

**THE ROLE OF GREEN TRANSFORMATIONAL LEADERSHIP, GREEN
HUMAN RESOURCE MANAGEMENT, AND GREEN MOTIVATION ON
EMPLOYEE CITIZENSHIP BEHAVIOR IN INDONESIAN HOTELS**

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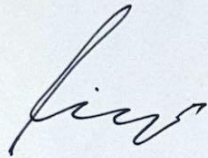


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STATEMENT BY THE AUTHOR

I hereby declare that this submission is my own work and to the best of my knowledge, it contains no material previously published or written by another person, nor material which to a substantial extent has been accepted for the award of any other degree or diploma at any educational institution, except where due acknowledgement is made in the thesis.



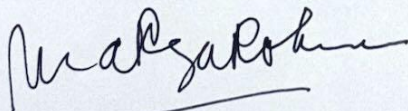
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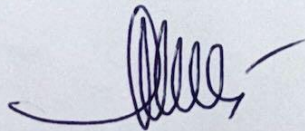


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ABSTRACT

THE ROLE OF GREEN TRANSFORMATIONAL LEADERSHIP, GREEN HUMAN RESOURCE MANAGEMENT, AND GREEN MOTIVATION ON EMPLOYEE CITIZENSHIP BEHAVIOR IN INDONESIAN HOTELS

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This study aims to analyse the relationship between Green Transformational Leadership (GTL), Green Human Resource Management (GHRM), and Green Motivation (GM) on Employee Citizenship Behaviour (ECB) in four- and five-star hotels in Indonesian. With the increasing urgency of environmental sustainability, especially in the hospitality sector, it is important to understand how leadership and HR practices can encourage environmentally responsible behaviour among employees. This study used a quantitative approach using a questionnaire distributed to 237 hotel employees in various departments and cities in Indonesia. Data were analysed using SPSS and Smart-PLS software to test validity, reliability, and to test the proposed hypotheses. The results showed that all variables to variables are positive and significant relationship. The findings suggest that while leadership remains important, HR practices and motivational factors are more influential in shaping pro-environmental behaviour in the hospitality industry. This study contributes to the sustainable tourism literature and provides managerial implications for designing effective green strategies.

Keywords: Green Transformational Leadership, Green Human Resource Management, Green Motivation, Employee Citizenship Behavior, Hospitality Industry



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DEDICATION

I dedicate to my family, whose unwavering support and encouragement have been the
foundation of my academic journey



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