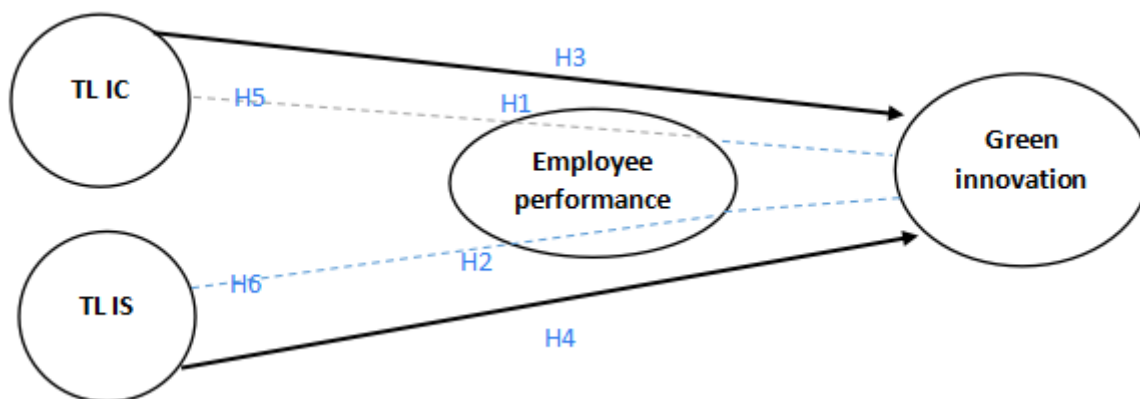
2. 3. EMPLOYEE PERFORMANCE

Enhancing organizational performance could occur through positive organizational change and is mostly dependent on employee performance (EMP) (Alqudah et al., 2022). Behaviors that are proper for the organization's goals are referred to as employee performance, since they are the ones who provide the services to the organization and its customers (Chang, 2015). In organizations, employee performance and organization's ability to succeed are related (Bohórquez et al., 2021). Employee performance must improve in order to meet the main objectives with the right support of leaders' instructions and employee evaluations regarding their job (Maqableh et al., 2023). This enhances employees to focus on the most crucial work problems (Maryani et al., 2015). That connects an organization's objectives to those of the employee (Thompson, 2016). According to Nasir et al. (2022) employee innovation is the method of coming up with initial and beneficial ideas that can encourage productivity and lead to an organization's success. Nowadays, invention is a crucial component of many careers, tasks, and businesses (Suifan & Al-Janini, 2017). In line with that, the study by Akdere & Egan (2020) Successful leaders trust to keep EMP competitive, they necessity involve and engage them in their work. They also pursue the cultivation of updated and suitable approaches, procedures, and products.

2. 4. RESEARCH FRAMEWORK

A conceptual framework has been constructed by the study to examine the relationship that is mediated by EMP between GIN and TL style.

Figure-1. Research Framework



Source: Author

EMP is investigated as a mediator and TL style is examined as an independent variable based on the conceptual framework of this study. Bass et al. (2003) developed the TL style. Employee performance as mediator in the current study tested by utilizing the items by Nassazi (2012). research has indicated that TL and EMP style are significantly correlated (Çelik et al., 2016; Almutairi, 2016; Darmadi et al 2023; Utami, 2024). Transformational leadership is the underlying theory for the current study. Based on Bass et al., (2003), Darmadi et al., (2023) It declares that leaders with this style can inspire, enhance, influence, and motivate followers of employees by creating a clear vision, facilitating innovation, and motivating individual development. This theory focuses on leaders who transform their followers' attitudes and values to align and be suitable with the main organization's objectives. this leads to increased performance and greater engagement (Helalat et al.,2023). Critical components of the TL style include; idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration. Overall. Usually TL is associated with the employee performance (Shang, 2023; Marisyia, 2023).

2. 5. HYPOTHESIS DEVELOPMENT

Employees, who attempt and challenge to increase and develop their work performance, need careful motivation, strong encouragement, sustainable training and individualized considerations by their direct leaders. These issues help enhance their sustainable innovative behavior abilities (Alharbi et al., 2019). For example, motivate, consider, and inspire employees allow them to create new services or products or add value and enhance existing one (Berraies & Abidine, 2019; Maqableh et al., 2022). This generally leads to enhance increase green innovative behavior and keeps the organization in better competitive level (Nadolna, 2020). When employees feel that they are part of an organization, surely they contribute efficiently to the organization's success by behaving creatively to enhance the process of GIN (Alblooshi et al., 2021). Employees' performance and their skills and ability to be innovative is a crucial merit of an innovation behavior (Asadi, et al 2020). Through consideration and motivation, most employees are able to increase their work loyalty, commitment, engagement, and overall performance. That totally enhance their innovative approaches in the work place (Paais & Pattiruhu, 2020). This includes enhancing employees' productivity and better service provides to the hotel's customers (Garad et al.,2023). Which in turn foster green innovation among employee and organization overall.

In order to successfully innovate, organizations must primarily foster a flexible culture that is open to accept new ideas (Lam et al., 2021; Sharari, et al., 2024). Accordingly, leaders who adapt TL are able to encourage creativity by providing intellectual stimulation and individu-

alized consideration to support their follower's freedom (Alblooshi et al., 2021; Helalat et al., 2023). That allow them to choose what to work on and how to accomplish the goals of their organizations (Karimi et al., 2023). Therefore, earlier studies showed that GIN depends on the style of TL style in the hotel industry (Mittal & Dhar, 2016; Shah et al., 2020; Elshaer et al., 2022). According to the previous discussion, the following two hypotheses are assumed in this study:

H1: Employee performance mediates the relationship between Individualized consideration and green innovation.

H2: Employee performance mediates the relationship between Intellectual stimulation and green Innovation.

H3: There is a significant relationship between Individualized consideration and green innovation.

H4: There is a significant relationship between Intellectual stimulation and green innovation.

H5: There is a significant relationship between Individualized consideration and employee performance.

H6: There is a significant relationship between Intellectual stimulation and employee performance.

3. METHODOLOGY

This quantitative study focuses on employees at levels below supervisors, utilizing a simple random sampling approach to gather data. This method involves selecting respondents randomly from the target group of employees, ensuring each member has an equal chance of being chosen. The questionnaire items have been adapted from previous studies and tailored to fit the aims of the current research. Researchers developed the questionnaire using Google Forms and distributed it through department heads in targeted hotels across Jordan to rank-and-file employees. The questionnaire was designed to prevent modifications and ensure all questions were answered while maintaining its integrity. Using email and social media apps, 600 survey links were distributed to 20 hotel organizations, with 30 questionnaires directed to each hotel in Amman. Ultimately, 369 questionnaires were returned and used for analysis. This process took place during January / February 2024.

Smart-PLS 4 is a strong software application used for structural equation modeling (SEM). It is a statistical method that allows individual researchers to investigate complex relationships between more than two observed and latent variables. this software is especially advantageous for its user-friendly interface and powerful capabilities in directing partial least squares (PLS) path modeling. This tool is extremely useful and openly utilized in social sciences research where it helps in identifying, presenting, and validating the relationships between diverse variables or constructs. Thus, providing a more in-depth understanding of the data. For the current study, the software was utilized to set a model and analyze well the relationships between Transformational Leadership and Green Innovation via Employee Performance as a Mediator in the Hotel Industry allowing for a better and more comprehensive understanding of these interconnected research variables.

In relation to the study's scale development, Bass, et al., (2003) TL style (TL) framework was adopted, focusing on two components, namely, 'Intellectual stimulation' (TLIs) and 'Individualized consideration' (TLIc). In total, eight questionnaire items, four for each dimension, measured this variable, reflecting statements such as "My supervisor conveys confidence in our goal attainment". In addition, for the purpose of examining whether employee performance (EMP) mediates between TL style and green innovation (GIN), a mediation effect test was conducted

using three questions developed by Zhang and Bartol (2010) to measure EMP. Additionally, the study utilizes a scale by Jabbour & Jabbour (2016) to assess GIN, employing five items for this variable. Each item in the study questionnaire adopts a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5), a commonly used and reliable metric in similar studies.

4. RESULTS

4. 1. SAMPLE PROFILE

The employees who work in five-star hotels in Amman city, from deferent departments, are the target population in this study, all from 20 hotels that are involved in this study. In total, 359 questionnaires were analyzed; Table (1) illustrates the demographic profile of respondents. Accordingly, the vast group of participants (72.89%) are males, and almost half of them are in the middle-age group of 24–29 years old (43.45%). Regarding the educational level, 39.83% of participants hold a bachelor’s degree which is the highest results, and 3.06 % holds post-graduate degrees which is the lowest.

Table (1). Demographic Information’s of the Study Participants

Demographics Variables	Frequency	Valid Percent
Gender		
Male	262	72.98
Female	97	27.02
Age		
18-23	43	11.9
24-29	156	43.45
3-35	98	27.30
35-40	33	9.19
Above 40 Years	29	8.0
Work departments		
RD	102	28.41
F&B	149	41.50
S&M	34	9.47
HR	40	11.14
Accountant	22	6.13
Purchasing	12	3.34
Education level		
High school level or less	89	24.79
Diploma level	116	32.31
Bachelor’s degree	143	39.83
Post-graduate	11	3.06
Total	359	

Author source: Smart-Pls software

4. 2. INITIAL DATA SCREENING PROCEDURE

Univariate skewness procedure and kurtosis of all the study items were tested using the Smart-PLS 4. By using this method, no item was identified with extreme skewness or kurtosis (Ringle et al., 2015a). Accordingly, all the study items were used, no value was missing within the pro-

cess of collected data. Following, some scatterplots were applied visually to see whether linear relationships among the constructs exist, as well as to look for evident unusual issues (Cook, 2009). An initial regression analysis was conducted to discover if there are cases with unjustified effects over the analysis process and Cook’s distances (Cook, 2009).

Based on this procedure, there was no marked outlying case with a general undue effect over the analysis detected. In accordance with that, the algorithm of Smart-PLS was run for the collected data from 359 cases. It is essential to present that due to the essence of the problem and given the statistical needs to run a proper analysis (Hair et al., 2017), PLS software is the main method to investigate the study data and, thus, Smart-PLS 4 software set is utilized for the analysis process in this study (Ringle et al., 2015b).

4. 3. REFLECTIVE MEASUREMENT MODEL EVALUATION

The assessing method for reflective measurement of the study model, that is suggested by Hair et al., (2021), is applied to assess the reflective measurement models individually. To apply this procedure, researchers started the process with factor loadings evaluation, finding Cronbach’s Alpha values and composite reliability as internal consistency reliability criteria, along with establishing the validities of discriminant and convergent. The values of Average Variance Extracted (AVE) (Hair et al., 2021) were tested to assess the measurement models’ convergent validity. Moreover, the criteria of Fornell-larcker were used to assess the discriminant validity (Fornell & Larcker, 1981). Table (2) illustrate the values outcomes of the reflective measurement models’ assessment. It is presenting the study’s overall need for quality measurements concerning item loadings, the importance and significance of Cronbach’s Alpha, the composite reliability value, and convergent validity were met. However, the value of AVE of 0.50 or higher is regarded as acceptable (Hair et al., 2020), and the threshold of Cronbach’s Alpha is between 70-90 to be acceptable.

Table (2). Quality Criteria

Scale	Item	Loading	Cronbach’s Alpha	Composite Reliability	AVE
TL, Individualized Consideration	TLIC	0.822	0.800	0.881	0.813
	TLic1	0.887			
	TLic2	0.862			
	TLic3	0.841			
	TLic4	0.851			
TL, Intellectual Stimulation	TLIS	0.859	0.853	0.911	0.799
	TLIs1	0.822			
	TLIs2	0.864			
	TLIs3	0.815			
	TLIs4	0.832			
Employee Performance	EMP	0.901	0.885	0.929	0.814
	EMP1	0.882			
	EMP 2	0.758			
	EMP 3	0.833			
Green Innovation	GIN	0.863	0.892	0.931	0.787
	GIN1	0.842			
	GIN2	0.881			
	GIN3	0.861			
	GIN4	0.827			
	GIN5	0.811			

Author source: Smart-Pls software

Furthermore, the discriminant validity values identified based on the Fornell-Larcker criteria indicate that the variables in the study are distinct and measure different concepts. This directs that the research model has appropriate validity for each construct, as the variables can show different aspects of the examined phenomenon. They Criterion values are presented in Table (3), which is based on **Fornell-Larcker (1981)**.

Table (3). Criterion for Discriminant Validity

Scale	Green Innovation	Individualized Consideration	Intellectual Stimulation	Employee performance
Green Innovation	0.872			
Individualized Consideration	0.633	0.812		
Intellectual Stimulation	0.714	0.711	0.839	
Employee performance	0.611	0.527	0.533	0.803

Author source: Smart-Pls software

4. 4. STRUCTURAL MODEL EVALUATION

According to the methods employed in this research, the researchers operated the analysis technique. This operates the methods proposed by the authors **Kock (2015)** and **Hair et al. (2021)** to evaluate the research structural model. This is to investigate the collinearity value between exogenous constructs, assess the path coefficients of the model, and estimate the accuracy of the model’s predictive relevance, and effect sizes for both the value f^2 and q^2 assessments. These measures form the procedure to ensure the framework’s fitness and meet the validity of the research structural model.

4. 4. 1. COLLINEARITY AND PATH COEFFICIENTS

At the outset, the value of the Variance Inflation Factor (VIF) indicates the test of quantifiers of collinearity between the exogenous latent variables. **Hair et al., (2019)**, suggested This approach showed the (VIF) values being less than 5, which means no reason for any consideration regarding the latent issue or missed collinearity for all exogenous constructs. following, the path coefficient effectiveness in the inner model is estimated as ensuring measure through a round of running via applying the bootstrapping process, which is a normal routine operated with 5000 bootstrapped samples. It is necessary to assume that bootstrapping is a procedure utilized with a resampling option that is normally operated to estimate the path coefficients of the standard errors and to calculate the statistical impact regarding these paths (**Hair et al., 2017**). Finally, the examination values result and path testing are displayed in Table (4). The size of the direct effects values was great enough to justify the factor relevance, too. As shown in the table H3, H4, H5, and H6 are accepted.

Table (4). Bootstrapping Results for Hypotheses Testing

Direct Path	Hypotheses	Beta	Sample Mean (M)	Standard Deviation	T value	P Values	2.5%	97.5%
TLIC -> EMP	H5	0.463	0.465	0.066	8.532	0.000	0.421	0.548
TLIC -> GIN	H3	0.285	0.286	0.065	5.263	0.000	0.365	0.489
TLIS -> EMP	H6	0.291	0.292	0.063	6.950	0.000	0.431	0.491
TLIS -> GIN	H4	0.558	0.559	0.062	9.360	0.000	0.425	0.556

Author source: Smart-Pls software

Moreover, the indirect path was examined to determine its significance as an essential to EMP

in estimating the mediation nature of the study (Hair et al., 2017). The results of the indirect impacts evaluation are illustrated in Table (5). As shown in the table H₁ and H₂ are accepted through these indirect relationships.

Table (5). Indirect Effects Significance Testing

Indirect Path	Hypotheses	Original Sample (O)	Sample Mean (M)	Standard Deviation	T- Statistics	P -Values
TLIc -> EMP-> GIN	H ₁	0.296	0.425	0.043	5.129	0.000
TLIs -> EMP-> GIN	H ₂	0.291	0.421	0.041	5.138	0.000

Author source: Smart-PLS software

4. 5. HYPOTHESES TESTING RESULTS

Referring to the values presented in both Tables (5 and 6) respectively, and according to the mediation analysis guidelines suggested by Hayes (2018), the outcomes confirmed both mediation paths of the hypotheses. hence, the analysis results show that the influence of both Individualized Consideration and Intellectual Stimulation on GIN is mediated positively by EMP. Thus, both hypotheses are supported.

Table (4) presents the hypotheses testing results. GIN with EMP: The path coefficient is 0.463, showing a significant positive relationship that links the research variables GIN and EMP. For this path, the sample mean is 0.465, based on the statistical results of a 0.066 standard deviation, while The Estimated T-value is 8.532, which means a statistically significant outcome ($p < 0.05$), indicating that the relationship that links GIN and EMP may never occur by chance. The 95% confidence interval value ranges from 0.421 to 0.548 for this path. The outcome of the relationship between TLIc and GIN shows the T-value is 5.263, statistically indicating a significant result at ($p < 0.05$), The 95% confidence interval for this path is between 0.365 to 0.489. indicating a positive relationship between the two variables. TLIs with EMP: The path coefficient for this relationship is 0.291, showing a positive link between TLIs and EMP. The T-value result is 6.950, which means significant results ($p < 0.05$). The 95% confidence interval level for TLIs with EMP is between 0.431 to 0.491. TLIs with GIN: T-value for this path is 9.360, which means a significant result at ($p < 0.05$). For this path, the 95% confidence interval ranges between 0.425 to 0.556, indicating a positive relationship.

Table (5) also shows that the result of the indirect path T-statistic is 5.129, which is significant according to the statistical value ($p < 0.05$), indicating a positive relationship between TLIc and GIN, via EMP as a mediator. As well, the relationship between TLIs and GIN was successfully mediated by EMP with the T-statistic results of 5.138, which means a statistically significant and positive relationship ($p < 0.05$) through the EMP.

5. DISCUSSION

The current study aims to explore the relationship between both constructs of individualized consideration and intellectual stimulation of transformational leadership and green innovation through employee performance as mediator in five-star hotels in Amman, Jordan.

This study was conducted to investigate the way that elements of Ic and Is within TL style relate to GIN in five-star hotels in Amman, Jordan, with EMP serves as a mediator. The literature search concluded that a leader who adapts TL style has a significant influence on EMP (Helalat et al., 2023). This claim suggests that inspiring, enhancing, stimulating, and motivating em-

employees is the base (Firdaus et al., 2023). It happens when a leader inspires and motivates the followers to maximize their efforts, thereby enhancing their performance, that leads to better work outcomes. This style has the skill to stimulate followers to perform their tasks creatively, accord teams, and adapt innovation behavior in their work. To achieve this goal, adapting efficient communication skills that present better understanding among employees and their leaders. This style prioritizes attention for each individual to understand their circumstances, seeking to enhance employee satisfaction and teamwork engagement. That could foster innovation through this leadership style.

Individualized consideration refers to the style where direct leaders pay attention to the needs, wants, aspirations, and growth of each follower. This by identifying and valuing the individual potential, strengths, and weaknesses, and adapting suitable leadership approaches accordingly (Malik & Malik, 2023). Thus, according to These important matters, leaders can positively impact followers' performance in the work position and promote better behavior of green innovation as behavior (Arici & Uysal, 2022). Hence, the individualized consideration has direct and positive effects on green invention based on previous investigations. (Hussain et al., 2022; Lee & Huang, 2023). The intellectual stimulation element of TLstyle concerns encouraging green invention and critical thinking between team members (Arici & Uysal, 2022). TL leaders challenge several statuses, motivate new thoughts, and enhance a learning culture. leaders stimulate intellectual novelty and stimulate employees to challenge assumptions, pursue new perspectives, and suggest creative solutions to work problems (Afsar & Umrani, 2020; Żywiolek et al, 2023). This process fosters a significant adaptive and dynamic organizational culture which leads to thrives on ongoing improvement and adapting green innovation.

EMP plays a mediating role in the relationship between both constructs of TLIs, TLic behaviors, and GIN in a five-star hotels. The study revealed that employee performance positively mediates this relationship. This result supports previous studies presenting a positive relationship between these factors e.g., (Kanan et al,2023; Zhang & Wang, 2020). Leaders in the hotel industry can act and serve as the best role models to promote green innovation by enhancing their followers and colleagues to be more innovative (Goni, et al., 2023).

A previous study focused on the mediating impact of intrapreneurship in the relationship between TL style and the performance of each individual in the Portuguese technology business (Attamimi & Hiariey, 2021). The outcomes present a positive relationship between these variables, ensuring the mediating influence on this relationship. Moreover, a study on the effect of TL style on the performance of employees, with a mediating variable 'work motivation' during the COVID-19 pandemic, revealed that TL style completely affects employee work motivation, which directly affects EMP (Masa'deh et al., 2018). This study also proved that TL style has a significant positive influence on EMP mediated by employee work motivation.

6. CONCLUSION

The aim of the current study is to investigate the influence of TL style and GIN, with the mediating role of EMP, on achieving the main goals in hotel industry in Jordan. several studies have highlighted the significance of TL style, EMP, and GIN for hotel industry performance. Effective leadership, stimulate employee, consider their needs, and innovation play essential roles in delivering better services in the hotel industry. Furthermore, previous studies have been observed in the hotel industry in the KSA regarding the mediating impact of EMP on the relationship between the style of TL style and GIN (Elshaer et al., 2022; Maitlo et al., 2022). This mediation of employee performance promotes creativity, which in turn enhances innovation and that fosters green innovation.

This paper presents a simple model to explore the relationship among three variables of TL style with two constructs (TLIs, TLIC), GIN, and EMP in the hotel industry. The style of leadership and green innovation both are a vital competitive advantages that resulted a high positive performance of employee in hotels industry. The suggested model highlights linking key concepts to foster green innovation. Moreover, giving a practical sense for hotel leaders to inspire employees towards innovation, eventually supporting green innovation and goal accomplishment.

6. 1. SCIENTIFIC AND PRACTICAL IMPLICATIONS

As mentioned in the study results, TL style affects positively green innovation via employee performance in the hotel industry. The current research implies scientific and practical implications with this regard.

The study mainly aimed to examine the influence of TL style on GIN through EMP in the Jordanian hotel industry. One of the crucial scientific implications of this research is the confirmation of the positive effect of TL style on GIN, direct and indirect, through EMP in the hotel industry. This outcome supports the main theory that suggests transformational leaders can be effective in enhancing employee performance overall. This is a critical key for the hotel sector, given its important contribution to global business.

The practical implications of the research are essential for hotel management in specific and hospitality decision-makers in general. The study recommends that hoteliers, hotel management, and leaders in the industry should stand and support the employees. That's by enhancing their performance to cope with the workplace environment, which helps to enhance green innovations in the industry overall and hotels in particular. This implies designing and implementing TL training programs that enhance leaders' capabilities of reaching employees' high performance and innovation. In addition, encouraging green innovation behavior, by hotel management and leaders, among hotel employees is of great importance in this context. Finally, hospitality managers, leaders and decision makers should allocate resources towards implementing sustainable practices and technologies to support green innovation strategies. This helps in accumulating the efforts of leaders in increasing performance and enhancing innovation, which in turn help and support the overall employees in their life.

6. 2. LIMITATIONS, RECOMMENDATIONS FOR FUTURE RESEARCH

The present study was limited to the Five-star hotels in Amman, Jordan, and accordingly, it has certain limitations when generalized to other areas or hotel classifications. So, researchers recommend extending the conceptual research framework to other three-star or four-star hotels or investigating other hotels in different spatial scopes in the future. The study focuses on the two constructs of TL and their effect on EMP and GIN in bulk, the research recommends future research to examine the other constructs and other sets of the utilized variables in the study. Future research is suggested to have a sample perception of the stakeholders to better understand green innovation and the related factors.

The present study focuses mainly on the two components of transformational leadership style (TL) and how they effect on the performance of employee (EMP) and green innovation (GIN). Prospective research is recommended to investigate other variable and constructs that might impact and have results on these relationships. This comprises investigating more in-depth into definite dimensions of TL style, I.e. individualized consideration and intellectual stimulation, and which way these sub-dimensions may affect EMP and GIN.

Furthermore, future research is better to consider the viewpoints of a more comprehensive range of hotel stakeholders, including managers, employees, suppliers, and customers. Understanding the views of the mentioned groups could lead to offering a better comprehensive

vision of the factors that may drive the act of green innovation in the industry. Researchers and academics might also investigate the main role of other external issues i.e. regulatory procedures, technological advancements, and market competition that shape the relationship among TL, EMP, and GIN. Furthermore, long-period research leads to providing a sense of how the relationships among these factors evolve. Integrating a mixed-methods procedure, incorporating both quantitative and qualitative methods, may lead to enriching the results and presenting a deep experience of the instruments at play. Ultimately, prospective research could explore interventions or intensive training programs sought to enhance the skills of TL style among managers and leaders in the hotel industry to see how such industries influence the EMP and GIN as well as its outcomes over time.

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