

**Journal of Association of Arab Universities  
for Tourism and Hospitality (JAAUTH)**journal homepage: <http://jaauth.journals.ekb.eg/>**Consequences of Green Transformational Leadership: Insights on Resort Employees at Marsa Alam**Gaber Gabry Ahmed Khalil<sup>1</sup>Hassan Sayed Abdallah<sup>2</sup>The Higher Institute for Hotel and Tourism Management, Hurghada City, Egypt<sup>1</sup>PhD, Hotel Management, Helwan University<sup>2</sup>**ARTICLE INFO****Abstract****Keywords:**

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This paper highlights consequences of green transformational leadership (GTL) at Egyptian resorts through organizational citizenship behavior for the environment (OCBE). We received 338 responses from deluxe resort employees located in Marsa Alam. The findings revealed that employees showed high levels of motivation when their supervisors exhibited transformational leadership behaviors. Moreover, a higher level of sustainability for resort employees was achieved as a consequence of their involvement in environmentally friendly activities, such as employee green creativity. These findings offer valuable insights into the potential of green leadership to enhance resort sustainability.

**1. Introduction**

Nowadays, the hospitality industry has focused on the adoption of environmentally friendly practices in resort operations and management (Kim et al., 2020). As such, our paper focuses on exploring the linkage between green transformational leadership (GTL) and environmentally conscious creativity. By investigating the mediating effect of organizational citizenship behavior for the environment (OCBE) in linking GTL with green creativity (EGC), our research contributes to the growing understanding of EGC in driving sustainable performance. Emerging literature on green behavior has aimed to develop a framework encompassing various aspects, including green leadership styles, innovation, and creativity (Arici & Uysal, 2022; Farooq et al., 2022). However, our paper highlights a gap in understanding pro-environmental GTL styles and their outcomes, particularly within the context of Egyptian resorts.

This paper addresses the academic demand for more research on green leadership, focusing on its impact on individual outcomes. Additionally, there is a need for further exploration of managers' roles in environmental sustainability efforts, as well as the insufficient attention given to the role of green creativity in academic research. Considering the urgent sustainability challenges, it is crucial to consider green management and environmental sustainability. Mittal and Dhar (2016) proved that GTL positively affected green practices efficacy. Similarly, Barling et al. (2010) discovered that transformational leaders are key factors in influencing both employee and performance-related green habits.

Although less focus is paid to resort managers' leadership responsibilities in addressing environmental challenges, their efficacy in implementing green practices and enhancing environmental performance is still up for discussion. Furthermore, a thorough study of how employee conduct affects the surrounding environment is lacking in the hospitality literature. Thus, our research focuses on investigating the GTL-EGC linkage in a resort context to fill up these gaps. Additionally, there is a dearth of green creative research that takes individual and organizational levels into account. Based on Boiral and Paillé (2012), this paper empirically examines a theoretical model to look at how GTL affects EGC while simultaneously looking at how OCBE mediates the relationship between these constructs in Egyptian resorts.

## 2. Theoretical foundations

### 2.1 Green transformational leadership (GTL)

Bass (1990) divided transformational leadership (TL) into four aspects: charisma, inspiration, individual consideration, and intellectual stimulation. Among them, charisma was shown to be the most important aspect of TL. The second aspect, inspiration, involves a leader's role modeling for their followers. Individualized consideration, the third aspect of TL, highlights the leader's attentive and tailored treatment of each subordinate. Lastly, leaders' willingness to engage in problem-solving activities and strengthen their team members' capacities is referred to as intellectual stimulation, a fourth aspect of TL (Bass, 1990).

GTL encourages EGC in the resort business and has a favorable effect on corporate sustainability (Mittal & Dhar, 2016). Khalili (2017) discovered that TL improves social responsibility and innovation inside organizations. By promoting an expanded environmental perspective, establishing environmental standards, and encouraging individuals to comply with environmental norms and aspirations, GTL plays a focal role in fostering new green products (Jia et al., 2018). Figure 1 presents the proposed model which exhibits the linkages between the three main constructs: GTL, OCBE, and EGC. OCBE is supposed to act as a potential mediator on the relationship between GTL behaviors and EGC.

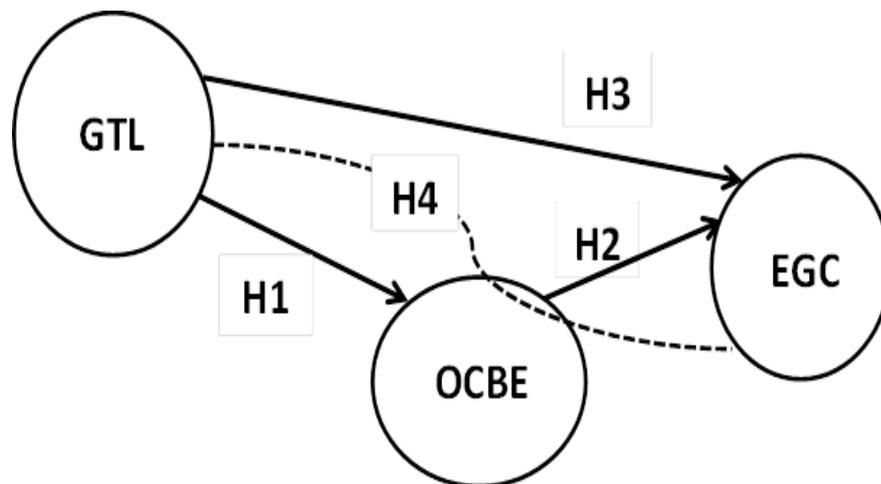


Figure 1. Proposed model.

### 2.2. Green transformational leadership consequences

EGC stands for the development of novel, useful, and advantageous concepts that support environmentally friendly actions, behaviors, or services (Bhutto et al., 2021). EGC is considered crucial for all green initiatives and activities, and it is positively influenced by TL (Yang & Yang, 2019). Organizations can effectively implement green practices and enhance

the efficiency of environmental management systems by adopting creative approaches (Cheng, 2019). Singh et al. (2020) proposed that GTL can indirectly influence employees' environmental behaviors. Resorts have the opportunity to nurture and support EGC by embracing and putting into practice green practices (Farooq et al., 2022).

Leaders who prioritize environmental concerns empower their employees to be environmentally conscious, exhibiting qualities such as interpersonal acceptance, humility, and dedication to promoting green performance. They also play a role in disseminating green information to employees as part of developing both employee growth and departmental green objectives (Pham et al., 2020). Moreover, leadership ideologies, especially transformational leadership, have received the majority of attention in prior studies that have already been conducted on green behaviors (Kura, 2016).

Chen and Chang (2013) explored the positive influence of TL on EGC within Taiwan's electronics sector. Bhutto et al. (2021) supported the idea that leadership practices emphasizing the environment effectively stimulate EGC. Patwary et al. (2022) proposed that leadership awareness and understanding of ecological or green issues are vital in promoting EGC. According to Arici and Uysal (2022), no study examined the focal role of leadership ideologies on environmentally friendly behavior. Mubarak and Yusoff (2019) highlighted the difficulties in motivating and training employees to use environmental management systems successfully.

On the other hand, OCBE entails voluntary actions carried out by employees that exceed their job duties. The concept of OCBE emerged as a result of OCB's expansion to include a focus on environmental concerns due to the rising relevance of ethical behavior and environmental consciousness (Chang et al., 2019). Boiral and Paillé (2012) asserted that OCBE encompasses various elements as follows: 1) eco-civic engagement, which entails taking a proactive part in environmental initiatives; 2) eco-helping, which includes voluntarily helping coworkers with ecological problems; and 3) eco-initiatives, which denote carrying out voluntary actions and solutions to enhance environmental performance.

Khalili (2017) discovered the positive association between TL and OCB. The literature on GTL and OCBE emphasizes resort employees' contribution of innovative ideas and demonstration of creativity (Uygur et al., 2019). Employees who exhibit high levels of OCBE are more likely to engage in innovative activities. This is due to the fact that leaders' activities have a significant effect on OCBE, which affects a variety of positive behaviors (Jiao et al., 2011). For instance, Sugianingrat et al. (2019) investigated whether the ethical leadership-employee achievement relationship was mediated by OCB, while Kesen (2016) contends that OCB serves as a bridge between corporate identity and individual innovation.

### **2.3. Hypothesis development**

Our paper adopted the theory of planned behavior (TPB) as a methodology to explore the underlying factors driving OCBE and EGC. TPB offers insights into human social behavior and environmentally conscious behaviors by considering various contextual factors (Ajzen, 2011). These contextual factors combine to create social circumstances that can increase the likelihood of employee engagement in specific activities (Patwary et al., 2022). Descriptive norms influence green identity, as highlighted by Robertson and Barling (2013), while the intention to engage in GTL influences green behavior. Mittal and Dhar (2016) indicated that green leaders who prioritize sustainability actively encourage followers to engage in green actions.

Zhang et al. (2017) found that employee involvement positively affected OCB in the resort context. When employees perceive pro-environmental signals from supportive organizational practices, they are more likely to increase their environmental involvement, leading to greater engagement in OCB for the environment. Drawing on the principles of social exchange theory (SET), green transformational leaders serve as role models, promoting the psychological well-being of their followers, encouraging task-related behaviors, and motivating employees to reciprocate by actively participating in creative service initiatives (Ling et al., 2017). Based on theoretical justifications and empirical evidence, this paper proposes that:

*H1. GTL positively affects OCBE.*

*H2. OCBE positively affects EGC.*

*H3. GTL positively affects EGC.*

*H4. OCBE mediates the association between GTL and EGC.*

### **3. Methods**

#### **3.1. Data gathering**

Marsa Alam is acknowledged as a significant destination for nature-based tourism. The region faces an ongoing need and challenge to establish an effective framework for sustainable tourism and implement environmentally friendly strategies in its resorts (USAID, 2004). To ensure a suitable sample of deluxe resorts in Marsa Alam, the researchers chose purposive sampling. This sampling technique was considered appropriate as it allows for targeted selection based on the research objectives and enables the quick identification of the desired sample (Trochim, 2006). Purposive sampling involves selecting participants based on personal judgment or their expertise related to the research topic rather than relying on random selection. In this case, only employees from luxury resort chains in Marsa Alam were selected. The majority of resorts in Marsa Alam, specifically 28 deluxe resorts between Quseir and Marsa Alam, are managed by prominent five- and four-star resort chains. Regarding this paper's context, a quantitative approach and survey methodology were deliberately employed, targeting three five-star and nine four-star resorts.

This paper employed structural equation modeling with a preferred sample size of over 200, as recommended by Kline (2005), to ensure appropriateness and sufficient adequacy for confirmatory factor analysis (CFA). The questionnaires were distributed to resort employees and supervisors. A total of 550 employees received the questionnaires, resulting in 338 valid cases and a response rate of 61%. The questionnaires required employees to rate their engagement in OCBE and EGC and provide their observations on their immediate supervisor's GTL behaviors. The data collection period took place over two months, specifically during the fall season in October and November 2022, which corresponds to a moderately high level of activity in the area.

#### **3.2. Instruments and data analysis**

The measurement criteria for all the topics in this paper were based on previous research. Five items were employed to gauge GTL, derived from Chen and Chang (2013). OCBE was measured with 13 items obtained from Boiral and Paillé (2012). Lastly, six items were cited from Chen and Chang (2013) to assess EGC. The study's assumptions and analyses were conducted using statistical software packages, specifically SPSS 24.0 and AMOS 22. Convergent and discriminant validity were assessed to check the outer model. Finally, mediation tests and Sobel tests were calculated based on 10,000 resamples.

## 4. Findings

### 4.1. Demographic data

Among 338 respondents, 97.1% were male. Age-wise, a notable percentage of respondents (51.8%) were under 25 years old, followed by 37% between the ages of 25 and 34. Regarding educational background, the highest level attained was a high school diploma or equivalent vocational certificate (47.6%), followed by a bachelor's degree (40%). The majority of respondents (82%) occupied entry-level roles. Regarding length of employment, 71.6% had 1 to below 5 years of job tenure. Among the participants, the largest segment (56.5%) worked in the food and beverage service department. Finally, approximately one-third of the respondents (33.1%) were employed in five-star resorts, while 66.9% worked in four-star resorts (see Table 1).

**Table 1. Demographic profile (n=338).**

Category		Frequency	Percent
<b>Gender</b>	Male	328	97.1
	Female	10	2.9
<b>Age (Years)</b>	Below 25	175	51.8
	25 to < 35	125	37
	35 to < 45	32	9.5
	≥ 45	6	1.7
<b>Highest Educational Qualification</b>	High school degree/equivalent 2-year diploma	161	47.6
		42	12.4
	Bachelor	135	40
<b>Length of Service (Years)</b>	Below a year	28	8.3
	1 to < 5	242	71.6
	5 to < 10	52	15.4
	≥ 10	16	4.7
<b>Position</b>	Entry level	277	82
	Supervisory level	61	18
<b>Department</b>	Front office	22	6.5
	Housekeeping	67	19.8
	Food and beverage	191	56.5
	Kitchen	36	10.7
	Maintenance	12	3.6
	Recreation	10	3.0
<b>Resort type</b>	5 star	112	33.1
	4 Star	226	66.9

### 4.2. Outer model

As presented in Table 2, the mean scores for each variable ranged from 4.08 to 4.90. The skewness and kurtosis coefficients for each item were within acceptable ranges. According

to Churchill (1979), increasing the scale's internal consistency is shown by a scale's Cronbach's alpha coefficient value. The CFA results proved that the items were appropriately associated with their respective constructs, as supported by the factor loadings. All variables' factor loadings exceeded 0.8, indicating a strong contribution of each item to its corresponding factor. The critical ratio values for all items were higher than 1.96. Additionally, all standard errors ranged between 1.52 and 1.88 (see Table 2). The reliability analysis of all variables and their dimensions, as presented in Table 3, demonstrated robust internal consistency.

**Table 2. Validity and reliability.**

Item Description	Mean	SD	Loadings
<b><i>Green transformational leadership</i></b>			
Our leader _____ Encourages employees to generate innovative ideas that promote environmental sustainability.	4.08	1.61	.919
Collaborates with employees to achieve environmental objectives.	4.11	1.68	.934
Motivates employees to adhere to environmental regulations and standards.	4.17	1.60	.783
Presents a clear vision to employees regarding environmental concerns.	4.38	1.72	.852
Inspires employees to reflect on and address environmental degradation.	4.24	1.88	.814
<b><i>OCB related to the environment</i></b>			
I willingly offer my time to assist my colleagues in integrating environmental considerations into their work.	4.77	1.72	.834
I motivate my coworkers to embrace behaviors that are more environmentally conscious.	4.68	1.65	.861
I invite my coworkers to discuss their thoughts and opinions on environmental issues.	4.56	1.63	.835
I spontaneously engage in conversations with my colleagues to enhance their understanding of environmental issues.	4.83	1.68	.838
Even when occupied, I am eager to dedicate time to educating new coworkers about environmental concerns.	4.80	1.55	.842
I continually take part in environmental events held at my resort or by outside organizations.	4.24	1.52	.892
I accomplish activities that are good for the environment and help my resort image.	4.88	1.54	.871
I participate in volunteer work for initiatives, events, or programs that tackle environmental problems inside my resort.	4.77	1.61	.901
In my role, I carefully consider the potential environmental impact of my actions before proceeding.	4.45	1.76	.923
I voluntarily take on environmental projects and chores as part of my everyday professional duties.	4.87	1.53	.913
Even though it falls outside of my immediate remit, I offer advice to my employees on more practical approaches to saving the environment.	4.90	1.66	.858

I provide modern work procedures to improve my resort's green performance.	4.64	1.74	.841
I stay informed about the environmental initiatives undertaken by my resort.	4.81	1.83	.834
<b>Employee green creativity</b>			
I offer innovative approaches to attaining environmental objectives.	4.69	1.62	.841
I put forward fresh and sustainable ideas to enhance environmental performance.	4.43	1.76	.871
I actively advocate for and endorse novel green concepts for others.	4.51	1.57	.895
I formulate suitable strategies to implement modern green ideas.	4.14	1.55	.894
I strive to devise creative solutions to environmental challenges.	4.28	1.74	.869
I am open to reconsidering and refining new green ideas.	4.20	1.78	.853

The AVE values, which range from .744-.758, show excellent convergent validity (see Table 3). According to Hair et al. (2013), the threshold requirements for Cronbach's alpha and CR, and AVE are met, corroborating the constructs' convergent validity and excellent internal reliability (see Table 3). Additionally, the AVE values were higher than 0.50 (see Table 3).

**Table 3. Internal consistency estimates.**

Constructs	Composite reliability	AVE	Cronbach's alpha
Green transformational leadership	.935	.744	.842
OCB related to the environment	.979	.749	.836
Employee green creativity	.949	.758	.812

Our dataset reveals that employees generally hold positive perceptions of GTL, with a mean score of 4.196. These perceptions are associated with higher levels of OCBE ( $M = 4.707$ ) and EGC ( $M = 4.375$ ). As depicted in Table 4, all variables in the study exhibit significant positive associations above 0.7. The strongest correlation is observed between employee green creativity (EGC) and OCBE ( $r = .757$ ,  $p < .01$ ), while the lowest correlation is found between GTL and employee OCBE ( $r = .734$ ,  $p < .01$ ). Strong convergent validity was observed since the square roots were greater than other correlations (see Table 4).

**Table 4. Inter-construct correlations.**

	Mean	1	2	3
1. Green transformational leadership	4.196	<b>.863**</b>		
2. OCB related to the environment	4.707	.734	<b>.865**</b>	
3. Employee green creativity	4.375	.741	.757	<b>.870**</b>

#### 4.3. Structural model

The proposed linkages between the constructs are shown in Figure 2. Model fit indices of  $CMIN/df = 4.351$ ,  $CFI = .928$ ,  $GFI = .941$ ,  $TLI = .957$  and  $RMSEA = .069$  proved that the structural model was well-fitted. These results confirm our theoretical model by meeting the suggested standards. As such, Table 5 provides an analysis of direct relationships, including standardized path coefficients, t-values, and levels of significance. Firstly, it was observed that GTL positively affected OCBE ( $\beta = .431$ ,  $p < .001$ ), supporting hypothesis H1.

Likewise, OCBE positively affected EGC ( $\beta = .518, p < .001$ ), supporting hypothesis H2. Furthermore, the findings indicated that GTL positively affected EGC ( $\beta = .486, p < .001$ ), supporting hypothesis H3.

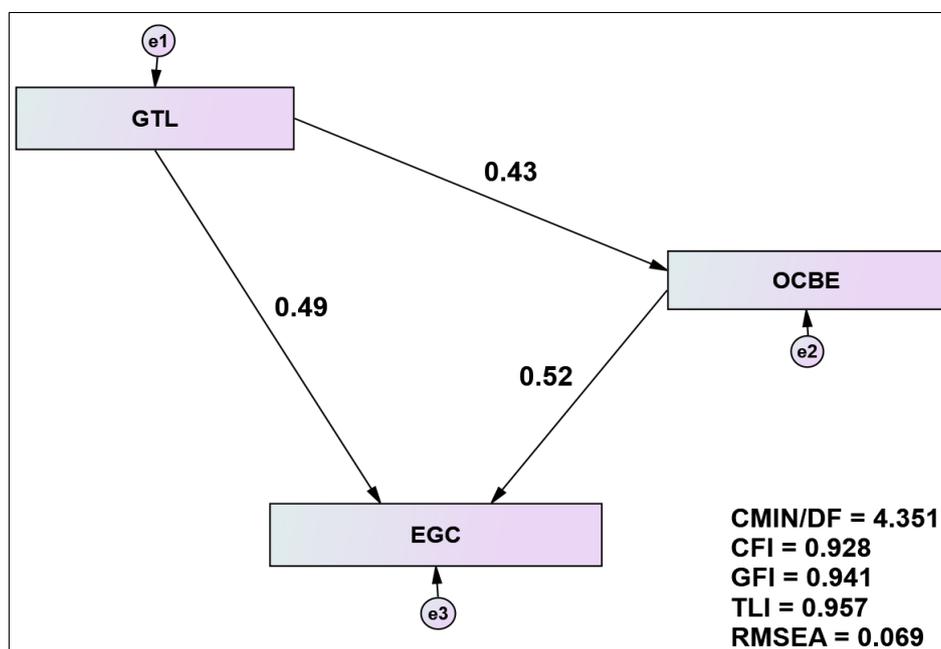


Figure 2. Structural paths' findings.

Table 5. Hypothesis testing results.

	Paths	Beta value	S.E.	T-value	Remark
H1	GTL → OCBE	.431***	.047	12.078	Supported
H2	OCBE → EGC	.518***	.051	24.131	Supported
H3	GTL → EGC	.486***	.073	38.824	Supported

Our findings suggest the presence of a partial mediation effect, using Sobel's (1982) test and the proportion of mediation tests (Iacobucci et al., 2007) to evaluate indirect effects' significance. Sobel's test results indicated GTL indirectly and positively affected EGC ( $Z = 6.806, p < .001$ ). To confirm the partial mediation, the variance was calculated, which amounted to .426. The indirect effect ratio was computed as 0.314 (see Table 6), confirming that 31.4% of the variance in EGC, explained by both GTL behaviors and OCBE, can be attributed to the indirect path mediated by OCBE. The remaining variance in EGC, explained by both GTL and OCBE, can be attributed to the direct path. These findings provide support for H4, as OCBE partially mediated the association between GTL and EGC (see Table 6).

Table 6. Indirect path results.

	Path	GTL-OCBE (a)	OCBE-EGC (b)	GTL-EGC (c)	Ratio of indirect- to-total effect
H4	GTL → OCBE → EGC	.431***	.518***	.486***	.314***

## 5. Discussion

### 5.1. General discussion

This paper highlighted linking GTL with EGC, recognizing the importance of effective leadership in promoting environmental behaviors in resorts. Consistent with Mittal and Dhar (2016), our results indicated that GTL positively affected EGC. As leadership behaviors centered on environmental preservation are major drivers in boosting employees' environmentally friendly attitudes and activities, leaders play an essential role in encouraging employees' adoption of a green mentality. Green transformational leaders put a high priority on sustainable development objectives and have great environmental understanding, which inspires employees to adopt sustainable behaviors.

Effective communication of the organization's green vision and fostering a positive mindset towards environmental challenges are key abilities of green transformational leaders that can influence their employees' green behaviors. Khalili (2017) observed how GTL behaviors increased OCB. Thus, subordinates demonstrate constructive attitudes and behaviors by approaching their jobs with innovation and creativity (Das et al., 2019). Additionally, our findings suggest that OCBE positively influences EGC, which aligns with Kesen's (2016) findings, which established the linkage between OCB and enhanced employees' creative thinking.

In line with Ahmad and Umrani (2019), this paper advances our knowledge of how green leadership affects employees' ecologically friendly behavior. The messages conveyed by GTL promote transparency within teams, which affects the allocation of resources, such as green experience and knowledge, to foster green creativity (Amabile & Pratt, 2016). In particular, we focus on environmentally relevant characteristics like sustainable leadership and organizational support for environmental actions, as well as their interacting impacts, to present empirical data that validates the TPB model's tenets. We also underline how green leadership influences OCBE and environmental participation.

In line with Mittal and Dhar (2016), this paper underlines the potential use of GTL in encouraging environmentally conscious thinking among resort employees. Our findings were in line with Steffens et al. (2014), which showed that transformational leaders may successfully pique their followers' interest and creativity. Last but not least, transformational leaders were seen encouraging employees to think creatively and use cutting-edge problem-solving techniques. Our results are in line with Kim et al. (2019), who show that transformational leadership significantly improves environmental performance by encouraging employees to take on environmental problems and participate in OCBE and EGC.

### 5.2. Theoretical and practical implications

This paper enhances our knowledge of key drivers fostering employees' participation in green behavior and provides insights into the contextual factors influencing GTL. This paper follows a contemporary trend in the field of green hospitality, which has changed its emphasis from evaluating resorts' sustainability performance to assessing individual workplace habits. By illuminating key drivers motivating ecologically responsible conduct in the resort business, this research closes a knowledge gap. On the other hand, our findings demonstrate that implementing GTL can create a green culture that fosters ecologically beneficial behaviors. To encourage sustainable practices, resorts should prioritize the training of transformational leaders who can inspire and support employees in their sustainable

actions. These leaders should possess the necessary knowledge and skills to lead by example, motivate employees, and provide assistance in their sustainable endeavors.

Aside from understanding the social and psychological elements that affect OCBE, resort managers can also hone their environmentally-minded leadership skills. Effective communication of environmental values, the provision of necessary resources, and support services are crucial in promoting pro-environmental practices and encouraging OCBE. By fostering employee OCBE and supporting their green behaviors, resorts can effectively enhance their overall environmental performance. Creating an environment that values and promotes green innovation is essential for fostering a culture of innovation and environmental sustainability. This entails giving employees' discretion over decisions and promoting their participation in creative actions. This paper suggests that resorts should integrate GTL assessment into their performance evaluation systems. Additionally, establishing a feedback mechanism for employees is recommended to allow them to express their opinions on the implementation of GTL behaviors.

Departmental leaders have a crucial responsibility for motivating employees to generate creative, environmentally friendly ideas and collaborating with them to accomplish sustainability objectives. They should inspire employees and provide a clear vision that fosters their focus on environmental goals. Collaboration among employees is crucial for adopting green behaviors and gaining a better understanding of environmental issues. Sharing information on environmental concerns and actively participating in environmental initiatives that have a positive impact on resort reputation are also emphasized.

### **5.3. Limitations and future research**

As our paper solely gathered data from resort employees, the findings' applicability to other contexts may be constrained. Future scholars might incorporate information from a wider spectrum of the hospitality industry in Egypt, including restaurants and bars, to improve the generalizability of the findings. Besides, self-reported surveys may create a social desirability bias since respondents may give responses they believe to be socially desirable. By using other data-gathering strategies in future studies, this constraint may be overcome. A multilevel response approach and extending it help capture managers' perspectives and result in a more thorough understanding. The cause-and-effect connections between the key drivers investigated might then be explored in the future by undertaking longitudinal studies. Future studies might broaden the model to look at other environmentally beneficial activities, including participation in green labor or using employee voices.

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## عواقب القيادة التحويلية الخضراء : رؤى ثاقبة على موظفي منتجعات مرسى علم

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المخلص	معلومات المقالة
تسلط هذه الدراسة الضوء على عواقب القيادة التحويلية الخضراء في المنتجعات المصرية. تم الحصول على ٣٣٨ استجابة من موظفي المنتجعات في مدينة مرسى علم. كشفت النتائج أن الموظفين أظهروا مستويات عالية من التحفيز عندما أظهر مشرفوهم سلوكيات القيادة التحويلية. علاوة على ذلك، تم تحقيق مستوى أعلى من الاستدامة لموظفي المنتجع نتيجة لمشاركتهم في أنشطة صديقة للبيئة، مثل الإبداع الأخضر للموظفين. تقدم هذه النتائج رؤى قيمة حول إمكانات القيادة الخضراء لتعزيز استدامة المنتجع.	الكلمات المفتاحية القيادة الخضراء؛ إبداع الموظفين؛ مرسى علم؛ الاستدامة الفندقية. <b>(JAAUTH)</b> المجلد ٢٤، العدد ٢، (٢٠٢٣)، ص ٣١٥-٣٢٧.