



Mansoura University
Faculty of Tourism and Hotels

**UNLEASHING POTENTIAL: INVESTIGATING THE IMPACT OF
GREEN ORGANIZATIONAL CULTURE ON EMPLOYEES'
PERFORMANCE IN EGYPT'S HOTEL SECTOR**

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Abstract

A green organizational culture is widely used in the tourism and hospitality industry worldwide. Although research in this field is gaining traction, it has been largely ignored in the Egyptian hospitality sector. As a result, studies on the relationship between employee performance and green organizational culture in the Egyptian hotel sector are scarce. The purpose of this study is to determine the impact of green organizational culture on employee performance in a sample of five-star hotels in Cairo. The current study gains its theoretical importance because it addresses the importance of green organizational culture and its impact on employee performance. It also gains practical importance as it provides recommendations and research proposals to develop the performance of green environmental practices and the performance of employees. It also use of the descriptive methodology and the survey list, the study population comprises all personnel who are employed in Cairo's five-star hotels; 600 participated in the survey method utilized in this study, all of them worked for Cairo's five-star hotels. Using SPSS version 25, the data was analyzed using frequencies and descriptive analysis in accordance with the study's objectives and design. The influence was examined using a bivariate Pearson correlation. Structural equation modeling (SEM) analysis was the analytical method employed. According to the findings, a green organizational culture has a significant impact on employees' performance.

The study found that there is a positive statistically significant correlation between the depth of greening

organizational culture and employees' performance and there is a positive statistically significant correlation between the degree of greening organizational culture and employees' performance. Additionally, there is a positive statistically significant correlation between spreading the greening of organizational culture and employees' performance. The study recommended the need to develop investments in green sectors and work to develop financial and economic procedures and mechanisms in line with the implementation of the green culture program. As well the needs for the institution to pay attention to spreading organizational culture among employees in various departments and to provide some training programs that help develop and improve the professional skills of employees in Egypt's Hotel Sector.

Keywords: Green Organizational Culture, Employee Performance, Hotel, Cairo, Egypt.

نحو مستقبل مستدام : قوة الثقافة الخضراء لإحداث تحول في أداء الموظفين
بقطاع الفنادق المصري

الملخص

تستخدم الثقافة التنظيمية الخضراء على نطاق واسع في صناعات السياحة والضيافة في جميع أنحاء العالم. وعلى الرغم من أن الدراسة في هذا المجال تكتسب زخماً، إلا أنه تم تجاهلها إلى حد كبير في صناعات الضيافة المصرية. ونتيجة لذلك، هناك نقص في دراسة الثقافة التنظيمية الخضراء وأداء العاملين في صناعة الفنادق المصرية. هدفت هذه الدراسة إلى التعرف على أثر الثقافة التنظيمية الخضراء على أداء العاملين في فنادق الخمس نجوم بالقاهرة، وتكتسب الدراسة الحالية أهميتها النظرية كونها تناولت أهمية الثقافة التنظيمية الخضراء وتأثيرها على أداء العاملين، كما تكتسب أهميتها العملية

كونها تقدم توصيات ومقترحات بحثية لتطوير أداء الممارسات البيئية الخضراء وأداء العاملين، وتم الاعتماد على المنهج الوصفي، وقائمة الاستقصاء، وتكون مجتمع الدراسة من جميع العاملين في فنادق الخمس نجوم بالقاهرة؛ وقد اشملت عينة الدراسة على ٦٠٠ عامل، من بينهم جميع العاملين بفنادق الخمس نجوم بالقاهرة. وبناء على طبيعة الدراسة والأهداف التي سعى الباحث إلى تحقيقها، فقد تم تحليل البيانات باستخدام التكرارات والتحليل الوصفي باستخدام برنامج SPSS الإصدار ٢٥، وتم استخدام ارتباط بيرسون ثنائي المتغير لاختبار التأثير. واستخدمت تقنية التحليل أيضا تحليل نمذجة المعادلة الهيكلية (SEM). وأظهرت النتائج الرئيسية أن الثقافة التنظيمية الخضراء لها تأثير كبير على أداء العاملين. وتوصلت الدراسة إلى وجود علاقة ارتباط موجبة ذات دلالة إحصائية بين عمق تخضير الثقافة التنظيمية وأداء العاملين، كما أن هناك علاقة ارتباط موجبة ذات دلالة إحصائية بين درجة تخضير الثقافة التنظيمية وأداء العاملين؛ بالإضافة إلى ذلك، توجد علاقة ارتباطية موجبة ذات دلالة إحصائية بين نشر تخضير الثقافة التنظيمية على أداء العاملين. وأوصت الدراسة بضرورة تطوير الإستثمارات نحو القطاعات الخضراء والعمل على تطوير الإجراءات والآليات المالية والاقتصادية بما يتناسب مع تنفيذ وتطبيق برنامج الثقافة الخضراء، وضرورة اهتمام المؤسسة بنشر الثقافة التنظيمية بين العاملين في مختلف الأقسام، وتقديم عدد من البرامج التدريبية التي تساعد على تطوير وتحسين المهارات المهنية للعاملين.

الكلمات المفتاحية: الثقافة التنظيمية الخضراء، أداء العاملين، الفنادق، القاهرة، مصر.

1. Introduction

In light of these trends towards preserving the environment, organizations must reduce practices that are harmful to the environment and adopt environmentally friendly initiatives; Sustainability is therefore a crucial component of organizational procedures as the organization strives to change its culture by encouraging green practices and green values (Tahir et al., 2019). The green organizational culture of any organization is considered an important factor in environmental practices, and that culture specifically pushes employees to act in line with cultural values. Some studies have indicated that an organization's goal and need for performance based on the sustainable environmental approach and tackling environmental challenges based on institutional values is represented by its green organizational culture, which is a collection of presumptions, beliefs, and symbols (Roscoe et al., 2019; Aggarwal & Agarwala, 2021; Shahriari et al., 2022). The topic of green organizational culture has also recently received great attention from international organizations that seek to increase environmental awareness in the face of environmental changes, as it is one of the modern tools that helps reduce those changes and be more rapid in responding to them. This culture can also contribute to protect the environment through organizations adopting advanced, unconventional administrative and behavioral practices and systems and applying them correctly to face these environmental challenges (Khazal, 2018).

The impact of a green organizational culture on employee performance within institutions is also something we keep

in mind. Positive outcomes are attained when employees of the organization exhibit a set of green behaviors, such as organizational commitment and organizational similarity. Individuals with organizational commitment can provide the highest quality service to customers, and the similarity of the goals of the organization's employees with the goals of their organization ensures the achievement of their individual goals and then the implementation of what is stipulated in the psychological contract concluded between the employees and their organization (Atallah, 2017). Hotels need to be competitive, so they need to run smoothly, and one of their goals should be employee performance (Adianita et al., 2017). The caliber of the workforce plays a critical role in determining the hotels success, particularly in establishments where staff turnover is high. It is only possible to achieved good leadership with the assistance of well qualified staff. Insufficient staff members lower management's effectiveness (Aftab et al., 2020). Employee performance Assessing is the process of evaluating an employee's performance based on a set of standards (feedback) (Albalawi et al., 2019).

This problem is related to new hires' ignorance of environmental protection concepts and their disinterest in adhering to distinctive organizational and work standards; as a result, the green organizational culture is not effectively applied and has to be changed to align with the green philosophy. Another issue that hinders employees' productivity is their ignorance of environmental preservation.

2. Review of literature

2.1. Employees' Performance

Performance is the outcome of a worker's ability to complete assignments and adhere to their duties. Five factors are used to assess performance: quality of work, punctuality, initiative, ability, and communication. The three main factors that affect organizational performance are organizational support, effective managerial abilities, and employee performance working in the organization (Arun K, A. 2019) explains that employee performance is the outcome of work achieved by employees performing tasks under given responsibilities, including quality and quantity.

In a Khazal's study (2018) aimed to reveal the existence of a relationship between the dimensions of employee attitudes and green organizational culture. It also Numerous recommendations were made by the study, the most significant of which was to pay more attention to positive employee behavioral and improve the organization's standing and reputation by educating staff members about environmentally friendly practices through training programs about adopting a green culture.

The study of Muhammad and Al-Najjar Shuaib (2021) aimed to determine the degree of green organizational culture and personnel green practices in Egyptian tourism companies. The study made a number of recommendations, the most significant of which being that the business must be interested in advancing and strengthening its green organizational culture and incorporating it into its strategic planning.

The study of (Hastuti & Muaf, 2022) aimed to evaluate and analyze the influence of organizational environmental culture on employee performance. The study recommended many recommendations, the most important of which is to conduct more future studies that aim to identify the effect that organizational environmental culture has on public sector employees' performance.

The study of (Imran, Arshad, & Ismail, 2021) aimed to determine how an organization's green organizational culture affected its performance. The study made numerous recommendations, the most important of which is that officials must encourage companies and institutions to change their organizational culture and follow the organizational culture that establishes sustainability and implements it by encouraging green organizational performance.

Some previous studies such as the study of Chang et al., (2019) the study Imran et al., (2018) and the study of Khazaal Hastuti & Muaf (2022) the study of Imran et al., (2021) agreed with the current study's basic variable of green organizational culture. The study of Muhammad et al., (2021) and the study of Imran et al., (2021) discovered a favorable correlation between the green environment's influence and the organization's performance. It has not been observed that any prior research integrated the independent and dependent variables. This is the sole research on green organizational culture and employee performance that is relevant to the hotel sector in Egypt.

2.2 Green Organizational Culture

Culture is seen as a crucial component in organizations, and green organizational culture is a collection of organizational practices that support the natural environment, where the organization establishes a set of environmentally friendly or sustainable processes such as preventing pollution and environmentally friendly products, meaning that organizations behave in a green way, as green organizational culture activities aid employees develop pro-environmental behaviors within the organization by influence their green behaviors, and employees within organizations behave in an environmentally friendly and responsible manner (Pan et al., 2022). Green organizational culture means that the organization is keen to reduce accidents, conduct continuous environmental improvement, and follow recycling and waste reduction activities (Roscoe et al., 2019). It is also considered an organizational culture directed towards achieving sustainability, raising the environmental performance of the organization, and implementing strategies that attempt to benefit from natural resources (Tahir et al., 2019).

Roscoe et al., (2019) Describes what is meant by "green organizational culture." as "the values, beliefs, and behaviors of organization members that are linked to the natural environment." Tahir & Javed (2022) also define the concept of green organizational culture as "shared assumptions about the environment that direct employees' behaviors toward performing environmentally friendly behaviors. Shahriari et al., (2022) define the concept of green organizational culture as a model of shared assumptions that relate to environmental management and environmental problems and also serve as a symbolic

context for environmental protection. Tahir et al., (2019) Organizational culture has been defined as a shared set of psychological presumptions that guide behavior and interpretations inside the organization and determine appropriate conduct in different situations. Organizations work to improve their green performance and lessen environmental damage by promoting their cultural standards. Because green organizational cultures compel employees to operate in accordance with a set of values in order to alter organizational procedures and become environmentally friendly, they aid in the successful implementation of green policies (Shahriari et al., 2022).

Organizational culture provides a climate to encourage sustainability outcomes within the organization. By integrating environmental management with organizational culture, it also works to direct the behaviors of employees within the organization towards managing and protecting the environment. The organization works to solve various issues with strategies that are consistent with environmental values (Küçükoğlu & Pınar, 2016). Aggarwal & Agarwala (2021) determine that the dimensions of green organizational culture are defined in three main dimensions based on a division of green culture (Harris & Cane, 2002) which are: First-degree: It indicates the extent to which managers are convinced of sustainable values and green issues that have a positive impact on the organization and that green values are reflected in organizational innovations. Second, spread: There are a group of different organizational barriers that the organization faces while implementing green practices. Third, depth: This refers to the extent to which managers appreciate green initiatives

and their ability to adapt to environmental issues and problems, there are four indications are common assumptions about organizational culture among members of the organization employee empowerment, peer involvement, information credibility, and leadership emphasis. Schein, E. H. (2004) considers organizational culture to be a set of fundamental beliefs that are held by members of the organization and used to solve problems and transfer to new members. Organizational culture includes four primary indicators, bureaucracy, communication, organizational climate, and innovation. Furthermore, Roscoe et al., (2019) green organizational culture emerges when employees try to reduce their emphasis on profit and encourage organizational behaviors that have a positive impact on the environment. Meanwhile, Chandra et al., (2021) defined green organizational culture as an environmental ideology grounded on science politics to support economically and ecologically sustainable development.

Liu, X., & Lin, K. (2020) I believe that green organizational culture is a topic that both the general public and social elites talk about frequently because it is related to the achievement of ecological balance. As reported by Sroufe et al., (2010) a green organizational culture can be considered "green" when employees a higher priority on minimizing the organization's negative environmental impact and maximizing its positive environmental impact of the organization's activities on the environment rather than simply making a profit.

2.3 The impact of green organizational culture on employee performance

Applying a green organizational culture can help organizations achieve the greatest results since it lowers production costs and increases economic efficiency. Thus, adopting and implementing a green organizational culture leads to improving the environmental performance of employees, which gives the organization a competitive advantage (García-Machado & Martínez-Ávila, 2019). Organizations can only work toward a sustainable environment if they recognize the threats to it, take the appropriate action to lessen the effects of these threats, and try harder to overcome these obstacles by focusing on encouraging employees to adopt green behaviors. These behaviors improve environmental sustainability and sustainable performance because employees, who practice green behaviors save resources, recycle waste into useful items, and protect the environment (Turki & Kalantari Shahijan & Alirezaei, 2022).

The human factor within the organization also plays an important role in adopting green practices and green behaviors, which work to take a set of measures to protect the environment and ensure the achievement of environmental sustainability, in addition to enhancing organizational citizenship and behavior towards the environment. Therefore, a green organizational culture encourages green behavior among employees through environmental awareness and human resource management practices (Yeşiltaş & Gürlek & Kenar, 2022). Abou-AL-Ross & Abu Mahadi, (2021) Mention that Organizations

can achieve their environmental goals well by raising employee performance, which is represented in the following points: Establishing employees with a high rate of commitment, providing training programs that help employees contribute to achieving environmental goals, and implementing the environmental performance assessment process. No prior research has integrated the independent and dependent variables of the current study. This study is the only one that examines the green organizational culture at five-star hotels in Cairo. The current study is distinguished by being the only study to examine how green organizational culture affects employee performance. This sets the current study apart and emphasizes the need for more research in this area, as there aren't many studies in the Arab and international literature addressing this crucial subject.

Accordingly, organizations must link the green organizational culture to their vision, mission, and actions because it is an environmentally friendly. The organization must add this green cultural fabric to the workers within its vision and mission. From the above, and taking into account the lack of studies that addressed the impact of green organizational culture on employees' performance .so, the current study investigating the impact of green organizational culture on employee performance in terms of its three dimensions (degree, depth, and spread) in five-star hotels in Cairo Table (1): Summary of the study aim, objectives, and hypotheses

Study Aims	Study Objectives	Study Hypotheses	Outcome
What is the level of application of green organizational culture in Cairo's five-star hotels?	Identifying the level of application of green organizational culture in five-star hotels in Cairo.	Main Hypothesis: H01: There is a positive and significant influence of Green Organizational Culture on employee performance in five-star hotels in Cairo	Supported
What is the performance level of staff in Cairo's five-star hotels?	Determining the performance level of staff in Cairo's five-star hotels.	Sub-Hypotheses: The main hypothesis was broken down into the following sub-hypotheses based on dimensions of green organizational culture:	Supported
How does a green organizational culture in its three dimensions (depth, degree, and spread) on employees' performance at Cairo's five-star hotels?	Determine the effect of green organizational culture in its various dimensions (depth, degree, and spreading the greening of organizational culture) on employees' performance.	H01.1: There is a statistically significant relationship between the depths of greening	Supported

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		<p>organizational culture as one of the dimensions of green organizational culture on employee performance.</p> <p>H01.2: A statistically significant correlation between the degrees of greening of organizational culture as one of the dimensions of green organizational culture on employees' performance.</p> <p>H01.3: A statistically significant correlation relationship between spreading the greening of organizational culture as one of the dimensions of green organizational</p>	
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		culture on employees' performance.	
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Figure (1) below shows the study's theoretical framework and formulation of the hypotheses

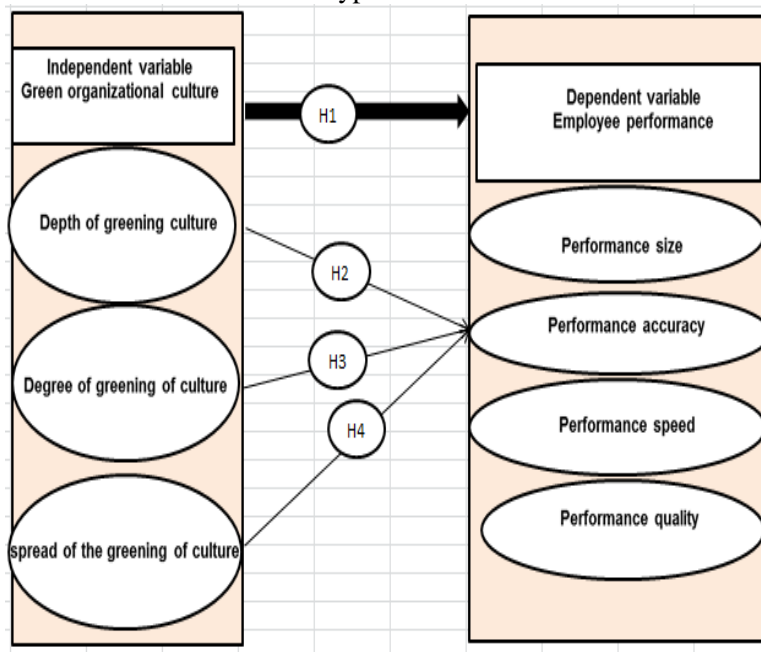


Figure 1: Study's theoretical framework, formulation of hypotheses, and author's contribution

3. Study methodology

The researcher was used the descriptive method, which Darwish (2018) defined as “a general study of a phenomenon existing in a group in a specific place and at

present, and it is a method of analysis and interpretation in an organized scientific manner to reach specific purposes for a social problem.”

3.1 Population, Research Sample, and Technical Analysis

The study population refers to group of individuals that the research aims to investigate. In this case, the study would be employees of five-star hotels in Cairo. The number of employees is 600. In this study, the survey forms were distributed to a sample of employees in five-star hotels in Cairo, and 520 valid forms were received, which represents 86%, which is a reliable and acceptable rate. In addition to the secondary data, it has relied on the primary data, where the questionnaires were designed as a field study tool, and then the data extracted from them were analyzed using SPSS software version 25 to understand and describe the impact of green organizational culture on employees' performance in five-star hotel sector. The measurement phrases were placed in the questionnaire according to the five-point Likert scale, and the questionnaire consisted of 33 questions. The survey questionnaire used in the study included a mix of closed-ended and open-ended questions. This questionnaire collects demographic information from participants and explores how green organizational culture influences employee performance. A t-test is used for hypothesis testing (intercept). The null hypothesis is rejected if the probability value is less than or equal to 0.05 suggesting that the independent variable significantly affects the dependent variable. However, if the probability value is higher than 0.05, the null hypothesis is accepted,

meaning that there is no meaningful relationship between the independent and dependent variables, The structural equation is examined in this work.

Table 2: Distributed and retrieved survey list valid for statistical analysis (Response Rate)

Sample size	No. of Invalid	No. of Valid Returned	Response rate	Margin of error
600	80	520	86%	14%

3.2 Statistical Procedures Used: The statistical software "SPSS 23" was used for the analysis, using the following statistical procedures :

Cronbach's Alpha coefficient to calculate reliability	Validity	Frequencies and percentages	Rank	Degree of response	Pearson correlation coefficient to determine relationships between variables	Arithmetic mean	Standard deviation	structural equation modeling (SEM)
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4. Results and Discussion

4.1 Respondents' profile

Distributed 600 survey questionnaires, collected 520 (86%) complete and valid questionnaires for the analysis of the study's present hypothesis. Of the 520 employees, 395 (70.7%) were male and 125 (29.3%) were female. The majority of participants (61.1%) were in the age range of 31 to 40, with the 21–30 age groups coming in second, presenting 14.0%. The participants' educational level is limited by high schools and institutes (40.4%), bachelor's (51.3%), and master's (8.3%). The highest years of

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experience for those participants ranged from 5 to 10 years (40.4%), while the second-highest years of experience were less than 5 years (33.7%) (See Table 3)

Table (3): Descriptive Statistics of the Respondents' profile
(N=520)

Employees Details(N=520) Items	Classification	Frequency(s)	Percentage (%)
Gender	Male	395	70.7
	Female	125	29.3
Age	18 – 20 years	70	10.0
	21-30 years	100	14.0
	31-40 years	155	61.1
	41-50 years	55	9.4
	51 & above years	40	5.5
Education level	High schools/institute	130	40.4
	Bachelor	330	51.3
	Master/PhD	60	8.3
Years of experience	Less than 5 Years	125	33.7
	5-10 Years	320	40.4
	over10 Years	75	25.9

4.2 Reliability Statistics

Participants' responses to the questionnaire let the researcher evaluate its dependability. The tool's high reliability level was indicated by the reliability coefficient,

which was determined using Cronbach's alpha equation. Scientific research must meet strict criteria before it can be conducted; in particular, the validity and reliability of the research must be assessed. A high degree of self-validity for the questionnaire was indicated by the calculation of validity.

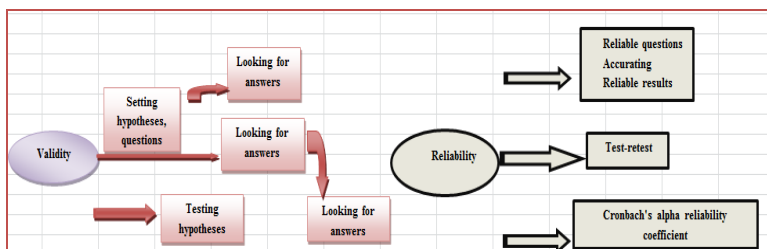


Figure (2): Reliability and Validity Components, Source: (the researcher, 2023)

Table (4): Corrected item-total correlations for study dimensions independent variables (Green Organizational Culture) and dependent variables (Employees performance)				
Variables	Construct	Part	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
	depth of greening organizational culture	D1	.981**	.989
		D2	.862**	
		D3	.866**	
		D4	.920**	
		D5	.942**	.986

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Green Organizational Culture				
	degree of greening of organizational culture	D6	.957**	
		D7	.934**	
		D8	.880**	
		D9	.894**	
	spreading the greening of organizational culture	S10	.919**	.988
		S11	.930**	
		S12	.862**	
		S13	.889**	
		S14	.947**	
Employees performance	Performance size	PS15	.894**	.987
		PS16	.859**	
		PS17	.884**	
		PS18	.886**	
		PS19	.885**	
	Performance accuracy	PA20	.967**	.983
		PA21	.846**	
		PA22	.917**	
		PA23	.939**	
	Performance speed	PS24	.967**	.984
		PS25	.936**	
		PS26	.907**	
		PS27	.975**	
		PS28	.978**	

	Performance quality	PQ29	.942**	.985
		PQ30	.717**	
		PQ31	.797**	
		PQ32	.884**	
		PQ33	.902**	

Statistically significant at the level (0.01)

As can be seen from Table 4, there is a high degree of internal consistency validity for the statements of the dimensions of the first axis of the survey list because all of the correlation coefficients of the phrases with the total degree of the phrase to which the phrase belongs in the first axis, green organizational culture, were statistically significant at the significance level (0.01). The results show that the statements of the dimensions of the second axis of the survey list have a high degree of validity and internal consistency. The correlation coefficients of the phrases with the total degree of the phrase to which the phrase belongs in the second axis, employee performance, were all statistically significant at the significance level (0.01). The table makes it evident that the values of stability coefficients values varies from 989 to 985

Section One: Study Questions: First: presentation and discussion of the first and second questions, which stated: What is the level of application of green organizational culture in Cairo's five-star hotels? And what is the level of employees' performance in five-star hotels in Cairo?

Table 5: responses of the sample to the independent and dependent variables: frequencies, means, and standard deviations

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Frequencies										
depth of greening of green organizational culture	SD	D	N	A	SA	Mean	S.D	N	Rank	Degree of response
1. Managers are interested in spreading green values in all activities related to the organization.	32	22	35	193	238	3.69	1.421	520	3	High
2. Managers develop sensitivity towards green issues in employees.	30	70	45	240	135	3.67	1.407	520	5	High
3. Managers adopt a philosophy of sustainability in all corporate activities.	25	45	20	195	235	3.73	1.433	520	1	High
4. Managers embrace green initiatives.	40	35	60	185	200	3.70	1.401	520	2	High
5. Managers work to counter resistance to change for a green culture.	35	50	65	105	265	3.68	1.404	520	4	High
degree of the greening of green organizational culture						3.70	1.378			
6. Managers encourage production and creativity in green activities.	30	25	65	175	225	3.63	1.390	520	4	High
7. Managers are interested in providing information to all employees to understand social sustainability.	10	15	25	210	260	3.68	1.388	520	3	High

8. Managers link green issues to the organization's activities.	20	25	75	145	225	3.81	1.425	520	1	High
9. When setting business priorities, managers consider the shift to green activities	30	40	35	165	220	3.74 3.71	1.387 1.387	520	2	High
the spread of greening green organizational culture										
10. Managers are keen to spread feelings and behaviors supporting green culture throughout the organization.	15	25	30	200	250	3.90	1.312	520	2	High
11. Managers are interested in employee participation in decision-making processes.	10	16	14	205	275	3.81	1.295	520	5	High
12. Managers provide a supportive internal policy for decision-making on green issues.	15	25	35	170	270	3.85	1.248	520	3	High
13. Managers coordinate different sectors to adopt green practices.	20	15	30	235	210	3.84	1.354	520	4	High
14. Managers unite subcultures to support the green transition	30	25	65	175	235	3.91 3.86	1.281 1.215	520	1	High
The size of performance										
15. The work done by workers has doubled	10	15	20	230	245	3.82	1.397	520	5	High

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compared to the previous time.										
16. Workers compete in the amount of work they do.	20	55	60	125	260	3.74	1.344	520	2	High
17. The amount of work done by employees is proportional to the official working time.	30	20	65	205	200	3.75	1.389	520	1	High
18. The organization's employees spend additional time to complete more work.	30	25	45	205	225	3.85	1.428	520	3	High
19. The organization's employees bear additional workloads in times of emergencies and crises	30	25	65	135	265	3.75	1.363	520	4	High
						3.78	1.228			
Accuracy of performance										
20. The reports issued by the institution are characterized by accuracy and credibility.	25	60	85	215	135	3.82	1.445	520	2	High
21. Workers review their work before submitting it to avoid errors.	20	25	70	205	200	3.65	1.410	520	4	High
22. Workers are keen to know the details related to their tasks and job roles to perform them as required.	25	30	65	140	260	3.82	1.371	520	3	High
23. The	15	25	35	180	265	3.97	1.445	520	1	High

organization's employees strictly adhere to the regulations and instructions						3.77	1.220			
Speed of performance										
24. The work at the organization was completed according to a specific schedule.	6	8	12	232	262	4.06	1.238	520	3	High
25. The institution shall develop a plan for emergencies and crises that the institution may be exposed to.	40	25	65	162	238	4.01	1.287	520	4	High
26. The organization responds quickly to customer requirements	20	37	46	147	250	4.02	1.233	520	4	High
27. There is a quick mechanism to communicate with the organization.	18	20	40	126	256	4.07	1.210	520	1	High
28. There are quick means of crisis management to confront emergencies and crises in the organization	7	10	15	241	247	4.07	1.197	520	2	High
						4.05	1.195			
Performance quality										
29. The	30	35	85	132	238	3.90	1.293	520	5	High

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organization adopts employees' constructive suggestions and ideas that contribute to the quality of work.										
30. The organization's employees do their best to avoid errors at work.	8	12	15	250	235	3.94	1.345	520	3	High
31. The organization relies on standards to measure the quality of performance.	6	11	10	240	253	3.99	1.262	520	1	high
32. The organization is interested in forming work teams to ensure the quality of its services.	11	5	15	271	217	3.93	1.324	520	4	high
33. The organization provides training courses for its employees to ensure the quality of business	6	14	24	250	226	3.98 3.95	1.279 1.151	520	2	

Table: (6) Total Descriptive Statistics for respondents about independent variables Green Organizational Culture.

Construct Green Organizational Culture.	N	Mean	Std. Deviation	Degree of response	Rank
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depth of greening organizational culture	520	3.70	1.378	high	3
degree of greening of organizational culture	520	3.71	1.314	high	2
spreading the greening of organizational culture	520	3.86	1.215	high	1
Valid N (listwise)	520	3.76	1.179	high	

As can be seen in table 6: with a degree of response of high, the general mean for the first axis, green organizational culture was 3.76 with a standard deviation of 1.179 The third dimension, which is the spread of green organizational culture, had a mean average of 3.86 and a standard deviation of 1.215. It ranked first, and the second dimension, which is the degree of greening of the green organizational culture, ranked second whereas the first dimension—the degree of the greening of the green organizational culture—was ranked last, with a mean of 3.71 and a standard deviation of 1.314. All dimensions of the first axis had a response rate of (high) with a mean of 3.70 and a standard deviation of 1.378.

Table: (7) Total Descriptive Statistics for respondents about independent variables Employees performance

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Construct Employees performance	N	Mean	Std. Deviation	Degree of response	Rank
Performance size	520	3.78	1.228	High	3
Performance accuracy	520	3.77	1.220	High	4
Performance speed	520	4.05	1.195	High	1
Performance quality	530	3.95	1.151	High	2
Valid N (listwise)	520	3.89	1.037		

Table 7 illustrates it. The overall mean for the second axis, which measures the performance of the personnel, was 4.05, with a standard deviation of 1.037 and a degree of response (high). It also placed first in the third dimension, which measures performance speed. Deviation Standard (1.195), with the fourth dimension (quality of performance) coming in second with a mean of (3.95) and a standard deviation of (1.151), the first dimension (performance size) coming in first with a mean of (3.87) and a standard deviation of (1.228), and the second dimension (performance accuracy) coming in last with a standard deviation of (1.220) and a mean of (3.77). Every dimension on the second axis received a responsive (high) score.

- *Section two: Testing the hypotheses of the study correlation coefficient using SPSS (version 23)*

Presenting, discussing, and interpreting the main hypothesis's findings, which indicate: There is a statistically significant relationship between the level of application of green organizational culture in its three dimensions (depth of greening organizational culture, degree of greening of organizational culture, and spreading the greening of organizational culture) and the performance of employees. From this primary premise, the subsequent sub-hypotheses arise.

Verification of Hypothesis 1: There is a statistically significant relationship between green organizational cultures in its three dimensions (depth of greening organizational culture, degree of greening of organizational culture, and spreading the greening of organizational culture) and employees' performance.

Verification of Hypothesis 2: There is a statistically significant relationship between the depth of green organizational culture, as one of the dimensions of green organizational culture, and the performance of employees.

Table (8): depth of greening organizational culture on employees' performance

depth of greening organizational culture	Employees performance		
	Correlation coefficient <i>R-value</i>	Significance level	Significance type
	.801**	0.00	Statistically Significant

(**) at the 0.01 significance level; (*) at the 0.05 significance level

Table 8 clearly shows that the hypothesis has been confirmed, as a statistically significant positive correlation exists between the depth of greening of organizational culture as one of the dimensions of green organizational culture and employees' performance (.801**) at a significance level of 0.00. This can be explained by the fact that the more attention employees' culture pays to environmental management, the more employees care and take into account their behaviors towards the environment, and thus work to reduce environmental problems by increasing awareness about living in a way that encourages green practices. This is somewhat in line with a research (Chang et al., 2019) that showed how creating a green organizational identity and a common green vision for management of the business can improve green organizational citizenship behaviors among staff members.

Verification of Hypothesis 3: Presentation, discussion, and interpretation of the findings of the third hypothesis, which states: There is a statistically significant correlated to the degree of greening of organizational culture, as one of the dimensions of green organizational culture, on employees' performance.

Table (9): degree of the Greening of organizational culture on employees' performance

degree of greening of organizational culture	Employees performance		
	Correlation coefficient <i>R-value</i>	Significance level	Significance type
	.817**	0.00	Statistically Significant

(**) at the 0.01 significance level; (*) at the 0.05 significance level

As demonstrated by Table 9 that there is a positive, statistically significant correlation between the greening of organizational culture and employees' performance (.817**) at a significance level of 0.00, and the hypothesis has been confirmed. This can be explained by the fact that greening organizational culture helps employees realize the importance of preserving environmental resources and that their behaviors move towards more green practices towards environmental resources. This is partly consistent with a study (Imran, Arshad, & Ismail, 2021) that found that maintaining green organizational cultures reinforces environmentally friendly values, which helps employees become more aware of the resources they use.

Verification of Hypothesis 4: Presentation, discussion, and interpretation of the fourth hypothesis's findings indicate that, which states: There is a statistically significant correlation between spreading the greening of organizational culture as one of the dimensions of green organizational culture and the performance of employees.

Table (10): spreading of greening of organizational culture on employees' performance

spreading the greening of organizational culture	Employee s' performance		
	Correlation coefficient (<i>R-value</i>)	Significance level	Significance type
	.831**	0.00	Statistically Significant

(**) at the 0.01 significance level; (*) at the 0.05 significance level

Table 10 demonstrated that that there is a positive, statistically significant correlation between spreading the greening of organizational culture as one of the dimensions of green organizational culture and employees' performance (.831**) at a significance level of 0.00, and the hypothesis has been validated and confirmed This can be explained by the fact that the more the organization pays attention to spreading a green organizational culture among employees, The greater the effect this will have on raising employee performance in relation to the environment and developing the idea of sustainable development of the environment by considering their actions toward it and striving to safeguard it. This is partly consistent with a study (Hastuti & Muaf, 2022) that found that Employee job satisfaction is positively impacted by the organizational environmental culture, meaning that Employee job satisfaction increases with an organization's environmental culture.

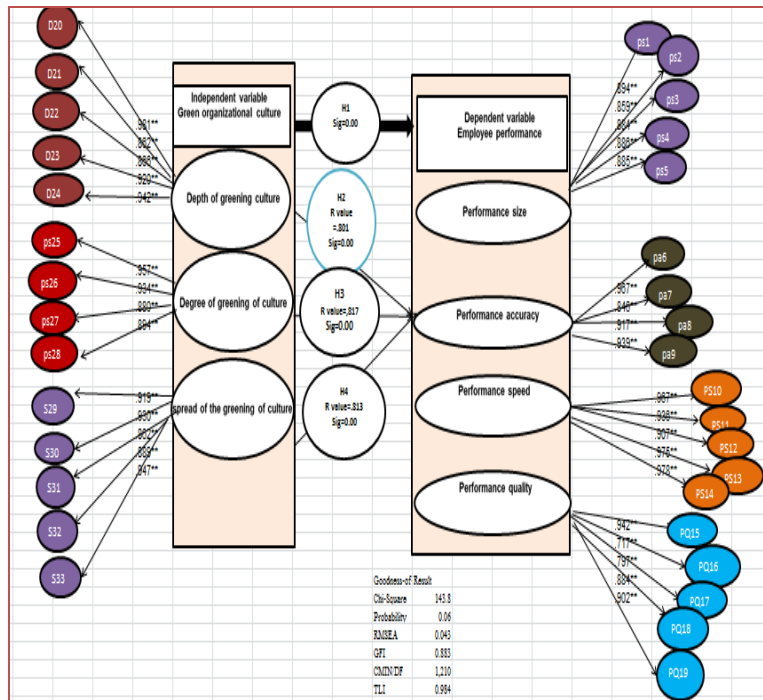
Testing the hypotheses of the study by using one statistical method that tests a number of somewhat complex correlations at once is called structural equation modeling (SEM). AMOS 18 was utilized in SEM processing. One or more dependent variables and one or more independent variables can be found to have this relationship, which can take the shape of structures or factors made up of many indicator variables.

Outcomes of Analysis of Structural Equation Modeling The following are a description of the findings from the investigation using structural equation modeling for green organizational culture and employee performance:

a. Data Normalcy Evaluation Based on the results of the analysis of the Amos program, the multivariate value of 1.42 is between the critical ratio value of Skewnes and the kurtosis (-2.58 and 2.58). b. Findings of Outlier Detection There are no outliers because all of the Mahalanob d-square values are less than 42.3124. c. According to the results of the multi-collinearity test, the correlation between the research indicators is less than 0.5. This indicates the presence of multi-collinearity. d. Test Results for Structural Equation Models Results of the assumption test when testing a model structure with the help of the AMOS (Analysis Moment of Structure) tool, structural equation modeling (SEM) demonstrates that normally distributed data is free of outliers and multi-colinearity issues with the help of the (AMOS) tool.

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Figure 3 below shows the results of the structural model test



Source: Data processed, Source: (the researcher, 2023)

After assessing the structural equation modeling (SEM) assumptions, the fit model's suitability is analyzed. The model's suitability is then assessed using a variety of goodness-of-fit criteria. A structural model's acceptance criteria are ascertained by contrasting the recommended cut-off value's magnitude. A comparison was made between the cut-off value and the goodness-of-fit index value (Hair et al., 2014). The SEM goodness-of-fit index

value and the cut-off value are compared in the tables 10 and 11 that follow

Table 11
the validity and reliability test

Variables	Part	Correction		Coefficient	
		R Statistic	Result	Cronbach Alpha	Result
Green Organizational Culture	X.1	.981**	Valid and Reliable	.989	Reliable
	X.2	.862**	Valid and Reliable		
	X.3	.866**	Valid and Reliable		
	X.4	.920**	Valid and Reliable		
	X.5	.942**	Valid and Reliable		
	X.6	.957**	Valid and Reliable		
	X.7	.934**	Valid and Reliable		
	X.8	.880**	Valid and Reliable		
	X.9	.894**	Valid and Reliable		
	X.10	.919**	Valid and Reliable		
	X.11	.930**	Valid and Reliable		
	X.12	.862**	Valid and Reliable		
	X.13	.889**	Valid and Reliable		
	X.14	.947**	Valid and Reliable		
Employee Performance	Y.15	.894**	Valid and Reliable	.985	Reliable

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	Y.16	.859**	Valid and Reliable		
	Y.17	.884**	Valid and Reliable		
	Y.18	.886**	Valid and Reliable		
	Y.19	.885**	Valid and Reliable		
	Y.20	.967**	Valid and Reliable		
	Y.21	.846**	Valid and Reliable		
	Y.22	.917**	Valid and Reliable		
	Y.23	.939**	Valid and Reliable		
	Y.24	.967**	Valid and Reliable		
	Y.25	.936**	Valid and Reliable		
	Y.26	.907**	Valid and Reliable		
	Y2.27	.975**	Valid and Reliable		
	Y.28	.978**	Valid and Reliable		
	Y.29	.942**	Valid and Reliable		
	Y.30	.717**	Valid and Reliable		
	Y.31	.797**	Valid and Reliable		
	Y.32	.884**	Valid and Reliable		
	Y.33	.902**	Valid and Reliable		

Source, primary data 2023

Analysis of the suitability of the model (Fit model), after
evaluating the assumptions of structural equation modeling

(SEM), and then evaluation of the suitability of the model using various criteria from goodness-of-fit. The criteria for acceptance of a structural model are determined by comparing the size of the suggested cut-off value. The goodness-of-fit index value was compared with the cut-off value (Hair et al., 2014). The comparison results of the SEM goodness-of-fit index value and the cut-off value are in Table 11 below.

Table 12
Comparison of Outcomes, Assessing the Model, and Cut -offs

Goodness-of-fit Index	Outcomes	Cut-off Value	Assessing the Model
Chi-Square	143.800	233.912	Fit model
Probability	0.060	>0.05	Fit model
RMSEA	0.043	<0.08	Fit model
GFI	0.883	>0.09	Fit model
CMIN/DF	1,210	<2	Fit model
TLI	0.984	>0.96	Fit model

Source: Processed data.

The assessment results, as indicated by Table 12 (which displays the structural model testing results), indicate that the value of Chi-square = 143.80 < 233.912 represents the absolute criterion size, with a marginal evaluation, good evaluation, and a significant level of 0.000 < 0.05. Since the likelihood is higher than the cut-off value, the Chi-square value should be less than the cut-off value. TLI has reached the suggested cut-off value, indicating that it is as advised and that eligibility values are determined by the magnitude of the incremental criterion, such as RMSEA, GFI, and CMNIN / DF, there are just two: Chi-square and probability, both of which have marginal computed values.

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The research hypothesis can be supported by the examination of the relationship between the research variables if the structural equation model that was constructed is deemed appropriate.

Hypothesis Test

Table 13 Hypothesis test

Variables	Estimate	S.E	C.R.	P	Result
Green Organization Culture →Employees' Performance	.336	.048	5.866	0.00	Significant
depth of greening organizational culture →employees' performance	.301	.056	6.045	0.00	Significant
degree of the greening of organizational culture →employees' performance	.246	.045	5.379	0.00	Significant
Spreading of the greening of organizational culture →employees' performance	.135	.034	4.279	0.00	Significant

No.	Exogenous Variables	Endogenous Variables	P value	Hypothesis	Result
1	green organizational culture	employee performance	0.00*	H1	Accepted and Confirmed
2	depth of greening organizational culture	employee performance	0.00*	H2	Accepted and Confirmed
3	degree of greening of	employee	0.00*	H3	Accepted and

	organizational culture	performance			Confirmed
4	Spreading of greening of organizational culture	employee performance	0.00*	H4	Accepted and Confirmed

Source: Data that has been processed.

A CR value of 5.866 and a p-value of 0.00 indicate the impact of green organizational culture on employee performance. Because the p-value is less than the statistical significance at $\alpha = 5\%$, the hypothesis that employee performance is positively and significantly impacted by green organizational culture can be accepted. The conclusion is that employee performance will improve the more the Green Organization Culture is implemented, supporting the acceptance of Hypotheses 1 and 2.

Employee performance is impacted by the depth, degree, and spread of the greening organizational culture. The product CR values are 6.045, 5.379, and 4.279, respectively, with a p-value of 0.000. The hypothesis that the depth of greening organizational culture, the degree of greening organizational culture, and the spread of greening organizational culture have a positive and significant effect on employee performance can be accepted because the p-value is less than the statistical significance at $\alpha = 5\%$. It can be deduced that employee performance will rise the better the hypothesis is carried out, leading us to accept hypotheses 2, 3, and 4.

4. Conclusion, Recommendations, and Future Studies

The purpose of this research is to study the impact of green organizational culture dimensions (depth, degree, and spreading) on employees' performance in the Egyptian hotel sector. Study is devoted to answering the study questions: What is the level of application of green organizational culture in Cairo's five-star hotels? And what is the level of employee performance in five-star hotels in Cairo? And what is the impact of green organizational culture in its three dimensions (the depth of green organizational culture, the degree of green organizational culture, and the spread of green organizational culture) on the performance of employees in Cairo's five-star hotels? This study has used a the descriptive, quantitative methodology as a method to test the hypothesis of the study .Using the survey list 600 participated in the survey method utilized in this study, All of them worked for Cairo's five-star hotels. Data was analyzed by IBM SPSS Version 25.0 software, which was tested for validity and reliability. Then, a bivariate Pearson correlation was used to show the relationship between variables in the study and Structural equation modeling (SEM) analysis was the analytical method employed. The data was analyzed using frequencies and descriptive analysis in accordance with the study's objectives and design Based on the results of the research and discussion described above, it can be concluded that green organizational culture dimensions have (a positive and significant at $p \leq 0.05$) effect on employee performance in the hotel sector. Concern for the environment and sustainability may vary from one sector to another; therefore, it is recommended to study green culture

in different sectors and its effects and The institution has to be mindful of how staff members in different departments are absorbing organizational culture, Offering a variety of training courses that support the growth and improvement of staff members' professional abilities. Future studies can look at the impact of sustainable development on organizational culture in institutions. As well as studying concepts such as green human resource management practices and green supply chain management practices on the performance of organizations and workers and the need for the institution to pay attention to spreading organizational culture among employees in various departments, it is possible to build a proposed vision about the requirements of a green organizational culture in developing the Egyptian hospitality industry. Among its limitations is the fact that this study was limited to five-star hotels in Cairo. As a result, the findings would vary if the research had been done in a different type of hotel, in a different industry related to hospitality, or in another city. Furthermore, in order to completely comprehend the study's issue, the qualitative approach will be useful in subsequent research.

4.1 The following points represent research limitations:

1. Objective limits: identifying the impact of green organizational culture on the performance of employees in five-star hotels in Cairo.
1. Human Limitation: This study was conducted on employees of five-star hotels in Cairo, Egypt.

3. Place limitation: the study was conducted at Five-Star Hotels in Cairo, Egypt.
4. Time limitations: The study was completed in 7 months; data was collected in January 2023.

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