WHEN EMPLOYEES DOUBT, DOES BEING GREEN AND AMBIDEXTROUS PAY OFF?

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Abstract

The primary goal of this study is to develop a comprehensive model concerning the impact of green transformational leadership (GTL), perceived organizational ambidextrous culture (POAC), and CSR skepticism (CSRS) on employee's intention to stay (ITS) in the hospitality industry. A cross-sectional survey was conducted in the five primary hotels of Lahore City to collect data from 205 hotel employees serving in managerial and non-managerial roles. The findings reveal that GTL and POAC are positively associated with employees' ITS in the hospitality industry, while green organizational identity plays a mediating role in the GTL-ITS relationship. CSRS negatively impacts intention to stay, however, employees' pro-environmental behavior (PEB) moderates this relationship such that the effect of CSRS on employees' ITS is weaker for employees having high PEBs. Theoretical and practical implications for the hospitality industry as well as limitations and future research directions have been discussed.

Keywords: Intention to stay, Green transformational leadership, Green organizational identity, ambidextrous culture, CSR skepticism, Pro-environmental behavior

Introduction

The global hospitality industry serves as a vital source of employment fostering economic stability. With its significant contribution to the global GDP, retaining employees presents a crucial challenge for businesses within this sector (Islam et al., 2024). Employee retention not only ensures job security and boosts personal income but also fuels expenditure on goods and services, thereby driving economic growth. Longevity of employees within an organization reduces the need for frequent training, allowing companies to focus more on productivity. Moreover, sustained employment rates enhance an organization's reputation and image (Chauhan & Guleria, 2024). Conversely, high turnover rates negatively impact both employees and organizations in the hospitality sector. Recognized as a major challenge of the 21st century, particularly within hospitality, retention efforts are ongoing to retain skilled personnel amidst workforce fluctuations (Dogru et al., 2024). Emphasizing environmental and social initiatives can significantly contribute to enhancing HR practices and fostering employee retention. By addressing employee concerns and promoting sustainable HR

practices, the hospitality industry can cultivate a positive workplace environment and foster long-term commitment among its workforce (Adeyefah et al., 2023).

Intention to stay of worker means resuming work at the existing firm. The failure or prosperity of a company in a certain field may be attributed to its workforce, which is a valuable asset. To provide their company a competitive edge in the present market, leaders ought to anticipate and ensure early employee intents to stay rather than depart (Dwesini, 2019). According to Dogru et al. (2023), workers who perceive that their CEO is treating them well would remain loyal to the company. Quick staff changes are bad for the company's reputation as a safe place to work (Salem et al., 2023). Approaching the firm for a job makes prospective candidates nervous; when they witness coworkers leaving for better opportunities, other staff members begin to consider resigning as well. Given the many expenses associated with employee turnover, companies have come to the realization that maintaining a stable workforce and retaining current staff members is crucial (Lestari et al., 2023). As a result, they are concentrating on developing and executing a strong retention plan successfully lower employee turnover. Consequently, methods for keeping employees happy have progressively grown in importance within an entity's overall future business plans (Azimi et al., 2023; Michael et al., 2022).

There are plenty of job prospects in the labor-intensive hotel sector. Personnel shortages are a typical occurrence in this business due to high staff turnover rates caused by the ease with which employees can change companies (Mohsin et al., 2023). Companies have been dealing with the annoying problem of employee turnover for decades for a variety of valid reasons (Belias et al., 2023). It has detrimental effects on organizational performance. Besides this, the expense of employee turnover is high since the company must bear the direct costs associated with each departure of a worker plus additional costs associated with hiring new staff members and providing training (Miric et al., 2023; Sobaih et al., 2022). In Pakistan, the hotel business is a quickly expanding developing sector. This study's goal is to examine the issue of excessive labor turnover in the hospitality sector and potential preventative measures (Shahzad et al., 2023; Farooq et al., 2022). High staff turnover is a problem facing the hotel business globally, according to the literature research. Myriad workers occasionally switch jobs. High labor turnover is seen to frequently lead to uninspired workers, a lack of firm's growth, and a lack of attraction to talented personnel in the job market (Ashraf et al., 2023).

Nonetheless, elevated employee attrition rates not only impact work attitudes but also prompt valued staff members to depart from the company, thereby decreasing production (Barkat et al., 2023; Sethar et al., 2022). This indicates that employee turnover is a crucial issue for HRM. Therefore, we are interested in seeing the impact of green transformational leadership, green organizational identity, perceived organizational ambidextrous culture, CSR skepticism, and intention to stay on ITS of employees and contributing to the mitigation of this alarming problem of staff turnover. In this paper, we attempt to study the impact of the above-mentioned variables on employee's ITS. We suggest that GTL enhances staff members' motivation to remain with the team by providing chances, one-on-one coaching, and attention. And green organizational identity boosts the positive impact of green transformational leadership on ITS. We further propose that ambidextrous culture positively influences employee's intention to stay. Finally, our model suggests that CSR skepticism has detrimental influences on ITS and that this relationship is moderated by the pro-environmental behaviors of employees.

Theory and hypotheses development

Green transformational leadership and intention to stay

Green transformational leadership is interpreted as a behavior of leadership in which the primary objective of the leader is to inspire and motivate the workforce while also assisting in the fulfillment of the organization's environmental objectives (Pham & Pham, 2023). Transformational leadership is characterized as a leadership style built on commitment and assurance that shapes followers' self-efficacy, self-regard, and enthusiasm in order to help them achieve their goals (Mittal & Dhar, 2016). Transformative leaders exhibit four key traits: intellectual stimulation, individualized consideration, inspirational motivation, and idealized influence (Nguyen et al., 2023). Robertson (2018) understood the value of broadening transformational leadership concept to the context of the environment; as a result, transformational leadership paired with the field of green management to evolve green transformational leadership conceptualization. According to Ozgul & Zehir (2023) and Suliman et al. (2023), GTL leaders offer the workplace's necessary resources, like technical assistance, organizational structure, and staffing, to help employees develop their potential and skills in relation to environmental protection via utilizing environmental intellectual stimulation (Sabokro et al., 2023). As stated by Sun et al. (2022), green transformational leadership motivates people to work towards a common environmental objective. Furthermore, transformational leaders affect organizational performance in myriad ways, such as psychological performance (Awan et al., 2023), employee engagement (Suliman et al., 2023), green performance (Sobaih et al., 2022), economic health (Zhuravleva et al., 2022), and employee behavior and attitude (Wang et al., 2018).

After investing their time and effort in an organization, an employee's intention to stay in their position reveals if they still want to work there. Personal, professional, and workplace-related variables all have an impact on an employee's ITS (Jang et al., 2023; Teng et al., 2023). "Labor turnover is not only a significant tangible dollar cost but also an intangible cost, with loss of skills, inefficiency, and replacement cost," argues Lashley and Chaplain (1999). Perceived organizational support (POS), perceived supervisor support (PSS), and organizational commitment (OC) are some of the antecedents for ITS that have been researched by academics (Aslam et al., 2023; Shen et al., 2023). If correctly managed, areas like career advancement, team support, communication, a pleasant work atmosphere, etc. may improve employee retention and reduce an organization's direct and indirect costs (Moon et al., 2023; Bergman et al., 2023). We argue that green transformational leadership also positively influences employee's intention to stay. To encourage and assist their workforce, organizations need great leaders. An employee's ITS with an organization is significantly influenced by their leaders' ability to excite, encourage, and please them (Setyaningrum et al., 2023). It's required of leaders to engage their workforce more effectively. TL may foster the ITS, as there is a negative correlation between TI and transformational leadership. Their loyalty to the organization will be maintained by the charismatic and transformational leaders' ability to inspire and motivate others while also looking for new and better ways to solve problems. Furthermore, by offering opportunities, personal guidance, and attention, TL increases the desire of employees to remain on the team (Bass, 1985). Thus, we argue that:

Hypothesis 1: *Green transformational leadership is positively related to intention to stay.*

The mediating role of green organizational identity

The process via which a person's ideas about the organization they work for are acknowledged and incorporated into their own personal perspective of the organization is known as organizational identity (Whetten & Mackey, 2002). Chen (2011) created a novel idea based on organizational identity called green organizational identity (GOI), which employs a more comprehensive methodology to examine the sustainable growth of businesses. Organizational identity is a belief thats self-referential and provides a response to the query, "What kind of organization is this?" According to organizational studies, management perception is largely influenced by this idea (Lamprinakis, 2023). Its an important consideration in strategic decision-making and a possible source of competitive advantage (Kundi et al., 2023). Understanding organizational identification is crucial for comprehending a variety of work behaviors, such as commitment (Cole & Bruch, 2006), turnover (Van Knippenberg, Van Dick, & Tavares, 2005: Abrams, Ando, & Hinkle, 1998), and innovation (Momayez et al., 2023). Furthermore, if a group maintains a genuine and consistent high-status position relative to pertinent outgroups, it can contribute to a strong feeling of social identity (Hogg & Abrams, 1988; Tajfel & Turner, 1979). The notion of "green organizational identity" emerged from the green domain extension of OI. The "green domain" is characterized by environmental conservation behavior inside a business entity, as well as its interpretive scheme and meaning, which are jointly built by its members (Chen, 2011).

An important concept for managing and guarding the environment is the GOI. The body of research indicates that GOI can strengthen an organization's capacity to address environmental dilemmas and its capacity for green adaptation (Liu et al., 2021). Furthermore, according to Veerasamy et al. (2023), green organizational identity may develop an organization's capacity to achieve environmental goals while also assisting them in more effectively integrating green human capital. One further benefit of green organizational identity is that increased group identity leads to conscious adherence to rules and positive behavior that benefits the organization. The green organizational identity of a person is positively impacted by green transformational leadership on an individual basis (Mittal & Dhar, 2016). Employees' feelings of well-being and belonging are improved by the organizational identity (Yang et al., 2023). According to Chandra et al. (2023), the Social Exchange Theory suggests that there exists a positive correlation between an employee's intention to stay and their strong OI. This is because OI is an employee's perception of the shared destiny they have with their organizations. Taking the empirical findings and earlier research into account, we thus think that a green organizational identity will favorably influence the link between GTL and intention to stay. Based on the preceding rationale, we suggest:

Hypothesis 2: *Green organizational identity mediates the relationship between green transformational leadership and intention to stay.*

Perceived organizational ambidextrous culture and intention to stay

Researchers these days are paying close heed to the motive of an ambidexterity organization, that is ″the ability of an organization to simultaneously pursue exploration and exploitation. ″ The set of common, unspoken, and accepted beliefs inside the company constitutes the ambidextrous culture of the business entity. Individual, team, and organizational levels are all included in the notion of perceived organizational ambidextrous culture (POAC) (Sadeghi et al., 2023; Gupta et al., 2006). As defined by Denison (1990, p. 2), organizational culture is

"the set of management practices and behaviors that exemplify and reinforce those basic principles as well as the underlying values, beliefs, and principles that serve as a foundation for an organization's management system." The two components of POAC are organizational diversity and shared vision. "A set of organizational values and norms that encourage and tolerate differences, and recognize and reward individuals' different viewpoints, skills, and knowledge" is what is meant to be understood as OD. POAC, possessed by a company, connected to its capacity to be successful in both exploration and exploitation endeavors. According to studies on OA, exploitation—the use of current or almost current solutions—is linked to production and efficiency (Ambulkar et al., 2023; Hughes et al., 2007).

All levels of hierarchy possess ambidextrous abilities (Schindler et al., 2023; Egelhoff, 2020). These talents include reasoning both long and short-term, striking a balance between new and ongoing tasks, and visioning and executing strategies. Top management remains active (exploitative) yet spares autonomy (explorative). While guaranteeing implementation, middle management level offers a vision (explorative). Line management acts collaboratively (exploitative) and welcomes variety (explorative). Researchers looked at the relationship between ambidexterity and employee traits. Concepts like search, variety, taking chances, experimenting, play, elasticity, revelation, and creativity are all part of the exploration process (March, 1991). To take use of their special talents and investigate new development opportunities, startups should be ambidextrous (Asiaei et al., 2023). Employers must have a plan in place for helping their staff, even though it's not always seen positively. Employees who are ambidextrous are inspired to find equilibrium (Seo et al., 2023) in exploitation and exploration (Li et al., 2023). Individual behaviors result from complex interactions between the individual and job environment under a diverse climate, as per Cox's IMCD model (1994). According to Cox, an organization with a diverse atmosphere affects employee behavior as well as organizational outcomes (Platania et al., 2022). Oppositely, if an organization's 34 culture lacks diversity, its workers become weary and skeptical. Workers may think of cutting ties with the company or their employer as its outcome (Platania et al., 2022; Boehm et al., 2014). Hence, we reason that POAC will positively influence employee's ITS:

Hypothesis 3: *Perceived organizational ambidextrous culture is positively related to intention to stay.*

CSR skepticism and intention to stay

CSR is: "the accountability of a company for the effects of its choices and actions on the community and the environment, leading to moral conduct and openness that supports sustainable development, encompassing societal well-being and health; considers stakeholder presuppositions; conforms to existing legal requirements and international norms of conduct; and is integrated across the entire company and applied in its interactions" (Fatima & Albanna, 2023; Hemphill, 2013). CSR skepticism has been defined as "individuals' level of doubt, uncertainty, and tendency to question CSR initiatives of firms in whatever form they may appear (Skarmeas & Leonidou, 2013). CSR has altered the global landscape of corporate operations within the last 20 years (Min et al., 2023; Hassan et al., 2023; Ren et al., 2023). In essence, CSR is the acronym for three terminologies: "corporate," which refers to the broad category of company; "social," which represents the local community; and "responsibilities," which utilizes the reciprocal nature of these interactions. Numerous studies have looked at

CSR towards patrons in the hospitality business, particularly in the restaurant sector, with particular attention on foodborne disease prevention, using sustainable and local goods, and nutritional labelling (Banker et al., 2023; Cao et al., 2023). A focus on environmental concerns means that CSR initiatives relating to environmental hazards, like solar panel installation and recycling, benefit firms financially over the long run in addition to helping defend the environment (Paruzel et al., 2023). Fair wage payment, equitable employment, and labor practices, such as inclusion and diversity, are all related to CSR towards employees. Employees' reciprocal viewpoints or actions that benefit the organization are said to be facilitated by CSR, according to Emerson's (1976) Social Exchange Theory (Miethlich et al., 2023). Employee trust in the organization is favorably impacted by CSR. According to Zand (1972), "trust" is the readiness of one party to reveal its weakness to others while they have no influence over other's behavior. Good CSR practices give employees a constructive signal about the organization's moral and virtuous standing (Bouzzine & Lueg, 2023). Employees would be less inclined to complete pro-environmental behaviors even after knowing about their companies' CSR initiatives if they believe that these efforts are phoney or dishonest, given their position as important stakeholders (Shah et al., 2023). The good impact of CSR activities on workers' PEBs, dedication, and engagement can be reinforced by CSR authenticity (Afridi et al., 2023). According to Silva et al. (2023), CSR authenticity is characterized as "the viewpoint of stakeholders regarding the dependability, genuineness, and authenticity of the company's CSR endeavors, if the company is genuinely accountable and dedicated to CSR principles." Therefore, in order to establish CSR authenticity and support stakeholder views regarding their environmental attempts, CSR-related actions must be sincere and accurate. Workers are viewed as most significant stakeholders because they "tend to support progressive policies on workplace conveniences, safety, industrial relations, and financial security" (McWilliams & Siegel, 2001). According to Ashforth and Mael (1989), "Social identity theory explains the concept of identification, which an individual derives a perception of oneness or a sense of belongingness to a group" (p. 34). Employees would like to be connected to a reputable company in view of this notion (Li et al., 2023). Therefore, if staff members have doubts about a firm's CSR efforts, it may lessen their desire to remain with the company (Badicheva, 2023). Consequently, we put up following hypothesis:

Hypothesis 4: *CSR skepticism is negatively related to intention to stay.*

The moderating role of pro-environmental behavior

PEB is considered a conduct that intentionally aims to reduce the adverse effects of one's actions on the built and natural environments (Kollmuss & Agyeman, 2002). These environmentally responsive behaviors provide several advantages for people, both at home and at work. The longevity, success, and competitive advantage of an organization are directly and significantly influenced by the PEBs of its workforce. Bissing-Olson et al. (2013) define PEBs as having two parts: proactive and task-related PEBs. The degree to which workers fulfill their mandated work tasks in an environmentally responsible manner is known as task-related PEBs (Shaukat et al., 2023). Disparagingly, proactive PEB is the measure of workers' initiative to unite in environmentally liable behaviors outside the scope of their mandated work tasks (Ari et al., 2020; Bissing-Olson and colleagues, 2013, p. 158). PEBs are a payoff of adopting certain personal values, believing those morals are being intimidated, and believing that one's own activities may assist lessen that danger and rehabilitate the values (Bagaria & Niramala, 2023). According to Social Exchange Theory, workers return the favors that their superiors do for them.

When a manager demonstrates concern for stakeholders' interests, those stakeholders respond with similar actions and demonstrate PEB, fostering an emotional connection between the manager and staff (Ogiemwonyi et al., 2023). Pro-environmental behavior performance is positively correlated with self-efficacy. Self-efficacy is the conviction that one can carry out a certain behavior and carry out specific activities to achieve objectives (Faraz et al., 2021). "Green self-efficacy" by Chen et al. (2015) is conceptualized as the stance that people can plan and carry out the necessary actions to accomplish environmental goals. Studies indicated that people are likely to participate in PEB when they perceive that the work environment provides them with a sense of competence, autonomy, and relatedness (Cudworth et al., 2023). According to earlier research, PEBs are frequently viewed as a value-added environmental approach in the hotel sector (Trautwein et al., 2023). By lowering expenses (such as conserving materials, energy, and water) and boosting distinction (such as enhancing a hotel's green identity by diminishing detrimental effects on the environment), these strategies can provide a business a competitive edge.

These advantages align with the goals of the organization (Rainanto, 2023; Lin et al., 2022; Fatoki, 2021). Therefore, higher OI employees see the company's accomplishments as their own. They perform cost-benefit analysis of these environmental behaviors keeping company's gains in view (i.e., altruism) instead of regarding their personal returns (Nguyen et al., 2022). As a result, these workers have an innate desire to give back to the group and participate in PEBs since they internalize the pleasant effects of their PEBs that the hotels get, either symbolically or introspectively (Cheema et al., 2020). According to psychological contract theory, business management need to honor its commitments to inspire and incentivize staff members to engage in environmentally friendly behavior (Latif et al., 2023). Employees' PEBs are favorably impacted when management fulfills its commitments concerning HR practices, such as career advancement, training, work-life balance, and work-social support (Aziz et al., 2021; Foster et al., 2022). The body of research demonstrates that this promotes the positive behaviors that employers want to see in their workers, including dedication, task performance, retention, and OCBs (Zhang & Anwar, 2023; Priyadarshini et al., 2023; Yu et al., 2021). We might presume that the favorable characteristics of PEBs can lessen the detrimental effect of CSRS on employees' ITS. Therefore, we posit:

Hypothesis 5: *Pro-environmental behavior moderates the relationship between CSR skepticism and intention to stay.*
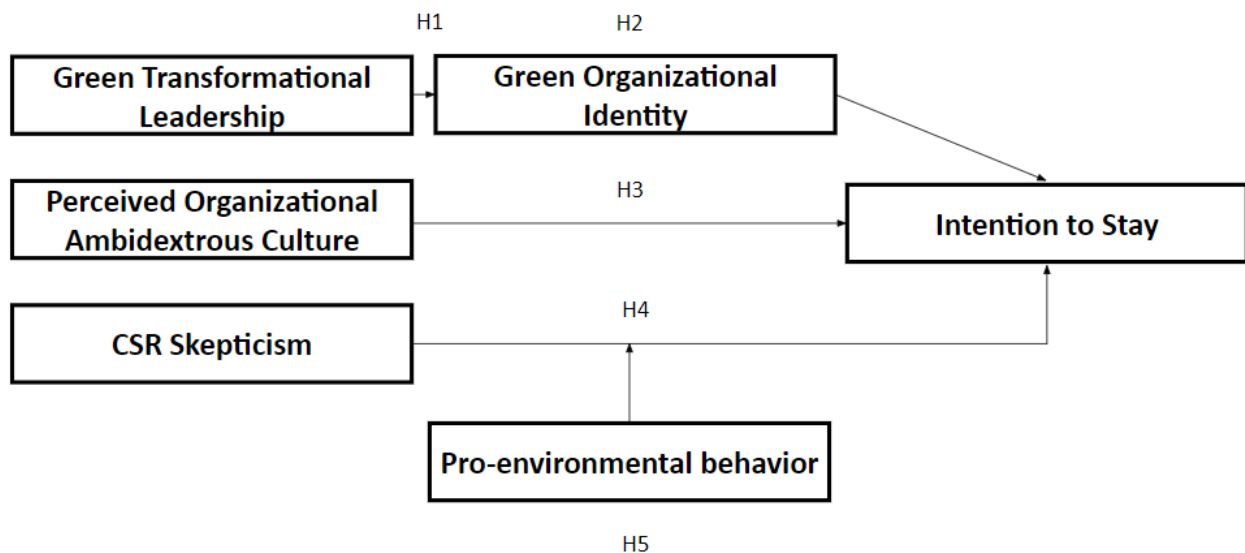
Fig. 1. Research model.

Method

Sample and procedure

Data was mainly gathered from employees in the 5 big hotels in Lahore city: Nishat Hotel, Avari Hotel, PC Hotel, Ramada Hotel, and Nishat Hotel working in managerial and non-managerial roles. Purposive criteria was used i.e. if hotels have more than 50 employees in their human resource, finance, marketing, and relationship divisions. Due to the fact that the study's data was foregathered all at once, its time period was cross-sectional in nature. The respondents received survey questionnaires online via Google Forms. We administered the survey questionnaire in English language as English is the official language in Pakistan. A total of 205 survey questionnaires were distributed among these hospitality sector employees. Out of these, 180 usable responses were received back. The response rate was, thus, 87%. Of the respondents in the final sample, 67.2% were male and 32.8% were female with a mean age of 31.39 years (SD = 5.46). The mean job experience was 6.21 years (SD = 4.17).

Measures

All the variables except pro-environmental behavior were measured on a 6-point Likert Scale ranging from "1 = Strongly disagree to 6 = Strongly agree." Pro-environmental behavior was measured on a 6-point Likert Scale ranging from "1 = Never to 6 = Always."

Green transformational leadership
We used 6-item scale from Chen & Chang (2012) to assess the green transformational leadership of our respondents in the hospitality sector. A sample item is "The leader of the green product development project stimulates the project members to think about green ideas." It had an alpha value of 0.751.

Green organizational identity

6-items from Chen (2011) were used to measure green organizational identity. A sample item is "The company's top managers, middle managers, and employees have a strong sense of the company's history about environmental management and protection." Cronbach's alpha was 0.833.

Perceived organizational ambidextrous culture

7 items from Wang & Rafiq (2014) were used to measure perceived organizational ambidextrous culture. A sample item is "My organization respects everyone's different viewpoints." Cronbach's alpha value for POAC was 0.841.

CSR skepticism

To measure CSR skepticism, 4 items from Skarmeas & Leonidou (2013) were used. A sample item is "It is doubtful that this organization is socially responsible." Cronbach's alpha was 0.910.

Pro-environmental behavior

We assessed pro-environmental behavior using 13 items from Graves et al. (2013). A sample item is "At work, I share my knowledge about the environment with others." It had an alpha value of 0.869.

Intention to stay

5 items from McCloskey & McCain (1987) were used to measure intention to stay. A sample item is "I plan to keep this job at least two or three years." Cronbach's alpha value for ITS was 0.751.

Results

Table 1 shows descriptive statistics, correlations among the study variables, and their internal consistencies (Cronbach's alpha). All internal consistency reliabilities exceeded the customary 0.70 cut-off value.

Table 1

Descriptive statistics and zero-order correlations

Variable	Mean	SD							
1. Age	31.39	5.46							
2. Gender	1.32	0.47							
3. Education	16.35	0.84							
4. Experience	6.21	4.17							
5. Green Transformational Leadership	5.69	0.35	**0.75**						
6. Green Organizational Identity	5.73	0.36	0.979**	**0.83**					
7. Perceived Organizational Ambidextrous Culture	5.71	0.31	0.805**	0.825**	**0.84**				
8. CSR Skepticism	1.50	0.62	-0.509**	-0.493**	-0.410**	**0.91**			
9. Pro-environmental Behavior	5.74	0.36	0.857**	0.882**	0.851**	-0.157**	**0.86**		
10. Intention to Stay	5.76	0.31	0.936**	0.945**	0.808**	-0.704**	0.757**	**0.75**

Bold figures on the mail diagonal are scale reliabilities (Cronbach's alpha).

*p < .05; **p < 0.01

For testing hypotheses 1 and 2 of this framework, model 4 from PROCESS Hayes (version 23) has been chosen as it is best suited for simple mediation. Hypothesis 3 is tested via linear regression. For testing hypotheses 4 and 5 of this framework, model 1 from PROCESS Hayes (version 23) has been chosen as it is best suited for simple moderation. All analyses were run on SPSS version 21.

Table 2 shows "R" is 94.64%, Its the coefficient of correlation and the initial indication of correlation. "R-sq" is the coefficient of determination. Its the total contribution of this model in bringing change in the dependent variable i.e. ITS which is 89.57%. p-value is 0.00 which is less than 0.05 showing a significant relationship. "Coeff" in the above table is the beta coefficient/ regression coefficient. This indicates the individual contribution of each variable in bringing

Table 2

Model summary					
R	R-sq	F	df1	df2	p
0.9464	0.8957	760.3701	2.0000	177.000	0.000

Model						
	coeff	se	t	p	LLCI	ULCI
GTL	0.2279	0.1076	2.1177	0.0356	0.0155	0.4403
GOI	0.6035	0.1038	5.816	0.0000	0.3987	0.8083

Direct and indirect effect of green transformational leadership (X) on intention to stay (Y)

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI
	0.2279	0.1076	2.1177	0.0356	0.0155	0.4403

Indirect effect(s) of X on Y

	Effect	BootSE	BootLLCI	BootULCI
GOI	0.613	0.0798	0.4568	0.7745

Analysis notes and errors

Level of confidence for all confidence intervals in output

 95.0000

variation in dependent variable i.e. ITS. As per data, 22.79% of total change in intention to stay is due to green transformational leadership. Positive β (beta value) indicates positive relationship between green transformational leadership and intention to stay. p-value is 0.03 which is less than 0.05, this shows that green transformational leadership and ITS have a significant relationship. It is statistically significant as the values of the upper and lower limit don't contain zero. And 60.35% of total variation in ITS is due to green organizational identity. p-value is 0.00 which is less than 0.05, this shows that green organizational identity and ITS have a significant relationship. It is statistically significant as the values of the upper and lower limit don't contain zero. Without a mediator, the direct effect of green transformational leadership on ITS is 22.79%. p-value is 0.03 which is less than 0.05, this shows that green transformational leadership and ITS have a significant relationship. The results show that hypothesis 1 (GTL is positively related to ITS) is supported as the values of LLCI (0.0155) and ULCI 63 (0.4403) have the same signs. With a mediator, the indirect effect is 61.30% on ITS. It means mediation is positively contributing to the relationship. The results show that hypothesis 2 (green organizational identity mediated the relationship between green transformational leadership and ITS) is supported as the value of, upper and lower limits, LLCI (0.4568) and ULCI (0.7745) have the same signs. This reflects that the path is significant.

Table 3

Model summary[b]				
R	R-sq	Change statistics		Durbin-Watson
		F Change	Sig. F Change	
0.808[a]	0.652	333.761	0.000	0.2368

a. Predictors (Constant), PerceivedOrganizationalAmbidextrousCulture
b. Dependent Variable: IntentionToStay

Coefficients[a]

Model			
	Beta	t	Sig.
(Constant)		4.807	0.000
POAC	0.808	18.269	0.000

a. DependentVariable: IntentionToStay

Table 3 shows "R," coefficient of correlation (initial indication of correlation), is 80.80%. "R-sq," the coefficient of determination, the the value indicated that the total contribution of perceived organizational ambidextrous culture in bringing change in ITS is 65.20%. Durbin-Watson value is 2.368 which is acceptable as the cut-down value is between 1.5-2.5. ANOVA is analysis of variance. It indicates the goodness of fit model. F value (333.761) is statistically significant which shows goodness of fit model. β (beta value) is 80.8%, which means the individual contribution of perceived organizational ambidextrous culture is 80.8% on ITS (standardized coefficient - positive variance). These results show that hypothesis 3 (POAC is positively related to ITS) is also supported. Table 4 "R" (initial indication of correlation) is 99.34%. "R-sq" (coefficient of determination) i.e. the total contribution of CSR skepticism in bringing change in the intention to stay is 98.69%.

Table 4

Model summary					
R	R-sq	F	df1	df2	p
0.9934	0.9869	4433.2408	3.0000	176.0000	0.0000

Model						
	coeff	se	t	p	LLCI	ULCI
CSRS	-4.8656	0.1577	-30.8497	0.0000	-5.1768	-4.5543
PEB	-0.7274	0.0456	-15.9361	0.0000	-0.8175	-0.6373
Int_1	0.7784	0.0269	28.9325	0.0000	0.7253	0.8315

Product terms key:
Int_1 : CSR Skepticism(X) x Pro-environmental behavior(W)
Test(s) of higher order unconditional interaction(s):

	R2-chng	F	df1	df2	p
X*W	0.0621	837.0917	1.0000	176.0000	0.0000

"Coeff" in the above table is the beta coefficient/ β/ regression coefficient. This indicates the individual contribution of each variable in bringing variation in ITS. As per data, the β value of CSRS is negative (-4.86) and p-value is 0.00 (LLCI= -5.17, ULCI= -4.55). The beta value of pro-environmental behavior is negative (-0.72) and p-value is 0.00 (LLCI= -0.81, ULCI= -0.63). Individual contribution of CSR skepticism and pro-environmental behavior is statistically significant with ITS as the upper and lower limit of both the variables do not contain zero. The CSR skepticism (coefficient) beta coefficient bears negative sign (-4.86) which indicates negative relationship between CSR skepticism and intention to stay i.e., when CSRS decreases, intention to stay of employees increases and vice versa.

The interaction term (CSR skepticism*pro-environmental behavior) is statistically significant as the upper and lower term does not contain zero. The interaction term between CSR skepticism and pro-environmental behavior creates 77.84% variation in ITS. Pro-environmental behavior (moderator) mitigates the negative effect of CSR skepticism, relation becomes statistically significant and sign changes to positive (i.e., β: 0.7784). Both of these variables together have an impact on ITS. p-value is 0.00 which is less than 0.05, upper and lower values (LLCI: 0.7253, ULCI: 0.8315) have same signs, this shows a significant relationship. Results depict that hypothesis 4 (CSR skepticism is negatively related to ITS) is supported, hypothesis 5 is also supported (pro-environmental behavior moderates the relationship between CSR skepticism and intention to stay).

1. Discussion and theoretical implications

How to engage and retain frontline staff, who have a notable impact on customer satisfaction, is a major difficulty for hospitality firms (Utete, 2023; Mekoth et al., 2023). The hotel industry is known for having a high staff turnover rate, thus businesses in this field must adopt proactive measures to increase employee retention (Deale et al., 2023). Finding potential protective factors is crucial to lowering employees' intentions to leave. Previous research indicates that the intention to stay is positively correlated with a TL style (Gom, 2022). The purpose of the study is to evaluate hypothesis put out by the literature review to decipher the relationship between green transformational leadership and intention to stay alongside green organizational identity as a mediator; link of perceived organizational ambidextrous culture and ITS; and impact of CSR skepticism on intention to stay with pro-environmental behavior as a moderator. All of the research's hypotheses show a strong degree of support.

Our study focused on how transformational leadership enhances staff members' motivation to remain with the team by providing chances, one-on-one coaching, and attention. TL is now being extended to green transformational leadership, and managers are paying heed to it to boost employee's ITS in the companies. Data analysis reveals a significant relation among these variables. Green organizational identity boosts the positive impact of green transformational leadership on ITS. Green organizational identity satisfies the employee's of their organization's overall repute, increases their satisfaction, and association feeling in the company. Consequently, it positively impacts the GTL-intention to stay relation link. Green organizational identity may help a company integrate green human capital successfully while simultaneously enhancing its aptness to meet environmental goals. The research underscores the impact of green transformational leadership on employee retention and stresses the significance of managerial actions, such as involving employees in decision-making and fostering a green organizational identity. It emphasizes the necessity of investing in green policies and organizational culture, alongside providing managerial training to enhance employee retention. Collaborative efforts between educators and administrators can facilitate the successful implementation of these strategies.

Our findings also suggest that perceived organizational ambidextrous culture is positively related to the intention to stay. Perceived organizational ambidextrous culture is an amalgam of shared vision and diversity. Perceived organizational ambidextrous culture is successful in the presence of both exploration and exploitation events. These perceived organizational ambidextrous culture factors; lend autonomy to workplace's workers while polishing their professional characteristics like creativity; fruitfully impact worker's desire to serve longer in

the entity. To optimize ambidexterity benefits, organizations are advised to integrate diversity and shared vision. Instead of solely addressing visible differences such as demographic heterogeneity, efforts should emphasize fostering an environment where employees appreciate and reward diverse skills, knowledge, and opinions. Specifically, promoting openness to workplace diversity is crucial for organizational success. Moreover, cultivating a shared vision encourages activities like knowledge transfer and resource exchange, enabling members to actively contribute diverse ideas and skills. This combined focus on diversity and shared vision ultimately strengthens employees' commitment to staying with the organization. Our study further examined the impact of CSRS on intention to stay. In addition, we have explored the moderating role of PEBs in CSRS-ITS link. The interaction term of pro-environmental behavior and CSRS together impact intention to stay. Numerous studies show that prob-environmental behavior encourages good behaviors—such as commitment, retention, satisfaction, and task performance; what employers value in their employees. It is reasonable to assume that the positive attributes of pro-environmental behaviors can mitigate the negative impact of CSR skepticism on workers' intention to stay. These findings carry managerial implications for hotels. Hotels should encourage the adoption of Pro-Environmental Behaviors (PEBs) among their employees, which can contribute to cost-saving initiatives. By fostering a sense of unity with their hotels, employees are more likely to engage in PEBs voluntarily, thus accelerating the establishment of a green organizational climate. Additionally, employees with a high inclination towards PEBs are likely to demonstrate prolonged tenure, excel in extra-role behaviors, and enhance overall organizational performance.

Practical implications

As the hotel sector becomes competitive, all organizations look for ways to maintain a competitive edge through higher-quality services. Customers like high-quality and flaw-free services encourage them to return in the future and spread the word about the provider. Therefore, the hotel industry's workforce management should place a strong emphasis on the caliber of the job. Therefore, the caliber of labor, attitudes, and behaviors of people at work impact an organization's ability to survive and remain competitive. This study aids implications for managers to foster green transformational leadership for workers to encounter green transformational leadership's favorable impact on their engagement and retention intention. It is the responsibility of green transformational leadership leaders to set a good example for their followers so that they feel confident in their abilities to overcome obstacles and to engage in task-engaging behaviors that lead to target accomplishments.

For hospitality entities who want to emphasize on an employee's intention to stay by working on overall company environment, they must research, study, and invest in organizational ambidexterity. It is imperative that hospitality sector businesses understand that enabling staff to improve their performance necessitates a change in company culture. Additionally, empowering staff members enables them to recognize client requirements and provide solutions as a means of meeting consumer expectations. When companies keep their word and provide a supportive work environment, employees participate in PEBs as a reciprocation. This reciprocity fosters a dedication-based atmosphere overall. The literature has focused on how compensation functions in pro-environmental behavior scenarios and has investigated the effects of different incentives and associated variables, like organizational support for pro-environmental behaviors from peers, leaders, and policies.

Limitations and suggestions for future research

Even though the study shared useful insights of effects of our independent variables, mediator, and moderator on intention to stay, there are some limits that permit for more research to be done. Five large hotels in Lahore were used for data collection. Additional investigation might include hotels in other cities as well, which could lead to deeper insights. A quantitative approach employing closed-ended questions. Researchers can utilize qualitative methodology that may allow for the recording of respondents' in-depth experiences. Their grievances and recommendations might be quite beneficial to the business, especially when formulating plans. This study used a cross-sectional methodology. Longitudinal research might enable going into more detail about the respondents' evolving behavior.

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