Bridging Green Inclusive Leadership and Green Knowledge Sharing: Unveiling the Role of Employee CSR Participation and Green Self-Efficacy

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ARTICLE INFO	ABSTRACT
	Drawing on the social exchange theory, this research aimed to advance the understanding of green inclusive leadership and green knowledge sharing considering the mediating role of employee participation in CSR and the moderating role of green self-efficacy. Data was collected from 200 top managers working in the hospitality industry and was utilized for further analysis using PLS-SEM 4.0.9.5. The results suggested that both green inclusive leadership and employee participation in CSR positively influenced green knowledge sharing. Similarly, employee participation in CSR mediated the direct relationship between green inclusive leadership and green knowledge sharing. Additionally, green self-efficacy strengthened the link between employee participation in CSR and green knowledge sharing. In view of these findings, the study suggested significant recommendations policy makers, practitioners and for researchers.

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## 1.	Introduction

The attention devoted to environmental issues has significantly increased during the last few years. Because of this, green business techniques are now essential everywhere, particularly for academics and corporate executives (Shahbaz, Naseem, Battisti, & Alfiero, 2024; Yusliza et al., 2020) .In particular, in response to the growing environmental issues, there is now an increased need for green knowledge sharing (M. Aboramadan, Y. M. Kundi, & A. Becker, 2022a; Yu, Abbas, Álvarez-Otero, & Cherian, 2022). Nonetheless, a lot of companies have shown their dedication to eco-friendly initiatives including green knowledge sharing Shahbaz et al. (2024), but more efforts are still required to explore its antecedent (Rashid, Ghani, Khan, & Usman, 2023). Furthermore, new research indicates that a deficiency in the study of mediators and moderators may have prevented scholars from developing a thorough grasp of green knowledge sharing (Rashid et al., 2023; Song, Yang, Zeng, & Feng, 2020).

Moreover, considering the research's background, developing nations such as Pakistan have gotten far less attention than developed ones (Mansoor, Jahan, & Riaz, 2021; Shahbaz et al., 2024) specially in the hospitality industry(Aboramadan, Crawford, Turkmenoglu, & Farao, 2022; Shahbaz et al., 2024). Therefore, we enrich the hospitality research on green knowledge sharing and its determinants. Accordingly, Aboramadan, Crawford, et al. (2022) highlighted that GKS is very critical because without GKS the intellectual resources of the organizations remain underutilized. Moreover, GK is much more than just information about the natural environment as it encompasses all aspects of sustainability, including economic and social progress (Yu et al., 2022). Similarly, Patwary, Mohd Yusof, Bah Simpong, Ab Ghaffar, and Rahman (2023), Zhang, Li, Sadiq, and Chien (2023), and Hasan et al. (2024)believe that GKS can significantly boosts employees' commitment to sustainability policies and procedures and a culture of sustainability.

The hospitality sector being a major player in the economy, is facing demands from the stakeholders to adopt green initiatives that lead to green creativity and develops innovative processes to reduce industrial impact on the environment (Badar, Kundi, Siddiquei, Abualigah, & Practice, 2023). Therefore, the sector must take full responsibility for its significant impact on the environment and take immediate and assertive action to reduce it (Badar, Kundi, Siddiquei, Abualigah, et al., 2023; Cho & Yoo, 2021). Failure to do so would be a disservice to the planet and future generations (Cho & Yoo, 2021). In the realm of hospitality, while there's growing scholarly interest in environmentally-focused leadership practices like green inclusive leadership (GIL), research on green-specific leadership styles remains surprisingly sparse.

Despite the attention on traditional leadership styles, such as servant leadership, there's a critical gap in understanding how green-specific leadership can drive sustainable outcomes (Aboramadan et al. 2021b, Darvishmotevali and Altinay 2022, Darvishmotevali and Altinay 2022; Luu, 2019b), and other green-specific leadership styles such as green transformational leadership (W. G. Kim, McGinley, Choi, & Agmapisarn, 2020; Mittal & Dhar, 2016),and green charismatic leadership (Sürücü, 2024). These studies, which are frequently conducted in the hotel industry, offer a rare chance to deepen our understanding of how different green leadership philosophies affect environmentally conscious behavior. Accepting this viewpoint opens up new possibilities for improving sustainable practices while also deepening our understanding of the subject.

The role of a leader in any organization is noteworthy and becomes more consequential when it linked directly to eco-friendly initiatives. It is believed that leaders are the primary drivers of their employees behaviors (Thabet, Badar, Aboramadan, & Abualigah, 2023). Prior research reveals that Green Inclusive Leadership (GIL) not only strengthens the connection between leaders and knowledge-sharing but also acts as a powerful catalyst for spreading environmental awareness (Aboramadan, Crawford, et al., 2022). Additionally, green-inclusive leaders can model the right green behavior for their employees. This can encourage employees to mimic their leaders and exhibit GKS behavior (Thabet et al., 2023; Zhong, Li, & Luo, 2022). This suggests that by creating a positive work atmosphere, leadership styles can help employees develop attitudes toward sharing green knowledge (Hasan et al., 2024; A. Kim, Kim, Han, Jackson, & Ployhart, 2017). Accordingly Morinaga, Sato, Hayashi, and Shimanuki (2023) Knowledge sharing and productivity at work can be increased by having positive relationships between managers and staff. It is imperative that more research be done on GIL leadership given the scant data regarding its impact on workers' green behavioral outcomes.

Hence, leaders embracing green practices can inspire their employees to emulate environmentally friendly behaviors, setting a compelling example for others to follow (Zhong et al., 2022) With their leaders as role models, employees are poised to adopt green behaviors, actively engaging in task-related Pro-Environmental Behaviors (PEB) and Organizational Citizenship Behaviors for the Environment (OCBE). This emulation of green role modeling by Green Inclusive Leadership (GIL) promises a collective leap towards sustainable practices within the organization (Meng, Murad, Li, Bakhtawar, & Ashraf, 2022).

Although there are evidences of number of scholarly investigations exploring the relationship between GKS and various green leadership styles, for example, environmentally specific empowering leadership (ESEL) (Badar, Kundi, Siddiquei, & Abualigah, 2023), green servant leadership (GSL) and GKS (O. M. A. Ababneh, 2021), and GIL and GKS behavior of employees (Aboramadan, Crawford, et al., 2022), green transformational leadership and servant leadership (Hassanzadeh Mohassel, Hesarzadeh, & Bagherpour Velashani, 2023). However, this study by Aboramadan, Crawford, et al. (2022) was conducted in Italy and collected data from hotels direct supervisors and employee dyad however we in this study collect data form managers. However, for a better understanding of how leaders behave towards environmental aspects and in turn, employees get involved in GKS (Morinaga et al., 2023), there is a need of more scholarly work on the issue of GIL and GKS in the hospitality sector (Aboramadan, Crawford, et al., 2022).

On the other hand, CSR has become a crucial aspect of business operations across all industries (O. M. A. J. J. o. E. P. Ababneh & Management, 2021). Employee CSR participation transcends mere job duties; it embodies a proactive commitment to corporate social

responsibility initiatives (Dong, Zhang, & Ao, 2024). Also, it empowers employees to contribute voluntarily to community service, volunteering, and sustainable practices (Shahzadi, John, Qadeer, Jia, & Yan, 2024). Therefore, to create a socially responsible organizational culture that resonates with employees, it's essential to have an inclusive leader who sets the tone(O. M. A. Ababneh, 2021).

Despite this, it is evident that leaders are important in effectively conveying to staff members the company's CSR values and objectives (O. M. A. J. J. o. E. P. Ababneh & Management, 2021). Previous studies have demonstrated that green inclusive leadership (GIL) strengthens the relationship between leaders and knowledge-sharing, which in turn is likely to serve as a catalyst for the spread of environmental knowledge Shao et al. (2022a) ,CSR and inclusive leadership (Shao et al., 2022a) and of the seven different types of leadership styles, transactional and transformational leadership styles were the ones that were studied in CSR studies the most for example (Angus-Leppan, Metcalf, & Benn, 2010; Du, Swaen, Lindgreen, & Sen, 2013; Jones Christensen, Mackey, & Whetten, 2014; McWilliams, Siegel, & Wright, 2006; Papagiannakis & Lioukas, 2012).

CSR identification fosters a positive attitude towards knowledge sharing (Shao et al., 2022b). Literature highlights that there are Few types of researches that have been conducted on CSR and knowledge-sharing behaviors (Deng, Liu, Zhu, & Ramanan, 2022) and mediation effects of CSR and Green Behaviors (Deng et al., 2022), an additional research also supported the notion that Corporate Social Responsibility (CSR) has a positive effect on the and knowledge-sharing conduct of workers (Hong, Kim, & Kim, 2023). Recently, a study on CSR highlighted that it positively influences employees' pro-environmental behaviors (Xu et al., 2022).

However, authors note a lack of research on the link between GIL and green outcomes Bhutto, Farooq, Talwar, Awan, and Dhir (2021) and urged scholars to conduct more with individual and organizational outcomes including green knowledge sharing (Aboramadan, Crawford, et al., 2022; Rashid et al., 2023). In a similar vein, numerous scholars have noted the dearth of research on the green behaviors of employees (O. M. Karatepe, K. Dahleez, T. Jaffal, & M. Aboramadan, 2023a; Rashid et al., 2023). Moreover, Rashid et al. (2023) also stressed upon the need of more research to determine how GIL affects other green and non-green behaviors, as there aren't many studies in this area. This has prompted the researchers to investigate how employee involvement in CSR affects GIL on GKS.

Additionally, green self-efficacy (GSE) is concerned with green environmental issues that are based on self-efficacy to assess an organization's ability to meet environmental objectives (Y.-S. Chen, Chang, Yeh, & Cheng, 2015; Javaid, Noor, Hassan Iftikhar, Rahman, & Ali, 2023). In a corporate context, self-efficacy increases one's confidence in one's ability to slow down environmental degradation and also aids in understanding the skills required for organizational tasks that lead to positive environmental behaviors (Wu & Chiang, 2023). Previous studies have shown that individuals with high green self-efficacy are inclined to embrace environmentally conscious actions, driven by their determination to accomplish their environmental aspirations (Guo, Xu, Liu, Wang, & Du, 2019; Wu & Chiang, 2023). Thus, by making a sense of it we argue that employees are also motivated towards GKS in the pursuit of environmental objectives.

By encouraging a mindset of self-assurance and promoting sustainable behaviors, green self-efficacy drives environmentally friendly actions, ultimately reducing barriers and improving overall environmental performance (Iftikar et al., 2022). Prior studies on corporate social responsibility (CSR) demonstrate that through fostering a sense of trust, loyalty, and shared values with the company, CSR initiatives inspire staff members to take part in organizational citizenship activities including knowledge-sharing and eco-friendly initiatives. However, Hong et al. (2023) claim that existing literature on Corporate Social Responsibility (CSR) lacks sufficient focus on exploring the mediators and moderators influencing the connections between CSR initiatives and knowledge-related behaviors (Fatima & Elbanna, 2023). For this reason, we believe that GSE coupled with EPCSR can have a magnifying effect on GKS (Hong et al., 2023). So, to address this knowledge gap we studied GSE as a moderator between employee participation in CSR and GKS.

GIL catalyzes EPCSR by motivating employees to engage in CSR activities as reciprocal response to the inclusive leadership they experience. Previous studies have overlooked the

valuable insights offered by social exchange theory in understanding the dynamics of this relationship. Employees who actively engage in knowledge sharing related to environmental sustainability demonstrate their commitment to organizational goals and values, including CSR initiatives. Consequently, a reciprocal give-and-take dynamic where knowledge sharing fosters a sense of shared purpose and commitment to sustainability goals may drive an increase in their participation in CSR activities. Although SET research hasn't addressed this relationship, integrating SET could provide crucial insights to enhance interactions.

GIL promotes a shared commitment to sustainability by encouraging employees to actively participate in CSR. This engagement highlights the reciprocal nature of social exchange by encouraging knowledge sharing on green practices among employees. In essence, EPCSR serves as a vital link, enhancing the impact of GIL on GKS in promoting organizational sustainability. Viewed through the lens of Social Exchange Theory, the relationship between employee participation in corporate social responsibility (EPCSR) and green knowledge sharing (GKS) is notably influenced by the intermediary role of green self-efficacy (GSE). By influencing workers' self-confidence in their capacity to implement green practices, GSE strengthens the bond between EPCSR and GKS.

This confidence enhances the exchange dynamics, as employees with high GSE may be more inclined to share green knowledge. Previous research has missed a crucial opportunity by neglecting to explore the rich insights provided by social exchange theory in deciphering the intricate dynamics of this relationship. These factors may have an impact on workers' attitudes and behaviors as well as inspire them to work hard and spread green awareness at work. The study is significant form multiple perspectives. First, this study contributes to the existing literature by delving into uncharted territory, exploring new hypotheses and relationships within the context of Pakistan. Because the cultures and circumstances of economic developed and developing nations differ, this research provides opportunity for future scholars to examine contradictory scenarios.

In addition, Pakistan is confronted with significant environmental pollution challenges. According to ILO (2022) Pakistan's environmental performance is ranked 176th out of 180 countries. Pakistan is among the top 30 nations where air pollution has had a significant impact, so there were noticeable changes in the country's environmental pollution in 2016 (Rashid et al., 2023). For a deeper understanding, these environmental issues should be investigated from various angles. In this study, we look at a few potential components that could help with environmental pollution, such as from a social exchange theory perspective, green inclusive leadership (GIL) represents an investment by leaders in creating an inclusive environment that encourages environmentally sustainable behaviors among employees. In return for this investment from leaders, employees reciprocate by engaging in knowledge sharing related to green practices within the organization

The tourism and hospitality sector stand on the threshold of an exciting era of expansion and opportunity in the years ahead. Recognizing this potential, the authors of the study chose to focus on the hotel industry to better understand the opportunities and challenges that lie ahead. Through their research, they aim to provide valuable insights that will help drive progress and success in this exciting field. In fact, a number of negative factors are preventing the travel and hospitality industry from growing and developing within the market (Ionel, 2016).Regarding the role that green knowledge sharing behavior plays in lowering entrepreneurs' green environmental worries, there is a lack of clarity and supporting data. There is still a dearth of research in the dynamic capability literature on how KS affects green innovation.

To expand the scope of GKS, a number of questions need to be addressed:(1) does green inclusive leadership boost green knowledge sharing? (2) does GIL impacts employee participation in CSR? (3) does employee participation in CSR strengthens GKS? (4) does EPCSR act as a mediator between GIL and GKS? (5) does GSE act as a moderator between EPCSR and GKS? By providing answers to these queries, the body of knowledge's dynamic capability is increased, and the literature already in existence regarding the connections between the study's constructs is enhanced. This paper unfolds in distinct sections: the "Introduction" sets the stage, the "Literature Review" delves into existing knowledge, while the "Methodology" unveils the

research approach. Following this, the "Discussion" dissects the findings, offering insights and practical implications, alongside addressing limitations and suggesting future directions.

2. Literature Review
2.1. Theoretical Base
2.1.1. Social Exchange Theory (SET)

Social exchange theory (SET) developed by P. Blau (2017)provides the solid theoretical foundation upon which this work is built SET has been used by a variety of various employee behaviors can be explained within a leadership framework by current leadership researchers (Schunk, 1995). According to the research Morinaga et al. (2023) supporting our proposed model, an inclusive leader benefits an organization in a number of ways and encourages socially conscious behavior among staff members, which eventually results in GKS. An earlier research on the knowledge-sharing relationship between inclusive leaders and SET claimed that inclusive leaders' actions toward their subordinates foster the development of reciprocal exchange relationships, which results in contributions from workers that go beyond their clearly defined roles (A. E. Randel, M. A. Dean, K. H. Ehrhart, B. Chung, & L. Shore, 2016a). In this instance, workers will impart their knowledge to other members in order to assist the group in reaching its objectives (Morinaga et al., 2023). Employees feel accountable for paying back the organization when they receive financial and social-emotional resources from their leaders (Brown & Mitchell, 2010) . While knowledge sharing cannot be mandated, it can only be promoted through effective leadership (SADAF, 2022).

2.1.2. Green Inclusive Leadership

Nembhard and Edmondson (2006) proposed that the leadership theorists have continued to debate the idea of green inclusive leadership. GIL is defined as a leader's or leaders' words and actions that express gratitude and call to others to contribute to the environment. Numerous leadership philosophies have been investigated, but in this instance, GIL fosters a sense of community and suggests a value for individuality (particularly in relation to the surroundings) in ways that other philosophies do not fully address (Lin, Ling, Luo, & Wu, 2019). Moreover Aboramadan, Crawford, et al. (2022) posited that GIL, a superior form of inclusive leadership, encompasses three crucial dimensions that are essential for any leader. First, these leaders foster a positive work environment by listening to their staff, offering training, and treating everyone fairly.

Second, such leaders acknowledge that well-trained employees deliver better results. Third, in order to cultivate a positive work environment (M. Aboramadan, Y. M. Kundi, & A. J. P. R. Becker, 2022b), it is crucial for leaders (Bhutto et al., 2021). Recent articles use the definition by Bhutto et al. (2021) that green-inclusive leadership, defined as theleaders who embody openness, accessibility, and active engagement with employees are the driving force behind achieving environmental goals and fostering cleaner processes and services. It promotes eco-friendly concepts, environmental objectives, and environmental consulting. Moreover, effective leaders also offer their staff direction, encouragement, and training. In a similar vein, by investing in their team members' professional growth, leaders can create an environment at work that inspires workers to generate their best work.

2.1.3. Green Knowledge Sharing

According to research conducted domestically, there are three types of knowledge-sharing behaviors in virtual communities: posting, replying, and browsing (Srivastava, Bartol, & Locke, 2006).KS can be facilitated by creating a system for sharing information within a company that prioritizes promoting social interaction among staff members (Wang-Cowham, 2011). Accordingly, GKS is defined as the practice of educating staff members about environmental issues in order to further an organization's sustainable goals (Rubel, Kee, & Rimi, 2021). Notably, for successful operations, organizations have to create a culture that fosters knowledge sharing.

The culture of knowledge sharing encourages others to follow suit, and staff members frequently go above and beyond the call of duty to accomplish the company's green objectives (Shao et al., 2022b). Effective knowledge sharing in an organization involves two components: knowledge collecting (requesting intellectual capital from colleagues) and knowledge donating (sharing knowledge with colleagues) (O. M. Karatepe, K. Dahleez, T. Jaffal, & M. J. T. S. I. J. Aboramadan, 2023b). This article will adopt a definition of GKS by I. Ahmed, Islam, and Umar

(2023) "the process of disseminating green-related information among employees to enhance an organization's sustainable objectives".

2.1.4. Employee Participation in Corporate Social Responsibility

Studies show that working for a company that prioritizes social responsibility can increase job satisfaction and a sense of purpose among its employees, who firmly believe that their efforts benefit society at large by helping the company succeed (Bandura & Wessels, 1994). It is suggested that corporate volunteer programs represent the primary avenue for employee engagement in CSR, allowing them to contribute their time and expertise for the betterment of the community (Vlachos, Panagopoulos, & Rapp, 2013). Moreover, taking part in CSR can provide a sense of purpose to one's work; many workers discover that their work has meaning when they contribute to bettering the world (Glavas & Godwin, 2013). Accordingly, M. Ahmed, Zehou, Raza, Qureshi, and Yousufi (2020), who defines CSR participation as to motivate individuals to participate in actions promoting ethical consumption for societal and environmental progress.

Companies that encourage employee participation in CSR initiatives are more beneficial than those that don't or have less obvious CSR initiatives (Faraz, Ahmed, Ying, Mehmood, & Management, 2021). Studies show that working for a company that prioritizes social responsibility can increase job satisfaction and a sense of purpose among its employees, who firmly believe that their efforts benefit society at large by helping the company succeed (Bandura & Wessels, 1994). Similarly, According to Chand and Hung (2021) participation in CSR-programs is helpful in enhancing a company's competitive edge, enhancing its image, decreasing employee attrition, guaranteeing investor and customer friendliness, and generating financial gains are all possible with the EPCSR (Chang & Hung, 2021). We in this study adopt a definition of EPCSR by Hu, Liu, and Qu (2019) participation in CSR entails actions initiated by individuals, not necessarily acknowledged by formal rewards, yet crucial for the success of CSR initiatives .

2.1.5. Green Self-Efficacy

General self-efficacy is the conviction that one can successfully accomplish a variety of tasks and goals (Bandura, Freeman, & Lightsey, 1999; Schwoerer, May, Hollensbe, & Mencl, 2005). Likewise Bandura and Wessels (1994) asserts that self-efficacy is the measure of an individual's belief in their ability to organize and execute specific actions to meet a given performance standard (Bandura & Wessels, 1994). People who are high in self-efficacy tend to be more engaged and persistent (Bandura & Wessels, 1994).

Green self-efficacy serves as a cornerstone in shaping environmental beliefs and attitudes, elevating managerial accountability, and inspiring companies to embrace pro-environmental practices. This empowerment fosters a culture of green knowledge sharing and Corporate Social Responsibility (CSR), propelling organizations towards sustainable and impactful initiatives (Gholami et al., 2018). We base upon Bandura and Wessels (1994)definition "the belief in individuals' capabilities to organize and execute courses of action required to achieve environmental goals." In past research, it also served as a moderator in the association between pro-environment behavior and green servant leadership (Faraz et al., 2021).

2.2. Hypothesis Development
2.2.1. GIL and EPCSR

There have been various arguments made by researchers concerning the correlation between CSR and a leader's inclusive behavior (Shah, Wu, & Ullah, 2021; Shao et al., 2022a). It is anticipated that GIL will have a favorable impact on employee participation in CSR for multiple reasons. For example, inclusive leaders openly with their followers which is quite beneficial (Javed, Fatima, Khan, & Bashir, 2021) and would eventually foster confidence in managers and encourage staff members to act creatively. Second, inclusive leaders genuinely care about the expectations and sentiments of their workforce. Therefore, according to A. Carmeli, R. Reiter-Palmon, and E. J. C. R. J. Ziv (2010) workers in an organization give their leaders a lot of energy by actively engaging in CSR initiatives, because they feel obligated to follow the inclusive leader's lead.

Hence, employee participation in CSR serves as a catalyst for aligning organizational actions with its inherent culture and values, transcending mere responses to external influences

to embody a genuine commitment to social responsibility (Y.-R. R. Chen & Hung-Baesecke, 2014). In light of this, it stands to reason that the social exchange theory (P. M. Blau, 1968) can provide a framework for understanding and defending these kinds of interactions between the inclusive leader and the followers. On the basis of this theory, it is possible to suggest that employees will view a leader favorably if they are inclusive, transparent, approachable, and available. This will eventually lead to a desire on the part of the workforce to give back to the leader by participating in CSR.

As such, we propose the following hypothesis:

H_1:   GIL exerts a favorable influence on EPCSR.

2.2.2. EPCSR and GKS

When people are empowered, they have the ability to manage and shape the workplace, or they can alter outcomes by imparting knowledge. Interestingly, when offered the choice to actively participate in CSR, higher intangible rewards are more likely to be obtained by employees as a result of more meaningful work and personal lives (Grant, 2012). Employee involvement in CSR initiatives can also result in a number of advantages, including boosted morale, chances for self-improvement, greater job satisfaction, a favorable impression of organizational performance ,deeper emotional attachment to the company, as well as a stronger sense of identification with it (Chong, 2009; Glavas & Godwin, 2013; Lee, Park, & Lee, 2013; Mamantov, 2009; Mirvis, 2012).

Employee satisfaction is more likely to be high among those who exhibit greater CSR behaviors, as per the mutual exchange principle. Similarly, employees specifically respond positively by acting in ways like speaking up, sharing knowledge, and lending a hand when they feel that their company values their important contributions (Hong et al., 2023).Building on this premise, it is posited that within the Social Exchange Theory (SET), employees who perceive themselves as valued and socially responsible, and are actively encouraged by their leaders to participate in CSR, are predisposed to demonstrate environmentally friendly behaviors. These behaviors encompass initiatives such as advocating for eco-friendly practices, sharing green knowledge, and providing assistance towards green objectives (Chang & Hung, 2021).

To this end, we postulate a hypothesis that:

H_2:   EPCSR has a positive influence on GKS

2.2.3. GIL and GKS

When it comes to creating a friendly environment with less of an impact on the environment, green inclusive leaders embrace others' voices and perspectives and engage them in discussions and decision-making. They also demonstrate openness in their interactions with followers (A. E. Randel, M. A. Dean, K. H. Ehrhart, B. Chung, & L. J. J. o. M. P. Shore, 2016b).One of the widely exchanged resources amongst employees is green knowledge. Nevertheless, how employees view the benefits and drawbacks of engaging in such activity will determine the kind of action that is made depending on the exchange connection. Put another way, employees find it difficult to take costly actions since they don't justify the exchange connection, but they are more likely to take extremely beneficial ones (Yoo & Choi, 2022).

When leaders treat their staff members with inclusivity, it fosters the development of relationships based on reciprocal exchange, which motivates employees to contribute to GKS in ways beyond clearly defined roles (Randel et al., 2016a). Similarly, When a leader demonstrates inclusivity, workers who are highly knowledgeable about the objectives of the company are more likely to share that information and support GKS (Yoo & Choi, 2022). Positive employee influence produces GKS under high green inclusive leadership. Drawing from the aforementioned arguments, we propose that GIL positively impacts GKS:

H_3:   GIL fosters a positive influence on GKS

2.3.   The Intervening Role of EPCSR

Recently, Aboramadan, Crawford, et al. (2022) argued that a fundamental precept for environmentally friendly employee behavior is green inclusive leadership (GIL). Moreover, he added that GIL benefits the sharing of green knowledge (Aboramadan, Crawford, et al., 2022). Generally speaking, knowledge-sharing practices are essential to the success of the hospitality

industry because they improve organizational performance as well (Terry Kim, Lee, Paek, & Lee, 2013). Likewise, green inclusive leaders are pivotal in engaging their employees in different CSR tasks (Edinger-Schons, Lengler-Graiff, Scheidler, & Wieseke, 2019). Furthermore, employees who engage in corporate social responsibility (CSR) perceive their organization as ethically sound, meeting their needs, and producing favorable results (Im, Chung, & Yang, 2016). Similar to this, individuals who actively participate in an organization tend to identify with it more, and their actions will support and reinforce their role identities (Callero, 1985; Mael & Ashforth, 1992).

Furthermore, it's possible that volunteering reinforces and reaffirms an individual's identity connected to their organization (Arnett, German, & Hunt, 2003). Therefore, it is argued that employee participation in CSR serves as a mediator between GIL and GKS. Although, literature reports few studies on this context, for example, CSR and inclusive leadership (Shao et al., 2022a) and CSR on Knowledge sharing behavior (Hong et al., 2023) but these studies are very few and far between. Thereby Rashid et al. (2023) recommends that because there aren't many studies on the subject, more research is needed to determine how GIL affects both green and non-green behaviors. This has led researchers to look at how GIL affects GKS through employee involvement in CSR. Hence, it can be inferred that when leaders are inclusive, employees will be more engaged in voluntary CSR activities and will be motivated to share green knowledge in an organization (P. Blau, 2017).

H$_4$:   EPCSR mediates the relationship between GIL and GKS

2.4.   Green Self-Efficacy as a Moderator
As corporate social responsibility (CSR) gained popularity, businesses understood that employee involvement in CSR was crucial for a number of reasons because such engagement of employees can have a strong and positive outcome for their organization (Haski-Leventhal, 2013). Moreover, Research indicates that CSR is a significant factor in influencing employee engagement (Anwar & Abd Zebari, 2015). When it comes to CSR initiatives that support employee well-being and improve business performance, employees are significant stakeholders (Voegtlin & Greenwood, 2016). Participation in CSR by employees permits outside expertise to enter businesses which results in creating possibilities for an organization to expand its knowledge base (Luo, Chen, & Guo, 2022).

Similarly, employee involvement in corporate social responsibility fosters a positive psychological state in which employees approach knowledge sharing; in other words, identification fosters a positive attitude toward knowledge sharing (Bakker, Van Der Zee, Lewig, & Dollard, 2006). Recently Y. Lee (2021) looked at the connection between CSR and employee green behaviors, finding that users' knowledge-sharing behaviors depend heavily on their CSR disclosures (Y. J. S. R. J. Lee, 2021) . Moreover, it is stated that with the help of CSR activities, employees' attitudes and behaviors are influenced, which consequently encourages them to participate in green behaviors. However, business cannot maintain a CSR practices if its employees are unwilling to take part in CSR initiatives (Sundén & Neiderstam, 2019).

Crucially, green self-efficacy emerges as a significant factor in such scenarios. It represents individuals' confidence in their ability to orchestrate and implement strategies necessary to attain environmental objectives Y.-S. Chen et al. (2015)T. Chen and Wu (2022); (Y.-S. Chen et al., 2015); Y. J. S. R. J. Lee (2021); (Luo et al., 2022)described is the mindset of individuals with elevated green self-efficacy, who harbor the belief in their capacity to adeptly and confidently accomplish specific environmental tasks . In this study, we employed GSE as a moderator between employee involvement in CSR and GKS (Hong et al., 2023). But the relationship between EPCSR and GKS moderated by any variable is still not clearly defined by any scholar (Hong et al., 2023).

According to the corpus of research on employee involvement in CSR literature, not enough focus has been placed on the mediators and moderators influencing the relationships between CSR and knowledge-related behaviors (Fatima & Elbanna, 2023). So, we fill this gap by using GSE as a moderator on the link of employee participation in CSR and GKS. We propose that this correlation will be notably stronger and favorable in instances where employees exhibit heightened levels of green self-efficacy. In line with the Social Exchange Theory perspective,

individuals with elevated self-efficacy are characterized by enhanced commitment, resilience, and active engagement in pursuing their objectives (Bandura & Wessels, 1994). Therefore, we postulate a hypothesis that:

H$_5$:   GSE positively moderates the relationship of EPCSR and GKS

Figure 1: Conceptual Framework
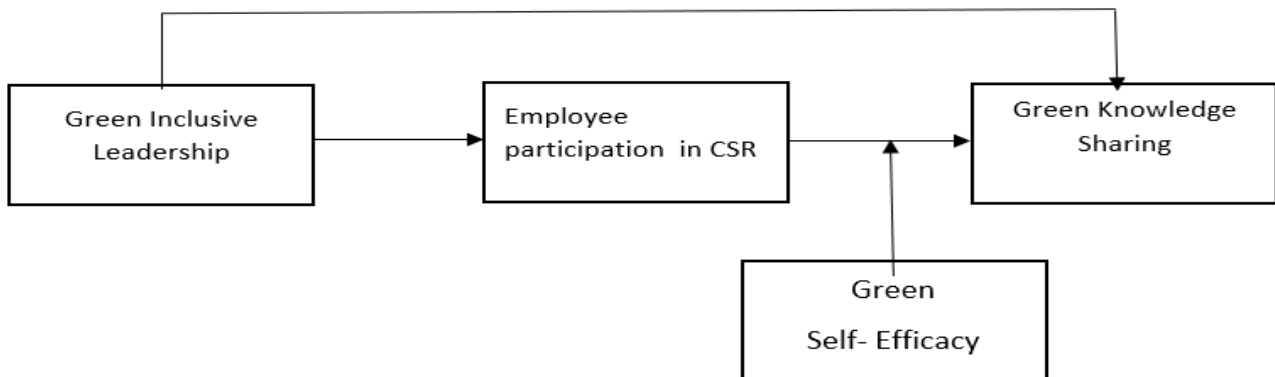
3.   Research Methodology
3.1   Data Collection and Sample
This research focused on the hospitality sector in Pakistan, gathering data from 200 upscale hotels (three, four, and five-star categories) spanning across major cities. Utilizing a survey technique, self-reported data was collected after ensuring participants understood the study's objectives, voluntary nature of participation, and confidentiality of responses. Out of 486 distributed survey questionnaires, 200 responses were deemed comprehensive and reliable.

3.2   Measures
The study had a dependent, an independent, a mediator, and a moderator. The dependent variable (GKS) was assessed using a four-item and its sample item was, "My organization considers employees' workplace green behavior in performance appraisals" (Karatepe et al., 2023a). The independent variable GIL was measured using three items and its sample item was "Our organization's leadership is open to discussing pro-environmental goals at work and new green (i.e. environmentally oriented) ways to achieve them" (Bhutto et al., 2021).

The moderating variable GSE was measured with six items of green self-efficacy questions and its sample item was "employees in my organization feel competent to deal effectively with environmental tasks". The mediating variable EPCSR was measured using four-items employee participation in CSR scale was used in the current study and the sample items include "employees in my organization perform the CSR-related tasks that are expected as part of their job" (Hu et al., 2019). A seven-point Likert scale, from strongly agree to strongly disagree, was used to rank the questions.

3.3   Data Analysis
The study employed Partial Least Squares-Structural Equation Modeling (PLS-SEM) to scrutinize the proposed hypothesis and the research model. The structural models and measurement models were analyzed using the Smart PLS (Avkiran, 2018) version 4.0.9.5. Finding the relationships between constructs and elucidating a latent construct's maximum variance can be accomplished with the help of PLS-SEM.

Due to its capability to analyze causal models comprising multiple constructs and indicators, Smart PLS is extensively favored by researchers (Agapito, Oom do Valle, da Costa Mendes, & Marketing, 2013; Ali, Kan, & Sarstedt, 2016; Liljander, Polsa, Van Riel, & Services, 2009). The ability of Smart PLS to manage a complex prediction model with small-to-medium sample numbers and error-free measurement is another benefit (Pantai, 2012).

4. Results
4.1. Measurement Model

Table no 1 provides details about the factor loading which is important to measure the model's validity and reliability. It can be observed that the factor loading, were greater than 0.50, which confirmed the convergent validity of the model (J. C. Nunnally & Bernstein, 1994).

Table1: Factor Loadings

Factors	Loadings	Factors	Loadings
EPCSR1	0.772	GIL2	0.938
EPCSR2	0.897	GIL3	0.928
EPCSR3	0.929	GSE1	0.870
EPCSR4	0.873	GSE2	0.897
GKS1	0.931	GSE3	0.861
GKS2	0.910	GSE4	0.886
GKS3	0.895	GSE5	0.893
GKS4	0.902	GSE6	0.859
GIL1	0.916		

Note: EPCSR: Employee Participation in Corporate Social Responsibility, GKS: Green Knowledge Sharing, GIL: Green Inclusive Leadership, GSE: Green Self-Efficacy

To confirm the reliability, different criterions i.e., Cronbach's alpha and the composite reliability, were examined. Table No. 2 proved that all values were higher than the acceptable value of 0.7(J. Nunnally, 1978) . For every construct, the composite reliability (CR) was higher than 0.90 (CR_{EPCSR} = 0.925; CR_{GKS} = 0.950; CR_{GL} = 0.949; CR_{GSE}= 0.953). Moreover, the analysis unveiled that the Average Variance Extracted (AVE) of the constructs ranged from 0.70 to 0.93, surpassing each construct's highest squared correlation with other constructs in every case. As a result, there is enough evidence to suggest that the model's constructs had high degrees of validity and reliability.

Table 2: Construct Reliability

Constructs	Cronbach's alpha	CR	AVE
EPCSR	0.892	0.925	0.7
GKS	0.930	0.950	0.827
GIL	0.919	0.949	0.860
GSE	0.941	0.953	0.771

Note: AVE: Average Variance Extracted, CR: Composite Reliability, EPCSR: Employee Participation in Corporate Social Responsibility, GKS: Green Knowledge Sharing, GIL: Green Inclusive Leadership, GSE: Green Self-Efficacy

Likewise, to further confirm whether the scale meets the criterion of discriminant validity, value of AVE were examined. It was revealed that AVE-values were higher than the minimum threshold value, i.e., 0.50, thus confirming the discriminant validity (Fornell & Larcker, 1981). According to Joseph Jr (2021) criterion, the values of Cronbach's alpha, roh-A, CR, and AVE must be greater than or equal to 0.7. Table 3 illustrated that the diagonal bolded values of the Squared root of AVE were much higher than the off-diagonal values, indicating the sufficient validity of the model's structures.

Table 3: Discriminant Validity (Fornell - Larcker Criterion)

	GSE	EPCSR	GKS	GIL
EPCSR	0.870			
GKS	0.563	0.910		
GIL	0.633	0.609	0.928	
GSE	0.516	0.441	0.357	0.878

Note:EPCSR: Employee Participation in Corporate Social Responsibility, GKS: Green Knowledge Sharing, GIL: Green Inclusive Leadership, GSE: Green Self-Efficacy

For the assessment of multi-collinearity, we examined VIF values. Multiple scholars, including Sarstedt, Ringle, and Hair (2021), have recommended the use of VIF criterion for detecting collinearity amongst the set of predictors. Table 4 revealed that the maximum VIF value remained 2.727 (EPCSR -> GKS), which was significantly lesser than the upper limit (Hair Jr, Matthews, Matthews, & Sarstedt, 2017). Consequently, it was proved that the model had no collinearity issues.

Table 4: Collinearity

Hypothesis	VIF
EPCSR -> GKS	2.727
GIL -> GKS	1.767
GIL -> EPCSR	1.000
GSE -> GKS	1.547
GSE -> EPCSR -> GKS	1.491

Note: VIF: Variance Inflation Factor, EPCSR: Employee Participation in Corporate Social Responsibility, GKS: Green Knowledge haring, GIL: Green Inclusive Leadership, GSE: Green Self-Efficacy

4.2. Structural Model

This study used the bootstrapping technique with 5,000 samples for the empirical analysis. The "t" and "p" values were used for accepting or rejecting the hypotheses. The results for direct links are shown in Table 5. It can be observed that the first hypothesis was supported based on the results (path coefficient = 0.633, t = 13.316, p = 0), which confirmed that GIL significantly predicted the EPCSR. Similarly, the findings of H2 (path coefficient=0.358, t = 3.82, p = 0.000) confirmed that EPCSR significantly influenced the GKS and thus support our assumptions.

The outcomes of the third hypothesis revealed that (path coefficient=0.324, t = 5.364, p = 0.000) GIL significantly predicted GKS. Therefore, H3 was supported. The 4th hypothesis examined the mediating role of EPCSR between GIL and GKS. the results confirmed that EPCSR positively and significantly mediated (path coefficient=0.226, t =3.727, p = 0) between GIL and GKS. The analysis also yielded a 95% bias-corrected confidence interval (bCI) using 5,000 bootstrap samples. A, 95% CI of the mediation effect indicated that [ULCI=0.106 and LLCI=0.345] the numbers in the upper and lower ranges exclude zero. This provided additional evidence of the importance of the mediation effect Therefore, as per our prediction, H4 was also supported.

Table 5: Results of Structural Model

Hypothesis	β-value	P-value	T-value	ULCI	LLCI
GIL->CSR	0.633	13.316	0.000		
CSR->GKS	0.358	3.8200	0.000		
GIL->GKS	0.324	5.364	0.000		
GSE->GKS	0.310	3.071	0.002		
GIL ->CSR -> GKS	0.226	3.727	0.000	0.106	0.345
GSE -> CSR -> GKS	0.166	3.240	0.001		
GIL->CSR	0.633	13.316	0.000		

Note: β-Value: Standardize path coefficients, EPCSR: Employee Participation in Corporate Social Responsibility, GKS: Green Knowledge Sharing, GIL: Green Inclusive Leadership, GSE: Green Self-Efficacy

Finally, according to our results, GSE significantly moderated the association of EPCSR and GKS (path coefficient=0.166, t=3.24, p=0), in a way that high GSE was associated with higher effect of EPCSR on GKS. Therefore, it was confirmed that H5 was supported (See Table No.5).

5. Discussions

Drawing on the social exchange theory, this research aimed to advance the understanding of green inclusive leadership and green knowledge sharing considering the mediating role of employee participation in CSR and the moderating role of green self-efficacy. The study findings underscored the crucial need for ongoing efforts to tackle the identified issue. Using insights from the SET P. M. Blau (1968) , the study delved into the influence of green-inclusive leaders, who champion sustainability, on their employees' propensity to share knowledge regarding eco-friendly practices. Specifically, one of the study's objective was to observe the association between green inclusive leadership (GIL) and green knowledge sharing (GKS).

Our results were supported by the findings of previous research in the hotel industry, illustrating the profound impact of green leadership practices on employees' environmentally conscious behaviors (Aboramadan, Kundi, et al., 2022b). Notably, it is believed that GIL goes above and beyond traditional leadership techniques by embracing a comprehensive viewpoint that combines diversity and inclusion with environmental concerns (Thabet et al., 2023). Furthermore, green-inclusive leaders foster an atmosphere that encourages creativity,

cooperation, and group action in the pursuit of sustainability goals by recognizing each person's distinct viewpoints, skills, and experiences (Meng et al., 2022; Thabet et al., 2023).

As far as the outcome of GIL is concerned, transferring or sharing knowledge is widely recognized as critical for an organization's survival in terms of competitive advantage or image of our industry or brand (Argote, Ingram, & processes, 2000). Whereas, knowledge hiding dwindles the creativity of an organization because employees have to resist behavior towards sharing knowledge with each other (Černe, Dovžan, & Škrjanc, 2018). Moreover, when leaders embrace inclusivity and openly address environmental issues, employees are inclined to perceive a culture that prioritizes green initiatives and environmental awareness within the organization (Thabet et al., 2023). As a result of this, high exchange relationship will therefore be developed as employees take actions that benefit the company and environment.

The 2nd objective of this study was to examine the effect of GIL on employee participation in CSR. The results of the study showed a positive link between these two variables and proved that GIL significantly encouraged employees to get involved into the CSR initiatives of the organizations. Previously, a study similar to our research, revealed the inclination of the followers towards their leaders by participating in corporate socially responsible behaviors (Y.-R. R. Chen & Hung-Baesecke, 2014). This tendency, as per A. Carmeli, R. Reiter-Palmon, and E. Ziv (2010)is a result of feeling obliged to reciprocate the inclusive leader behaviors. Because of this, inclusive leadership, especially when it comes to environmentally friendly initiatives, becomes crucial for achieving desired results and motivating employees to participate in corporate social responsibility initiatives.

This means that socially responsible employees and the organization have shared responsibility of building a supportive and collaborative relationship within the workplace. Moreover, inclusive leaders not only address their employees' formal concerns, but also offer support in various other areas such as citizenship behavior and corporate social responsibility which is essential to create a work environment where all employees feel heard, valued, and supported (Fu et al., 2022). Inclusive leaders who demonstrate supportive and caring behavior towards their employees can encourage them to reciprocate the socially required behaviors.

The 3rd objective of this study was "to examine the relationship between employee participation in CSR and GKS". The authors of this study proposed that employees who engage in corporate social responsibility (CSR) activities will become more environmentally conscious and engage in green knowledge-sharing practices. Results demonstrated a positive association and therefore, validated our hypotheses. Our results were also consistent with the findings of a study by Lindgreen and Swaen (2010) who pointed out that CSR can motivate organizational members to contribute to the development of organizational knowledge (Trong Tuan, 2013). So, employees who voluntarily engage in CSR initiatives will eventually impart green knowledge to one another, thereby mitigating the industry's potentially harmful effects. Thus, this study indicated that employee participation in corporate social responsibility (CSR) initiatives can enhance knowledge sharing within an organization.

The next objective of our study was "to examine the mediating role of employee participation in CSR between GIL and GKS". The results of this mediation were positive. Our results posited that when leaders show green inclusive behavior in the organization then employees will be more participative in CSR activities and tends to be more participative towards GKS. Similarly, our results were consistent with the study of Aboramadan, Crawford, et al. (2022) that leaders can foster a sense of shared identity among staff members and thereby address issues and demands related to the environment. As a primary stakeholders, employees get influenced by an organization's practices, fostering an obligation that result in positive actions like knowledge-sharing (Fatima & Elbanna, 2023).

Therefore, employers should consider employees as their most valuable assets, especially when they exhibit socially responsible behavior. This can be helpful in creating a positive work environment and benefit the organization in many aspects. Previous research also indicated that leadership not only influenced an enterprise's CSR policy but also effectively communicated it to employees and encouraged them to act as socially responsible engaged individuals within the organization (Deng et al., 2022). Therefore, it can be logically concluded

that when leaders adopt inclusive approach, employees will be more participative in CSR activities and motivated to share green knowledge within the organization.

Finally, examining the moderating function of employees' green self-efficacy on the association of EPCSR and GKS was another noteworthy finding of this study. In response to the call for paper (Rashid et al., 2023), we investigated the role of GSE as a moderator on the association of EPCSR and GKS. Results of the current study suggested that employees with high green-self-efficacy (GSE) coupled with EPCSR were likely to have a more pronounced effect on knowledge-sharing behaviors in the workplace.

Notably, our results were also consistent with the study of Javaid et al. (2023), who argued that GSE was key to encouraging organizations to adopt pro-environmental practices by employees can force their organizations to sponsor environmental knowledge sharing practices. Therefore, it is argued there that staff members, motivated by their desire to support sustainability, can significantly lessen the impact on the environment and turn into valuable assets by exhibiting GSE (Shao et al., 2022b). Furthermore, a person's attitude toward the environment can be positively impacted by their belief in their own talents, or green self-efficacy. This positive attitude can be a driving force for employees to share knowledge about green practices.

5.1. Theoretical Implications

The study offers three primary implications for the advancement of theory. First, the current research advances the theory of social exchange by P. Blau (2017) to understand and explain what causes the employee's participation in CSR and GKS. Based on the findings of this study, it is evident that leaders play a critical role in promoting eco-friendly initiatives within an organization. The research highlights the importance of green inclusive leadership in setting the tone for environmentally responsible behavior among employees (Aboramadan, Crawford, et al., 2022).

Additionally, green-inclusive leaders are seen as the primary influencers of organizational behavior and can motivate their employees to behave in a similar manner. While applying Social exchange theory, we believe that leaders' inclusive behaviors are essential resources for any organization and should be valued like any other resource of the hotels, because such resources are important for promoting GKS. We suggest that when leaders should display inclusive behavior towards their employees then they exchange this behavior by participating in CSR activities of the organization. By participating in CSR, leveraged by GIL, employees feel more obliged to share green knowledge at workplaces to lessen the potentially harmful effects of their organizational resources on the surroundings. Unfolding this indirect link between GIL and GKS is another unique contribution of our study.

Third, we discovered that green self-efficacy or an employee's belief in his own capabilities to positively contribute towards the organization's environmental efforts, and have a major influence on the relationship between participation in CSR initiatives and green knowledge sharing. According to SET, tendency to engage more in CSR related activities can create a synergy effect on knowledge sharing. These results suggested that hotels should have employees with higher GSE to foster GKS among organizational members. Therefore, it's not just about GIL's influence on green knowledge sharing but also how employee participation in CSR can strengthen this connection with the conditional effect of GSE.

5.2. Practical Implications

Our research provides valuable insights for leaders and managers on how they can demonstrate green inclusive leadership by promoting green knowledge sharing and utilizing it to achieve superior environmental performance. Implementing these strategies can give hotels and companies a competitive edge over their rivals in the market. Our study's conclusions suggest that businesses prioritize and develop green inclusive leadership because it's essential for encouraging staff members to share green knowledge. Consequently, we propose that in order for businesses to stay relevant and competitive in the market, their leaders should be encouraged to embrace an inclusive green leadership style in order to foster a friendly environment where motivated and able employees can work together.

Additionally, they ought to give them chances to more successfully impart their green knowledge at work. Second, the hotels need to make GIL a top priority and see it as a strategic asset that can be used to channel human potential into its environmental protection initiatives. Furthermore, enhanced knowledge exchange supported by GIL may result in more practical and efficient ways to lessen the organization's environmental impact. Ultimately, this can contribute to a more sustainable approach to the hospitality industry, which benefits both the industry and the wider community. In order to encourage and maintain staff involvement in CSR initiatives, it has been recommended that senior management concentrate on fusing the company's environmental management objectives with green inclusive leadership, based on the results of our investigation.

Third, based on the study's findings, we propose that the managers and leaders in businesses should see workers with higher GSE as a strategic asset that can be leveraged to help the company meet its environmental goals. The success of CSR and GKS initiatives can be greatly impacted by putting such an arrangement into place, particularly when employees with high green self-efficacy are involved. Finally, based upon our findings, restaurants can take actionable steps to attract environmentally conscious individuals and encourage their green enthusiasm by participating in CSR programs and demonstrating green kitchen standards. Employees in the labor-intensive hotel sector must possess and develop the necessary abilities to carry out superior sustainable practices. Additionally, it is important for policymakers to create specific workforce development programs aimed at developing a sustainable organization that promote the development of GIL, GKS, EPCSR and GSE. Similarly, governments and policymakers should invest in supporting the hotels in developing nations like Pakistan so that ecological deterioration can be controlled.

5.3. Limitations and Future Research Directions
Like many others, this research study has certain shortcomings that are listed here along with suggestions for more research in the future. First, the hospitality industry in Pakistan is the subject of this research study. As a result, the study's conclusions might only apply to the hotel industry. However, by examining different industries, future research may broaden our model. Second, because this study is limited to Pakistan, future researchers may investigate the implications of current research model in advanced countries.

Third, future research could explore alternative social constructs such as employee loyalty or enthusiasm towards the company, building upon the framework of this study which focuses on employee participation in CSR as a mediator. Additionally, while considering employee CSR participation as a mediator, investigations should look into the impact of green inclusive leadership and environmentally responsible leadership on green knowledge-sharing behaviors. Moreover, potential research avenues may investigate the moderating effects of personality traits like conscientiousness and internal locus of control. Lastly, researchers are encouraged to explore the influence of Green Inclusive Leadership (GIL) on non-green outcomes to gain a comprehensive understanding of its role.

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