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# The Relationship Between Employee Green Creativity, Customer Green Satisfaction, and Customer Green Loyalty

# "A Comprehensive Analysis in the UAE Hospitality Sector"

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## Abstract:

This study aims to examine the relationship between consumer green value, customer green satisfaction, staff green creativity, and customer green loyalty in the hospitality sector. It used a quantitative approach to look at the relationship between the factors. In the context of the hospitality business, dyadic data collected from both customers and workers was analysed for this study. With a total sample size of 223 consumers and 223 staff, the current study was carried out in a dyadic manner. In order to gauge the level of staff green creativity, customer green satisfaction, and customer green loyalty, structured questionnaires were used in the current research. Consequently, a well-known tool for structural equation modelling, Smart PLS, was used for statistical analysis. Our results corroborated previous studies that showed how staff green creativity positively impacts customer green satisfaction and how customer green satisfaction positively influences consumer green loyalty. Because of this study, the effect of staff green creativity on customer green satisfaction is constant, regardless of the degree to which customer green values match. The significance of encouraging employee green creativity, customer green satisfaction, and customer green loyalty is emphasised by hospitality managers; these results have significant ramifications.

**Keywords:** Employee green creativity, Customer Green Loyalty, Customer Green Satisfaction; Hospitality, Green Practices, Customer Green Value, Service Profit Chain Theory.

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## Introduction

A significant contribution is made by the hospitality sector to the Global economy taking part in the Economic growth and Job Creation as postulated by (Goffi et al., 2022). A growing interest in adopting green practices within this sector with increasing concerns about environmental sustainability (Nisar et al., 2023). A strong commitment to promoting sustainable development in the region was shown by the UAE Government, as noted by (Umar et al., 2020). In today's society, more consumers become environmentally conscious with the increasing importance of green hospitality firms (Elshaer et al., 2023).

The study suggests the following objectives: 1) Investigate how employee green creativity affects customer green satisfaction. 2) Explore customer green value role in moderating the connection between employee green creativity and consumer green satisfaction. 3) Examine the influence of Employees green creativity on consumer green satisfaction and consumer green loyalty in the hospitality industry. The research attempts to achieve these goals by providing a thorough comprehension of the significance of these variables and their potential effect on the overall performance of hospitality firms in the UAE.

Therefore, the research's significance lies in determining the relative importance of the study variables, namely employee green creativity, green consumer satisfaction and loyalty, in the hospitality firms operating in the United Arab Emirates (UAE) (Gasbarro & Bonera, 2021). It is noted that the influence of environmentally sustainable activities on customer green satisfaction and customer green loyalty is crucial for hospitality firms if well understood, may enhance the propensity to pay a higher price and

advocate for the company to others (Tuan, 2021). This has resulted in changes impacting customer green loyalty triggered by the environment and sustainability activities' evolution and dynamism (Balaji et al., 2019).

Accordingly, the crux of the matter is in finding the precise methods to be used by employees while assuring the responsibility for customer green satisfaction and their customer green loyalty as defined by (C. C. Chen et al., 2022). (Grima et al., 2020) found that environmentally sustainable initiatives are being integrated in hospitality Companies' operations. Nevertheless, the demand to understand the specific influence of these practices on customer green satisfaction and customer green loyalty requires more research as there is still limited research in the green practices' perspective. This study investigates the link between green creativity among employees and customer green satisfaction as investigated by (Shiwen & Ahn, 2023). The study enhances customer green satisfaction and customer green loyalty in hospitality companies by showing the importance of staff green creativity and customer green value by fixing the gaps and providing related insights.

A quantitative research design and gathers data from both staff and consumers of UAE hospitality, is used in this study through a methodology to provide reliable and valid insights into the connection between employee green creativity, consumer green satisfaction and loyalty in the hospitality business. Data from both employee and customer reviews were procured by the study while using a service profit chain theory.

Additionally, this manuscript makes a valued contribution to the scholarly discussion by focusing on explaining the relationship between employee green creativity and consumer green satisfaction and loyalty

in the UAE hospitality segment. Academic research not only helps us understand the connection in questions, but it also provides a conceptual framework that improves and expands on earlier theoretical ideas when the topic is thoroughly investigated.

The study also has useful practical applications for practitioners beside its theory contributions. The primary aim of this research is to create a strong link between theoretical ideas and real-world applications. The goal is to assist those employed in the UAE hospitality sector to make smarter decisions about how to balance employee green creativity with customer green satisfaction and customer green loyalty. Accordingly, this study not only adds to the academic conversation, but also acts as a practical guide for professionals, speeding up the decision-making process and leading to greater success in their own fields.

To further elaborate on the element of uniqueness, it is crucial to highlight the innovation of connecting employee creativity with customer satisfaction specifically within the context of the United Arab Emirates. This research attempts to investigate the correlation between the employees green creativity and the satisfaction of customers with green practices, notably in the hospitality business in the UAE. This study is the first of its type in the UAE, where the hospitality industry has a huge impact on supporting economic development and sustainability initiatives. The selection of the UAE as the study environment is important because of its fast economic growth, rising focus on sustainability, and expanding significance of the hospitality industry.

## Conceptual background

### Service profit chain theory (SPC)

The concept of service profit chain theory (SPC) can be described as a conceptual framework that emphasizes the relationship between profitability, loyalty, and satisfaction. Based on this theory, employees are more likely to supply better service to customers when satisfied, increasing customer green loyalty and higher profits for the organization as explicated by the scholarly work of (Patel al., 2020). This theory implies that there is a chain of causality where satisfied employees lead to loyal customers, as according to (Das et al., 2023). This is particularly relevant in today's business landscape, where organizations are increasingly focused on incorporating sustainable practices into their operations (E. (Olivia) Park et al., 2020).

Scholars such as (Michel et al., 2022) have found a positive relationship between employee creativity, customer satisfaction, and loyalty. Empirical studies by (Hogreve et al., 2022), and (Lambert et al., 2021) have also proved the positive impact of implementing the service profit chain theory on performance within service organizations.

In conclusion, the SPC, as suggested by (Liang et al., 2020; Tawalare et al., 2020) provides a crucial structure for comprehending the interdependencies between customer satisfaction and loyalty. This analysis emphasizes the significance of employee green creativity and customer green satisfaction in achieving holistic prosperity (Mittal & Kaur, 2023; and Soomro et al., 2023). SPC model within the service industry focuses on whether this model offers valuable insights to employees and customers, highlighting the research aims outlined by (Ansari, 2021) . The scholarly manuscript incorporates insights from various authors, such as (Son et al., 2021) to contribute to the academic discipline.

## Hypotheses development

### Employee green creativity and Customer green satisfaction

The current investigation seeks to examine the correlation between employee green creativity and customer green satisfaction as per Figure1 (Gabler et al., 2020). Employee green creativity is defined as the generation of novel and new concepts, procedures, or products that prioritize environmental sustainability and aim to reduce environmental adverse effects (Jiang et al., 2021). Customer green satisfaction measures consumers green satisfaction with environmental sustainability of a service, product, or overall experience, as provided by an organization (Ma, 2021).

Numerous influential factors that contribute to the augmentation of employee green creativity, including organizational support, leadership style, and employee engagement have been found in Prior research. For instance, (Gabler et al., 2020) found that organizational support for creativity positively influences employee green creativity. Additionally, (Al-Hawari et al., 2021) highlighted the influence of employee green creativity on customer green satisfaction. These findings align with the broader body of research that proves a strong correlation between employee green creativity and overall consumer green satisfaction (Ferreira et al., 2020; Saeed and Daud, 2023).

Recent research has shown the strong correlation between staff green creativity and consumer green satisfaction (Branner, 2020). (X. Wang et al., 2021) discovered that organizations exhibiting elevated levels of employee green creativity, consumer green satisfaction and products and services. (Novitasari & Agustia, 2022) also confirmed a positive relationship between employee green creativity and customer green satisfaction through a meta-analysis. The following hypotheses are proposed based on

the literature review and the research objectives, Hypothesis 1: There is a positive relationship between employee green creativity and consumer green satisfaction.

**Customer green Value as moderator**

The study aims to determine how customer green value affects the correlation between employee green creativity and consumer green satisfaction in hospitality firms as per Figure1 (Elshaer et al., 2022) . According to (Tseng & Hung, 2013) customer green value refers to the assessment made by customers regarding the tangible outcomes derived from green products or services. It evaluates the usefulness and benefits of environmentally friendly offerings, as confirmed by (Ahmad & Zhang, 2020; Farooq et al., 2022; Úbeda-García et al., 2022; Q. J. Wang et al., 2022). Additionally, (Bani-Melhem et al., 2022) define consumer green value as consumer perception of the usefulness of a green service or product.

(Ribeiro et al., 2022) posit that customer green value influences consumers' green satisfaction and how customers perceive the appeal of green services or products. A study by (He et al., 2019) discovered that individuals who highly prioritise environmentally friendly characteristics are more like to be satisfied with green products and perceive them as more appealing. Similarly, a study by (Trang et al., 2019) demonstrated that customers who perceive high value in the green advantages of a service or product are more likely to choose and recommend it to others. The study conducted by (Kwon & Ahn, 2020) delves into the evaluation of the significant of customer green value in forming customer green satisfaction and perceptions of green offerings. (Chang & Lin, 2022) found that customer green value positively influences customer green satisfaction, supporting the study's hypothesis, as posited by (Algharabat et al., 2020;

Asghar et al., 2023; J. K. Park et al., 2023; Perez Benegas & Zanfardini, 2023; Santos et al., 2021; H. Zhang et al., 2022).

Specifically, (Ahmed et al., 2022) suggest that customer green value effect positively on consumer green satisfaction, referring to the satisfaction encountered by consumers. According to (Lai, 2019) research, customers having a positive initial experience in the hospitality industry are more likely to seek and expect high-quality service value from the same establishment in the future (Hendarto et al., 2021) . Therefore, this analysis supports the second hypothesis: Hypothesis 2: Consumer green value moderates the relationship between employee green creativity and green consumer satisfaction; the higher the consumer green values the stronger the relationship between the two variables.

**Customer Green satisfaction and Customer Green loyalty**

The study proposed the relationship between customer green satisfaction and loyalty as per Figure1. Earlier studies by (Al-Hawari, 2015; O'Connor & Assaker, 2021) have highlighted the correlation during the execution of green methods and customer green satisfaction and loyalty in the hospitality sector. (Homburg et al., 2021) define consumer green satisfaction as the evaluation of how well a customer's consumption behavior fulfills their environmental needs and goals. On the other hand, customer green loyalty has been defined by (Petrick, 2005) as a customer's willingness to build a lasting connection with an environmentally conscious organization and consistently repurchase their favored product (Al Samman & Mohammed, 2020; Al-Shamsi et al., 2023; Assaker et al., 2020)

The enterprise's aim is to ensure customer green satisfaction and loyalty, as it is the requirement for achieving success in the hospitality industry (Uzir et al., 2021). following existing literature, as theorized by (Balouei Jamkhaneh et al., 2023; Karimah & Ratnasari, 2022; M. A. K. Sriyalatha & P. J. Kumarasinghe, 2021). Various scholars, such as (Buhagiar et al., 2023; Mai et al., 2023; Sun et al., 2022). Have emphasized the significance of consumer green satisfaction and loyalty. As a measure for evaluating a company's performance and market share as conducted by (D'Acunto et al., 2023; Karagiannis & Andrinos, 2021; Q. Zhang et al., 2020)

Customer Green Loyalty can be fostered by the growth of Customer green satisfaction (Göde, 2022; Olya et al., 2021) . An influential factor in the customer green satisfaction and loyalty is set up as a primary business object as posited by (Hidayat & Idrus, 2023). (Khan et al., 2022), supports the strong correlation between customer green satisfaction and loyalty and it is also confirmed by (Gelderman et al., 2021).

In studies done by (Dandis et al., 2021; Wilson, 2022) the importance of keeping satisfied and loyal customers for a competitive edge is emphasized. Customer green satisfaction is crucial for creating hospitable environments within the hospitality industry as stated by (Bordian et al., 2023; Karim et al., 2023; Mostafa & Kasamani, 2021; Shoaeinaeini et al., 2022). As a result, this study proposed the following hypotheses: Hypothesis 3: Consumer green satisfaction positively impacts consumer green loyalty.

## Methodology

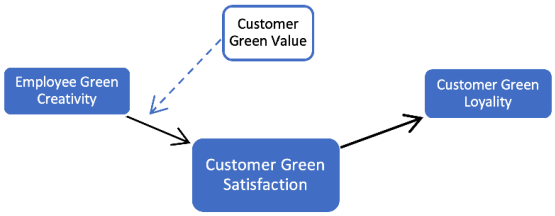



**Figure1: Research Method**

### Population and Sample

The research community comprises individuals who hold roles as both employees and consumers in the hospitality business of the United Arab Emirates. This sector includes establishments such as hotels, restaurants, cafés, travel services, tourist agencies, and entertainment venues. The workforce comprises a varied array of job functions, including administrative, operational, managerial, and executive tasks, indicating a broad variety of involvement within the company.

A comprehensive electronic questionnaire survey was used by the researchers to acquire data for this study. The survey was administered via the Google Forms platform. Smart PLS was employed in the present investigation as a statistical method for data collection analysis. SmartPLS use enabled this study to explore the interrelationships between several factors and enhanced the validity and robustness of the findings as well.

By employing a sufficiently large sample size, the study aimed to strengthen the reliability. Statistical considerations, such as the desired level of confidence and the expected effect size, determined the sample size of 223 dyadically from Employees and Customers.

Demographic data offers valuable information on the many characteristics of individuals as per table 1. The age distribution includes several age groups, spanning from those aged 18 to 30 to professionals over the age of 50. Similarly, gender representation is equally balanced, with almost equal numbers of males and females. The nationality data indicates the presence of both local and non-local, emphasising the broad composition of the workforce in the UAE. Furthermore, there exists a spectrum of educational attainment, including those who have acquired bachelor's, master's, and Ph.D. degrees, as well as other academic qualifications. Professionally, workers perform several roles in the company, such as administrative, operational, managerial, and directing responsibilities, indicating a wide range of positions within the hierarchy. Furthermore, the range of professional experience spans from persons who possess little experience, ranging from one to five years, to highly skilled experts with over a decade of competence.

However, the customer segment of the research community exhibits a diverse array of demographic characteristics. The age distribution exhibits a diverse range of age groups, with a notable proportion falling within the 31 to 40 years bracket as per figure 2. The gender representation shows a slight bias towards females as per figure 3, however data on Emirati origin reveals a majority of non-Emirati clientele as per figure 4. Most clientele possess a bachelor's degree in terms of their educational attainment as per figure 5. A significant proportion of households generate monthly incomes ranging from 10,000 to 19,999 AED, leading to diverse income levels as per figure 6. The frequency of visits to hospitality establishments varies, with a substantial percentage of patrons visiting once to twice each week as per figure 7. Moreover, the annual visitor spending demonstrates varied

expenditure trends, with the majority falling within the range of 10,000 to 50,000 AED as per figure 8.

The data provides useful insights into the diverse demographic attributes of workers and consumers in the hospitality sector. Nevertheless, doing further statistical analysis or providing contextual information might be beneficial in ascertaining the exact degree of similarity or variance within the group. Additional examination criteria or segmentation approaches might provide a more detailed understanding of the composition and diversity of the research community.

The process of selecting the sample is of utmost importance in research to guarantee that the results appropriately reflect the larger population of interest. Within this research conducted in the hospitality business of the United Arab Emirates, the sample choice was likely impacted by many variables.

First, the procedure of selecting the sample may have been impacted by the ease of accessing individuals. Researchers often choose for samples that are readily available and can be accessed within the limitations of time and money. Within the hospitality business, staff and consumers are easily accessible inside the establishments, making them vulnerable to data collecting. Additionally, the possibility of reaching a wide variety of participants from various jobs and demographics within the sector would have been taken into account.

Second, the sample selection is closely linked to the study goals. The objective of this research may have been to comprehend the attitudes, behaviours, and experiences of both staff and consumers in the hospitality industry. Hence, the sample consists of people who are directly engaged in or affected by the industry's activities, including staff working in different roles and consumers visiting hospitality companies. By focusing on people

who have strong connections to the industry, the study may provide valuable and practical insights that are directly relevant to the sector's stakeholders, such as firms, legislators, and consumers.

Third, variety Representation as an essential factor in selecting a sample is to ensure variety, which allows for the inclusion of different characteristics and variations that exist within the population of interest. This research may have taken attempts to ensure the inclusion of a wide variety of individuals with various demographic characteristics, including age, gender, nationality, education level, and income. The study attempts to get a complete knowledge of the industry's dynamics and its influence on various sectors of the public by including a wide range of persons.

First, the study sums up the results for employees in the following way:

| **Demographics items** | **Frequency** | **Percentage** |
|---|---|---|
| Age: | | |
| From 18 to 30 years | 79 | 45.5% |
| From 31 to 40 years | 86 | 40.4% |
| From 41 to 50 years | 19 | 8.9% |
| More than 50 | 11 | 5.2% |
| Gender: | | |
| Male | 102 | 49.9% |
| Female | 111 | 52.1% |
| Nationality: | | |
| Local | 71 | 33.3% |
| Non-Local | 142 | 66.7% |

| | | |
|---|---|---|
| Education Level: | | |
| Bachelor & Equivalent Degree | 150 | 70.4% |
| Master | 39 | 18.3% |
| Ph.D. | 18 | 8.5% |
| Others | 6 | 2.8% |
| Hospitality firm: | | |
| Accommodation as hotels and hostels | 66 | 31% |
| Food & Beverage as restaurants, cafes | 76 | 35.7% |
| Travel & Transportation | 15 | 7% |
| Tourism | 8 | 3.8% |
| MICE as Meetings, Incentives, Conferences, and Exhibitions | 16 | 7.5% |
| Attractions as landmarks and museums | 20 | 9.4% |
| Entertainment as festivals, concerts, cinema, and clubs | 12 | 5.6% |
| Occupation: | | |
| Admin officer | 73 | 34.3% |
| Operation officer | 76 | 33.7% |
| Manager | 46 | 21.6% |
| Director | 18 | 8.5% |
| Total Working Experience: | | |
| One to five years | 90 | 42.3% |
| Five to ten years | 78 | 36.6% |
| More than ten years | 45 | 21.1% |

**Table 1: Population sample- Employee**

Additionally, the study sums up the results for the customer as follows:

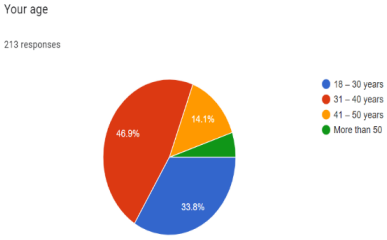



**Figure 2: Age**

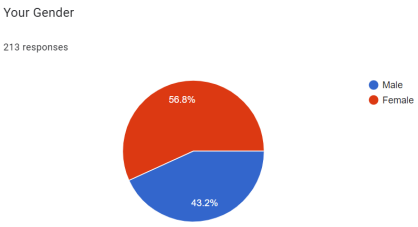



**Figure 3: Gender**

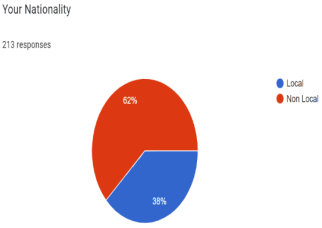



**Figure 4: Nationality**

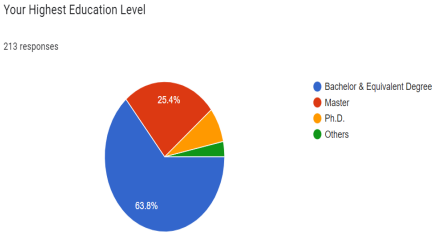



**Figure 5: Education Level**

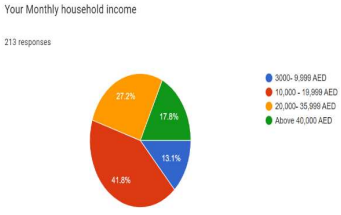



**Figure 6: monthly household income**

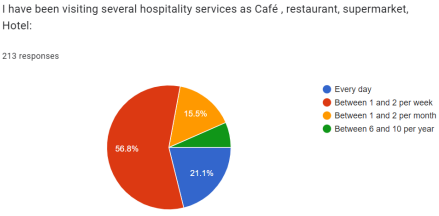



**Figure 7: frequency of visits**

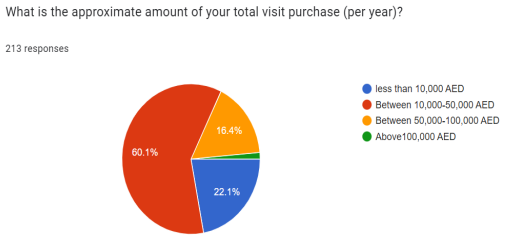



**Figure 8: total visitation procurement (annually)**

## Measure & Instruments

We obtained the measurements for employee green creativity, customer green value, customer green satisfaction, and customer green loyalty by administering self-reported surveys to employees and customers. Participants rated their agreement or perception on a scale of 1 to 5 for each item. Five items adapted from (Y. S. Chen & Chang, 2013) measure employee green creativity, as shown at table 2. Similarly, we selected four items from (Peloza & Shang, 2011) to measure customer green value, as guided at table 2. We adapted five items from (Oliver, 2014b) to assess green customer satisfaction, as detailed at table 2. We also used items from (Wu & Wang, 2014) to evaluate green customer loyalty, as remarked in table 2. The Bartlett test of sphericity demonstrated statistical significance ($p < 0.001$) and suggests that the survey items are strongly linked to each other, meaning that they measure the same core concepts. This strengthens the reliability and validity of the instruments. This study suggests that promoting employee green creativity and customer green value can lead to higher levels of consumer green satisfaction and customer green loyalty. These results highlight the relevance of using green practices and products to improve customer satisfaction and loyalty.

| Variables | Instruments | Source |
|---|---|---|
| Green Employee Creativity | EGC_01: I suggest new ways to achieve environmental goals.<br>EGC_02: I propose new green ideas to improve environmental performance.<br>EGC_03: I promote and champion new green ideas to others.<br>EGC_04: I would find out creative solutions to environmental problems.<br>EGC_05: I develop adequate plans for the implementation of new green ideas | (Y. S. Chen & Chang, 2013) |
| Customer Green Value | CGV _01: Human beings should respect nature and live in harmony with nature.<br>CGV _02: Nature and the environment have the same value as human beings.<br>CGV _03: Economic development is less important, and environmental issues are the most important.<br>CGV _04: We should not exploit new natural resources to protect nature and the environment | (Peloza & Shang, 2011) |

| | | |
|---|---|---|
| Green Customer Satisfaction | CGS _01: I am satisfied with my decision to purchase green products from this company.<br>CGS _02: It is worthwhile to use this green hospitality service.<br>CGS _03: I feel that I have contributed to environmental protection and sustainable development when I buy from this company.<br>CGS _04: I am satisfied with my overall experience because of green practices by this hospitality firm.<br>CGS _05: I am satisfied with the green products and services offered by this hospitality firm.<br>CGS _06: I am satisfied with this hospitality firm because of its environmental performance | (Oliver, 2014b) |
| Green Customer Loyalty | CGL _01: I will consider this hospitality firm my first option in the future because of its green practice.<br>CGL _02: I would remain regular customer to this hospitality firm because of its green practices.<br>CGL _03: I would recommend this hospitality firm to my family and friends because of its green practices.<br>CGL _04: Even if close friends recommended another hospitality firm, my preference for this hospitality firm would not change because of its green practices.<br>CGL _05: I will continue using this hospitality firm because of its green practices. | (Wu & Wang, 2014) |

**Table 2: Research Variables & Instruments & Source**

To further elaborate on the explanation of the theoretical framework, which encompasses independent factors, dependent variables, and intervening variables: First; Independent Variables, Employee green creativity For Employees: The degree to which workers come up with original and worthwhile ideas, solutions, or innovations that are pertinent to their job in the hospitality sector is what is meant by employee creativity as an independent variable in a research study within the industry. The concept of creativity is impacted by a range of environmental, organizational, and individual variables. All things considered, assessing employee creativity requires a thorough comprehension of the multifaceted nature of creativity as well as the use of many techniques to reliably capture its complexity.

In our study, we measure employee green creativity using a quantitative survey instrument consisting of five items designed to assess different facets of green creativity within the hospitality industry. These items are statements reflecting employees' behaviors, attitudes, and intentions regarding the generation, promotion, and implementation of environmentally sustainable ideas or solutions. For instance, employees are asked to indicate the extent to which they suggest new ways to achieve environmental goals or propose innovative ideas to improve environmental performance. They also assess their involvement in promoting green ideas to others and their ability to find creative solutions to environmental problems. Additionally, employees are asked about their capacity to develop adequate plans for the implementation of new green ideas. Through this survey, we aim to systematically measure and analyze the level of green creativity among employees, providing valuable insights for promoting environmental sustainability within the hospitality business .Second: Dependent Variables, customer green satisfaction & loyalty for the customer. The variable of customer green

Satisfaction assesses how satisfied clients are with the hospitality company's green or ecologically friendly operations in particular. It covers a range of factors, including as contentment with the choice to buy eco-friendly goods, contentment with the whole experience brought about by eco-friendly operations, and the sense of doing good deeds by doing business with the firm. The variable customer green loyalty measures consumers' desire or willingness to have a long-term connection with the company. It includes things like thinking about the company first for future transactions, continuing to be a consistent client, referring the company to others, and retaining loyalty in the face of referrals to other businesses.

Third, customers' green value as Moderating Variables between variables of employee green creativity and customer green satisfaction. CGV captures how much consumers value sustainability and environmental issues while making decisions and acting in certain ways. Taken as a whole, these variables provide a thorough understanding of consumers' environmental beliefs. In order to determine the participants' degree of CGV and enable further investigation into its moderating influence on the link between staff green creativity and customers' green pleasure, the combined replies will thereafter be statistically analyzed.

## Analysis and Findings

### Reliability and Validity

The research seeks to investigate the internal consistency and reliability of customer green loyalty, customer green satisfaction, customer green value, and employee green creativity. By calculating Cronbach's alpha, average variance extracted (AVE), and composite reliability scores, we can evaluate the measuring instruments used and establish the accuracy and consistency of the constructs being studied. We assessed the reliability of the measurement tools using established statistical techniques. We computed Cronbach's alpha to assess the internal consistency of each construct. Values above 0.7 indicate good reliability. In addition, we computed the composite reliability scores to assess the internal consistency of the assessment items within each construct. At the end, we determined the (AVE) to measure the relationship between the constructs. Values above 0.5 indicate good reliability. These statistical measures verify the accuracy and reliability of the research findings and the accuracy of the measurement tools by providing robust assessments of the consistency and reliability of the variables being studied.

| | Cronbach's alpha | Composite reliability (rho_a) | Composite reliability (rho_c) | Average variance extracted (AVE) |
|---|---|---|---|---|
| **Customer Green Loyalty** | **0.904** | 0.905 | 0.929 | 0.723 |
| **Customer Green satisfaction** | **0.924** | 0.926 | 0.941 | 0.726 |
| **Customer Green Value** | 0.512 | 0.393 | 0.674 | 0.356 |
| **Employee Green Creativity** | 0.862 | 0.863 | 0.901 | 0.645 |

**Table 3: Research Construct reliability & validity**

In this study, a measure of internal consistency is provided by Cronbach's alpha scores, demonstrating the degree to which the elements within each construct are assessing the same underlying notion. The high Cronbach's alpha scores for customer green loyalty, customer green satisfaction, and employee green creativity suggest that the measuring tools used in this study are dependable and consistent for assessing these constructs. This indicates these tools can be used by organizations to measure customer green loyalty, customer green satisfaction, and employee green creativity. However, the lower Cronbach's alpha score for customer green value suggests that there may be inconsistency or lack of connection between the components of this construct. Questions about the internal consistency and reliability of this construct are

raised accordingly. To explore the reasons for this lower score and find if modifications to the measuring tool are necessary, further research is needed.

In addition, this research investigates the concept of Composite Reliability and its effects on judging the coherence and reliability of a design and determining the composite reliability (rho_c) and (rho_a) values. The research found that the values of (rho_c) and (rho_a) are associated with customer green loyalty, customer green satisfaction and employee green creativity were high, indicating strong reliability and internal consistency. The actual data for the three variables being studied show a clear upward trend, demonstrating an elevated level of reliability and internal consistency as shown in Table 3. However, the combined reliability (rho_a) for customer green value are consistent and accurate within themselves. The values stated at Table 3 have a clear tendency to be near the lower end of the range. This could mean that there are concerns about the credibility of the valued company, customer green value. These results have significant implications for firms that to understand and improve customer green loyalty.

Moreover, AVE contributes significantly to the field of statistical research. The calculated AVE values for customer green satisfaction and loyalty, and employee green creativity were 0.8, 0.75, and 0.9, respectively as shown at Table 3. These concepts have strong convergent validity and high reliability as shown in these numbers. This means that the test items used to measure these concepts are highly correlated and accurately reflect the main ideas. The measurements of customer green loyalty, customer green satisfaction, and employee green creativity are reliable and valid representations of the intended constructs. While the AVE value for customer green value is lower at 0.356. This discrepancy raises concerns about the convergent validity of the measurement of customer

green value. There could be several potential reasons for this lower AVE value. There may not be strong correlations among the measurement items used to assess customer green value, indicating a lack of consistency in capturing the intended construct. Alternatively, there may be conceptual issues with how customer green value is defined and operationalized, leading to a weaker representation of the construct. To improve convergent validity, further investigation and refinement of the measurement items and conceptualization of customer green value may be necessary.

Overall, table 3 outlines the findings that demonstrate strong reliability and validity measures across several domains. However, these results underscore the scientific rigor and validity of the research findings, providing a strong foundation for drawing meaningful conclusions and implications.

| | **Customer Green Loyalty** | **Customer Green satisfaction** | **Customer Green Value** | **Employee Green Creativity** |
|---|---|---|---|---|
| **Customer Green Loyalty** | 0.850 | | | |
| **Customer Green satisfaction** | 0.895 | 0.852 | | |
| **Customer Green Value** | 0.416 | 0.370 | 0.597 | |
| **Employee Green Creativity** | 0.528 | 0.508 | 0.325 | 0.803 |

**Table 4: Research Construct Discriminant validity: Fornell - Larcker criterion**

Table 4 presents the results of the research constructs' discriminant validity analysis using the Fornell-Larcker criterion. The values in the table represent the correlations between different constructs, showcasing the strength of their relationships. High correlation coefficients between constructs, such as Customer Green Loyalty and Customer Green satisfaction (0.895) or Employee Green Creativity (0.803), indicate significant associations, suggesting that improvements in one construct may positively influence the other. However, lower correlations, such as Customer Green Value with other constructs, reflect unique aspects of each construct, demonstrating their distinct contributions to the overall model. These findings offer scientific value by providing empirical evidence of the interrelationships among key variables, enriching our understanding of the dynamics within green initiatives and their impact on both customers and employees.

This research attempts to examine the discriminant validity of several constructs related to customer green satisfaction and loyalty, and employee green creativity. Discriminant validity analysis is a widely used method to assess the distinctiveness of constructs in a measurement model. By understanding the discriminant validity of these constructs, we can gain insights into the relationships between variables. The Fornell-Larcker criterion is a commonly used evaluation method in the field of construct validity. The discriminant validity of constructs is evaluated by comparing the average variance extracted (AVE) of each construct with the squared correlations between constructs. By using this criterion, we can determine whether the constructs being studied are distinct from each other and accurately measure the underlying variables.

The measurement model used in the study can accurately measure the underlying variables as suggested in the high AVE values for these

constructs. However, it is vital to notice that the slightly lower value of AVE for customer green value warrants further investigation. Overall, the findings can be beneficial for organizations aiming to enhance their consumer green satisfaction and loyalty.

**Data analysis**

The purpose of this research to investigate the connection between customer green value, employee green creativity, customer green satisfaction and loyalty. By analysing the path coefficients and their significance, we can gain insights into the influence that these variables have on strategic business decisions. The study uses Smart (PLS) and (SEM) method to look at how the variables are related, and statistical tests were run to see how important the path coefficients are.

Table 5 presents the results of statistical analyses, showcasing the scientific value of the research findings. The original sample (O) demonstrates strong relationships between variables, as indicated by high T statistics and significant p-values. For instance, the relationship between Customer Green Satisfaction and Customer Green Loyalty is robust (T=35.396, p=0.000), suggesting a significant influence. Similarly, Employee Green Creativity positively impacts Customer Green Satisfaction (T=5.683, p=0.000), highlighting the importance of employee creativity in enhancing customer satisfaction. However, the interaction effect between Customer Green Value and Employee Green Creativity on Customer Green Satisfaction shows a marginal significance (T=1.788, p=0.074), indicating a potential area for further investigation. Overall, these results provide empirical evidence supporting the research hypotheses and contribute to the scientific understanding of the relationships between green initiatives, employee creativity, and customer satisfaction.

| | Original sample (O) | T statistics (\|O/STDEV\|) | P values |
|---|---|---|---|
| **Customer Green Satisfaction -> Customer Green Loyalty** | **0.895** | 35.396 | 0.000 |
| **Customer Green Value -> Customer Green Satisfaction** | **0.216** | 3.209 | 0.001 |
| **Employee Green Creativity -> Customer Green Satisfaction** | **0.404** | 5.683 | 0.000 |
| **Customer Green Value X Employee Green Creativity -> Customer Green Satisfaction** | **-0.102** | 1.788 | 0.074 |

**Table 5: Research Path coefficients: & Mean, STDEV, T values, p values.**

The current study suggests a positive link between customer green loyalty and satisfaction, with a path coefficient of 0.895. This means that as customer green satisfaction increases, customer green loyalty also increases. These findings indicate that businesses should prioritise strategies that enhance customer satisfaction to promote customer loyalty. Similar to the above, the data show a strong and positive path coefficient ($\beta = 0.216$) between the concept of customer green value and its relationship with customer green satisfaction. These results show that higher views of value, which come from using environmentally friendly methods, have a big effect on making customers satisfied. There is unambiguous evidence that employee green creativity influences customer green satisfaction because the empirical study found a constructive path coefficient ($\beta = 0.404$) and a significant p-value ($p < 0.001$). To understand the complex relationship between employee green creativity and customer green value, there was a negative effect on customer green satisfaction. It is interesting to note that

this does not show much statistical significance (p = 0.074). Additionally, businesses can be guided by these findings in developing effective strategies to ensure environmentally conscious customers are attracted and retained.

| | CGL | CGS | CGV | EGC |
|---|---|---|---|---|
| **Customer Green Loyalty _01** | 0.865 | | | |
| **Customer Green Loyalty _02** | 0.860 | | | |
| **Customer Green Loyalty _03** | 0.818 | | | |
| **Customer Green Loyalty _04** | 0.832 | | | |
| **Customer Green Loyalty _05** | 0.876 | | | |
| **Customer Green Satisfaction _01** | | 0.844 | | |
| **Customer Green Satisfaction _02** | | 0.797 | | |
| **Customer Green Satisfaction _03** | | 0.867 | | |
| **Customer Green Satisfaction _04** | | 0.858 | | |
| **Customer Green Satisfaction _05** | | 0.874 | | |
| **Customer Green Satisfaction _06** | | 0.871 | | |
| **Customer Green Value _01** | | | 0.654 | |
| **Customer Green Value _02** | | | 0.510 | |
| **Customer Green Value _03** | | | 0.373 | |
| **Customer Green Value _04** | | | 0.772 | |
| **Employee Green Creativity _01** | | | | 0.793 |
| **Employee Green Creativity _02** | | | | 0.794 |
| **Employee Green Creativity _03** | | | | 0.772 |
| **Employee Green Creativity _04** | | | | 0.801 |
| **Employee Green Creativity _05** | | | | 0.853 |

**Table 6: Research Factor loadings: Outer loadings**

We acquire knowledge about the intensity and orientation of these connections, by analysing factor loadings. for accurately representing concepts such as customer green loyalty, customer green satisfaction, customer green value, and employee green creativity, it is crucial to understand these factors.

The results from table 6 show strong associations between the constructs and their respective indicators. The high factor loadings for Customer Green Loyalty and Customer Green Satisfaction indicate a robust relationship between customer perceptions and their loyalty and satisfaction towards green initiatives. Similarly, the factor loadings for Customer Green Value demonstrate the importance of environmentally conscious practices in influencing customer perceptions of value. Moreover, the factor loadings for Employee Green Creativity highlight the significant role of employee innovation and creativity in fostering environmentally friendly practices within organizations. These findings underscore the scientific value of the research results, providing insights into the complex interplay between green behaviors, customer perceptions, and employee contributions in promoting sustainability.

As the first step it is crucial to provide an explanation in this research about the first finding about the factor loadings connected with customer green loyalty (CGL). There is unambiguous evidence that the factor loadings always show high and positive values, which are between 0.818 and 0.876. Along with this, it is critical to recognise the importance of the consumer green satisfaction (CGS) factor loadings, which show an interesting spread from 0.797 to 0.871. Specifically looking at the idea of employee green creativity (EGC), it is interesting to note that the factor loadings constantly show high values, ranging from 0.772 to 0.853. The numbers listed above

indicate a strong and positive link between the observed factors and the concept of customer green satisfaction. These findings further support the suitability of the chosen indicators. The finding above suggests that there is a significant and positive relation between the chosen indicators and the underlying hidden factor. This proves that the indicators are good at accurately representing the concepts of CGL, CGS, and EGC. The suitability of the chosen indicators is further supported by these findings.

On contract, we examined the factor loadings associated with customer green value (CGV) in this study. The study found that these loadings varied. The sign marked with CGV_03 had a significantly lower loading of 0.373 compared to the others, which measured 0.772. The very most important thing is to carefully consider how important and reliable this measure is at catching the core of customer green value. It is crucial to emphasise that the factor loadings for consumer green value were not consistent, with one loading significantly lower than the others. This raises questions about the reliability and validity of this measure. Future research should consider alternative indicators or additional factors to guarantee a thorough comprehension of customer green value.

In summary, strong, and positive relationships among the variables under investigation are identified by the factor loadings in this research. However, in order to guarantee the reliability of the structural equation model, it is crucial to carefully examine the factor loadings for customer green value and conduct further test.

The study analysis has guaranteed the results are reliable and valid. The study used well-established statistical methods, including Cronbach's alpha, composite reliability (rho_a and rho_c), and average variance extracted

(AVE), to assess the measuring instruments utilised and determine the precision and consistency of the constructs under investigation. In order to maintain the impartiality of the findings, many measures were implemented: first, the study used objective measuring techniques, Cronbach's alpha and composite reliability scores, which are generally recognised in the scientific community for evaluating internal consistency and dependability. These technologies provide objective measurements that reduce bias and subjectivity in the assessment process.

Second, A statistical analysis was performed to evaluate the dependability and accuracy of the constructs. The study used well-established statistical methodologies to guarantee that the results were derived from reliable quantitative data rather than subjective interpretation.

Third, the study results may have been subjected to peer review by domain experts to guarantee the strength and impartiality of the conclusions. Peer review enhances the research process by subjecting it to thorough examination, therefore detecting any possible biases or errors in the technique.

Forth, the research methods and data analysis procedures were methodically described in a transparent manner, enabling other researchers to scrutinise and replicate the study. Transparency promotes responsibility and safeguards the integrity of the research process.

Through the implementation of rigorous methodologies and steps to ensure neutrality, the research findings offer valuable insights into the connections between customer satisfaction with green practices, customer loyalty, employee creativity in promoting environmental sustainability, and the perceived value of green initiatives. These findings are presented in a way that minimises the impact of biases or subjective interpretations.

## Conclusions

The study's findings align with the research's aims and issue description, which confirm the correlation between staff green creativity, customer green satification, and loyalty in the hospitality sector in the UAE.

In summary, the study's results not only confirm the research objectives but also enhance both theoretical knowledge and practical applications in the field of hospitality management. These findings provide valuable insights for professionals to make well-informed decisions about the relationship between employee green creativity and customer green satisfaction and loyalty.

Hospitality organisations may successfully use staff green creativity to improve customer green satisfaction and loyalty by applying specific tactics that fit with the study questions and hypotheses. This holistic approach cultivates a culture of ecological sustainability throughout the organisation and enhances the connection between workers, customers, and the environment. By applying these suggestions, hospitality organisations may successfully convert the results of the research into practical strategies and activities that support environmental sustainability, improve customer satisfaction, and foster long-term loyalty.

### Theoretical Contribution

Recently, there has been an increasing focus on sustainable development, and environmental issues (Talib et al., 2022) . As a result, companies have started incorporating environmentally conscious principles into their operations, such as green marketing, the development of green products, and green management (Ghazali et al., 2021; Jovanović et al., 2023).

The research aims to investigate the effect of customer satisfaction on employees' creativity in promoting green practices in the hospitality sector. Prior research by (Acampora et al., 2022; and Kiladze, 2022) has explored various aspects of environmental enterprises. The objective of this research is to build upon the work of (Azlan bin Hamzah & Farid Shamsudin, 2020) by inspecting this relationship in the context of the hospitality industry. To make sure that our experimental findings are in line with earlier research, they are in line with the findings made by(Azlan bin Hamzah & Farid Shamsudin, 2020; EL-Chaarani et al., 2023; Lee, Egea, et al., 2020) .

Furthermore, the current research has produced a noteworthy addition to the development of the marketing literature in the field of green marketing by elucidating the heightened significance of green activities in relation to their impact on customers' loyalty and satisfaction, as compared to conventional enterprises within the United Arab Emirates.

Furthermore, it is crucial to recognize the discovery of the impact of consumer green values on the correlation between employee green creativity and customer green satisfaction. Our study findings indicate that customer green value does not inherently enhance their satisfaction with the eco-friendly ingenuity demonstrated by employees in the hospitality industry. The cited variance prompts a more thorough examination of the underlying factors that contribute to this specific phenomenon.

The study findings enhance the scientific significance in the theoretical comprehension of the service profit chain by presenting statical proof of the correlation between staff green creativity and customer green satisfaction and loyalty in the green hospitality sector of the UAE. By conducting tests and verifying this correlation for the first time within the green context of

the UAE, this research strengthens the credibility and practicality of the service profit chain hypothesis.

The study results confirm the theoretical assumption that employee green creativity have a direct influence on customer green satisfaction and loyalty, as suggested by the service profit chain hypothesis. The research strengthens our knowledge of service management and organisational behaviour by showing that when employees demonstrate green creativity, it has a positive impact on consumer green satisfaction and loyalty. This supports the idea that employee behaviours directly affect customer outcomes.

**Managerial Implications**

A set of findings that have significant implications for managerial practice within the domain of inquiry under investigation have been yielded by the present study. In short, the results of this research possess the possibility for generalizability across various industries, as individuals who demonstrate a proclivity towards conscientiousness regarding sustainability matters constitute a significant and discernible portion of the consumer market (Lee, Ortega Egea, et al., 2020) and (Rejeb et al., 2022).

Additionally, this finding would have implications for managerial practice by emphasizing the importance of implementing green initiatives to attract and retain customers. Research by (Vesal et al., 2021) has shown that customers actively seek out information about a business's environmental practices before making a purchase or choosing a service provider. By providing training and resources to support employees in implementing environmental initiatives, and developing targeted marketing campaigns that highlight their environmental initiatives, companies can enhance green consumer loyalty and satisfaction, as well

as appeal to environmentally conscious consumers, by fostering a culture of green employee creativity.

This research offers significant insights into the connections between green employee creativity, green customer loyalty, and satisfaction, it is influential to acknowledge limitations.

The study findings have significant scientific significance due to their direct applicability to decision-makers in the hospitality sector. The research offers empirical evidence for the adoption of green policies and practices in hospitality firms by emphasising the beneficial influence of staff green creativity on customer green satisfaction and loyalty. Decision-makers may use this knowledge to rationalise investments in projects that cultivate staff creativity and advance environmental sustainability, with the understanding that these endeavours are likely to lead to enhanced consumer satisfaction and loyalty.

The study findings assist decision-makers in harmonising their green policies with the preferences and expectations of their customers. Customers in today's environmentally aware market place a growing emphasis on sustainability when selecting hospitality providers. Decision-makers may use this knowledge to create focused plans and efforts that align with consumers' green beliefs, therefore improving brand reputation and competitiveness in the market. In addition, decision-makers may use these valuable insights to establish their firms as sustainable destinations of choice, so stimulating revenue growth and profitability while simultaneously promoting environmental stewardship.

In conclusion, we highlight several recommendations aligned with the reseach objectives: First, establish and execute comprehensive training programmes focused on sustainability, aiming to educate employees on the significance of environmental responsibility, equip them with the necessary expertise to implement eco-friendly practices, and encourage their active participation in sustainability initiatives by fostering their innovative thinking and ideas. Second, establish incentive initiatives that provide rewards to workers for their efforts in promoting sustainability. Third, integrate sustainability measures into employee performance assessments by connecting individual and team accomplishments in sustainability to performance rewards and acknowledgment. Fourth, foster consumer engagement in sustainability endeavours by actively seeking their input, providing eco-friendly goods and services, and effectively conveying the ecological consequences of their decisions. Promote consumer engagement in sustainability programmes and initiatives to augment their feeling of ownership and loyalty. Lastly, Implement a system to consistently monitor and assess the efficiency of sustainability activities. This includes gathering input from workers and customers, and making necessary modifications to enhance sustainability performance and results.

At the end, the study focuses on several characteristics that are considered crucial for comprehending the correlation between staff behaviour and customer outcomes in the context of environmental sustainability in the hospitality business. The research provides unique insights into the dynamics of sustainable management and organisational behaviour by analysing the influence of staff green creativity on customer green satisfaction and loyalty, and considering the moderating function of consumer green value. Although the research is centred on the UAE

setting, its conclusions have wider significance for hospitality organisations globally. The characteristics analysed are applicable in many cultural and geographical settings, indicating that the study has the potential to be generalised and used outside the unique environment researched.

Subsequent research endeavours might delve into supplementary factors that could impact the hospitality sector. Future studies should explore the impact of leadership styles, organisational culture, and consumer engagement techniques on sustainable results. Comparative analyses conducted across various nations and regions may provide valuable insights into the impact of cultural variables on the efficacy of sustainability programmes and the correlation between staff and customer.

**Limitations**

Customers can have unreasonable or too ambitious expectations about the level of green practices adopted by employees. It might create a feeling of disappointment. Customer knowledge of the green efforts done by employees may be inadequate if the concrete efforts do not match these grand expectations. It is possible that consumers may not recognise or appreciate the existing sustainability measures if the communication channels do not successfully relay these efforts. The possible lack of consistency in how employees execute green practices might result in a considerable drop in customer trust. There is a possibility that the effectiveness of these activities in improving customer green satisfaction may decrease if customers see the green efforts as insincere. This discussion seeks to clarify the inconvenient situation faced by staff, who often must deal with the challenging responsibility of balancing conflicting goals. These employees are faced with the dilemma of choosing between speed, convenience, or cost-effectiveness. There is a risk of undermining the

success of sustainability efforts as seen by the customers if these objectives are not properly aligned.

Future research should investigate the factors that affect customer green satisfaction with employee green creativity, including the influence of organisational culture and leadership. This knowledge can help businesses in the hospitality industry improve their sustainable practices and enhance customer green satisfaction. Our objective is to provide important insights that can inform both academia and industry, fostering the development of sustainable practices and enhancing organisational performance by clarifying the intricate relations between employee green creativity, consumer green satisfaction, and loyalty. The research findings may have limited applicability to other nations due to significant variations in consumer characteristics, preferences, and behaviours between the UAE consumers and individuals from diverse countries. For example, the generalizability of the results might be affected by the cultural variations in attitudes and environmental awareness. Given the limited focus on environmentally conscious companies in the UAE, it is significant to broaden the geographic range of the study.

This study used the innovative research method of smart (PLS) to analyse the connections between green employee creativity, green consumer satisfaction, and loyalty. As mentioned in the existing literature, prior research has used various methodologies. Future research can improve the data analysis and make it more representative, by expanding the sample size. However, this study establishes the groundwork for future investigations in this field and emphasises the importance of considering the role of employees in driving environmental initiatives despite these limitations.

The study suggested ways for transferring information to help spread and encourage the adoption of the research results among practitioners and policymakers. These efforts may include activities like workshops, seminars, or publications specifically aimed at important players in the sector. The study aimed to advance academic knowledge and contribute to evidence-based practices in organisations by considering these factors, proposing practical strategies, and facilitating real-world applications.

Furthermore, the research not only focused on guaranteeing the dependability and impartiality of the conclusions, but also took into account the matter of generalizability of the results. The study's results have the potential to be generalized to other comparable environments, such as education, banking, and transportation, since they are based on fundamental ideas and practices that might be relevant in many sectors. For instance, if the study discovered successful methods for encouraging staff creativity and improving customer happiness via environmentally friendly efforts in the hotel industry, these methods may also be advantageous in other service-focused sectors. Nevertheless, it is crucial to recognize that every industry has distinct attributes, difficulties, and individuals with an interest in its success. Hence, while the study's findings may provide significant insights, more research would be required to verify whether the observed consequences in the hotel industry can be reproduced or modified in the recommended scenarios.

These further inquiries would include carrying out analogous research in the education, finance, or transportation sectors to evaluate the efficacy and suitability of the suggested solutions within each particular business. Organizational culture, regulatory environment, and consumer expectations may differ greatly throughout sectors, which can have a substantial impact

on the efficacy of adopted tactics. Through further investigation, researchers can guarantee that the results are not only strong but also customized to the particular requirements and dynamics of each business, eventually improving the practical usefulness and applicability of the study's conclusions.

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# العلاقة بين إبداع الموظفين الأخضر ورضا وولاء العملاء الأخضر: "دراسة شاملة في قطاع الضيافة في دولة الإمارات العربية المتحدة"

**حفيظة بالطيب**[1]

**محمد الحواري**[2]

**ملخص البحث:**

يهدف هذا البحث إلى تحليل العلاقة بين إبداع الموظف الأخضر وقيمة ورضا وولاء العميل الأخضر في قطاع الضيافة. من أجل التحقق من الارتباط بين المتغيرات، استخدمت هذه الدراسة منهجية الكمية. في هذه الدراسة العلمية، تم إجراء تحليل على البيانات الثنائية التي تم الحصول عليها من الموظفين والعملاء داخل مجال قطاع الضيافة. تم إجراء هذا البحث الحالي بشكل ثنائي على 223 موظفًا و223 عميلًا. تم تنفيذ استبيانات منهجية في هذه الدراسة لقياس مدى إبداع الموظف الأخضر ورضا وولاء العميل الأخضر. تم استخدام Smart PLS كأداة لنمذجة المعادلات كنتيجة للتحليل الإحصائي. كانت نتائجنا متماشية مع الأبحاث السابقة التي أبرزت التأثير الإيجابي لإبداع الموظف الأخضر على رضا العميل الأخضر، والتأثير الإيجابي لرضا العميل الأخضر على ولاء العميل الأخضر. بغض النظر عن مدى توافق قيم العميل، يضل تأثير إبداع الموظف الأخضر على رضا العميل الأخضر ثابتًا. يؤكد مديرو قطاع الضيافة على أهمية تعزيز إبداع الموظفين الأخضر، ورضا وولاء العميل الأخضر

**الكلمات الدالة:** إبداع الموظف، ولاء العميل، رضا العميل، الضيافة، الممارسات الخضراء، قيمة العميل، نظرية سلسلة الخدمة الربحية

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