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**IMPACT OF GREEN HRM PRACTICES ON EMPLOYEE
CREATIVITY WITH MODERATING EFFECTS OF
TRANSFORMATIONAL LEADERSHIP**



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DEDICATION

I dedicate this thesis to my parents, siblings and my mentors who constantly strived in helping me with the completion of my work.

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ABSTRACT

The study examined the relationship between Green HRM practices, transformational leadership, and employee creativity in the telecommunication sector of Pakistan. The research findings support the hypotheses and provide valuable insights for the industry. The analysis showed that Green HRM practices have a significant positive effect on employee creativity. Implementing these practices can contribute to the development of sustainable and innovative work environments within the sector. Additionally, the study found that transformational leadership plays a Moderating role in the relationship between employee creativity and Green HRM practices. Effective leadership behaviors enhance the impact of Green HRM practices on employee creativity. The research contributes to the existing literature by addressing a research gap and providing empirical evidence on the importance of Green HRM practices and transformational leadership in fostering employee creativity. The findings highlight the need for organizations in the telecommunication sector, and potentially other industries, to implement Green HRM practices and cultivate transformational leadership qualities to enhance employee creativity and overall performance. In summary, this study emphasizes the significance of Green HRM practices and transformational leadership in promoting employee creativity in the telecommunication sector of Pakistan. By implementing these practices and fostering effective leadership, organizations can create a sustainable and innovative work environment that supports employee well-being, engagement, and overall success

Keywords: Green HRM, Employee Creativity, Transformational Leadership, Telecommunication Sector

INTRODUCTION

1.1 Background

Green practices in management are essential as the new corporate world is now more anxious with the environmental issues that creates opposing effect on triple bottom line. According to Cherian and Jacob (2012) corporate sector progressively adopting the environmental management system. As a key objective of organizational functioning to adopt environmental functioning literature has given importance, making it essential with the backing of human resource management to be identified (Kumari & Leelavati). The word is becoming faster and more industrial. Also, on the other hand it gave rise to the environmental degradation. Now it is the need for the people to use green practices to save the environment of this planet and the human beings. GHRM concept include the integration of conventional HRM practices with environmental management. Recently, there has been a major expansion in the necessity and awareness towards Green Human Resource Management or Green HRM. implementing Green HRM practices such as green recruitment and selection, and green training, and online filing and development practices can also help to maintain or develop a competitive edge. However, through the effective adoption of Green HRM practices, the effects of carbon footprint can be reversed to discourage environmental degradation (Alkhateeb, 2018). In other words, we can conclude that Green HRM practices are greatly focused on ecological and resource preservation (Jain & D'lima, 2018).

Proper leadership has great ability to enhance employee's creativity by motivating them and help to build an atmosphere that is conducive to employee creativity. Although scholars still argue which type of leadership is more suitable to organizational creativity, research has already highlighted the importance of transformational leadership during this process. For management or leadership, it is highly important to inspire green behavior from the workforce. Sustainable actions are vital for the progress of the organization and society. According to Avolio et al. (1991) transformational leadership tries to promote the awareness of subordinates through higher ideals such as freedom, justice, fairness, and humanitarianism, and encourages subordinates to value organizational interests over personal interests.

Creativity refers to the production of original, novel, and useful ideas. The ability to come up with creative, novel, and worthwhile ideas is referred to as creativity (Wyer et al., 2010). In this we will see that how GHRM practices enhance employee creativity and allow the employee

to think outside the box and come up with more and better ideas which can help them in better working and flourishing in their fields.

Therefore, in this study, we consider how transformational leadership can moderate the relation between GHRM practices and employee creativity. More specifically, we think that transformational leadership helps to implement GHRM practices which in turn contribute to employee creativity.

1.2 Problem Statement

Organizations are in constant effort to promote the enhanced version of HRM practices i.e. Green HRM practices that allow them to promote a more sustainable working environment. This involves reducing the possible pollution causes, empowering the workforce and implementing green policies in companies mainly including Telecommunication firms. Conventional methods and policies may cause hurdles not just for the companies but for the grass root employees as well as they cannot prove their capabilities and focus on their jobs. The research aims to fulfill the requirements of transformational leadership and effective green HRM practices that will ensure the maximum output of the working force in terms of their creative thinking.

Studying the relationship between Green HRM practices, transformational leadership, and employee creativity in the telecommunication sector is important for several reasons:

1. **Sustainability and Environmental Impact:** The telecommunication sector is a significant consumer of energy and resources, and its operations can have a substantial environmental impact. By examining the relationship between Green HRM practices and employee creativity in this sector, researchers can identify effective strategies to reduce the sector's environmental footprint and promote sustainability. This research can contribute to the development of practices that align with global environmental goals, such as reducing greenhouse gas emissions and minimizing resource consumption.
2. **Competitive Advantage:** In today's business landscape, organizations that prioritize sustainability and environmental responsibility often gain a competitive advantage. By investigating the relationship between Green HRM practices, transformational leadership, and

employee creativity in the telecommunication sector, researchers can help organizations in this industry understand how to leverage these factors to differentiate themselves from competitors. Sustainable practices and a creative workforce can enhance brand reputation, attract environmentally conscious customers, and contribute to long-term business success.

3. Employee Well-being and Engagement: Green HRM practices that promote sustainability and environmental responsibility can positively impact employee well-being and engagement. Research in this area can shed light on how such practices influence employee attitudes, job satisfaction, and overall well-being. Understanding the relationship between Green HRM practices, transformational leadership, and employee creativity can help organizations create work environments that foster employee engagement, leading to higher levels of job satisfaction, retention, and productivity.

4. Innovation and Problem-Solving: The telecommunication sector is known for its rapid technological advancements, and innovation plays a vital role in maintaining a competitive edge. Research on the relationship between Green HRM practices, transformational leadership, and employee creativity can provide insights into how to cultivate a culture of innovation and creative problem-solving within the sector. By understanding how sustainable practices and leadership styles influence employee creativity, organizations can develop strategies to harness the innovative potential of their workforce, leading to the development of new products, services, and business models.

5. Policy and Practice Development: Research on the relationship between Green HRM practices, transformational leadership, and employee creativity can inform policy development and industry best practices. It can provide evidence-based recommendations for organizations, industry associations, and policymakers to design effective strategies and guidelines for promoting sustainability and employee creativity in the telecommunication sector. This research can contribute to the development of comprehensive frameworks that address environmental, social, and economic sustainability in the sector.

Overall, studying the relationship between Green HRM practices, transformational leadership, and employee creativity in the telecommunication sector is essential for advancing sustainable practices, promoting employee well-being and engagement, fostering innovation, and contributing to the sector's long-term success and environmental stewardship

1.3 Research Gap

The current status of research on green HRM practices and employee creativity indicates a growing interest in understanding the relationship between sustainability initiatives and creative thinking in the workplace. While there is a substantial body of literature exploring various aspects of Green HRM, the specific link between green practices and employee creativity is still an emerging area of study. Several studies have found positive associations between green HRM practices and employee creativity. For example, a research by (Mandip, 2012) has shown that environmental training and awareness programs can stimulate employees' creative thinking by expanding their knowledge base and fostering a sense of environmental responsibility. Similarly, employee involvement in sustainability initiatives and the provision of a supportive work environment have been found to positively impact creative outcomes.

However, more empirical research is needed to deepen our understanding of the mechanisms through which green HRM practices influence employee creativity. Further investigations could focus on the specific HRM practices and interventions that have the strongest impact on creativity, as well as the underlying processes that moderate this relationship. For instance, (Aboramadan, 2022) in their research helped in exploring the role of intrinsic motivation, job autonomy, and perceived organizational support in fostering creative thinking within the context of green initiatives would be valuable. Additionally, research should consider the moderating factors that may influence the relationship between green HRM practices and employee creativity. Factors such as individual differences (e.g., personality traits), contextual factors (e.g., organizational culture), and industry-specific dynamics may shape the extent to which green practices enhance creative thinking.

Longitudinal studies that assess the long-term effects of implementing green HRM practices on employee creativity are also needed. This would help determine whether the positive impact is sustained over time and identify any potential challenges or barriers that organizations may face in maintaining a culture of sustainability and creativity. Furthermore, research should delve into the potential boundary conditions or limitations of green HRM practices on employee creativity. Understanding when and under what circumstances the relationship may be weaker or stronger

would provide practical insights for organizations aiming to optimize their green initiatives.

In summary, while research on green HRM practices and employee creativity has made significant progress, there is still a need for more empirical studies to further explore the mechanisms, moderators, and long-term effects of this relationship. By addressing these gaps, researchers can provide evidence-based recommendations to organizations on how to effectively leverage green HRM practices to foster employee creativity and promote sustainable working environments.

1.4 Research Objectives

1. To explore the effects of Green HRM on employee creativity in Telecommunication sector of Islamic Republic of Pakistan
2. To find out the implementation of Transformational leadership in enhancing the employee creativity in Telecommunication sector of Islamic Republic of Pakistan

1.5 Research Hypotheses

1. Green Human Resource practices greatly impact the employee creativity in Telecommunication sector
2. Transformational leadership moderates the relation between employee creativity and green HRM practices keeping in view the Telecommunication sector of Pakistan.

1.6 Research Significance

Telecommunication sector has great significance in the functioning of society like Pakistan. Leadership and modern HRM techniques prove vital in strengthening the overall performance of individuals working and sharing a work place. Green Human Resource Management practices involve the concepts that enhance the environmental sustainability of any infrastructure or organization. It allows the management to reduce the harms that affect the environment. Some of the major practices include electronic filing, online recruitment, online training and etc. These practices evidently increase the level of creativity and the thinking patterns of the employees. They get a more promising chance to reflect themselves in their domains and fields of expertise. Along with the presence of certain practices, Transformational

leadership is another pivotal aspect that proves vibrant for the performance of individuals working in any organization. This concept involves the inspiring and energetic traits that the senior hierarchy implements in order to unite and uplift the organization. Upon combining the Transformational leadership and effective Green HRM practices, the rate and effectiveness of employee creativity highly increases when referring to Telecommunication industry.

1.7 Operational Definitions

Green HRM Practices

Green HRM practices are basically the policies that are designed to support and manage the sustainable use of resources in context of organizations and their environmental sustainability. Green HRM is most often used to referred and explain the concern of human resource management policies and practices towards the broader corporate environmental schedule.

Transformational Leadership

Transformational Leadership is a relatively new term that has a significant place in the vocabulary of business management. It is the inspirational leading hierarchy that tends to motivate and inspire the people working together in an organization (García-Morales et al., 2012).

Employee Creativity

Employee Creativity can be defined as the quality and process to enable initiatives and ideas that further serve as a cause of innovation and development of newer and modern products and services (Amabile & Gyskiewicz, 1989).

LITERATURE REVIEW

Green Human Resource Practices

According to (Rani & Mishra, 2014), Green Human Resource Management is a phenomenon that helps an infrastructure to enhance and maintain their resourcefulness and man power by indulging modern and newer Human Resource strategies and principles. In their view point the word “Green” refers to a more environmental conducive and friendly method(s) that reduce the harmful risks caused. (Lee, 2009) in his research tends to explain and compare how the conventional and primitive methods and techniques in the field of economics proved helpful at that time but are quiet not up to the mark in today’s scenario due to less affinity towards social and environmental factors. In another research, he quotes that Green HRM practices readily include the adoption of a balanced methodology that includes how industries and nature conservation are equally important for the future generation (Lee, 2009). Green Human Resource principles allow companies and multinationals to explore ways that reduce the cost while simultaneously supporting and managing the work force (Jain, 2009).

Mandip (2012) also quoted the fact that it is necessary for the Human Resource department of every organization to ensure and implement ecofriendly activities and principles that allow the conservation of the surrounding. The research included certain ways and properties including Virtual Interviews, online based trainings, electronic filing and energy saving office infrastructures etc. According to Jabbour et al, (2010), the procedure of making the overall practicality of Human Resource system in any firm keeping in view the green factors of environment is actually called Green HRM practices and strategies. A series of researches have been conducted in order to convey the narrative including preservation and conservation of environment through change in policies and implementation of principles (Arulrajah et al, 2010). The research also includes the fact that the implementation of Green selection and induction, green planning of human resource and designing green jobs and their analysis proves very vital for the companies in the context of environment friendly infrastructures.

In a series of research work conducted by Crosbie and Knight (1995); Wehrmeyer (1996); North (1997); Revill (2000); Renwick et al, (2008); Renwick et al, (2013), it is quite evident that different firms and companies are required to check and implement certain methods that help the new recruitments to understand the policies being exercised under the banner of environmental

protection and conservation. Moreover, the researchers also included the principle that the people abiding to those principles must be appreciated and their excellences should be rewarded as well.

The Benefits of Green HRM include:

1. Enhanced Organizational Reputation: By adopting green HRM practices, organizations showcase their commitment to sustainability and CSR, leading to a positive reputation among stakeholders. This can attract environmentally conscious customers, investors, and employees.

2. Cost Savings: Green HRM practices often result in reduced resource consumption, energy efficiency, and waste reduction. These efforts can lead to significant cost savings in the long run, contributing to the organization's financial sustainability.

3. Improved Employee Morale and Engagement: Employees are more likely to be motivated and engaged when they work for an organization that aligns with their values and contributes to a sustainable future. Green HRM practices can boost employee morale, job satisfaction, and loyalty.

4. Talent Attraction and Retention: Organizations that prioritize environmental sustainability are more likely to attract and retain top talent. Green HRM practices create a positive workplace environment and appeal to individuals seeking purposeful work and meaningful contributions.

5. Innovation and Creativity: Green HRM practices foster a culture of innovation and creativity by encouraging employees to develop eco-friendly solutions and contribute to sustainable business practices. This leads to new ideas, products, and processes that benefit both the organization and the environment

Challenges and Implementation Strategies:

According to (Hameed et.al. 2020), implementing green HRM practices may encounter challenges such as resistance from employees, lack of awareness, and limited resources. However, organizations can overcome these challenges by providing training, conducting awareness campaigns, and integrating sustainability into the overall organizational strategy. Strong leadership commitment, employee involvement, and effective communication channels are crucial

for successful implementation.

Transformational Leadership

Transformational Leadership is a relatively new term that has a significant place in the vocabulary of business management. It is the inspirational leading hierarchy that tends to motivate and inspire the people working together in an organization (García-Morales et al., 2012). For the enhancement of the working environment, the personality and persona of the elite and governing body is highly kept under consideration. This increases the pride and work ability of the individuals (Senge, 1990). According to a research by Bass & Avolio (1995), the transformational leadership has a great source of idea where their organization stands in the world of business and how they are planning ahead to achieve their milestones ahead.

Transformational Leadership has close affinity and closely resembles to the phenomenon of organizational performance keeping in view the overall growth of the organization. A good visionary leader can fulfill much of the requirements that are needed for the successful and innovative progression of the company (Aragón-Correa et al., 2007). According to a research by Bass (1991), there are main cardinal principles that constitute in forming a good and satisfactory transformational leader or leadership. They include: The Influence, the Provoking Inspiration, the intellectual motivation and lastly the quality to distinguish between variations of the personals. Human Resource Management and Transformational Leadership are two interconnecting terminologies that almost share the same cause. Carton et al., (2014) in their research highlighted the fact that a good transformational leadership is very helpful in developing fine green human resource strategies and principles. According to them, the leadership with certain abilities knows their man power thus they can comprehensively design and implement policies.

Barney (1990) with the help of Resource Based View (RBV) explained how strategic and competitive considerations tend to influence the leadership in taking steps and adopting prominent policies that are beneficial for both the company and the people. Furthermore, the research also includes the fact that effective transformational leadership tends to enhance the green thinking, green creativity, green based performance and certain innovative factors that include the conservation of the environmental factors of the company. As the main driver of the

company, the leader or the leadership has another responsibility to engage the individuals and inspire them to reflect the best out of them. With this trick, the transformational leadership can actually play their real role of transforming the mindsets of the people towards the motto and vision of the company (Bass & Riggio, 2006). Transformational Leadership also brings in a win-win situation for both the workers and the organization. It is a resultant of mutual performance by each element collectively. The research also includes the fact how transformational leadership helps in changing and making the work environment more conducive. There are a few characteristics which are

Key Characteristics of Transformational Leadership:

1. **Charismatic Leadership:** Transformational leaders possess charismatic qualities that inspire and influence their followers. They have a compelling vision and the ability to articulate it effectively, capturing the imagination of their teams.
2. **Inspirational Motivation:** Transformational leaders motivate and inspire their followers through their own enthusiasm, optimism, and passion. They communicate a clear vision, set high expectations, and encourage their followers to take risks and embrace challenges.
3. **Individualized Consideration:** Transformational leaders pay attention to the individual needs, aspirations, and development of their followers. They provide personalized support, mentorship, and coaching, fostering a sense of trust and loyalty.
4. **Intellectual Stimulation:** Transformational leaders encourage critical thinking, innovation, and creativity among their followers. They challenge the status quo, promote new ideas, and encourage their teams to question assumptions and explore alternative approaches.
6. **Idealized Influence:** Transformational leaders act as role models and earn the respect and admiration of their followers. They demonstrate high ethical standards, integrity, and consistency in their actions, inspiring others to emulate their behaviors.

Along with this, there are some benefits of transformational leadership that are necessary. They include

Benefits of Transformational Leadership:

1. **Increased Employee Engagement:** Transformational leaders create an engaging and inspiring work environment that encourages employees to give their best. They empower their followers, provide them with autonomy, and foster a sense of ownership and responsibility.
2. **Improved Performance:** Transformational leadership has been linked to improved individual and team performance. By setting high expectations, providing support, and fostering a sense of purpose, transformational leaders motivate their followers to exceed their own capabilities and achieve exceptional results.
3. **Enhanced Innovation and Creativity:** Transformational leaders stimulate innovation and creativity by encouraging their followers to think outside the box and challenge conventional wisdom. They create a safe space for experimentation and provide the necessary resources and support to foster a culture of innovation.
4. **Stronger Organizational Culture:** Transformational leaders play a crucial role in shaping the organizational culture. Through their charismatic and inspirational leadership, they promote shared values, collaboration, and a sense of collective identity.
5. **Talent Retention and Attraction:** Organizations led by transformational leaders are more likely to attract and retain top talent. The empowering and developmental nature of transformational leadership appeals to individuals seeking personal and professional growth opportunities.

Employee Creativity

Employee Creativity can be defined as the quality and process to enable initiatives and ideas that further serve as a cause of innovation and development of newer and modern products and services (Amabile & Gryskiewicz, 1989). It is the third factor in the cyclic process of producing desirable outcomes from the organization keeping in view the managerial practices (Jia et al., 2018). The research also gives the idea that by using the theoretical perspective of

Ability-Motivation-Opportunity Theory (AMO Theory), Green Human resource management can be used to motivate and enhance the overall skills and talent of the people serving the organization with the help of a constructive leadership. According to the research conducted by (Renwick et al., 2013), there are three terrains through which we can analyze the creativity of the workers in the light of green practices of HRM. They include Ability based GHRM principles that mainly comprise of the selection and hiring certain individuals that prove to be a good choice in terms of facilitating the principles adopted by the organization in the domain of environmental conservation. It also proves healthy for those who evidently do not follow the principles of green thinking. On second number, we have the Motivation based GHRM policies that allow the management to undergo and rewards and incentives for the employees who actually strive for abiding the green thinking. This evidently increases the confidence of the employees and helps them in reflecting their full zest in work. Lastly, the research work includes the third terrain which states the opportunity based GHRM initiatives that promotes the cultural and organizational relationships between the people which readily enhances the ability of the worker to perform and excel in their fields.

According to (Chaudhary, 2020) Employee Creativity mainly relies on greatly impactful strategies that are needed for any working environment. They are:

Strategies for Fostering Employee Creativity:

1. Encourage and Reward Innovation: Organizations should establish mechanisms to recognize and reward employee creativity and innovation. This can include incentives, recognition programs, and career advancement opportunities tied to innovative contributions.

2. Provide Resources and Support: To foster employee creativity, organizations need to provide the necessary resources, such as time, budget, and technology. Creating a supportive infrastructure and removing barriers can empower employees to explore and implement their creative ideas.

3. Foster Collaboration and Cross-Functional Teams: Collaboration and teamwork enhance creativity by facilitating the exchange of diverse ideas and perspectives. Creating cross-functional teams and fostering a collaborative work environment promotes the sharing of knowledge and sparks innovation.

4. Embrace Failure as a Learning Opportunity: Organizations that embrace failure as a

part of the creative process create an environment where employees feel safe to take risks and explore unconventional ideas. Encouraging a growth mindset and learning from failures helps employees develop resilience and adaptability, fueling their creativity.

5. **Promote Continuous Learning:** Organizations should provide opportunities for employees to engage in continuous learning and professional development. This can include workshops, seminars, online courses, and mentoring programs, fostering a culture of curiosity and knowledge-sharing.

7. **Create Physical and Virtual Spaces for Creativity:** Designing physical spaces that encourage collaboration, brainstorming, and creativity can inspire employees and facilitate idea generation. Additionally, providing virtual platforms and tools for virtual collaboration and idea sharing can extend creative opportunities beyond physical boundaries.

Benefits of Employee Creativity:

1. **Innovation and Competitive Advantage:** Employee creativity is a catalyst for innovation, leading to the development of new products, services, and processes. Organizations that foster employee creativity gain a competitive edge by adapting to market trends and meeting customer needs effectively.

2. **Problem-Solving and Decision-Making:** Creative employees bring fresh perspectives and approaches to problem-solving and decision-making.

Employee creativity in the light of Green HRM practices

Employee creativity can be significantly influenced by Green HRM practices. Green HRM emphasizes the integration of environmental concerns into HRM strategies and practices, which can create a supportive environment that fosters employee creativity in the context of sustainability and environmental innovation (Chaudhary, 2020). Here are some ways in which Green HRM practices can enhance employee creativity:

1. **Environmental Awareness:** Green HRM practices raise employees' awareness about environmental issues and the importance of sustainability. By providing education and training on environmental topics, organizations can stimulate employees' thinking and inspire them to generate creative ideas for addressing environmental challenges. This increased awareness can serve as a catalyst for generating innovative solutions and practices.

2. **Inclusive Decision-Making:** Green HRM practices emphasize employee involvement and engagement in sustainability initiatives. By involving employees in decision-making processes related to environmental practices and policies, organizations tap into the collective wisdom and creativity of their workforce. Encouraging employees to contribute their ideas, suggestions, and innovative approaches to environmental issues can lead to the generation of novel and creative solutions.

3. **Supportive Work Environment:** Green HRM practices create a work environment that supports and nurtures employee creativity. This includes providing resources, such as time, tools, and technologies that enable employees to explore and implement their creative ideas for sustainable practices. Additionally, fostering a culture of open communication, collaboration, and knowledge sharing can encourage employees to exchange innovative ideas and build on each other's creativity.

4. **Recognition and Rewards:** Green HRM practices can incorporate recognition and rewards for employee creativity and innovation in the green domain. Acknowledging and appreciating employees' creative contributions to sustainable practices reinforces their motivation to continue generating innovative ideas. Recognition programs that celebrate environmental achievements and innovative solutions can inspire employees to further explore their creative potential.

5. **Learning and Development:** Green HRM practices prioritize employee learning and development in the context of sustainability. Providing training programs, workshops, and opportunities for skill enhancement in green practices and technologies can empower employees to think creatively and come up with innovative approaches to environmental challenges. Continuous learning and development opportunities can foster a culture of innovation and encourage employees to explore new ideas and solutions.

By integrating Green HRM practices into the organizational culture, organizations can create an environment that encourages and supports employee creativity in the realm of sustainability. This not only contributes to the development of eco-friendly practices but also enhances the organization's ability to adapt to changing environmental conditions and drive continuous improvement in sustainable performance.

Moderating effects transformational leadership on employee creativity with reference to GHRM

In a research conducted by (Aboramadan, 2022), Transformational leadership can have a moderating effect on the relationship between Green HRM (GHRM) practices and employee creativity. Transformational leaders inspire and motivate employees to go beyond their self-interests and work towards a common vision. In the context of GHRM, transformational leaders can play a crucial role in fostering employee creativity by promoting a supportive and innovative work environment. Here's how transformational leadership can moderate the relationship between GHRM practices and employee creativity:

1. **Role Modeling:** Transformational leaders serve as role models for sustainable behaviors and practices. They demonstrate a commitment to environmental sustainability through their actions and behaviors, which influences employees' perceptions and attitudes towards green initiatives. When transformational leaders actively participate in and support GHRM practices, employees are more likely to perceive these practices as important and worthy of their own creative efforts.
2. **Inspirational Motivation:** Transformational leaders inspire and motivate employees by providing a compelling vision and setting high expectations. They communicate the importance of GHRM practices and the positive impact they can have on both the organization and the environment. This inspiration can enhance employees' intrinsic motivation and their willingness to engage in creative thinking and problem-solving related to sustainability.
3. **Intellectual Stimulation:** Transformational leaders encourage employees to think critically, challenge existing norms, and explore innovative ideas. They create a climate that values intellectual stimulation and supports employees' creativity. In the context of GHRM, transformational leaders can facilitate discussions and provide platforms for employees to share and refine their creative ideas for environmentally sustainable practices.
4. **Individualized Consideration:** Transformational leaders recognize and appreciate the unique strengths, skills, and interests of individual employees. They provide personalized support and guidance to help employees unleash their creative potential. When it comes to GHRM practices,

transformational leaders can identify employees' specific interests and expertise in sustainability and provide opportunities for them to contribute their creative ideas in areas aligned with their interests.

5. Empowerment and Autonomy: Transformational leaders empower employees by delegating decision-making authority and granting them autonomy to implement their ideas. They provide a supportive environment that encourages risk-taking and learning from failures. When employees feel empowered and autonomous in the context of GHRM, they are more likely to engage in creative thinking and experimentation, leading to innovative solutions for sustainability challenges.

The presence of transformational leadership can amplify the impact of GHRM practices on employee creativity. Through their inspirational influence and supportive behaviors, transformational leaders can create a climate that enhances employees' engagement and commitment to GHRM initiatives. This, in turn, promotes a culture of creativity and innovation, where employees feel encouraged and empowered to contribute their creative ideas for sustainable practices.



Figure 1: Conceptual Framework of the Study

Theoretical Framework

AMO Theory

Ability-Motivation-Opportunities is a framework that bears great importance in the domain of Human Resource Management. According to Shoaib et al., (2021), there are three main elements and factors that mainly include the concept of AMO Theory. They include: Ability, Motivation and Opportunities. These factors with the help of the system tend to influence the working ability of the manpower in any organization. Mia et al., (2022) in their work have formed linkage of these factors with skills, incentives and self-supporting business models (Entrepreneurship). This idea from these researchers has played a very significant role in determining the practical approach for the HR professionals in any infrastructure.

The AMO theory posits that organizational performance is determined by three critical factors: Abilities, Motivation, and Opportunities.

1. **Abilities:** Abilities refer to the skills, knowledge, and capabilities possessed by employees. This encompasses both technical skills and broader competencies required to perform their roles effectively. Organizations must ensure that employees have the necessary abilities through recruitment, training, and development initiatives. By matching employees' skills with job requirements, organizations can enhance performance and productivity.

2. **Motivation:** Motivation represents the internal drive and enthusiasm that employees bring to their work. It involves factors such as job satisfaction, engagement, and commitment. Motivated employees are more likely to invest effort and strive for excellence. Organizations can foster motivation through rewards and recognition programs, meaningful work assignments, opportunities for growth and advancement, and a positive work environment.

3. **Opportunities:** Opportunities encompass the organizational structures, processes, and support mechanisms that enable employees to apply their abilities and motivation effectively. This includes factors like job design, decision-making authority, autonomy, feedback, and resources. Organizations must provide employees with opportunities to utilize their skills, exercise their motivation, and contribute to the overall success of the organization.

The AMO theory offers several implications for organizations striving to improve performance:

1. Enhanced Performance: By aligning abilities, motivation, and opportunities, organizations can create an environment where employees are empowered to perform at their best. When employees have the necessary skills, are motivated, and are provided with opportunities to utilize their abilities, performance and productivity increase.

2. Employee Satisfaction and Engagement: The AMO theory recognizes that motivated employees who can leverage their abilities within a supportive organizational context are more likely to experience job satisfaction and higher levels of engagement. This, in turn, leads to reduced turnover rates, increased loyalty, and a positive organizational culture.

3. Innovation and Adaptability: When employees are encouraged to apply their abilities and are motivated to contribute, organizations benefit from enhanced innovation and adaptability. Creative solutions, new ideas, and the ability to respond to changing market demands become more prevalent in such a work environment.

The concept of AMO Theory is very helpful in understanding how the Green HRM practices can serve as a key to upbring employee creativity as motivation in the context. Similarly, Transformational Leadership can be regarded as the opportunity segment in the overall context of this theory.

In the context of human resource management (HRM), the AMO theory provides insights into how organizations can enhance employee performance and productivity through the effective management of abilities, motivation, and opportunities. HRM practices and strategies can be designed and implemented to align with the principles of the AMO theory, thereby optimizing employee performance and organizational outcomes.

1. Ability: HRM practices can focus on ensuring that employees have the necessary abilities to perform their job roles effectively. This can be achieved through various initiatives, such as recruitment and selection processes that identify individuals with the required knowledge, skills, and competencies. Additionally, training and development programs can be implemented to enhance employees' abilities and provide them with the necessary skills to excel in their roles.

2. Motivation: HRM practices play a crucial role in motivating employees to exert effort and perform at their best. This can be achieved through effective performance management systems that provide feedback, recognition, and rewards for high performance. Intrinsic

motivation can be fostered by creating a positive work environment, offering opportunities for autonomy, and providing challenging and meaningful work assignments. Extrinsic motivators, such as competitive compensation and benefits packages, can also be utilized to incentivize employees and enhance motivation.

3. Opportunity: HRM practices can create a work environment that provides employees with the necessary opportunities to apply their abilities and utilize their motivation effectively. This can involve designing job roles that are challenging and align with employees' skills and interests. Providing clear expectations, setting achievable goals, and offering career advancement opportunities can also enhance employees' sense of opportunity and enable them to perform at their best. Additionally, HRM practices can ensure that employees have access to the necessary resources, such as technology, tools, and support systems, to effectively carry out their job responsibilities. By aligning HRM practices with the principles of the AMO theory, organizations can create a supportive and engaging work environment that fosters high employee performance. This, in turn, can lead to improved organizational outcomes, such as increased productivity, higher employee satisfaction, and enhanced overall performance.

It is important to note that the implementation of HRM practices based on the AMO theory should be tailored to the specific needs and context of the organization. Organizations need to consider the unique characteristics of their employees, industry, and organizational culture when designing and implementing HRM strategies to effectively leverage abilities, motivation, and opportunities for optimal performance.

In the context of Green Human Resource Management (Green HRM), the AMO theory can be applied to enhance employees' environmental performance and contribute to the organization's sustainability goals. Green HRM focuses on integrating environmental concerns into HRM practices and strategies to promote environmentally sustainable behavior among employees.

1. Ability: Green HRM practices can focus on developing employees' abilities to engage in environmentally sustainable practices. This can include providing training and development programs that enhance employees' knowledge and skills regarding environmental issues, sustainability practices, and eco-friendly technologies. By equipping employees with the necessary abilities, organizations can empower them to make environmentally responsible decisions and

contribute to sustainability efforts.

2. Motivation: Motivating employees to engage in environmentally sustainable behavior is a key aspect of Green HRM. HRM practices can utilize various motivational strategies to encourage employees to adopt green practices. This can involve promoting the value of sustainability, creating a sense of purpose and shared environmental goals, and recognizing and rewarding employees for their green initiatives. Intrinsic motivators, such as fostering a culture of environmental responsibility and providing opportunities for employee involvement in sustainability initiatives, can also enhance employees' motivation to engage in green behaviors.

3. Opportunity: Green HRM practices can create opportunities for employees to engage in environmentally sustainable practices. This can include incorporating sustainability considerations into job design by assigning employees responsibilities related to environmental management, waste reduction, or energy conservation. Organizations can also provide employees with the necessary resources, such as access to eco-friendly technologies and information, to enable them to carry out their green responsibilities effectively. Moreover, creating a supportive work environment that encourages collaboration and sharing of best practices among employees can further enhance the opportunities for green engagement. By applying the AMO theory to Green HRM, organizations can effectively integrate sustainability into their HRM practices and promote environmentally responsible behavior among employees. This can lead to a range of benefits, including reduced environmental impact, improved corporate reputation, increased employee engagement and satisfaction, and enhanced organizational sustainability performance.

It is important for organizations to align their Green HRM practices with their overall sustainability strategy and organizational culture. By integrating environmental considerations into various HRM functions, such as recruitment, training, performance management, and employee engagement, organizations can foster a culture of sustainability and create a positive impact on both the environment and their workforce.

METHODOLOGY

Research Philosophy

It is a quantitative study which means we will take data by floating a questionnaire and by this, a one-time quantitative data of the respondents will be gathered. This research follows the positivism approach which is that the facts are true or false from the empirical point of view that can be tested.

In order to comprehend and explain phenomena, positivism approach places a strong emphasis on using empirical data and scientific procedures. It is predicated on the notion that knowledge can be attained via impartial observation and measurement and that the natural and social worlds are subject to a set of underlying rules. Adopting a positivism approach will require to use a questionnaire to gather quantitative data for this study. In quantitative research, numerical data is systematically gathered and analyzed. These data may then be statistically analyzed to reveal patterns, correlations, and trends. An organized list of questions that require precise answers from the respondents will be provided in the questionnaire.

Using the positivism approach, this study's purpose is to collect factual data that may be used to analyze findings and create generalizations about the population being examined. The approach makes the assumption that there is an objective world that can be examined and researched and that you can determine if particular facts or hypotheses are true or false by using exact scientific procedures. The respondents' opinions, attitudes, or behaviour are captured in a moment in time when you use a one-time data collecting approach. This makes it possible to investigate the connections between variables and make judgement based on the information gathered.

Overall, the positivism approach provides a systematic and structured framework for conducting research, ensuring that the data collected is objective, reliable, and can be subjected to statistical analysis.

The emphasis on reliability and authenticity of sources is consistent with the positivist philosophy. The study aims to gather reliable data by using validated measurement instruments and following established sampling techniques. The focus on historical data, both primary and

secondary sources, allows for the examination of past events and the identification of facts that support or contradict the proposed hypotheses.

By adopting a positivist research philosophy, the study seeks to contribute to the body of knowledge in the telecommunication sector by providing empirical evidence and insights that can be generalized to a broader population. It aims to generate findings that are replicable and can be tested by future researchers, contributing to the cumulative advancement of knowledge in the field. While the positivist approach provides a framework for conducting objective and systematic research, it is important to acknowledge its limitations. The emphasis on quantitative data may overlook contextual and subjective aspects that can influence the phenomena under study. Therefore, it is essential to consider complementary research approaches, such as qualitative methods, to gain a more comprehensive understanding of the experiences and perspectives of employees in the telecommunication sector.

Overall, the adoption of a positivist research philosophy in this study ensures a rigorous and systematic approach to data collection and analysis. It provides a foundation for generating objective insights into the telecommunication industry and contributes to the evidence-based understanding of employee attitudes and behaviors in this context.

Research Design and Approach

Data collection method from the management and employee via online google forms. It is a Historical Design. A historical research plan is to gather, confirm, and analyze historical material in order to gather facts that support or contradict your idea. The restriction is that the sources have to be reliable and authentic. I plan to gather the opinions of the respondents through a survey in order to check and validate my proposed hypotheses. In this study, we will gather data from management and staff using an online survey via Google Forms. Because it includes obtaining numerical data using a structured questionnaire, this data collection approach comes within the larger genre of quantitative research.

The research design is classified as historical, which indicates that I will be obtaining, confirming, and analyzing historical information to support or refute your arguments. Historical study seeks to comprehend historical events, behavior, and phenomena via the examination of primary and secondary sources. While historical research normally depends on primary sources,

this study also includes data collection from current management and personnel. The addition of modern views provides a valuable dimension to the study, providing for a thorough comprehension of the subject matter from both historical and current viewpoints.

An online survey approach will be used with Google Forms to collect respondents' comments and validate the given hypotheses. Online surveys provide a number of benefits, including ease of distribution, scalability, and quick data gathering and analysis. The survey design is consistent with the study aims and hypotheses, and it includes structured questions that are only closed-ended (Likert scale questions). This will allow for the collection of a diverse variety of replies from the participants.

To ensure the dependability and validity of the collected data, sampling is carefully considered. The survey should strive to include a varied range of management and staff participants with relevant expertise and experience relating to the research's historical components. In addition, measures such as cross-referencing with other historical sources or performing follow-up interviews with chosen participants can be used to confirm the historical correctness of replies. Once the survey responses have been collected, appropriate statistical techniques can be employed to analyze the data. Quantitative analysis enables the testing of hypotheses, identification of patterns, and examination of relationships within the collected numerical data.

Population

This study focuses on the Telecommunication sector of Pakistan. And the population of the study consists of the employees working in telecom sector. As this thesis is for MBA so we have time constraints and resource limitation, as we will not be able to collect data from all telecom sectors. To cover all the telecom sector and consider it is not possible for us. Four cellular mobile providers, including Telenor Pakistan, Pakistan Mobile Communication Limited (PMCL/Jazz), PTML (Ufone), and China Mobile Pakistan (CMPak/Zong), are currently operating in Pakistan. These companies offer services using GSM, WCDMA, and LTE, among other technologies. So, at the moment four major operator are present in telecom industry. For the purpose of study, I have randomly selected franchises. To narrow it down I will select the franchises of Jazz and Ufone in Islamabad

Sample and Sampling Technique

In your sampling plan, you have chosen to use stratified random sampling, specifically stratified convenience sampling. This approach involves dividing the population into distinct groups or strata based on certain characteristics and then selecting a convenient sample from each stratum.

In your case, you mentioned creating four groups of equal size from a population of 1100 employees. This means each group will ideally contain 275 employees (1100 divided by 4). However, you can round this number up or down depending on practical considerations. To determine the sample size for each group, you referred to the Krejcie and Morgan table (1970). This table is commonly used to determine the sample size needed for a given population size and desired level of confidence. Based on the table, you determined that a sample size of 71.25 would be appropriate for each group.

Since you cannot have a fractional number of participants, you would typically round up or down the sample size based on practical considerations. Therefore, you could aim for approximately 71 employees in each group, while acknowledging that the sample sizes may slightly vary across the strata. To collect data using online forms and social media, you can create a questionnaire using a platform like Google Forms or other survey tools. These online forms can be easily distributed via email or shared on social media platforms to reach your target population. Additionally, you mentioned the option of personally distributing questionnaires. This approach would involve physically handing out paper-based questionnaires to employees in each stratum.

When conducting the survey, it is essential to ensure that the questionnaire is clear, concise, and covers the relevant aspects of your research. Clearly state the purpose of the study, instructions for responding to the questionnaire, and any measures taken to maintain the anonymity and confidentiality of the participants. By utilizing online forms, social media, and personal distribution methods, you can collect data efficiently and effectively from your selected sample. However, it is important to consider potential biases and limitations associated with convenience sampling, as the sample may not be fully representative of the entire population. Care should be taken in interpreting and generalizing the results accordingly. Overall, your sampling plan involves stratified

convenience sampling, where you divide the population into groups, determine sample sizes using the Krejci and Morgan table, and collect data through online forms, social media, and personal distribution of questionnaires.

Unit of analysis

In your study, the unit of analysis is the individual employees working in the telecommunication sector. This means that the focus of your analysis and interpretation will be on understanding the characteristics, attitudes, behaviors, and opinions of individual employees within the telecommunication industry.

By collecting data from individual employees, you aim to gain insights into their experiences, perceptions, and perspectives related to the research topic. This approach allows you to explore the factors that influence employees' work-related outcomes, such as job satisfaction, motivation, performance, and engagement. Collecting data from individual employees enables you to examine the relationships between various variables of interest. For example, you can investigate the relationship between employees' job satisfaction and their levels of engagement or explore how their perceptions of leadership impact their job performance.

By focusing on the individual level of analysis, you can gain a nuanced understanding of the factors that influence employee behavior and outcomes. This understanding can inform strategies for improving employee satisfaction, productivity, and overall organizational performance. To collect data from individual employees, we can utilize surveys, questionnaires. Online forms and social media can be effective platforms for distributing surveys to a large number of employees.

It is important to consider ethical considerations when collecting data from human participants. Ensure that participants' privacy and confidentiality are protected, and obtain informed consent before conducting the study. Additionally, adhere to any applicable regulations or guidelines regarding data collection and human subject's research. By studying individual employees within the telecommunication sector, we can gain valuable insights into the factors that influence their work-related outcomes, contributing to the understanding of employee behavior and organizational dynamics within the industry.

Procedure

In the research plan outlined, managers in the telecommunication sector will be approached to discuss the study and seek permission to collect data from their employees. This step is crucial to ensure ethical considerations are met and necessary approvals are obtained before proceeding with data collection. When engaging with managers, it is important to clearly communicate the study's purpose, objectives, and how it will contribute to knowledge in the telecommunication industry. Emphasize the confidentiality and anonymity of participant responses and highlight the potential benefits of the research for the organization and its employees.

Once permission is granted, data collection from employees can commence. One method is to use email communication to send the questionnaire link. This approach allows for efficient distribution to a large number of individuals and provides flexibility for participants to complete the survey at their convenience. In the email, provide a concise explanation of the study's purpose, instructions on accessing and completing the questionnaire, and any relevant deadlines. Reinforce the manager's approval and assure employees that their responses will be treated confidentially and anonymously. Consider including a brief introduction in the email to remind employees of the manager's approval and encourage their participation. Provide contact information for any questions or concerns regarding the study.

To enhance response rates, incentives such as prize draws or a summary report of the findings may be offered. However, it is important to consider potential biases and ensure that incentives align with ethical guidelines. Maintaining regular communication with both managers and employees throughout the data collection process is essential. Address any inquiries or concerns promptly and provide updates on the study's progress to foster a positive research environment and encourage participation. Once the data collection period concludes, the collected responses can be analyzed using appropriate statistical methods and qualitative analysis techniques, depending on the data and research questions. By following these steps and ensuring effective communication, data can be collected from employees with informed consent, maintaining the integrity and validity of the research study.

Conceptualization of Key Terms.

Green HRM

According to (Rani & Mishra, 2014), Green Human Resource Management is a phenomena that helps an infrastructure to enhance and maintain their resourcefulness and man power by indulging modern and newer Human Resource strategies and principles. In their view point the word “Green” refers to a more environmental conducive and friendly method(s) that reduce the harmful risks caused. (Lee, 2009) in his research tends to explain and compare how the conventional and primitive methods and techniques in the field of economics proved helpful at that time but are quiet not up to the mark in today’s scenario due to less affinity towards social and environmental factors. In his another research, he quotes that Green HRM practices readily include the adoption of a balanced methodology that includes how industries and nature conservation are equally important for the future generation (Lee, 2009). Green Human Resource principles allow companies and multinationals to explore ways that reduce the cost while simultaneously supporting and managing the work force (Jain, 2009).

Employee Creativity

Employee Creativity can be defined as the quality and process to enable initiatives and ideas that further serve as a cause of innovation and development of newer and modern products and services (Amabile & Gryskiewicz, 1989). It is the third factor in the cyclic process of producing desirable outcomes from the organization keeping in view the managerial practices (Jia et al., 2018).

Creativity in the workplace is highly valuable as it can drive innovation, competitiveness, and organizational growth. When employees are encouraged and empowered to be creative, they are more likely to contribute fresh perspectives, explore new possibilities, and find creative solutions to complex challenges.

Transformational Leadership

Transformational Leadership is a relatively new term that has a significant place in the vocabulary of business management. It is the inspirational leading hierarchy that tends to motivate and inspire the people working together in an organization (García-Morales et al.,

2012). For the enhancement of the working environment, the personality and persona of the elite and governing body is highly kept under consideration. This increases the pride and work ability of the individuals (Senge, 1990). According to a research by Bass & Avolio (1995), the transformational leadership has a great source of idea where their organization stands in the world of business and how they are planning ahead to achieve their milestones ahead. Transformational Leadership has close affinity and closely resembles to the phenomenon of organizational performance keeping in view the overall growth of the organization. A good visionary leader can fulfill much of the requirements that are needed for the successful and innovative progression of the company (Aragón-Correa et al., 2007).

Analysis (proposed software and tests)

To build questionnaire, google document will be used and to analyze the data results, will be using SPSS software.

DATA ANALYSIS

The questionnaire was distributed among the employees of Telecommunication sector (Islamabad) to determine the relation between Green HRM practices and Employee Creativity. The close ended questions were selected with a purpose to identify the effects of HR policies in different organizational patterns keeping in view the transformational leadership aspect. Around 151 respondents filled the survey, who were the employees of telecommunication companies based in the capital. The questionnaire was distributed through Google Forms as it was convenient over this medium. The results are tabulated in tables and pie charts.

4.1 Descriptive Analysis

Descriptive Analysis includes the table wise arrangement of data that shows the correlation results of the variables being compared with one another. The variables of this research include Green Human Resource Management being the Independent variable while Employee Creativity and Transformational Leadership as the dependent variables. The survey also consisted of a few demographic questions including Gender, Age, Education and Experience. A couple of tests including Pearson's Correlation and Multiple Regression were done in order to check the influence of GHRM on Creativity of the employees keeping in view the role of Transformational leadership. The following tables show the coefficient of variance between the variables and their practicality in the survey scale (Likert Scale).

GHRM
Reliability Statistics

Cronbach's Alpha	N of Items
.901	5

Table 1: Variance of GHRM in the scale

EC
Reliability Statistics

Cronbach's Alpha	N of Items
.787	5

Table 2: Variance of Employee Creativity in the scale

TL
Reliability Statistics

Cronbach's Alpha	N of Items
.711	5

Table 3: Variance of Transformational Leadership in the scale

According to Table 1, the survey was sent to 151 employees working in different telecommunication organizations. The survey consisted of 5 items and the value for Cronbach's Alpha for the survey was $\alpha = .901$. Table 2 shows the result of Employee creativity as a variable and the value for Cronbach's Alpha for the survey was $\alpha = .787$. Lastly, Table 3 depicts the variance of Transformational leadership as a variable in the survey and according to the Cronbach's Alpha value, the number was $\alpha = .711$.

4.2 Correlation Analysis

A correlation analysis was done in order to check the validity of the variables and Table 4 consists of the results.

		GHRM	TL	EC
GHRM	Pearson Correlation	1	.365**	.419**
	Sig. (2-tailed)		.000	.000
	N	151	151	151
TL	Pearson Correlation	.365**	1	.293**
	Sig. (2-tailed)	.000		.000
	N	151	151	151
EC	Pearson Correlation	.419**	.293**	1
	Sig. (2-tailed)	.000	.000	
	N	151	151	151

**Correlation is significant at the 0.01 level (2-tailed).

According to the table, Pearson's product correlation of Green Human Resource Management and Employee Creativity was found slightly positive highly significant in terms of significant as ($r=.419$, $p=$ less than 0.000) which is less than .05 hence the Hypothesis 1 of the research which implies that Green Human Resource Practices greatly influence the employee

creativity of telecommunication sector is valid and supported where we can say that the more Green policies in terms of management and human resources evidently increase the overall productivity of the people working. The table also portrays the correlation between GHRM and Transformational leadership as both of them serve an important aspect in the validation of the concept.

According to the analysis, ($r = .365$, $p = .000$) which means it is less than the significant number of 0.05 that concludes the fact that there is a slightly to less positive correlation between both the variables. Therefore, we can promptly say that Green Human Resource Management is a prominent concept when applied to a system may increase the productivity and creativity of the people working in any work environment specifically in the Telecommunication domain. Table 4 also indicates the relationship between Transformational leadership and its Moderating role in the course of employee creativity keeping in view the applicable green HR practices. According to the correlation analysis, the Pearson Correlation of Transformational Leadership and Employee creativity was found moderately to slightly positive and significant as ($r = .293$, $p = .000$) which is less than 0.05 and implies that there is a correlation between active leadership and their positive effects on the creativity of the workforce.

Similarly, upon comparing the other two variables i.e. Green HRM and Transformational leadership we get ($r = .365$, $p = .000$) which shows a moderate relationship and correlation between both resulting in a fact that our Hypothesis 2 which states that Transformational leadership moderates the relation between employee creativity and green HRM practices keeping in view the Telecommunication sector of Pakistan is also correct and valid as there is a strong correlation between Transformational Leadership as an intermediary factor existing between Employee creativity and green HRM practices being formulated and implemented in the Telecommunication sector of Pakistan.

The correlation analysis helped in understanding how evidently the concept of GHRM is pivotal in today's era where workforce and workplace principles have evolved leading to more promising ideas and better performance management. Green HRM practices can actually help in making the organization better.

Regression Analysis

Table 5 shows the Regression Analysis of the data obtained from the survey.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 ^a	.176	.170	.74721

a. Predictors: (Constant), TPSH

Table 5: Model Summary of the Variables

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.765	1	17.765	31.819	.000 ^b
	Residual	83.190	149	.558		
	Total	100.955	150			

a. Dependent Variable: EC

b. Predictors: (Constant), GHRM

Table 6: ANOVA results of the variables

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.691	.237		7.141	.000
	GHRM	.383	.068	.419	5.641	.000

a. Dependent Variable: EC

Table 7: Regression Analysis of the two variables (GHRM and EC)

Hypothesis	Regression Weight	Beta	R ²	F	t-value	p-value
H1	GHRM → EC	.419	.176	31.8		.000

Table 8: Summary of the Regression Analysis

According to the above mentioned tables and analysis of the Regression test include the testing of H1 which states that Green HRM practices will have an influence on the employee creativity. The predicting variable is GHRM which will predict the EC as $F(1,150) = 31.8$, $p=.000$ which indicates that GHRM can play a significant role in shaping the EC ($b=.419$, $p=.000$). The results of this regression analysis lead to a fact that there is a positive effect of Green HRM on Employee Creativity. Nonetheless, the R square = .176 which means that the model explains 17.6% of variance in EC. The above mentioned Table 8 shows the summary of the analysis. According to the results, there is a positive variance in the dependent variable of employee creativity which leads to the validation of the fact that applying Green Human resource management can actively produce good resultant products and creative workmanship.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 ^a	.176	.170	.74721
2	.445 ^b	.198	.188	.73946
3	.461 ^c	.212	.196	.73554

a. Predictors: (Constant), GHRM

b. Predictors: (Constant), GHRM, TL

c. Predictors: (Constant), GHRM, TL, GHRMxTL

Table 9: Model summary of the variables

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.765	1	17.765	31.819	.000 ^b
	Residual	83.190	149	.558		
	Total	100.955	150			
2	Regression	20.028	2	10.014	18.314	.000 ^c
	Residual	80.927	148	.547		
	Total	100.955	150			
3	Regression	21.425	3	7.142	13.201	.000 ^d
	Residual	79.530	147	.541		
	Total	100.955	150			

a. Dependent Variable: EC

- b. Predictors: (Constant), GHRM
- c. Predictors: (Constant), GHRM, TL
- d. Predictors: (Constant), GHRM, TL, GHRMxTL

Table 10: ANOVA results of the variables (TL and GHRM on EC)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.691	.237		7.141	.000
	GHRM	.383	.068	.419	5.641	.000
2	(Constant)	1.296	.305		4.256	.000
	GHRM	.329	.072	.361	4.563	.000
	TL	.173	.085	.161	5.034	.000
3	(Constant)	2.875	1.028		2.796	.006
	GHRM	.155	.310	.170	.500	.618
	TL	.319	.317	.297	3.005	.000
	GHRMxTL	.147	.092	.826	4.607	.000

a. Dependent Variable: EC

Table 11: Regression Analysis of all the variables (TL, GHRM and EC)

Hypothesis	Regression Weight	Beta	R ²	F	t-value	p-value
H2	TL+GHRM → EC	.826	.212	13.2		.000

Table 12: Summary of the Regression Analysis

To prove the H2 which states that Transformational leadership moderates the relation between employee creativity and green HRM practices keeping in view the Telecommunication sector of Pakistan we will undergo the regression analysis of the two variables that are GHRM and Transformational leadership keeping in view the dependent variable Employee Creativity. On combining the regressing effects of GHRM and TL, $F(1,149) = 13.201, p=0.00$ which indicates that both GHRM when have the Moderating effects of Transformational Leadership can have impacts on the employee creativity EC ($b=.826,$

p=.000) in any organizational structure. The results are conclusive and that they provide a positive effect on the dependent variable however the R square = 21.2% that evidently shows the variance of both the variables on EC. Table 12 shows the summary of the Regression analysis.

After the completion of the Regression Analysis, we can surely convey the fact that both the Hypotheses are valid and justified and provide us with a fact that Green HRM practices have a positive impact on the performance of the workers especially in the scenario of Telecommunication sector in Pakistan when active and motivating leadership understand and play their vital role.

CONCLUSION

In conclusion, this study aims to explore the relationship between Green HRM practices, transformational leadership, and employee creativity in the telecommunication sector of the Islamic Republic of Pakistan. The research objectives focus on examining the effects of Green HRM on employee creativity and investigating the implementation of transformational leadership in enhancing employee creativity. The research hypotheses suggest that Green HRM practices have a significant impact on employee creativity and that transformational leadership moderates the relationship between employee creativity and Green HRM practices in the telecommunication sector. The significance of this research lies according to the research of (Aldulaimi et.al. 2022) in the importance of sustainability, environmental impact, competitive advantage, employee well-being and engagement, and innovation within the telecommunication sector. By studying the relationship between Green HRM practices, transformational leadership, and employee creativity, researchers can contribute to the development of strategies and policies that promote sustainability, enhance employee well-being and engagement, foster innovation, and create a culture of creativity within the sector.

The existing literature highlights the need for further empirical studies to deepen our understanding of the mechanisms, moderators, and long-term effects of the relationship between Green HRM practices and employee creativity. By addressing these gaps, this research can provide evidence-based recommendations for organizations in the telecommunication sector to effectively leverage Green HRM practices and transformational leadership to foster employee creativity and create sustainable working environments. Overall, this study aims to contribute to the knowledge and understanding of the role of Green HRM practices and transformational leadership in promoting employee creativity in the telecommunication sector of Pakistan, ultimately leading to sustainable practices, employee well-being, and long-term success in the industry. Based on the analysis of the data collected from employees in the telecommunication sector of Islamabad, Pakistan, several conclusions can be drawn.

Firstly, the results indicate a positive correlation between Green Human Resource Management (GHRM) practices and employee creativity. This suggests that when GHRM practices are

implemented in the telecommunication industry, they have the potential to enhance the creativity of employees. The findings support the hypothesis that GHRM practices positively influence employee creativity.

Secondly, the analysis reveals a moderate positive correlation between Transformational Leadership and employee creativity. This implies that effective leadership that embraces transformational qualities can contribute to increased employee creativity. Additionally, Transformational Leadership was found to moderate the relationship between employee creativity and GHRM practices. This finding suggests that Transformational Leadership acts as an intermediary factor that enhances the impact of GHRM practices on employee creativity. Overall, the study highlights the importance of GHRM practices and Transformational Leadership in promoting employee creativity within the telecommunication sector. Implementing GHRM practices and fostering transformational leadership qualities can lead to a more creative workforce and potentially improve organizational performance.

It is important to note that these conclusions are specific to the sampled employees in the telecommunication sector of Islamabad. The generalizability of the findings to the entire telecommunication sector in Pakistan or other industries may be limited. Additionally, the study's findings are based on self-reported data, which may be subject to response biases. These findings contribute to the existing literature on the relationship between GHRM practices, Transformational Leadership, and employee creativity (Aboramadan, 2022).

The results provide insights for organizations in the telecommunication sector and potentially other industries to consider the implementation of GHRM practices and the cultivation of transformational leadership behaviors to foster employee creativity. In conclusion, the regression analysis confirms both hypotheses, demonstrating that Green HRM practices have a positive influence on employee creativity in the telecommunication sector of Pakistan. Additionally, Transformational Leadership acts as a mediator, strengthening the relationship between Green HRM practices and employee creativity. These findings emphasize the importance of implementing Green HRM practices and fostering Transformational Leadership behaviors to enhance employee creativity within the telecommunication industry.

It is important to acknowledge that the regression models explain a portion of the variance in employee creativity, but there may be other factors not considered in this study that also contribute to creativity. Additionally, the findings are specific to the sampled employees in the telecommunication sector of Pakistan and may not be generalized to other sectors or regions. Further research can explore additional variables and factors that influence employee creativity and examine the impact of Green HRM practices and Transformational Leadership in different industries and contexts.

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