The Impact of Green Corporate Social Responsibility on Employee Green Well-being and Creativity

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ABSTRACT

This paper assesses the impact of green Corporate Social Responsibility (CSR) on employee green well-being and creativity among hospitality enterprises in the United Arab Emirates (UAE). It considers the moderating impact of employee green values on the relationship between employee green well-being and creativity. The study employed a quantitative research design, utilizing 213 responses from employees working in hospitality firms in various cities across the UAE. It used the statistical software SmartPLS, which revealed two key findings. First, employees reported higher levels of green well-being when their companies placed greater emphasis on green CSR. Second, the study's findings showed a positive relationship between employee green well-being and creativity. However, the discussion found no compelling evidence supporting the importance of employee green values as a moderator. These findings have significant implications for the hospitality industry, as they propose that incorporating green CSR projects into strategic planning and development processes can improve employee green well-being and creativity, which will enhance the company's performance.

Keywords: Employee Green Well-being, Green CSR, Employee Green Creativity, Employee Green Value, Social Exchange Theory
JEL Classification: M

1. INTRODUCTION

Implementing green corporate social responsibility improves business reputation over time (Hengboriboon et al., 2022). All organizations should prioritize long-term competitiveness by creating a strategy for employee green well-being and creativity that makes employees satisfied and more loyal. This is especially important in the hospitality sector, where employees are in direct contact with customers (Freire et al., 2022). Therefore, it is essential for companies in the hospitality sector to prioritize employee green well-being and creativity to create a positive and memorable customer experience (Kamarudin et al., 2021).

The present study examines the relationship between green CSR, employee green well-being, creativity, and employee green value, which has contributed substantially to understanding different aspects of sustainable workplace practices. However, the interconnection between these variables in organizational settings has not been sufficiently investigated. Previous studies have focused on specific elements, such as the impact of CSR initiatives on employee involvement and commitment (Hahn et al., 2023; Saks et al., 2022), as well as the role of green creativity in organizational innovation (Adomako and Nguyen, 2023). Prior research has neglected the complex relationship between green CSR, employee green well-being, and creativity, and how these elements together support sustainable business practices (Ahmed et al., 2020; AlSuwaidi et al., 2021).

This study aims to fill this research gap by exploring the relationship between green corporate social responsibility, employee green well-being, and creativity. It specifically focuses on how employee green value may influence this relationship. Of

particular significance is the effect of employee green value on the relationship between employee green well-being and creativity, influencing how individuals react to organizational initiatives concerning environmental sustainability. Understanding the significance of employee green value can yield insights into the reasons and mechanisms underlying the relationships between green CSR activities, increased green well-being and creativity among employees. By recognizing this moderating factor, organizations can tailor their approaches to align more closely with the values and incentives of their employees, thereby enhancing the overall efficacy of their sustainability efforts. Investigating the dynamic relationship among employee green value, green well-being, and green creativity is crucial for furthering academic understanding of green CSR in the hospitality business in the United Arab Emirates (UAE).

By addressing these gaps, the proposed research aims to illuminate the interconnections between employee green value, green CSR, green well-being and creativity, and their combined impact on sustainable organizational outcomes (Alauddin, 2023). His perspective is essential for organizations seeking to develop effective strategies to enhance employee well-being and environmental sustainability (Schönborn et al., 2019). Tuan (2021) also examined the favorable impacts of a company's environmentally conscious initiatives on employee satisfaction and commitment. While Rupp's research provided valuable insights into the relationship between employee attitudes and CSR (Rupp et al., 2006), it did not consider the influence of employee well-being on translating CSR efforts into green creative behaviors (Stadlthanner et al., 2022). By integrating various research strands, this study offers valuable insights into the relationships between green CSR, employee green value, well-being, and creativity.

Additionally, prior research often examined employee green value, well-being, creativity, and CSR as distinct concepts rather than interconnected elements, and did not explore the potential synergies between these well-being initiatives and CSR practices in fostering green creativity (Al Samman and Mohammed, 2020). Furthermore, most research has focused on the hospitality industry in the US and UK but not in the UAE, which has one of the largest hospitality sectors in the Arab region and significantly contributes to citizens' well-being (Al-Aomar and Hussain, 2017). Despite the increasing significance of green CSR in the hospitality business, there is a lack of study in developing nations such as the UAE (Zhang et al., 2021). This is particularly unfortunate given the unique cultural and economic context of the UAE, which may present different challenges and opportunities for implementing green CSR practices. Conducting research in this context allows us to gain valuable insights into the effectiveness of green CSR initiatives in diverse cultural and economic settings and develop tailored strategies designed to meet the unique requirements of the hospitality business in the UAE.

The goal of the study is to evaluate management policies for employee inclusion in green CSR initiatives, examine factors that enhance employees' green well-being and creativity, and develop strategies to engage employees in green CSR practices. To provide a theoretical framework for this study, we have chosen

to use social exchange theory (SET) because of its relevance in understanding workplace behavior and the formation of employee attitudes (Xu et al., 2022). As a framework for understanding organizational behavior, SET focuses on resource exchange (Cropanzano and Mitchell, 2005). In this study, SET offers a framework for understanding how diverse types of organizational support impact employee behavior and drive effective boundary-spanning activities in green hospitality firms (Folz et al., 2016).

The proposed research seeks to impact the theoretical comprehension of green organizational practices significantly. It is important for organizational leaders, HR professionals, and policymakers. It will also provide insights into designing and implementing green CSR initiatives that improve employee green well-being and encourage environmentally friendly creative behaviors. For example, gaining insights into the impact of certain green CSR procedures on both employee green well-being and creativity can help organizations customize their sustainability initiatives to achieve the best possible results. The study aims to offer evidence-based recommendations for promoting a workplace culture that encourages employee well-being and environmental consciousness (Bakker et al., 2012).

2. LITERATURE REVIEW

2.1. Green CSR

The importance of green CSR has been enhanced due to growing environmental concerns worldwide (Sun et al., 2020). This research aims to study the concept of green CSR, its significance in changing stakeholder values, and its potential benefits for companies in gaining a competitive edge and ensuring sustainable growth (Kinasih et al., 2023). Prior researchers highlighted the importance of green CSR in addressing environmental issues and meeting the demands of global stakeholders, (Iyer and Jarvis, 2019). (Hendrayani and Uljanatunnisa, 2021; Nasruddin and Bustami, 2007) identified seven pillars of green CSR: strategy, people, information, products, information technology, property, and business operations. Companies view green CSR as an ethical culture that distinguishes them and helps them gain a competitive advantage and achieve long-term success (Min and Kim, 2012).

Hens et al. (2018) argue that the success and desired impact of green CSR activities may require the participation of authorities, universities, citizens, and other companies. In addition, (Bu et al., 2023; Herrera and de las Heras-Rosas, 2020) define green CSR as "an obligation of decision-makers to protect and improve the social welfare of society along with its interests." Therefore, green CSR is "a company's commitment to improving societal well-being through discretionary green practices and the contributions of corporate resources" (Guoyou et al., 2013).

There is inadequate research investigating how employees in restaurants, cafes, and other hospitality services feel about green practices (Jiang and Kim, 2015). Companies need to protect the environment while conducting their business activities to maintain the quality of life for communities living near the business area. Consequently, the environmental aspect has become a popular focus of companies' green CSR activities (Lopez, 2020). In the

context of green CSR action, (Riley, 2020) found that employees integrate a particular green CSR cause into their self-schema. Previous research explored how green CSR activities and green employee behavior are related (Mohammed and Rashid (2018)), while Wood et al. (2021) examined the interactions between green CSR and employee behaviors.

2.2. Theoretical Development

As stated earlier, Social Exchange Theory (SET) is a common framework used in organizational behavior to explain behavior in both long-term and short-term interactions (Blau, 2017). In this section, we will explore the relationship between employee green values, employee green well-being, and creativity using the theoretical framework of SET. By understanding how SET can explain employees' actions, job performance, and relationships with coworkers, we can gain insights into how to increase employee green well-being and foster creativity in the workplace.

Earlier studies have applied SET to clarify the employee-organization relationship (Abdou et al., 2022). Sulistiyani et al. (2022) employed SET to elucidate the factors that influence an individual's support for a hospitality firm's development (Özduran and Tanova, 2017) suggested that SET can provide insights into employee attitudes and behaviors in various industries. Therefore, the present analysis seeks to fill the research gap by exploring the mechanism that links employee green values, employee green well-being, and creativity through the lens of SET.

2.3. Green CSR and Employee Green Well-being

The integration of green CSR practices within the hospitality sector plays a pivotal role in enhancing employee well-being (Mansor et al., 2021). This is because employees in the hospitality industry often engage in direct customer interactions and work in dynamic environments (Ngo et al., 2023). Green CSR projects not only improve a company's image but also create a better and more socially responsible workplace, influencing the well-being and satisfaction of employees (Stål et al., 2022).

Earlier studies have examined the link between green CSR and employee well-being. (Zhang et al., 2020) explored how green CSR initiatives in the hospitality business improved workers' well-being by increasing their engagement. Their research showed that a commitment to green CSR positively influenced employee green well-being in the hospitality industry. Additionally, research by (Orlitzky et al., 2011) examined the role of green CSR, specifically how environmentally responsible practices influenced employee well-being. The findings of S. (Sam) Kim et al. (2020) emphasized the substantial impact of green CSR on enhancing well-being within the hospitality sector.

As proposed in the introduction, the present investigation clarifies the relationships between green CSR, employee green values, well-being, and creativity, offering valuable guidance for hospitality organizations looking to implement effective and targeted green CSR initiatives to enhance employee well-being. Consequently, organizations that prioritize employee well-being through green CSR practices may experience lower turnover rates, improved employee behaviors, increased job satisfaction, and enhanced

productivity, as explained by (De Roeck and Farooq, 2018). The first hypothesis suggests a positive relationship between green CSR and employee well-being in the hospitality industry, as shown in Figure 1. (H1) Green CSR has a positive impact on employee green well-being.
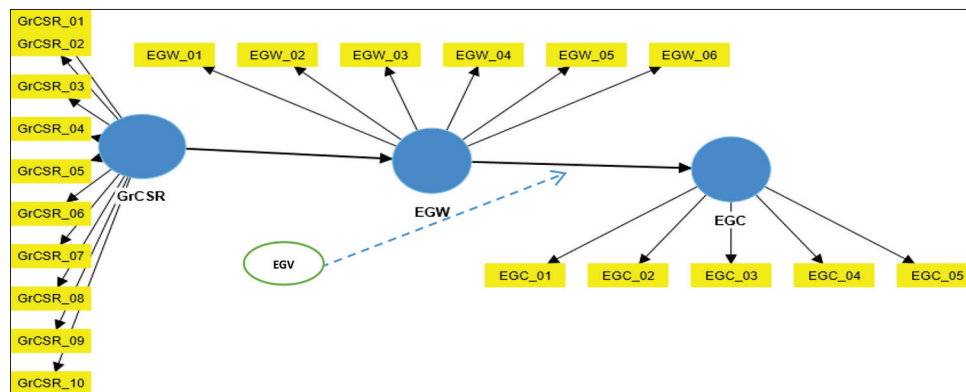
2.4. Employee Green Well-being and Creativity

Employee green creativity involves generating innovative products, practices, services, ideas, and practices that contribute to sustainable development, as defined by (Chang and Fong, 2010). Recently, there has been a rising recognition of the importance of green creativity in businesses, as it allows companies to advance their green initiatives and gain a competitive edge (Raharjo, 2019). This study investigates the correlation between employee green well-being and green creativity and how it can contribute to positive organizational outcomes.

With green well-being and creativity, companies can create enviromentally friendly goods that help advance their green initiatives (Shorthose, 2020). Employees suggest novel approaches to meet environmental goals, propose new green philosophies to enhance environmental implementation, and promote new green ideas to others (Verger and Duymedjian, 2020). Additionally, companies that aim to improve green well-being and creativity must ensure that their green strategies and management methods are effectively coordinated. (Umukoro et al., 2021). If a company genuinely wants to excel at managing the environment and improving green well-being and creativity, it needs to engage its staff (Khan et al., 2019).

Earlier findings suggest that businesses can create successful conditions for both the company and society by combining employee green creativity and employee green well-being (Ranjbar et al., 2019; Shafi et al., 2020). However, understanding this relationship is essential for companies aiming to enhance their environmental management practices and promote green initiatives (Kumar et al., 2023).

Green well-being is considered a key factor in boosting creativity due to its several benefits (Liang et al., 2020). One such benefit is that it motivates employees to exceed expectations in their job performance. For instance, intellectual stimulation boosts employees' confidence, leading to increased internal motivation and improved behavior (Okoi et al., 2022). However, more research is needed to understand how employees' well-being in the creative process drives creativity. Employee green well-being also plays an important role in employee green creativity, contributing to various positive organizational outcomes (Liu-Lastres and Wen, 2021). Employees who report high creativity at work are more satisfied with their jobs and have a higher level of well-being (Mahmoud et al., 2023). Tomczak (2022), found that employees who are more loyal to their employers and show creativity and innovation in their work fare better than those with lower levels of well-being. Divjak and Čič (2021) found that employee well-being increases long-term organizational success, productivity, and employee creativity while decreasing turnover, absenteeism, and accident rates. Based on earlier research, we posit that green well-being may boost workers' green creativity, generating unique,

Figure 1: Conceptual framework

practical, and environmentally friendly ideas for green goods, services, activities, or events (Tsakiridou et al., 2022). The second hypothesis suggests a positive relationship between employee green well-being and creativity in the hospitality industry, as illustrated in Figure 1.

(H2) Employee green well-being has a positive effect on employee green creativity.

2.5. Employee Green Values as Moderator Between Employee Green Well-being and Creativity

The relationship between employee green well-being and creativity is significantly influenced by employee green values. Prior research has underscored the significance of individual values and beliefs in influencing employees' responses to environmental initiatives and their outcomes. Earlier scholarly investigations have highlighted the importance of employee values in driving the sustainability efforts of businesses. The term "employee green value" describes a worker's commitment to sustainability and environmental awareness in the workplace. It includes a worker's dedication to decreasing their environmental impact, encouraging eco-friendly behavior, and actively participating in organizational measures to lessen environmental impact (Khan and Khan, 2022). Prioritizing green values among staff members fosters a more eco-aware workplace culture and encourages positive environmental change both within and outside the company.

Inoue and Alfaro-Barrantes (2015) investigated how pro-environmental behavior in the workplace has significant implications for reinforcing environmental values. Consistent with this notion, (Kim et al., 2020) presented empirical support showing that employees' attitudes towards green initiatives and their inclination to participate in sustainability practices implemented by their organizations are positively influenced by their personal environmental values. Additionally, the effect of employee green values on the relationship between employee outcomes has been acknowledged as a moderating factor. For example, researchers have shown that employee dedication and involvement are higher when the CSR efforts of the company align with the workers' values (Rodrigo et al., 2019). Hahn and Aragón-Correa (2015) underscored the importance of employee value congruence with corporate social responsibility (CSR) initiatives as a driving force behind positive organizational outcomes. The study conducted

by Zaitouni and Ouakouak (2018) showed that employee values may have a substantial impact on people's creative output. Likewise, Adams et al. (2011) suggested that individuals who feel congruence between their job responsibilities and their beliefs are more comfortable and more inclined to show creative thinking.

Based on this hypothesis, hospitality staff members who prioritize environmental issues are more likely to express enhanced well-being and exhibit heightened levels of innovation in response to green corporate social responsibility endeavors. By recognizing employee green values as a moderating influence, organizations can improve their ability to employ their personnel as a driving force behind sustainable innovation and performance. In line with earlier academic research, the third hypothesis posits that a positive relationship exists between employee green well-being and innovation in the hospitality sector, with employee green values serving as a moderator, as seen in Figure 1. (H3) Employee green well-being and creativity are positively moderated by employee green values.

3. METHODOLOGY AND DATA

3.1. Research Design

The study demonstrates the connections between existing knowledge and the findings of our investigation. We used a questionnaire method to assess the effect of green CSR on employee green well-being and creativity in the hospitality industry, and examined how employee green values, as a moderating factor, influence the relationship between employee green well-being and creativity. The survey questionnaire was administered electronically using the Google Forms survey tool. Participants were given a 2-week period to complete the survey. The data was analyzed using the statistical software Smart PLS. Descriptive statistics were used to summarize the data and examine the distribution of variables.

Participants were assured of the confidentiality and anonymity of their responses, and reminders were sent at regular intervals to encourage participation while minimizing bias and errors. The hospitality businesses included in the study were selected based on their location to incorporate a wide variety of businesses from different regions, ensuring a representative sample. Participants within each chosen business were selected based on their role and

level of involvement in sustainability initiatives. This approach ensured a mix of employees from different departments and positions within the organization.

We began our inquiry deductively by developing three hypotheses regarding green CSR, employee green well-being, creativity, and employee green values in the hospitality industry. This approach allowed us to evaluate and confirm existing theories and concepts by collecting data to support or refute these hypotheses.

3.2. Data Collection and Instrumentation

The questionnaires were adapted from earlier studies that examined green CSR (Hameed et al., 2022), employee green well-being (Lu and Gilmour, 2006), employee green creativity(Chen and Chang, 2013), and employee green value (Al-Hawari et al., 2021) as presented in Appendix Table 1. We used Google Forms to send the questions to the employees because all the items were written in English. As a result, the questions were concise, clear, and conceptually equivalent.

The primary method employed for this study involved collecting data through a survey using a cross-sectional research approach. After data screening, we did not remove any responses due to zero missing values among the 213 employees who took part in the study. My research project's decision to keep all responses ensures the validity of the findings. Gerbing and Anderson (1985), recommended having a sample size of at least 150 respondents; thus, the study sample size was considered adequate for making assessments and deriving significant conclusions. Using a large sample size usually improves the possibility of applying the results to a wide range of employees in the hospitality industry.

Appendix Table 1 displays the questionnaire, which consisted of twenty-five items in total. Ten items were adapted from Hameed et al. (2022) to measure green CSR, and six items were adapted from Lu and Gilmour (2006) to gauge employee green well-being. The five items for employee green creativity were based on questions from (Chen and Chang, 2013), while the four items for employee green values were based on questions from (Al-Hawari et al., 2021). The selection of items from these studies ensures that the questionnaire captures relevant and validated constructs.

3.3. Demographics

The demographic summary provides information about employees' education levels, age, nationality, gender, hospitality firm affiliation, job roles, and years of work experience. Appendix Table 2 details the group descriptions. First, 45.5% of employees were between the ages of 18 and 30. Second, 52.1% of the employees were female, compared to 49.9% who were male. Third, non-local respondents outnumbered local respondents. Fourth, the majority of respondents held bachelor's degrees. Fifth, most employees worked at food and beverage companies within the hospitality industry. Sixth, most respondents were junior to senior officers with 1-5 years of experience. Overall, the responses indicate a diverse range of ages, nationalities, educational levels, and job roles in the hospitality industry. The data provides valuable insights into the employee demographics within the industry, aiding in decision-making and resource allocation.

Table 1: Respondent's path coefficients

	Path coefficients	Significant level	Significant result
EGW→EGC	0.813	<0.001	Significant
GrCSR→EGW	0.752	<0.001	Significant
EGV→EGC	0.119	>0.001	Not Significant
EGV x EGW→EGC	-0.028	>0.001	Not Significant

Table 2: Reliability and validity

	Cronbach's alpha	(rho_a)	(rho_c)	(AVE)
EGC	0.862	0.867	0.900	0.644
EGW	0.849	0.854	0.889	0.572
GrCSR	0.957	0.958	0.963	0.721
EGV	0.459	0.540	0.493	0.214

4. RESULTS AND DISCUSSION

The goal of this research is to determine how green Corporate Social Responsibility (CSR) affects employee green well-being (EGW) and employee green creativity (EGC). We analyzed the data using Smart PLS analysis to understand how different dimensions of green CSR impact EGW and EGC. This analysis aims to influence the understanding of how green CSR practices can affect employee green well-being and creativity, as well as employee green values in organizations.

The bias assessment of non-response involved comparing early and late respondents on each measure, as shown by Armstrong and Overton (1977). The findings show no discernible differences between the two groups. To mitigate potential biases from factors such as halo effects, priming effects, and mood states, we took measures to ensure the integrity of our survey. Specifically, we presented our survey questions to respondents on an online panel and emphasized the importance of response anonymity in the survey introduction.

According to Bagozzi and Yi (1990), the path coefficient for the relationship between EGW and EGC is 0.813, while the relationship between GrCSR and EGW is 0.752, indicating positive relationships between these variables. The path coefficient from EGV to EGC is 0.119, suggesting a weak positive relationship, with an interaction effect between EGV and EGW on EGC. The coefficient of −0.028 indicates a weak negative relationship between the interaction of EGV, EGW, and EGC.

The coefficient from EGW to EGC is significant, as shown in Table 1, with a P < 0.001. This suggests a high level of confidence that the observed link between EGW and EGC indicates a direct relationship between these variables. Similarly, the correlation between GrCSR and EGW has a P < 0.001, enhancing its statistical significance, as presented in Table 1. These results point to significant and consistent relationships between GrCSR, EGW, and EGC. However, the P-values for the associations between EGV and EGC, as well as the interaction between EGV and EGW regarding EGC, are higher than the accepted cutoff of 0.05, suggesting that these relationships lack statistical significance. Consequently, knowing the significance levels in addition to the

path coefficients offers essential information about the reliability and strength of the connections being examined.

The first section of the findings consists of data on the measurement of the reflective components in the model. To conduct this assessment, Hair and Alamer (2022) recommended analyzing the loadings of reflective indicators, assessing internal consistency reliability, evaluating convergent validity, and examining discriminant validity. The data in Table 2 clearly shows that the loadings of all components are above the criterion of 0.708. Table 2 evaluates internal consistency reliability and convergent validity using average variance extracted (AVE), composite reliability, and Cronbach's Alpha. The data shows that all three reflection categories demonstrate convergent validity and internal consistency. This is indicated by Cronbach's Alpha values ranging from 0.70 to 0.90, with a high value of 0.95. Additionally, the composite reliability values range from 0.70 to 0.95. Furthermore, the AVE is equal to or greater than 0.50.

Issues are highlighted in the examination of the Employee Green Value (EGV) construct validity and reliability. The dependability statistic known as Cronbach's Alpha, with a value of 0.459, suggests poor internal consistency. Similarly, the measurements of composite reliability, namely rho_a = 0.540 and rho_c = 0.493, are below the traditional criterion of 0.7. Furthermore, an AVE score of 0.214 indicates insufficient convergent validity. Together, these results point to problems with the validity and reliability of the assessment tool for EGV.

The study used the Heterotrait-Monotrait Ratio and the Fornell-Larcker criteria to assess discriminant validity. Discriminant validity demonstrates that each construct in the model captures a distinct phenomenon that is not accounted for by other constructs (Hair et al., 2017). Each construct in both tests met the suggested thresholds (HTMT < 0.90), as shown in Table 3. With a value of 0.582 for the EGW-EGV relationship and 0.558 for the EGV-EGC relationship, these results show satisfactory discriminant validity, suggesting that the constructs are distinct from each other. This

implies that EGW, EGV, and EGC capture unique aspects within the analysis, reinforcing the credibility of the measurement model in distinguishing between employee green well-being, green value, and green creativity.

Multicollinearity analysis showed that there were no significant issues with collinearity among the variables (Hair and Alamer, 2022). The final section of the study focused on exploring the relationship between green CSR and employee green well-being and creativity. The correlation coefficients and their significance levels are displayed in Table 4, as revealed by PLS-SEM. All the coefficients in Table 4 that show the connections between the independent and dependent reflective components are statistically significant and positive, with a P < 0.01. The values were 0.813 for EGW → EGC and 0.752 for GrCSR → EGW.

In examining the transition from Employee Green Value (EGV), the analysis reveals a lack of significant transition from EGV, reinforcing the notion that employee green value may not strongly predict employee green well-being and creativity. The relationship between green CSR aspects and employee green well-being and creativity shows that organizations may cultivate a favorable work environment and enhance employee well-being, creativity, and innovation through the implementation of green CSR activities. These results add to the growing body of research on the advantages of green CSR for both employees and organizations. Future research could explore the specific mechanisms through which green CSR practices influence employee green well-being and creativity and find strategies for effectively implementing and measuring the impact of green CSR initiatives.

5. CONCLUSION AND IMPLICATIONS

5.1. Theoretical Contribution
The present study's findings align with prior research conducted on green CSR and employee behavior, highlighting the favorable effects of allocating resources for green CSR projects. This is consistent with existing research that emphasizes the advantages of green CSR for employee well-being and creativity.

This research enhances the theoretical understanding of green CSR and its impact on employee behavior, aligning with social exchange theory. Consistent with other research, our findings suggest that the social exchange process can lead to positive outcomes, including enhanced employee well-being and creativity. This process occurs when the organization demonstrates its commitment to environmentally responsible practices, and employees respond with increased commitment and positive work-related attitudes.

Furthermore, our research contributes to the current understanding of green CSR and provides empirical support for social exchange theory. It shows how sustainable business practices can create

Table 3: Heterotrait-Monotrait Ratio, Fornell-Larcker Criterion: Discriminant Validity

Heterotrait-monotrait ratio			
EGW↔EGC	0.943		
GrCSR↔EGC	0.696		
GrCSR↔EGW	0.829		
GrCSR↔EGV	0.462		
EGW↔EGV	0.582		
EGV↔EGC	0.558		
Fornell-Larcker criterion			
	EGC	EGW	GrCSR
EGC	0.803		
EGW	0.813	0.756	
GrCSR	0.635	0.752	0.849

Table 4: Original sample, Sample mean, Standard deviation, T statistics, P values

	Original sample	Sample mean	Standard deviation	T statistics	P values
EGW→EGC	0.813	0.815	0.033	24.630	0.000
GrCSR→EGW	0.752	0.754	0.035	21.620	0.000
EGV→EGC	−0.012	−0.008	0.050	0.231	0.817

mutually beneficial relationships between organizations and employees. This highlights the importance for organizations to incorporate green CSR practices into their strategic approaches, enhancing their understanding of how these efforts may positively influence employees' green well-being and creativity. Future studies might investigate the fundamental processes by which green CSR impacts employee behavior and examine the long-term consequences of these activities (Wu et al., 2018).

One finding that should be emphasized, considering our theoretical conclusions, is that employee green value (EGV) as a moderator had no significant impact on the relationship between employee green well-being and creativity. Though early theories suggested EGV as a moderator, its non-significant impact encourages further in-depth theoretical investigation. To illustrate the moderating influence of EGV, the theoretical framework needs improvement. Additionally, the complexity of interactions among factors may explain the absence of a moderating impact. The direct moderating impact of EGV may also be obscured by contextual or mediating factors. Therefore, to better understand these interactions, future studies should investigate these complexities.

It is equally essential to consider the measurement and operationalization of EGV. The findings may not be meaningful if the EGV measuring tool lacks validity or reliability. Inaccurate measurements might mask real connections and provide false findings. Future research should focus on improving measurement instruments to capture the relevant aspects precisely. Strengthening the validity and reliability of measurement instruments may make finding the moderating effects easier.

Additionally, the effect of EGV on the link between employee green well-being (EGW) and employee green creativity (EGC) may also be significantly influenced by organizational culture and environment. The moderating impact of EGV may be diminished if organizational norms, practices, or leadership philosophies discourage the incorporation of green values into everyday operations or decision-making procedures. This underscores the importance of considering context when determining how variables interact. Individual traits, such as motivation or work autonomy, could have a greater impact on an employee's well-being and creativity than their green values. The moderating effects of EGV may be influenced by the characteristics and demographics of the sample population.

To sum up, it may be argued why the moderator did not regulate the relationship between employee green well-being and creativity and was not as significant as our hypothesis suggested. First, the sample's employee green values were not sufficiently variable. Second, the moderator's capacity to show notable impacts may be limited if most workers have comparable degrees of green values. Future studies that consider these elements may provide a more thorough understanding of the dynamics of organizational processes and employee outcomes.

5.2. Practical Contribution
The results of this research provide policymakers and managers with valuable information on promoting ecological health and innovation for the benefit of society. Additionally, the company's green strategy can enhance its reputation among environmentally-conscious employees. Therefore, senior management should understand the importance of implementing green initiatives to address stakeholder demands effectively. The findings indicate that green CSR practices and green strategies together enhance green well-being and creativity. Consequently, business leaders should recognize the significance of teamwork in advancing the green agenda, and human resource professionals must ensure that green CSR activities align with the organization's green strategy.

Furthermore, organizations should acknowledge and reward employees who develop innovative methods to protect the environment. They should also provide training to keep staff informed about the latest environmental protection techniques. Critical success factors for being green should be incorporated into job descriptions for both workers and supervisors. These factors should also be used to evaluate candidates' green behavior and environmental awareness during the hiring process. In summary, organizations should establish a green system that promotes, supports, and encourages their staff's environmental health and productivity.

In conclusion, embracing green corporate social responsibility has emerged as a valuable strategy for gaining a competitive edge. By fostering green creativity, businesses can tap into new markets and seize growth opportunities. It is imperative for companies to prioritize environmental management and cultivate a reputation for being environmentally conscious to attract individuals who share similar values. To encourage green well-being and creativity among employees, companies should demonstrate a supportive environment by providing financial assistance and implementing innovative environmental management techniques.

5.3. Limitations and Future Studies
The small sample size is the primary limitation and may restrict the generalizability of the results. A larger sample size could yield more significant and representative results. Future research could conduct a comparative analysis encompassing a more extensive sample of personnel from diverse hospitality establishments in the UAE. This approach would enhance the validity and reliability of the findings, thereby improving the overall understanding of the topic.

Utilizing self-reported questionnaires is the second methodological concern. Although self-reported data can offer valuable insights, its potential for biases or inaccuracies must be acknowledged. For instance, individuals may exhibit socially desirable behavior when responding or struggle to provide exact recollections of their experiences. Researchers should consider these constraints when interpreting the results and may need to incorporate supplementary qualitative research methodologies to better understand the factors influencing employees' inclinations to work for green hospitality enterprises.

Lastly, future research could investigate potential obstacles to the implementation of green CSR practices in UAE hospitality businesses. This may involve examining constraints related to

finances, cultural norms, or limited awareness and understanding of environmentally friendly practices that could impede the adoption of sustainable initiatives. Understanding these obstacles can offer valuable insights for developing strategies and interventions to overcome them, fostering industry-wide adoption of environmentally sustainable practices.

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APPENDIX

Appendix Table 1: The conceptual framework

Variables	Constructs	Source
Green CSR	GrCSR _01:" I believe that my company hold green activities to promote consumer green education." GrCSR _02:" I believe that my company participate in activities concerned about the environment and the community." GrCSR _03:" I believe that my company demonstrate a commitment to socially responsible "green projects" (e.g., donating to environment projects or paying for reduces carbon footprint)." GrCSR_04:" The corporate ethics (ethical behavior in interactions with public official, politicians and other enterprises) is prevalent in my company." GrCSR _05:" My company now considers long-term factors such as global climate change and other environmental risks a part of business planning." GrCSR _06:" My company implements special programs to minimize its negative impact on the natural environment." GrCSR _07:" My company encourage their employees to volunteer for social causes and have incentives that facilitate that involvement." GrCSR _08:" My company exercises corporate codes of conduct and other aspects of corporate social responsibility." GrCSR _09:" My company consider cleaner production, material flow management, waste reduction and recycling, and life cycle management of products." GrCSR _10:" My company participates in green activities, which aim to protect and improve the quality of the natural environment"	(Hameed et al., 2022)
Employee green well-being	EGW_01:" I feel I have infinite vitality." EGW_02:" My work always brings me a sense of success." EGW_03:" I think life is very meaningful and purposeful." EGW_04:" I am satisfied with my green work responsibilities." EGW_05:" I feel fairly satisfied with my present green company." EGW_06:" I can always find ways to enrich my environmental work"	(Lu & Gilmour, 2006)
Employee green creativity	EGC_01:" I suggest new ways to achieve environmental goals." EGC_02:" I propose new green ideas to improve environmental performance." EGC_03:" I promote and champion new green ideas to others." EGC_04:" I would find out creative solutions to environmental problems." EGC_05:" I develop adequate plans for the implementation of new green ideas"	(Chen & Chang, 2013)
Employee Green Value	EGV_01:" Human beings should respect nature and live in harmony with nature." EGV_02:" Nature and the environment have the same value as human beings." EGV_03:" Economic developments are less important, and environmental issues are the most important." EGV_04: "We should not exploit new natural resources to protect nature and the environment."	(Al-Hawari et al., 2021)

Appendix Table 2: Respondent's profile (N=213)

Demographics Items	Frequency	Percentage
Age		
18-30 year	79	45.5%
31-40 year	86	40.4%
41-50 year	19	8.9%
More than 50 year	11	5.2%
Gender		
Male	102	49.9%
Female	111	52.1%
Nationality		
Local	71	33.3%
Non-Local	142	66.7%
Education Level		
Bachelor & Equivalent Degree	150	70.4%
Master	39	18.3%
Ph.D.	18	8.5%
Others	6	2.8%
Hospitality firm		
Accommodation as hotels and hostels	66	31%
Food & Beverage as restaurants, bars, cafes	76	35.7%
Travel & Transportation	15	7%
Tourism	8	3.8%
MICE as Meetings, Incentives, Conferences, and Exhibitions	16	7.5%
Attractions as landmarks and museums	20	9.4%
Entertainment as festivals, concerts, cinema, and clubs	12	5.6%
Occupation		
Admin officer	73	34.3%
Operation officer	76	33.7%
Manager	46	21.6%
Director	18	8.5%
Total Working Experience		
1-5 years	90	42.3%
5-10 years	78	36.6%
>10 years	45	21.1%