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3	Revisi manuskrip	05 Sept 2023; 16.57
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ABSTRACT

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IJSDP 21339 review comments

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Title:

The title is quite lengthy. It could be simplified for easy comprehension and increased appeal.

Abstract:

1. The abstract could be more specific about the results. Instead of "Green Transformational leadership appears to predict GWE, GJC, and Frugal Eco-Innovation strongly," a concise summary of the actual numerical results would be more helpful.
2. The abstract could better highlight the novelty of the study. It mentions that GWE and GJC as mediators in GTL and frugal eco-innovation is a novelty, but more emphasis on why this is significant would be beneficial.
3. The abstract could be improved by including implications of the study.
4. The abstract could provide more context about the problem and why it's important to study.

Introduction:

1. The introduction could benefit from a clearer problem statement. While it discusses the importance of innovation in the hospitality industry and the role of green transformational leadership, it's not clear what specific problem the study aims to address.
2. The relevance of the study to the specific context (tourist hotels in Bali, Indonesia) could be explained more clearly in the introduction.
3. The introduction could provide more background information on the key concepts of the study, such as green transformational leadership, green work engagement, and green job crafting.
4. The introduction could provide a brief overview of the study's methodology and approach.

Literature Review:

1. The literature review could be structured more effectively. It could start with a broader view of the relevant literature and then gradually focus on the specific issues that this study addresses.
2. The literature review could provide a more critical analysis of the existing literature. Currently, it seems to provide a list of studies rather than a synthesis of the existing knowledge.
3. The literature review could better highlight the gaps in the existing research that this study aims to fill.

Methodology:

1. The methodology could provide more details on the self-administered questionnaire used in the study. For example, what specific questions were asked? How were the responses rated or scored?
2. The methodology section could provide more details about the demographic of the employees that data was collected from. Information like their roles in the hotel, years of experience, etc. would be useful.
3. The methodology could include a discussion of the limitations of the chosen methods.
4. The methodology could provide more details about the data analysis process. For example, how were the data cleaned and prepared for analysis? What specific tests or procedures were used in the covariance-based structural equation modeling.

Results and Discussion:

1. The results and discussion could provide more detailed interpretations of the results. For example, why might GTL predict GWE, GJC, and Frugal Eco-Innovation strongly?
2. The results could provide more specific details and figures. For instance, the statement "GWE and GJC were discovered to mediate the association between GTL and Frugal Eco-Innovation" could be supplemented with specific figures or statistical results to support this claim.
3. The discussion of the results could be more explicitly connected to the study's objectives or research questions stated in the introduction.
4. The discussion could include a comparison of the study's findings with the findings of the studies mentioned in the literature review?

Conclusion:

1. The conclusion could provide a clearer summary of the main findings of the study.
2. The conclusion could include a discussion of the implications of the study's findings for the hospitality industry in Bali and potentially other similar contexts.
3. The conclusion could provide suggestions for future research based on the findings of this study.
4. The conclusion could also include a discussion of the limitations of the study and how these might be addressed in future research.

Decision:

Major revisions. The paper presents valuable research, but the presentation and organization of the content need improvement. After these revisions, another round of review would be necessary to assess the changes.

Perbaikan Manuskrip 14 September 2023; 10.19

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Kepada: "editor.ijsdp iieta.org" <editor.ijsdp@iieta.org>

14 September 2023 pukul 10.19

Dear editors

Thank you for giving us the opportunity to submit a revised draft of our manuscript titled "Driving Sustainable Change: Green Transformational Leadership, Job Crafting, and Work Engagement in Frugal Eco-Innovation" to *International Journal of Sustainable Development and Planning*. We appreciate the time and effort that you and the reviewers have dedicated to providing your valuable feedback on my manuscript. We are grateful to the reviewers for their insightful comments on my paper. We have been able to incorporate changes to reflect most of the suggestions provided by the reviewers. We have highlighted the changes within the manuscript.

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- The conclusion could provide suggestions for future research based on the findings of this study.
- The conclusion could also include a discussion of the limitations of the study and how these might be addressed in future research.

Discussions:
Major revisions: The paper presents valuable research, but the presentation and organization of the content need improvement. After these revisions, another round of review would be necessary to assess the changes.

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Driving Sustainable Change: Green Transformational Leadership, Job Crafting, and Work Engagement in Frugal Eco-Innovation

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Abstract

Frugal Eco-Innovation (FEI) has become crucial for supporting the hospitality industry in this era of economic uncertainty. However, FEI can potentially reduce the environmental performance of the industry. This study aims to explore the role of green transformational leadership (GTL) in driving sustainable change through green job crafting (GJC) and green work engagement (GWE) in the hospitality industry. The study uses a self-administered questionnaire, collecting data from 300 employees working in tourist hotels in Bali. The results indicate that GTL significantly predicts GJC, GWE, and FEI. Moreover, GJC and GWE mediate the relationship between GTL and FEI. The study also finds that GJC and GWE have a significant positive effect on FEI, mediated by GWE and GJC, with a partial mediation effect. This suggests that GTL can drive sustainable change through GJC and GWE, which in turn leads to FEI. The study also finds that GJC and GWE have a significant positive effect on FEI, mediated by GWE and GJC, with a partial mediation effect. This suggests that GTL can drive sustainable change through GJC and GWE, which in turn leads to FEI.

1. Introduction

The hospitality industry is confronted with rising competition and uncertainties in both local and global markets, such as technological innovation, changing client demands, resource-intensified environment, and pressure from competitors [1]. Hence, enhancing operational efficiency has highlighted as a strategic option for organizations to acquire a sustained competitive advantage. Innovation is a dynamic skill that increases customer or buyer value while lowering an industry's cost structure [2]. According to [3], an organization's capacity for innovation will determine its success and competitiveness. [4] report that an organization's performance is substantially affected by how innovative it is or how much innovation it sustains. Driving operational

excellence through innovation to the organization's products and services is ultimately its most critical need. Environmental sustainability has recently dominated world markets, such as the technological innovation, changing client demands, resource-intensified environment, and pressure from competitors. According to previous research, both of resource and competitive restrictions are the most significant barriers to innovation in emerging economies worldwide [5]. As a result, they should concentrate innovation activities in a critical aspect of competitive advantage. Frugal innovation is a way to innovate and sustain, including the limited purchasing power of the market. The achievement of frugal innovation is the introduction of new products or services or modifying existing ones in market-competitive prices.

Observations show a trend of leaders capable of addressing complex issues with unique solutions to their innovation and creativity. The transformational leader's role affects the company's ability to innovate creatively. According to [6], transformational leaders promote ways to be driving force in promoting innovation capabilities through leadership roles, causing a supportive and nurturing environment. A transformational leader has a clear vision of their company's strategic purpose and inspiring employees to take actions, making them outside the box in times that their competitors [7].

The transformational leadership style also recognizes the required change, creates a vision that will cause the desired change, and puts the plan into action to ensure its achievement of Company. Hence, to consider transformational leadership to have the highest potential to boost employee motivation to achieve organizational goals. Transformational leadership is critical in supporting proactive behavior by developing, empowering, and intellectually stimulating subordinates. To improve employee performance and productivity, it is essential to challenge the status quo, motivating them to seek engaging tasks. Transformational leadership has been found to influence the initiation of job crafting [8] substantially. This leadership style provides a supportive organizational climate and inspires followers to be creative and innovative.

Initiators argue that TL would increase higher levels of work engagement [9]. Transformational leaders create positive work-related behaviors by inspiring and motivating their followers. As a result, high levels of work engagement are encouraged. In this case, high levels of work engagement employees in improving their innovation ability. Engaged employees are excited about their work and work as if they were their own business. They are more likely to take initiative and are more committed to their work.

Many industries have transformational leadership as the most effective strategy for increasing work engagement and job crafting. Therefore, this study proposed an integrative research model of the effects of green transformational leadership job crafting to advance the literature on the hospitality industry. In order to investigate the significance of all the variables, this study used structural equation modeling (SEM) to analyze the degree of conditions among the constructs based on a survey of 300 participants from hotel employees in Bali. The subsequent sections of this study are organized as follows: Section 2, a comprehensive literature examination of the existing body of scholarly works is conducted to delineate the dimensions and associations among the variables contained within the proposed research model. Subsequently, the study approach employed to evaluate the proposed model is delineated. Following a thorough analysis of the literature, the research design, findings, and conclusions by presenting the discussion and practical contributions.

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Dear author,

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15 September 2023

Sutarmin Sutarmin

Department of Management, Faculty of Economics and Business,
Peradaban University,
Brebes, Central Java
Indonesia

Dear Sutarmin Sutarmin, Aneu Yulianeu, Akhmad Darmawan, and Arief Adhy Kurniawan,

MS: Driving Sustainable Change: Green Transformational Leadership, Job Crafting, and Work Engagement in Frugal Eco-Innovation

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We would like to thank the editor for the help in improving our manuscript. There is only one improvement which we highlight in yellow regarding the change in affiliation of the corresponding author from "STMIK DCI" to new homebase "STIE Latifah Mubarakiyah, Tasikmalaya"

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Driving Sustainable Change: Green Transformational Leadership, Job Crafting, and Work Engagement in Frugal Eco-Innovation

Sutarmin Sutarmin | Anisa Yulianawati | Alhmad Darmawan | Anief Adhy Kurniawan

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Abstract:
Frugal Eco-Innovation (FEI) has become crucial for supporting the hospitality industry in third-world countries facing sustainability challenges. FEI can potentially enhance the environmental performance of employees in the hospitality sector. However, there is a lack of empirical studies on this topic in the existing literature. Therefore, our research aims to investigate the impact of Green Transformational Leadership (GTL), Green Work Engagement (GWE), and Green Job Crafting (GJC) on frugal eco-innovation. We conducted our study using a self-administered questionnaire, collecting data from 298 employees working in tourist hotels in Bali. We employed covariance-based structural equation modeling to test our hypotheses. Our statistical analysis revealed a significant positive relationship between green transformational leadership and overall frugal eco-innovation ($\beta=0.215, t=2.954, p<0.003$). This result suggests that GTL significantly promotes frugal eco-innovation for sustainable practices among green hoteliers. Furthermore, our results indicated that GTL is equally important for both green job crafting and green work engagement. GTL practices were positively correlated with both variables ($\beta=0.377, t=5.289, p<0.000, \beta=0.542, t=7.744, p<0.000$). Lastly, we found that GTL has a significant indirect effect on FEI, mediated by GWE and GJC, with a partial mediation effect. This empirical investigation is the first that provides an organized way to examine the effects of green transformational leadership on frugal eco-innovation and recommends the most effective means for hoteliers to embrace the best policies for sustainable practice. This study has important policy implications for harnessing individual development into resource-constraint green management practice. Additionally, GTL provides a supportive environment for employees with green crafting and engagement to realize their green potential.

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