

From Green HR and Employee Engagement to Intention to Leave: An Integrated Social Exchange and JD-R Perspective in Aqaba, Jordan's Four- and Five-Star Hotels

Joseph George Al Bqaeen, Nor Hasliza Md. Saad, Bashar Saleh Alajlouni

School of Management, Universiti Sains Malaysia, 11800 USM, Gelugor, Malaysia

Email: norhasliza@usm.my, bashar2023@student.usm.my

Corresponding Author Email: josepha2023@student.usm.my

DOI Link: <http://dx.doi.org/10.6007/IJARBSS/v15-i12/27113>

Published Date: 27 December 2025

Abstract

Purpose – This study investigates how Green Human Resource Management (GHRM) and employee engagement jointly shape employees' intention to leave in four- and five-star hotels in Aqaba, Jordan. Building on Social Exchange Theory and the Job Demands–Resources (JD-R) model, the research examines the roles of green transformational leadership, innovation orientation, and job satisfaction in explaining these relationships. **Design/methodology/approach** – A quantitative will be do, cross-sectional survey is conducted with approximately 300 employees from front-line, back-of-house, and supervisory positions in high-end hotels in Aqaba. Using established multi-item scales, the study measures GHRM, employee engagement, green transformational leadership, innovation orientation, job satisfaction, and intention to leave on a five-point Likert scale. Data will analyzed through Partial Least Squares Structural Equation Modelling (PLS-SEM), allowing the assessment of direct, mediating, and moderating effects within the proposed framework. **Findings** – The results show that GHRM positively influences both employee engagement and green transformational leadership. In turn, green transformational leadership and engagement significantly enhance job satisfaction, which is negatively associated with employees' intention to leave. The analysis also reveals that green transformational leadership and job satisfaction mediate the effects of GHRM and engagement on turnover intentions. Furthermore, innovation orientation positively moderates the relationship between green transformational leadership and job satisfaction, such that the beneficial effect of leadership is stronger in highly innovative hotel environments. **Originality/value** – This study extends Social Exchange Theory and JD-R by integrating sustainability-oriented HR practices, leadership, and innovation climate into a unified model of employee retention in a developing-country hospitality context. It provides

empirical evidence that green HR bundles and green transformational leadership are critical levers for fostering engagement, strengthening job satisfaction, and reducing intention to leave among hotel employees. The findings offer actionable guidance for hotel managers seeking to align environmental responsibility with human-capital strategies to build sustainable and stable workforces.

Keywords: Green Human Resource Management, Green Transformational Leadership, Employee Engagement, Innovation Orientation, Job Satisfaction, Intention to Leave, Social Exchange Theory, Job Demands–Resources Model, Aqaba, Jordan, Hotels

Introduction

The hotel industry constitutes a fundamental pillar of the global tourism economy, functioning as one of the most labour-intensive service sectors and a major generator of both employment and revenue worldwide. Since hotels rely extensively on human resources to provide personalised, high-contact service encounters, employees' attitudes and behaviours directly shape guests' perceptions of service quality, brand reputation, and loyalty (Amayreh & Arshad, 2024; Shahateet & Partale, 2019a). Consequently, persistent turnover intention and elevated turnover rates have emerged as recurring challenges, as they heighten recruitment and training costs, weaken organizational knowledge retention, and disrupt service continuity (Tavitiyaman et al., 2024; Thoroughgood et al., 2021). Moreover, the global hotel landscape is increasingly influenced by digital transformation, sustainability imperatives, and the growing need for innovation, all of which intensify the complexity of managing human resources effectively. Moreover, the global hotel landscape is increasingly influenced by digital transformation, sustainability imperatives, and the growing need for innovation, all of which intensify the complexity of managing human resources effectively (Ho et al., 2022). Therefore, these global dynamics underscore the necessity of adopting contemporary HR practices and progressive leadership approaches that can enhance employees' workplace experiences and ultimately reduce their intention to leave (MacIntosh & Doherty, 2010; Oktaysoy et al., 2025).

Over time, human resource management (HRM) in the hospitality sector has evolved from administrative, compliance-oriented personnel functions to a strategic organizational role emphasizing talent development, service excellence, and competitive advantage (Saleh et al., 2023). Within this evolution, two notable trends have gained prominence. First, the integration of environmental sustainability principles into HR systems has led to the development of Green Human Resource Management (GHRM), which embeds ecological values across recruitment, training, performance management, and reward processes (Freihat et al., 2024; Suleman et al., 2024). Second, there has been growing scholarly and managerial interest in leadership styles particularly green transformational leadership that inspire employees to support sustainability targets while contributing to organizational performance. Meanwhile, employee engagement and job satisfaction have also become central constructs in organizational behavior due to their strong associations with performance, commitment, and retention. Nevertheless, although these constructs are conceptually interrelated, existing empirical studies often investigate them independently. As a result, research integrating GHRM, employee engagement, green transformational leadership, and job satisfaction remains limited, particularly in hotel contexts, thereby revealing a substantive gap in contemporary hospitality literature (Amayreh et al., 2025; Oktaysoy et al., 2025).

Within Jordan, the tourism sector continues to play a central role in supporting economic growth, foreign exchange earnings, and employment generation. Aqaba Jordan's only coastal city and a designated special economic zone occupy a strategic position within national tourism development plans. Supported by governmental initiatives and increasing private investment, the city hosts a growing concentration of four- and five-star hotels catering to both domestic and international visitors (Malkawi et al., 2023; Oktaysoy et al., 2025). Nevertheless, despite the expansion of hospitality infrastructure, hotels in Aqaba face persistent HR challenges, including difficulties in retaining skilled employees, heightened turnover intention among frontline staff, and rising pressure to adopt environmentally responsible and innovative managerial practices aligned with national green growth strategies (Amayreh & Arshad, 2024). Accordingly, these contextual dynamics render Aqaba an especially suitable setting for investigating how modern and sustainability-oriented HR approaches may reduce employees' intention to leave (Lin et al., 2024).

Although Aqaba's hotel sector is strategically important to Jordan's tourism economy, many hotels continue to struggle with workforce stability. High levels of turnover intention adversely affect service quality, increase operational costs, and threaten long-term competitiveness in an environment where customer expectations and sustainability requirements are continually escalating (Thoroughgood et al., 2021). Academically, prior research in Jordan has primarily focused on traditional HR practices, general leadership, or service quality, while offering limited insight into how GHRM, employee engagement, and green transformational leadership jointly influence job satisfaction and turnover-related outcomes (Suleman et al., 2024). Consequently, hotel managers lack empirically grounded guidance on how sustainable HR systems and green leadership behaviours can be integrated to foster employee satisfaction and reduce intention to leave (Al Bqaeen & Md. Saad, 2025). This gap demonstrates the need for a holistic framework that links environmental HR practices, employee attitudes, and leadership dynamics within Jordanian hotel environments (Singh et al., 2020).

To establish a robust theoretical foundation, this study draws upon Social Exchange Theory (SET) and the Job Demands–Resources (JD-R) model (Ivziku et al., 2025). SET suggests that when employees perceive organizational support manifested through fairness, recognition, and involvement in environmentally responsible initiatives they are likely to reciprocate with favourable attitudes, such as higher engagement, enhanced job satisfaction, and reduced intention to leave (Adeel et al., 2022; Colquitt & Rodell, 2011). Complementarily, the JD-R model conceptualizes organizational resources including GHRM, employee engagement, and green transformational leadership as motivational mechanisms that enhance well-being and buffer against negative outcomes such as burnout and turnover (Abdurachman et al., 2023). Thus, integrating these two perspectives enables the study to explain not only whether but also how GHRM and employee engagement shape job satisfaction and intention to leave, and further clarifies the specific role of green transformational leadership within these relationships (Moin et al., 2021).

Building on this background, the overarching aim of the present research is to develop and empirically test a comprehensive framework that incorporates GHRM, employee engagement, green transformational leadership, innovation orientation, job satisfaction, and

intention to leave within four- and five-star hotels in Aqaba, Jordan. Accordingly, the study addresses the following research questions:

- **RQ1:** What are the effects of employee engagement and GHRM on green transformational leadership?
- **RQ2:** How does green transformational leadership influence employees' job satisfaction?
- **RQ3:** How does job satisfaction affect employees' intention to leave?
- **RQ4:** Does innovation orientation moderate the relationship between green transformational leadership and job satisfaction?

Literature Review and Research Model

This study employs Social Exchange Theory (SET) and the Job Demands–Resources (JD-R) model as its principal theoretical lenses. SET offers a comprehensive explanation of how employees form reciprocal relationships with their organisations when they perceive fairness, support, and investment in their well-being (Ivziku et al., 2025). Under such circumstances, positive organizational practices and leadership behaviours generate a sense of obligation among employees to respond with favourable attitudes, including greater engagement, heightened satisfaction, and diminished withdrawal intentions. Complementarily, the JD-R model conceptualises human resource practices, supportive leadership, and innovative climates as job resources that strengthen motivation, enhance psychological well-being, and mitigate detrimental outcomes such as burnout and turnover (Abdurachman et al., 2023). Accordingly, within this combined theoretical perspective, Green Human Resource Management (GHRM), employee engagement, and green transformational leadership function as essential social and structural resources that foster job satisfaction and reduce the intention to leave particularly within the labour-intensive hotel setting (Umair et al., 2024).

Green Human Resource Management and Employee Outcomes

Green Human Resource Management encompasses HR policies and practices that intentionally incorporate environmental principles into recruitment, training, performance evaluation, reward systems, and employee involvement (Moin et al., 2021). Typical GHRM activities include attracting candidates who value sustainability, offering environmentally oriented training programmes, assessing employees based on their ecological behaviours, and rewarding participation in eco-friendly initiatives (Khan et al., 2025). These practices not only reinforce organizational sustainability objectives but also signal to employees that the organization is responsible, forward-looking, and committed to societal well-being. Prior research indicates that such signals can strengthen employees' organizational identification, enhance the meaningfulness of their work, and cultivate a supportive climate. Consequently, when employees perceive investment in both their development and environmental stewardship, they tend to exhibit higher satisfaction and stronger emotional attachment to their employer. Therefore, GHRM is expected to decrease intention to leave both directly and indirectly through positive attitudinal processes.

H1: Green Human Resource practices have a positive effect on green transformational leadership.

Employee Engagement and Job Satisfaction

Employee engagement denotes a positive and fulfilling work-related state characterized by vigour, dedication, and absorption (Ahmad et al., 2025). Engaged employees invest physical, cognitive, and emotional energy in their roles and are more inclined to demonstrate discretionary effort and proactive behaviour (Amayreh & Arshad, 2025a). In hotel environments, where the quality of service and guest experiences rely heavily on employees' behaviour, engagement constitutes a critical driver of organizational performance. Engagement is closely related to job satisfaction, which reflects employees' overall evaluative assessment of their job (Amayreh et al., 2025; Amayreh & Arshad, 2024). The JD-R model suggests that when employees are provided with sufficient job resources such as supportive leadership, development opportunities, and a meaningful, sustainability-oriented work environment they are more likely to experience engagement, which subsequently enhances their job satisfaction. Extensive empirical evidence demonstrates that both engagement and satisfaction reduce turnover intentions, although satisfaction typically emerges as the more immediate predictor of employees' decisions to stay or leave (Amah, 2009; Murad et al., 2025).

H2: Employee engagement has a positive effect on green transformational leadership.

Green Transformational Leadership as a Mediator

Green transformational leadership builds upon the traditional transformational leadership approach by foregrounding environmental values, sustainability-focused vision, and eco-oriented behaviours (Moin et al., 2021). Leaders who adopt this style articulate a compelling green vision, serve as role models for environmental stewardship, stimulate employees intellectually to generate eco-innovative ideas, and offer individualized consideration grounded in sustainability concerns. From a SET perspective, these behaviours strengthen employees' perceptions that the organisation genuinely cares about societal and employee welfare, thus encouraging reciprocal responses such as heightened engagement, stronger satisfaction, and reduced intention to leave. Simultaneously, the JD-R model conceptualises green transformational leaders as a crucial social resource capable of mobilising additional resources training, guidance, and participation opportunities while also reducing job demands by clarifying expectations. Consequently, green transformational leadership is expected to mediate the relationship between GHRM and employee attitudes. GHRM systems set the structural foundations for sustainability, whereas leaders translate these systems into daily practices that shape employees' perceptions and affective experiences (Oktaysoy et al., 2025; Singh et al., 2020; Umair et al., 2024).

H3: Green transformational leadership has a positive effect on job satisfaction.

H4: Job satisfaction has a negative effect on employees' intention to leave.

H5: Green transformational leadership mediates the relationship between employee engagement and job satisfaction.

H6: Green transformational leadership mediates the relationship between Green Human Resource practices and job satisfaction.

H7: Employee engagement has a negative indirect effect on intention to leave through green transformational leadership and job satisfaction.

H8: Green Human Resource practices have a negative indirect effect on intention to leave through green transformational leadership and job satisfaction.

Moderating Role of Innovation Orientation

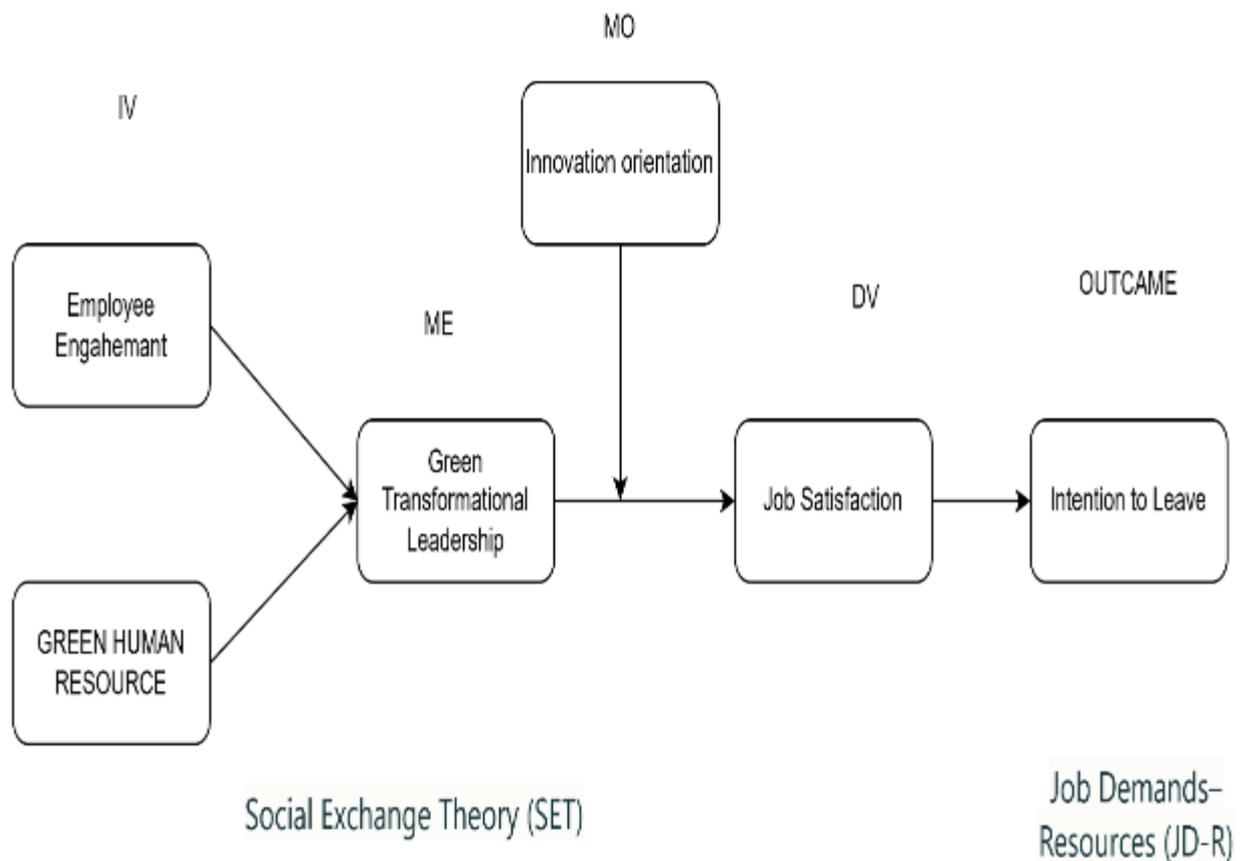
Innovation orientation refers to the degree to which an organization values, supports, and systematically pursues new ideas, processes, and services (Kumar & Barua, 2024). Hotels characterised by a strong innovation orientation encourage experimentation, embrace calculated risk, and invest in continuous improvement often integrating digital solutions and environmentally responsible practices (H. Wang et al., 2021). In such contexts, green transformational leaders can more effectively enact their vision because the organizational culture already favours creativity and change. Conversely, in low-innovation environments, even capable leaders may encounter structural or cultural constraints that limit the effectiveness of their behavior (Ahmad et al., 2025; Al Shbail et al., 2025). From a JD-R perspective, innovation orientation functions as a contextual resource that strengthens the motivational potential of leadership (Ivziku et al., 2025). When employees perceive that innovative contributions are welcomed and supported, the positive influence of green transformational leadership on job satisfaction should become more pronounced, thereby further reducing intention to leave (M. M. N. Amayreh & Arshad, 2025b; Azzellino et al., 2025).

H9: Innovation orientation positively moderates the relationship between green transformational leadership and job satisfaction, such that the relationship is stronger when innovation orientation is high.

H10: The negative indirect effect of green transformational leadership on intention to leave through job satisfaction is stronger at higher levels of innovation orientation

Overall Research Model

Drawing on these arguments, the proposed conceptual framework posits that GHRM enhances green transformational leadership and employee engagement, which subsequently promote job satisfaction and lower intention to leave (MacIntosh & Doherty, 2010). Green transformational leadership operates as a central mediating mechanism through which GHRM shapes employee attitudes, whereas innovation orientation acts as a contextual condition that strengthens the association between green transformational leadership and job satisfaction (Amah, 2009; Oktaysoy et al., 2025). Job satisfaction is positioned as the most proximate antecedent of intention to leave, reflecting the cumulative effects of structural resources (GHRM, innovation orientation) and relational processes (engagement, leadership) (Albqaeen et al., 2025; Murad et al., 2025). This integrated model offers a comprehensive understanding of how sustainability-oriented HR practices and leadership behaviours jointly influence employees' decisions to remain within or exit hotel organisations (Shahateet & Partale, 2019b).



Methodology

This study adopts a quantitative, survey-based research design to investigate the relationships among Green Human Resource Management (GHRM), employee engagement, green transformational leadership, innovation orientation, job satisfaction, and intention to leave within four- and five-star hotels in Aqaba, Jordan (Al Tobaishat & Al-Badarneh, 2025). Accordingly, a cross-sectional survey will be administered to a target sample of approximately 300 employees, encompassing both front-line and back-of-house staff as well as supervisory personnel (Zhou et al., 2025). A stratified sampling approach will be applied to ensure adequate representation across core hotel departments (e.g., front office, housekeeping, food and beverage, and administration) (Short et al., 2025). Participation will remain voluntary and will be limited to employees with at least six months of organizational tenure, thereby ensuring that respondents possess sufficient exposure to the hotel's HR practices and leadership dynamics (Omidvar et al., 2025).

Data will be gathered using a self-administered structured questionnaire comprising several sections. Specifically, the instrument will incorporate previously validated multi-item scales, adapted carefully to the hotel context, to measure the following constructs: (1) Green Human Resource Management; (2) Employee Engagement; (3) Green Transformational Leadership; (4) Innovation Orientation; (5) Job Satisfaction; and (6) Intention to Leave. All items will be measured on a 5-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). Moreover, the questionnaire will undergo a pre-test with a small group of hotel employees and academic specialists to refine clarity, layout, formatting, and item

interpretation before full-scale administration. Demographic information (including age, gender, education, tenure, department, and hotel classification) will also be collected to facilitate the use of control variables where necessary (Lama & Karki, 2025).

Data analysis will be conducted using Partial Least Squares Structural Equation Modelling (PLS-SEM), which is appropriate for examining complex relationships and mediation effects (Hair et al., 2011, 2019). The analysis will begin with an evaluation of the measurement model, assessing internal consistency reliability (via Cronbach's alpha and Composite Reliability), convergent validity (using Average Variance Extracted), and discriminant validity (Ramírez et al., 2025). Subsequently, the structural model will be tested to estimate the hypothesized direct relationships such as those linking GHRM and employee engagement to green transformational leadership, those connecting leadership and engagement to job satisfaction, and those predicting intention to leave from job satisfaction (Amah, 2009; Oktaysoy et al., 2025). Additionally, the indirect (mediating) effects of green transformational leadership and job satisfaction will be examined. Bootstrapping with a large number of resamples (e.g., 5,000) will be used to evaluate the significance of path coefficients, mediation pathways, and the moderated relationship between green transformational leadership and job satisfaction through innovation orientation (Ramírez et al., 2025).

Ethical procedures will be rigorously upheld throughout the study (Ali et al., 2025). Prior to participation, respondents will receive an information sheet describing the purpose of the research, the voluntary nature of involvement, and their right to withdraw at any point without repercussions (Pryce et al., 2025). Informed consent will be obtained, and the survey will be conducted anonymously to ensure confidentiality. No identifying information will be disclosed, and all data will be stored securely and utilized solely for academic purposes (Subedi, 2025).

Although the methodology is robust, certain limitations must be acknowledged. First, the Using a cross-sectional methodology restricts the ability to deduce causal relationships, and reliance on self-reported data may pose biases, such as social desirability effects (Aboalrob et al., 2025; Polas, 2025). Second, the focus on four- and five-star hotels in a single geographic location may constrain the generalizability of findings to other hotel categories or regions (Ferreira, 2024). Third, the reliance on self-reported data introduces the possibility of common method bias and social desirability effects (Polas, 2025). To mitigate these concerns, procedural remedies such as assuring anonymity, varying the order of items, and employing different scale formats for selected sections will be implemented. Furthermore, statistical checks (e.g., variance inflation factors or a common latent factor test) will be performed during data analysis (Bazarova, 2021). Despite these limitations, the research design remains appropriate for theory testing and provides a solid empirical foundation for evaluating the proposed relationships within the conceptual framework.

Variable	Code	Item in This Study	Adapt / Adopt / Delete	Validity / Source	Cronbach's Alpha (α)
Employee engagement	EE1	At my work, I feel bursting with energy	Adopt	(Ahmad et al., 2025)	0.937
	EE2	At my job, I feel strong and vigorous	Adopt		
	EE3	I am enthusiastic about my job	Adopt		
	EE4	My job inspires me	Adopt		
	EE5	When I get up in the morning, I feel like going to work	Adopt		
	EE6	I feel happy when I am working intensely	Adopt		
	EE7	I am proud of the work that I do	Adopt		
	EE8	I am immersed in my work	Adopt		
	EE9	I get carried away when I am working	Adopt		
Green Human Resource	GHR1	My organization sets green goals for its employees.	Adopt	(Khan et al., 2025)	0.921
	GHR2	My organization provides employees with green training to promote green values.	Adopt		
	GHR3	My organization provides employees with green training to develop employees' knowledge and skills required for green management.	Adopt		
	GHR4	My organization considers employees' workplace green behavior in performance appraisals.	Adopt		
	GHR5	My organization relates employees' workplace green behaviors to rewards and compensation.	Adopt		
	GHR6	My organization considers employees' workplace green behaviors in promotion.	Adopt		
Green transformational leadership	GTL1	The leader of the green product development project inspires the project members with the environmental plans	Adopt	(Zhou et al., 2018)	0.903
	GTL2	The leader of the green product development project provides a clear environmental vision for the project members to follow	Adopt		
	GTL3	The leader of the green product development project gets the project members to work together for the same environmental goals	Adopt		
	GTL4	The leader of the green product development project encourages the project members to achieve the environmental goals	Adopt		

	GTL5	The leader of the green product development project acts with considering environmental beliefs of the project members	Adopt		
	GTL6	The leader of the green product development project stimulates the project members to think about green ideas	Adopt		
Job satisfaction	JS1	Compared to most jobs, mine is quite interesting	Adopt	(Al Shbail et al., 2025)	0.913
	JS2	I am satisfied with the work environment at my workplace	Adopt		
	JS3	I am satisfied with the understanding that I have with my colleagues	Adopt		
	JS4	I am satisfied with the responsibilities assigned to me	Adopt		
	JS5	I am satisfied with the relationship I have with my line manager	Adopt		
Innovation orientation	IO1	Technical innovation, based on research results, is readily accepted	Adopt	(H. Wang et al., 2021)	0.764
	IO2	Management actively seeks innovative ideas	Adopt		
	IO3	Innovation is readily accepted in program/project management.	Adopt		
	IO4	People are penalized for new ideas that don't work.	Adopt		
	IO5	Our firm pays close attention to innovation.	Adopt		
	IO6	Our firm emphasizes the need for innovation for development.	Adopt		
	IO7	Our firm promotes the need for development and utilization of new resources.	Adopt		
Intention to leave	ITL1	There is a good chance that I will leave the travel and tourism in the next year	Adapt	(Murad et al., 2025)	0.919
	ITL2	There is a good chance that I will leave the Hotel in the next 5 years	Adapt		
	ITL3	I frequently think of leaving the Hotel .	Adapt		
	ITL4	I will probably look for a new organization in the next year.	Adopt		
	ITL5	I will probably look for a new organization in the next 5 years.	Adopt		

Contributions and Conclusions

Theoretical Contributions

This study advances theoretical understanding by integrating Social Exchange Theory and the Job Demands–Resources (JD–R) model into a unified framework that explains how

green HR practices and leadership jointly shape employees' turnover intentions within the hotel context. Specifically, the findings demonstrate that GHRM enhances both employee engagement and green transformational leadership; moreover, these mechanisms subsequently promote job satisfaction and diminish withdrawal cognitions. Consequently, the research clarifies the sequential social-exchange and resource-based pathways through which organizational sustainability practices influence employees' behavioral intentions.

In addition, by positioning innovation orientation as a boundary condition, the study extends JD-R thinking by illustrating that the positive influence of green transformational leadership on job satisfaction becomes stronger in hotels operating within a more innovation-oriented climate. Furthermore, situating these relationships within four- and five-star hotels in Aqaba offers context-specific evidence that enriches the green HRM and leadership literature, which has thus far been dominated by research conducted in Western or manufacturing settings.

Practical Contributions

From a practical perspective, the findings indicate that green HRM should not be viewed solely as an environmental or reputational initiative; rather, it constitutes a strategic human-capital tool that enhances engagement, satisfaction, and ultimately retention. Therefore, hotel managers are encouraged to adopt coherent green HR bundles spanning recruitment, training, performance appraisal, rewards, and participatory mechanisms that signal a sustained organizational commitment to sustainability and employee well-being.

Furthermore, the demonstrated role of green transformational leadership suggests that targeted leadership development is essential. Supervisors should be equipped to communicate a compelling green vision, model pro-environmental behaviour, and provide individualized support linking sustainability with employees' personal and professional aspirations. Additionally, the moderating effect of innovation orientation implies that retention benefits are maximized when hotels nurture an innovative climate. Such a climate may be cultivated through cross-functional green projects, structured suggestion systems, and recognition programs that reward eco-innovative contributions.

Limitations and Future Research

Notwithstanding its contributions, the study has several limitations. First, the cross-sectional design restricts strong causal interpretations; therefore, future studies employing longitudinal or experimental approaches would enable stronger claims regarding how changes in GHRM or leadership over time influence satisfaction and turnover intention. Second, the study's focus on four- and five-star hotels in a single city limits the generalizability of the findings. Consequently, future research may compare different hotel classifications, extend the analysis to other regions of Jordan, or employ cross-national samples to assess the model's robustness. Third, because the study relies on self-reported data, there remains a possibility of common method bias and socially desirable responding, even though procedural and statistical measures can mitigate these concerns.

Hence, future researchers could combine employee surveys with objective data (such as actual turnover records) or incorporate supervisor evaluations. Moreover, multi-level designs could capture hotel-level GHRM and innovation orientation alongside individual-level

attitudes. Additional extensions might examine alternative mediators including psychological empowerment, organizational commitment, or green identity or test moderators such as perceived organizational support, job insecurity, or cultural values.

Conclusions

Overall, the study demonstrates that adopting green practices in HR and leadership is closely intertwined with employees' decisions about whether to remain in or leave high-end hotels in Aqaba. More specifically, sustainability-oriented HR practices enhance engagement and facilitate leaders' capacity to enact transformational, environmentally focused behaviours; consequently, these processes heighten job satisfaction and reduce turnover intention. These effects are even more pronounced in hotels characterized by an innovation-supportive climate, indicating that green and innovative orientations are mutually reinforcing in promoting workforce stability.

Thus, by presenting an integrated model connecting GHRM, engagement, leadership, innovation orientation, job satisfaction, and turnover intentions, the study contributes meaningful theoretical and practical insights. It advances academic understanding of sustainability-driven organizational behaviour while offering managers actionable pathways for developing sustainable, engaging, and retention-focused workplaces in the hospitality sector.

This study contributes theoretically by integrating Social Exchange Theory and the Job Demands–Resources (JD–R) model to explain how Green Human Resource Management (GHRM) influences employees' intention to leave through employee engagement, green transformational leadership, and job satisfaction (Abdurachman et al., 2023; Moin et al., 2021). By identifying green transformational leadership as a key mediating mechanism and innovation orientation as a contextual boundary condition, the study extends existing green HRM research beyond direct-effect models (Oktaysoy et al., 2025; C. Wang et al., 2021). Contextually, the findings provide novel evidence from four- and five-star hotels in Aqaba, Jordan, enhancing the geographical and sectoral relevance of sustainability-oriented HRM and leadership theories in developing tourism markets (Lin et al., 2024; Suleman et al., 2024).

References

- Abdurachman, D., Ramdhan, R. M., Karsoma, A., Winarno, A., & Hermana, D. (2023). Integrating leadership in job demand resources (JD-R) for personal performance in military institution. *Sustainability*, *15*(5), 4004.
- Aboalrob, W., Ayed, A., Malak, M. Z., & Aqtam, I. (2025). Understanding the influence of self-concept on clinical decision-making among nurses: A cross-sectional study. *Plos One*, *20*(8), e0330905.
- Adeel, M., Mahmood, S., Khan, K. I., & Saleem, S. (2022). Green HR practices and environmental performance: The mediating mechanism of employee outcomes and moderating role of environmental values. *Frontiers in Environmental Science*, *10*, 1001100.
- Ahmad, S., Islam, T., & Kaleem, A. (2025). The power of playful work design in the hospitality industry: Mapping the implications for employee engagement, taking charge and the moderation of contrived fun. *International Journal of Hospitality Management*, *128*. <https://doi.org/10.1016/j.ijhm.2025.104154>

- Al Bqaeen, J. G., & Md. Saad, N. H. (2025). Exploring the Influence of Perceived Usefulness, Ease of Use, and Subjective Norms on Online Hotel Booking Intentions: The Mediating Roles of Trust and Satisfaction in Aqaba, Jordan. *International Journal of Academic Research in Business and Social Sciences*, 15(7). <https://doi.org/10.6007/IJARBSS/v15-i7/25902>
- Al Shbail, M. O., Alshurafat, H., Ensour, W., Al Amosh, H., & Al-Hazaima, H. (2025). Exploring the impact of internal CSR on auditor turnover intentions: The mediating and moderating roles of job satisfaction, organisational commitment, and job complexity. *Acta Psychologica*, 256. <https://doi.org/10.1016/j.actpsy.2025.105012>
- Al Tobaishat, M. K. A. R., & Al-Badarneh, M. B. (2025). *Factors Influencing Turnover Intentions among Employees of Five-Star Hotels in Aqaba*.
- Albqaeen, J., Al Ajlouni, B., & Amayreh, M. (2025). The Influence of Social Media Engagement and Customer Satisfaction on Booking Intention in Five-Star Hotels in Jordan: The Mediating Role of Information Trust. *Int. J. Acad. Res. Bus. Soc. Sci*, 15, 1078–1086.
- Ali, E. P. S. E., FNSE, F., FNisafetyE, Fnis., Ndubuisi, O. G., FNisafety, F., Obiorah, C. A. R., Aku, E. U. T., Nesiama, O., Agbakhamen, E. C. O., & Okoro, E. O. P. (2025). Ethical Standards in Research: A Professional Imperative. *International Journal of Innovative Scientific & Engineering Technologies Research*, 13(1), 94–104.
- Amah, O. E. (2009). Job satisfaction and turnover intention relationship: the moderating effect of job role centrality and life satisfaction. *Research & Practice in Human Resource Management*, 17(1).
- Amayreh, M. M., Albqaeen, J. G., & Alajlouni, B. S. (2025). The Relationship between Green Human Resource Management Practices, Job Satisfaction, and Turnover Intention in 3-Star Hotels in Jordan. *International Journal of Academic Research in Business and Social Sciences*, 15(7), 832–841.
- Amayreh, M. M. N., & Arshad, M. A. (2024). *Addressing Job Satisfaction Factors in Jordan's Public Schools: Integrating Maslow's Hierarchy with Self-Determination Theory*.
- Amayreh, M. M. N., & Arshad, M. A. (2025a). *Addressing Job Satisfaction in Jordan's Public Schools: The Influence of Perceived Organizational Support on Maslow's Hierarchy and Self-Determination Theory*.
- Amayreh, M. M. N., & Arshad, M. A. (2025b). *Exploring the Relationships between External and Internal Motivation on Job Satisfaction among Primary Teachers in the Ministry of Education in Jordan: The Moderating Effect of Perceived Organizational Support*. ResearchGate. <https://www.researchgate.net/publication/391346691>.
- Azzellino, G., Dante, A., Petrucci, C., Caponnetto, V., Aitella, E., Lancia, L., Ginaldi, L., & De Martinis, M. (2025). Intention to leave and missed nursing care: A scoping review. *International Journal of Nursing Studies Advances*, 100312.
- Bazarova, D. (2021). Challenges of enhancement of the procedural guarantees of the rights and interests of participants in criminal proceedings. *Ilkogretim Online*, 20(3).
- Colquitt, J. A., & Rodell, J. B. (2011). Justice, trust, and trustworthiness: A longitudinal analysis integrating three theoretical perspectives. *Academy of Management Journal*, 54(6), 1183–1206.
- Ferreira, A. M. O. (2024). *Analysing the profile of tourists in four-and five-star hotels in the Algarve region: online reviews and ratings*.
- Freihat, L., Al-Qaaida, M., Huneiti, Z., & Abbod, M. (2024). Green human resource management/supply chain management/regulation and legislation and their effects on sustainable development goals in Jordan. *Sustainability*, 16(7), 2769.

- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing Theory and Practice*, 19(2), 139–152.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24.
- Ho, J.-L., Chen, K.-Y., Wang, L.-H., Yeh, S.-S., & Huan, T.-C. (2022). Exploring the impact of social media platform image on hotel customers' visit intention. *International Journal of Contemporary Hospitality Management*, 34(11), 4206–4226.
- Ivziku, D., Duka, B., Dervishi, A., Filomeno, L., Polverini, F., Notarnicola, I., Stievano, A., Rocco, G., Gonzalez, C. I. A., & Podgorica, N. (2025). Exploring Nurses' Quit Intentions: A Structural Equation Modelling and Mediation Analysis Based on the JD-R and Social Exchange Theories. *Healthcare*, 13(7), 692.
- Khan, K., Gogia, E. H., Shao, Z., Rehman, M. Z., & Ullah, A. (2025). The impact of green HRM practices on green innovative work behaviour: empirical evidence from the hospitality sector of China and Pakistan. *BMC Psychology*, 13(1). <https://doi.org/10.1186/s40359-025-02417-5>
- Kumar, A., & Barua, C. S. (2024). Leveraging digital innovations in tourism marketing: A study of destination promotion strategies. *International Journal of Business and Management Research*, 12(1), 8–12.
- Lama, A., & Karki, S. (2025). Emotional Intelligence and Customer Orientation: Unveiling the Power of Salespeople in Nepalese Hospitality Industry. *Nepalese Journal of Hospitality and Tourism Management*, 6(2), 1–18.
- Lin, Z., Gu, H., Gillani, K. Z., & Fahlevi, M. (2024). Impact of green work–life balance and green human resource management practices on corporate sustainability performance and employee retention: Mediation of green innovation and organisational culture. *Sustainability*, 16(15), 6621.
- MacIntosh, E. W., & Doherty, A. (2010). The influence of organizational culture on job satisfaction and intention to leave. *Sport Management Review*, 13(2), 106–117.
- Malkawi, E., Fahmawee, E. A. A. L., & Jawabreh, O. (2023). Assessments of guest technologies in five stars hotel at aqaba special economic zone authority (ASEZA). *Information Sciences Letters*, 12(8).
- Moin, M. F., Omar, M. K., Wei, F., Rasheed, M. I., & Hameed, Z. (2021). Green HRM and psychological safety: How transformational leadership drives follower's job satisfaction. *Current Issues in Tourism*, 24(16), 2269–2277.
- Murad, M. S., Waheedi, M., Alhaddad, F. J., Baqer, M. Y., & Alenezi, F. A. (2025). Driven to stay or leave: Exploring motivation, engagement, and turnover intentions among pharmacists in the healthcare system. *Exploratory Research in Clinical and Social Pharmacy*, 100645.
- Oktaşoy, O., Topcuoğlu, E., Özgen-Cigdemli, A. O., Kaygin, E., Kosa, G., Turan-Torun, B., Kobanoglu, M. S., & Uygungil-Erdogan, S. (2025). The mediating role of job satisfaction in the effect of green transformational leadership on intention to leave the job. *Frontiers in Psychology*, 16, 1490203.
- Omidvar, M., Candar, P., & Deen, A. (2025). The Impact of HRM Practices on Employee Satisfaction, Loyalty and Hotel Performance: A Case Study of Antalya Hotels. *Studia Periegetica*, 47(1), 2074.
- Polas, M. R. H. (2025). Common Method Bias in Social and Behavioral Research: Strategic Solutions for Quantitative Research in the Doctoral Research. *Journal of Comprehensive Business Administration Research*.

- Pryce, H., Dhanda, N., & Straus, J. (2025). Exploring the purpose and stages of patient and public involvement and engagement (PPIE) in audiology research: a case study approach. *Research Involvement and Engagement*, 11(1), 4.
- Ramírez, A., Burgos-Benavides, L., Sinchi, H., Quito-Calle, J. V., Díez, F. H., & Rodríguez-Díaz, F. J. (2025). *Adaptation and validation of psychological assessment questionnaires using confirmatory factor analysis: A tutorial for planning and reporting analysis*.
- Saleh, M. H., Jawabreh, O., Emad Al Dein, A., & Ali, B. J. (2023). The Competitiveness of Jordanian Tourism Activity in Enhancement Economic Growth. *Applied Mathematics & Information Sciences (AMIS)*, 17(1), 161–174.
- Shahateet, M., & Partale, K. (2019a). Jordan's tourism sector analysis and strategy for sectoral improvement. *Tourism and Strategy Report*.
- Shahateet, M., & Partale, K. (2019b). *JORDAN'S TOURISM SECTOR ANALYSIS AND STRATEGY FOR SECTORAL IMPROVEMENT*.
- Short, C. A., Hildebrandt, A., Bosse, R., Debener, S., Özyağcılar, M., Paul, K., Wacker, J., & Kristanto, D. (2025). Lost in a Large EEG Multiverse? Comparing Sampling Approaches for Representative Pipeline Selection. *BioRxiv*, 2024–2025.
- Singh, S. K., Del Giudice, M., Chierici, R., & Graziano, D. (2020). Green innovation and environmental performance: The role of green transformational leadership and green human resource management. *Technological Forecasting and Social Change*, 150, 119762.
- Subedi, K. R. (2025). Safeguarding Participants: Using Pseudonyms for Ensuring Confidentiality and Anonymity in Qualitative Research. *KMC Journal*, 7(1), 1–20.
- Suleman, A.-R., Amponsah-Tawiah, K., & Ametorwo, A. M. (2024). The role of employee environmental commitment in the green HRM practices, turnover intentions and environmental sustainability nexus. *Benchmarking: An International Journal*, 31(9), 3055–3078.
- Tavitiyaman, P., Zhang, X., Xu, J., & Tsui, B. (2024). Impact of smart tourism technology attributes on perceived usefulness, service experience evaluation, and business performance: A perspective of hotel employees. *Journal of Quality Assurance in Hospitality & Tourism*, 1–26.
- Thoroughgood, C. N., Sawyer, K. B., & Webster, J. R. (2021). Because you're worth the risks: Acts of oppositional courage as symbolic messages of relational value to transgender employees. *Journal of Applied Psychology*, 106(3), 399.
- Umair, S., Waqas, U., Mrugalska, B., & Bystrov, I. (2024). Linking transformational leadership to green human resource management (GHRM) and employee engagement in green initiatives. *International Journal of Sustainable Engineering*, 17(1), 1083–1095.
- Wang, C., Teo, T. S. H., Dwivedi, Y., & Janssen, M. (2021). Mobile services use and citizen satisfaction in government: integrating social benefits and uses and gratifications theory. *Information Technology & People*, 34(4), 1313–1337.
- Wang, H., Khan, M. A. S., Anwar, F., Shahzad, F., Adu, D., & Murad, M. (2021). Green Innovation Practices and Its Impacts on Environmental and Organizational Performance. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.553625>
- Zhou, S., Chen, H., Wu, J., Xia, B., Yu, X., Huang, M., & Yang, M. (2025). Enterprise characteristics and occupational health literacy among essential service workers in Guangdong Province, China: a cross-sectional study. *Frontiers in Public Health*, 13, 1632185.

Zhou, S., Zhang, D., Lyu, C., & Zhang, H. (2018). Does seeing “mind acts upon mind” affect green psychological climate and green product development performance? The role of matching between green transformational leadership and individual green values. *Sustainability (Switzerland)*, 10(9). <https://doi.org/10.3390/su10093206>