Catalyzing the Organizational Citizenship Behavior for the Environment: Investigating the Role of Charismatic Leadership and Employee's Environmental Commitment

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ARTICLE INFO	Abstract
	This research explores how charismatic leadership (CL) through employee's environmental commitment (EEC) influences organizational citizenship behavior for the environment (OCBE) in the tourism and hospitality sector. The study analyzed data gathered from 351 employees working in hotels and tourism companies. Structural Equation Modeling by Partial Least Squares (PLS-SEM) was the primary analytical tool. The findings indicate that CL positively impacts both OCBE and EEC, and that EEC serves as a mediator between CL and OCBE. This implies that charismatic leaders can effectively promote environmental citizenship behavior among employees, especially when employees are committed to environmental goals. The study highlights the importance of these insights for advancing both research and practical applications in the tourism and hospitality industries, underlining the potential of CL to foster sustainable practices through enhanced employee's commitment.

1. Introduction

There are a number of environmental problems that are of great concern, such as pollution of water, air, soil, global warming, and environmental degradation. (Kumar, 2013; Liu et al., 2020). Among other things, Climate change is mainly caused by carbon emissions (Li et al., 2021). Organizations use green business activities to achieve long-term development (Afsar et al., 2020; Ciocirlan, 2017; Rubel et al., 2021). Environmental protection behavior in organizations depends greatly on the behaviors and interactions between people in an organization (Felin et al., 2015; Hameed et al., 2022). This highlights the significance of studying environmentally focused employee behaviors, commonly referred to as OCBE. Boiral et al. (2015) conceptualized OCBE as "individual social and discretionary behaviors that contribute to more effective environmental management by organizations." Effective leadership is essential in aligning employees and resources to accomplish organizational objectives. Strickland et al. (2007) stated that leadership, especially charismatic leadership, greatly influences employee's work. Leadership influences the behavior of organizational citizenship of the environment in the interaction between employees and leaders within the

organization (Han et al., 2019; Jameel et al., 2023). That is why we study a leader's influence on an employee's environmental behavior. While a growing number of studies have explored the influence of leadership on OCBE (e.g., Li et al., 2020; Abbas et al., 2022; Jameel et al., 2023; Priyadarshini et al., 2023), limited research has specifically examined the connection between charismatic leadership and OCBE (Zehir et al., 2014).

This study adds to the existing literature on charismatic leadership and OCBE by investigating the mediating role of employees' environmental commitment in this relationship. The relationships between these variables are examined from a different perspective using social exchange theory (Blau, 1964), social learning theory (Bandura, 1986); charismatic leadership theory (Weber, 1947, and House, 1977); and attitude theory (Bagozzi, 1992). Having charismatic leadership is crucial because a leader must be able to organize his group to achieve its goals (Mustaqim et al., 2024). Charismatic leaders are sensitive to the needs of their follower's needs; they are more likely to influence and motivate their followers by meeting their needs (Tufan, 2022).

According to social learning theory, individuals copy and observe others' behaviors to shape their own (Bandura, 1986). When employees observe the socially responsible actions and initiatives the leader's behavior, they gradually accept and reproduce this behavior (Priyadarshini et al., 2023). Social exchange theory stated that managers who are emotionally attached are likely to act in a reciprocal OCB behavior. Commitment is an essential element of employee attitude because it leads to employee's altruistic behavior, for example, OCB (Devece et al., 2016 and Kim et al., 2017). Attitude theory suggests that employees tend to display positive behaviours and responses when they feel valued and appreciated by their association's leaders (Bagozzi, 1992). When leaders recognize and support eco-friendly employees' commitment, these employees' environmental goals align more closely with the organization's environmental objectives. The leaders' focus on environmental concerns motivates employees to integrate these priorities into their personal goals, thereby fostering greater alignment with the organization's mission. This process enhances EEC and their engagement in OCBE.

Thus, the current research aims to examine charismatic leadership (CL) impact on OCBE, and employee's environmental commitment (EEC); the impact of employee's environmental commitment on OCBE; and the mediating role of employee's environmental commitment between CL and OCBE in hotel industry and tourism agencies in Egypt.

2. Review of Literature and Hypothesis Formulation

2.1. Charismatic Leadership and OCBE

The term "charisma" originates from the ancient Greek word meaning "gift," and Max Weber applied it to leadership, describing it as a reflection of exemplary character (Novitasari et al., 2020). Since the 1980s, CL has gained increasing recognition. In modern leadership theory, charismatic leaders are regarded as key organisational change agents (Levay, 2010). Sosik et al. (2011) define CL as "the capacity to inspire enthusiasm and motivate followers through a leader's distinctive personality traits, behaviours, and qualities, particularly during times of change". Charismatic leaders are often seen as approachable, influential, and active, possessing attributes such as self-confidence, courage, and the ability to inspire and convince others (Sürücü and Yeşilada, 2017). CL involves a dynamic connection between leaders and their subordinates, characterized by a deep internal commitment to the leader's vision and profound admiration and respect for the leader (Banks et al., 2017). Charisma represents the leader's extraordinary qualities, such as remarkable determination, drive, and strength, which inspire and affect others to follow, distinguishing the leader from others (Grabo et al., 2017).

Latif (2016) stated that the leader's qualities and behavior, and the individual and collective needs of follower influenced the follower perceptions and attributes. Retnowulan (2017) indicated that CL is a behavioural approach used by individuals to influence others' actions in pursuit of their goals. This leadership style seeks to inspire followers to enhance their performance and contribute to achieving organizational objectives. Similarly, Fauzan (2019) describes CL as the ability to leverage personal traits to affect the thoughts, emotions, and behaviours of others, leading them to admire the leader and willingly follow their directives. Based on these perspectives, CL inspires, fosters a motivational environment, and encourages followers to work toward achieving organizational goals (Sanggarwati et al., 2024).

The concept of OCBE refers to employees' voluntary actions aimed at benefiting an organization's environment, which are not rewarded by formal incentive systems (Daily et al., 2009). These voluntary behaviours include reducing energy and resource use, minimizing carbon footprints, decreasing paper consumption, and proposing eco-friendly initiatives (Boiral and Paillé, 2012). Afsar et al. (2020) outlined three levels of OCBE behaviour: eco-initiatives, eco-helping, and eco-civic engagements. Eco-initiatives involve individual efforts to support environmental activities, while eco-helping refers to coworkers assisting one another with pro-environmental tasks. Eco-civic engagements include workplace green activities contributing to environmental sustainability (Olya et al., 2024). OCBE helps address environmental gaps that are overlooked by formal systems by fostering collaboration and integration with environmental management practices. This reduces environmental costs and enhances the organization's reputation regarding environmental issues (Paillé et al., 2014; Alt and Spitzeck, 2016; Zientara and Zamojska, 2018). Social learning theory effectively explains the connection between CL and OCBE, which suggests that individuals develop behaviours by observing and mimicking others (Bandura, 1986). When employees witness their leader engaging in socially responsible actions, they are likely to adopt and replicate these behaviours over time (Priyadarshini et al., 2023). Studies have shown that workers' OCBE is shaped by the influence and example set by green leaders (Pinzone et al., 2016; Liu et al., 2022). By advocating for eco-friendly initiatives and organizational policies, a charismatic leader conveys the association's green vision and values to employees, emphasizing the importance of sustainability. As a result of an eco-friendly charismatic leader's commitment to environmental protection, employees are motivated to emulate the leader's eco-friendly behaviours and engage in OCBE (Abbas et al., 2022; Priyadarshini et al., 2023). Hence, the following hypothesis can be proposed:

H1- Charismatic Leadership positively affects OCBE

2.2. Charismatic Leadership and Employee's environmental commitment

Charismatic Leadership Theory, articulated by Weber (1947) and later developed by House (1977), focuses on leaders who possess exceptional personal charisma that inspires devotion and enthusiasm among followers. Charismatic leaders often have a compelling vision and strong communication skills that significantly impact employee engagement by creating a sense of purpose and emotional connection (Mustaqim et al., 2024; Elshaer et al., 2024a). This theory is pertinent to understanding how charismatic leaders can foster higher levels of engagement by leveraging their personal charm and persuasive abilities to motivate and align employees with organizational goals (Elshaer et al., 2024c; Avolio and Yammarino, 2013). The theory helps to explain why charismatic leaders can drive exceptional performance and commitment from their teams.

Employees' commitment to the environment shows better environmental behavior and creativity during work, and their ideas are worthy of the organization (Raineri and Paillé, 2016). The leader behaviors are the powerful predictors of commitment (Hassan et

al., 2014). When a leader gives instructions to his subordinates in the workplace, employees become emotionally connected in the workplace by following the leader, becoming trustworthy; honest; passionate; and more careful towards their colleagues in helping and providing the right knowledge during work. There will be an effective work commitment towards the environment and employees will be happy, work with great interest and be more committed to their work environment, in such a relaxed work environment every employee will be able to give suggestions for improvement and productivity (Elshaer et al., 2024b; Hussain and Afzal, 2023). Daily and Huang (2001) claimed that employee commitment to the environment motivates employees to engage in environmentally friendly behavior in the workplace. This is why environmentally committed employees take environmental initiatives and perform more than their assigned duties (Karim, 2024). This discussion develops the following hypotheses:

H2- Charismatic leadership positively affects employee's environmental commitment.

2.3. Employee's environmental commitment and OCBE

Employee OCB plays a vital role in organizations by providing additional resources and enhancing the effectiveness and efficiency of workgroups (Mackenzie et al., 2016; Ismail et al., 2021). These actions are typically focused on benefiting the organization (Li et al., 2018). Studies have shown that affective commitment, as one dimension of organizational commitment, is positively and significantly associated with OCBE across various organizational settings (Herda et al., 2022). According to social exchange theory, supervisors with high emotional commitment are more likely to exhibit reciprocal OCB behaviors. Commitment plays a key role in shaping employee attitudes, often leading to altruistic behaviors like OCB (Devece et al., 2016; Kim et al., 2017). Employees are more inclined to engage in OCBE within a high-quality social exchange, where strong commitment fosters a sense of moral duty to contribute positive outcomes for their relational partners (Cropanzano et al., 2017; Jameel et al., 2023). Based on this, the following hypotheses are proposed:

 H3- Employee's environmental commitment positively affects OCBE.

2.4. Employee's environmental commitment (EEC) as mediator

Employees with a strong eco-friendly commitment tend to react favourably to organizational signals related to eco-friendly practices (Cantor et al., 2012). According to Robertson and Barling (2013), managers with control and decision-making authority and thorough understanding of environmental issues are better to convince employees about environmental concerns. Raineri and Paillé (2016) observed that an EEC grows when they perceive their leader's commitment positively and support the leader's pro-environmental goals. Attitude theory (AT) suggests that employees are more likely to display positive behaviours and responses when they feel valued and appreciated by their leaders or the organization. When environmentally committed employees' efforts are recognized by leaders, their environmental goals become aligned with those of the organization. Leaders' environmental concerns inspire employees, aligning their personal objectives with the organization's mission (Bagozzi, 1992). This alignment enhances both their commitment and OCBE toward the organization. Based on this, the next hypotheses are offered:

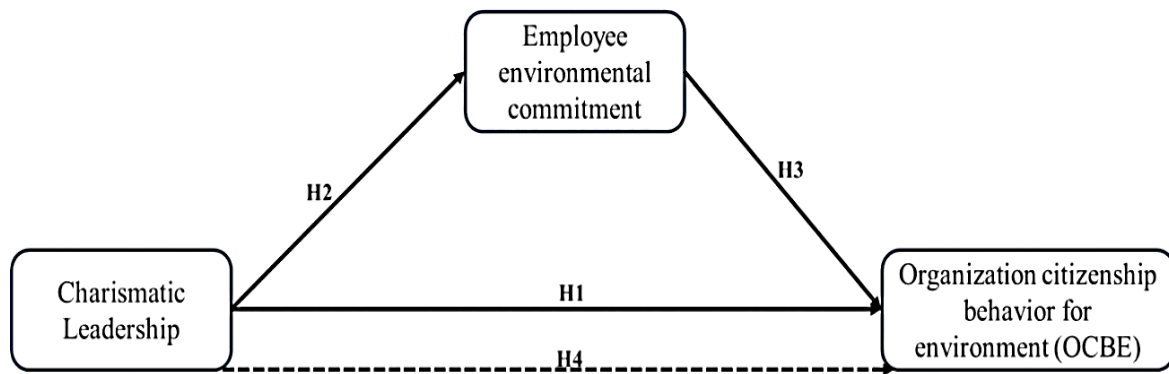H4- EEC mediates the effect of CL on OCBE.

Figure 1. Conceptual framework

3. Method

3.1. Scales

A questionnaire was created to evaluate the study's hypotheses, with the measures derived from prior research. The charismatic leadership (CL) was evaluated using 6-items derived from Wang et al. (2005). The organizational citizenship behavior for the environment (OCBE) was operationalized using the 7-items scale suggested by Boiral & Paillé (2012). Finally, the employee's environmental commitment (EEC) was assessed using a 7-items scale proposed by Raineri and Paillé, (2016). A 5- points Likert scale was used with one being "strongly disagree" and five being "Strongly agree."

3.2. Participants

In August 2024, questionnaires were distributed to employees of five-star hotels, tourism companies, and agencies using a convenience sampling method. The research team collaborated with managers from these organizations to share online questionnaires and facilitate data collection. Of the 369 responses received, 18 were excluded due to incomplete data. Consequently, 351 valid questionnaires were analyzed, comprising 217 responses from hotel employees and 134 from tourism company employees. Participants were informed that by completing the questionnaire, they provided informed consent and had the option to participate or decline. All responses were kept confidential to ensure participant privacy.

4. Data Analysis

This study PLS-SEM) approach to test the proposed hypotheses using SmartPLS version 3.0. The model assessment followed a two-step sequential procedure as recommended by Leguina (2015).

4.1. Validating Outer Model

The study evaluated the outer model by checking for discriminant validity, convergent validity, internal consistency, and composite reliability. Table 1 displays the Cronbach's alpha (α) (ranged from 0.915 à0.939) and composite reliability (CR) (moving between 0.933 à0.950), factor loading (λ) (varied from 0.721à 0.885); these values exceeded the guided point of 0.7. Also, the average variance extracted (AVEs) was> 0.50, as shown in Table 1; all these values are evidence for proper convergent validity (Henseler et al., 2009).

Table 1. Psychometric results.

Variables	Loading	VIF	Cronbach's alpha (α)	C_R	AVE
Charismatic Leadership (CL)			0.915	0.933	0.699
CL_1	0.860	2.720			
CL_2	0.847	2.552			
CL_3	0.831	2.589			
CL_4	0.829	3.269			
CL_5	0.859	3.196			
CL_6	0.787	2.060			
Employee's environmental commitment (EEC)			0.924	0.938	0.686
EEC_1	0.782	1.952			
EEC_2	0.845	2.589			
EEC_3	0.869	3.386			
EEC_4	0.876	4.306			
EEC_5	0.869	3.648			
EEC_6	0.825	2.888			
EEC_7	0.721	1.958			
Organizational citizenship behavior for the environment (OCBE)			0.939	0.950	0.733
OCBE_1	0.821	2.610			
OCBE_2	0.885	3.847			
OCBE_3	0.884	4.035			
OCBE_4	0.862	3.552			
OCBE_5	0.865	4.108			
OCBE_6	0.866	3.603			
OCBE_7	0.806	2.296			

Finally, three tests were performed to assess discriminant validity (DV): cross-loadings, the Fornell-Larcker matrix, and the Heterotrait-Monotrait ratio of correlation (HTMT) (Leguina, 2015). In Table 2, the outer-factor loading for each latent observed variable (highlighted in bold) was higher than the corresponding cross-loading.

Table 2. Cross Factor loadings

Items	CL	EEC	OCBE
CL_1	**0.860**	0.534	0.442
CL_2	**0.847**	0.436	0.439
CL_3	**0.831**	0.390	0.255
CL_4	**0.829**	0.355	0.253
CL_5	**0.859**	0.374	0.279
CL_6	**0.787**	0.358	0.315
EEC_1	0.556	**0.782**	0.593
EEC_2	0.466	**0.845**	0.533
EEC_3	0.349	**0.869**	0.466
EEC_4	0.371	**0.876**	0.451
EEC_5	0.396	**0.869**	0.476
EEC_6	0.358	**0.825**	0.371

Items	CL	EEC	OCBE
EEC_7	0.305	**<u>0.721</u>**	0.332
OCBE-1	0.344	0.454	**<u>0.821</u>**
OCBE-2	0.346	0.526	**<u>0.885</u>**
OCBE-3	0.341	0.490	**<u>0.884</u>**
OCBE-4	0.306	0.436	**<u>0.862</u>**
OCBE-5	0.319	0.464	**<u>0.865</u>**
OCBE-6	0.383	0.501	**<u>0.866</u>**
OCBE-7	0.408	0.542	**<u>0.806</u>**

Table 3 shows that the AVE scores (highlighted on the diagonal) are higher than the correlation coefficients between the research variables, supporting discriminant validity (Henseler et al., 2009). Additionally, all Heterotrait-Monotrait ratio of correlation (HTMT) values are < 0.90 (Leguina, 2015); thus, in turn, the Fornell-Larcker and HTMT values validated discriminant validity, allowing for the progression to the evaluation of the structural model.

Table 3. Fornell-Larcker matrix

	CL	EEC	OCBE
Charismatic leadership (CL)	0.836		
Employee's environmental commitment (EEC)	0.500	0.828	
Organizational citizenship behavior for the environment (OCBE)	0.411	0.573	0.856

Table 4. HTMT values

	CL	EEC	OCBE
Charismatic leadership (CL)			
Employee's environmental commitment (EEC)	0.512		
Organizational citizenship behavior for the environment (OCBE)	0.423	0.593	

4.2. Assessment of the Structural Model

The inner or structural model was evaluated first by ensuring the VIF values were > 5 (varying from 1.952 to 4.306 (Table 5) to ensure that no multicollinearity.

Table 5. Variables Items' VIF

Abbra	VIF	Abbra	VIF	Abbra	VIF
CL_1	2.720	EEC_1	1.952	OCBE_1	2.610
CL_2	2.552	EEC_2	2.589	OCBE_2	3.847
CL_3	2.589	EEC_3	3.386	OCBE_3	4.035
CL_4	3.269	EEC_4	4.306	OCBE_4	3.552
CL_5	3.196	EEC_5	3.648	OCBE_5	4.108
CL_6	2.060	EEC_6	2.888	OCBE_6	3.603
		EEC_7	1.958	OCBE_7	2.296

Second, Chin (1998) indicated that R^2 of 0.10 is sufficient. Thus, The R^2 of EEC (R^2 = 0.250) and OCBE (R^2 = 0.349) are acceptable (Table 6). Furthermore, the Q^2 of EEC and OCBE were > zero (Table 6), proving the inner model distinguished with substantial predictive power (Hair et al., 2014).

Table 6. Model GoF

Endogenous Latent Construct	(R^2)	(Q^2)
Employee's environmental commitment	0.250	0.151
OCBE	0.349	0.236

The study hypotheses were tested by examining both direct and indirect (mediating) effects using the bootstrapping feature in SmartPLS version 3. Path coefficients (β), significance levels (p-values), and t-values were used to assess these effects (Table 7). As detailed in Table 7, charismatic leadership (CL) significantly and positively influences organizational citizenship behavior for the environment (OCBE) (β = 0.166, t = 2.162, p = 0.031) and employees' environmental commitment (EEC) (β = 0.500, t = 8.447, p < 0.001), supporting hypotheses H1 and H2. Additionally, EEC positively impacts OCBE (β = 0.490, t = 7.737, p < 0.001), confirming H3. Regarding mediation, EEC successfully mediates the relationship between CL and OCBE (β = 0.245, t = 6.713, p < 0.001), validating H4. The mediation criteria were fulfilled, as all direct relationships were statistically significant (Hair et al., 2016).

Table 7. hypotheses testing

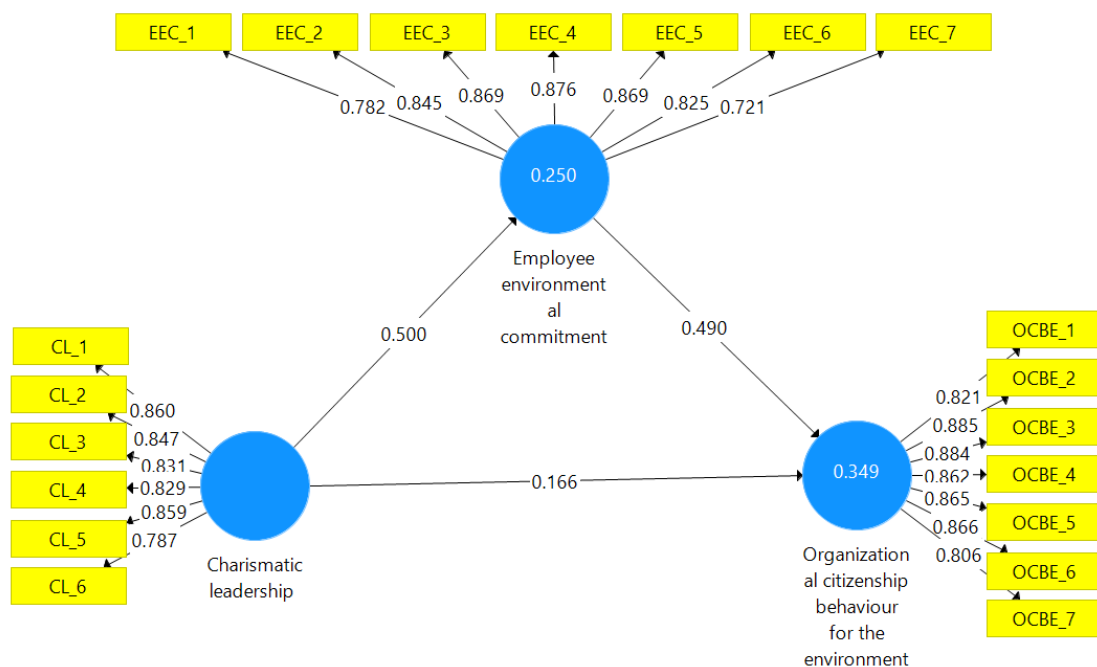|		Beta-(β)	T_Value	p-Values	Result
H1.	CL → OCBE	0.166	2.162	0 .031	✓
H2.	CL → EEC	0.500	8.447	0 .000	✓
H3.	EEC → OCB	0.490	7.737	0 .000	✓
Mediating Effect					
H4.	CL→ EEC→ OCBE	0.245	6.713	0.000	✓

Figure 2. The PLS-SEM analysis results

5. Discussion and implications

The aim of the research, which is based on social exchange theory (Blau, 1964); social learning theory (Bandura, 1986); charismatic leadership theory (Weber, 1947; House, 1977), and attitude theory (Bagozzi ,1992), is to investigate the impact of charismatic leadership of managers working in hotel industry and tourism agencies on the organizational citizenship behavior for the environment of their employees and employee's environmental commitment; the impact of employees environmental commitment on the organizational citizenship behavior for the environment; and the mediating role of employee's environmental commitment in the relationship between charismatic leadership and organizational citizenship behavior for the environment.

As a result of the research the result shows that charismatic leadership (CL) has a significant positive effect on OCBE (β = 0.166, t= 2.162, and p = 0.031), supporting H1. The findings align with social learning theory (SLT), which suggests that individuals develop their behaviors by observing and imitating the actions of others (Bandura, 1986). When employees witness a leader's socially responsible actions and initiatives, they tend to adopt and replicate these behaviors over time (Priyadarshini et al., 2023). Also, previous studies indicated that OCBE of employees is a result of employees being influenced and demonstrated by the environmental leaders (Pinzone et al., 2016; Abbas et al., 2022; and Liu et al., 2022).

Moreover, Charismatic leadership (CL) have a significant positive effect on employee's environmental commitment (EEC) (β = 0.500, t= 8.447, and p < 0.000), supporting H2. According to Hassan et al. (2014), the leader behaviors are the powerful predictors of commitment. When a leader gives instructions to his subordinates in the workplace, employees become emotionally connected in the workplace by following the leader, becoming trustworthy; honest; passionate; and more careful towards their colleagues in helping and providing the right knowledge during work. There will be an effective work commitment towards the environment and employees will be happy, work with great interest and be more committed to their work environment, in such a relaxed work environment every employee will be able to give suggestions for improvement and productivity (Hussain and Afzal, 2023).

Similarly, EEC positively affected OCBE (β = 0.490, t= 7.737, and p < 0.000), thus, H3 is accepted. Findings are consistent with Mackenzie et al. (2016), who stated that the importance of employees' organizational citizenship behavior in the effectiveness and efficiency of work groups and organizations. Several investigations on the relationship between affective commitment and organizational citizenship behavior toward the environment have found that affective commitment has a significant and positive relationship with OCBE in different organizational contexts (Herda et al., 2022). Based on social exchange theory, emotionally connected managers are more likely to exhibit OCB. Commitment is a vital component of employee behavior because it leads to altruistic behavior of employees, for example, OCB (Devece et al., 2016 ; Kim et al., 2017).

As for the mediation effect, EEC successfully mediated the relationship between CL and OCBE (β = 0.245, t= 6.713, and p < 0.000), confirming H4. According to Raineri and Paillé (2016), an environmental commitment develops in employees who perceive their commitment to leader positivity and support their pro-environmental goals. Bagozzi's attitude theory (1992) also found that when employees are valued and appreciated by management and organization or leaders, they express a positive tendency and a positive response in return. When leaders value eco-friendly employees' commitments, their environmental goals align with the organization's. Leaders' respect for the environment motivates staff to align

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their objectives with the organization's mission and goals. This process enhances their commitment and OCBE toward the organization.

Finally, for practical implications, leaders in organizations striving to improve environmental sustainability should focus on developing and promoting charismatic leadership qualities such as vision, inspiration, and individualized support. By doing so, leaders can inspire employees to adopt environmentally responsible behaviors beyond their formal roles. Additionally, fostering a culture of environmental commitment among employees is essential, as it strengthens their intrinsic motivation to contribute to sustainability initiatives. Practical steps include:

- Providing training programs on environmental stewardship.
- Recognizing and rewarding eco-friendly practices.
- Integrating sustainability into organizational values.

Together, these efforts can create a workplace environment that catalyzes proactive environmental contributions and aligns organizational goals with global sustainability objectives.

6. Limitations and future research

This study employed a cross-sectional survey, which limits the ability to draw conclusions about causality between charismatic leadership (CL), EEC, and OCBE. Future studies could use longitudinal designs to better establish causal relationships among these variables. Additionally, the reliance on self-reported data introduces potential biases, such as social desirability bias, where employees might overstate their OCBE or commitment to align with perceived expectations. Incorporating additional data sources, such as supervisor assessments, could provide a more balanced view. Future studies could examine other factors that may mediate or moderate the relationship between CL and OCBE. For instance, factors like organizational culture, environmental policies, and individual environmental values could provide a deeper understanding of how and when CL impacts the environmental behavior of employees.

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تحفيـز سلـوك المـواطنـة التنظيميـة مـن أجـل البيئـة:

دراســـة دور القيـادة الكــاريـزميــة والالتـزام البيئـي للموظفيـن

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الملخص:

يسعى هذا البحث إلى دراسة العلاقة بين القيادة الكاريزمية (CL) وسلوك المواطنة التنظيمية من أجل البيئة (OCBE) من خلال اختبار الدور الوسيط لالتزام الموظف البيئي في العلاقة بين القيادة الكاريزمية وسلوك المواطنة التنظيمية من أجل البيئة. من خلال تبني العديد من النظريات، تم استخدام منهجية بحثية كمية. بمساعد طريقة المعادلة الهيكلية باستخدام المربعات الصغرة الجزئية من خلال برنامج SmartPLS v3 لفحص البيانات التي تم جمعها من ٣٥١ موظفًا في الفنادق وشركات السياحة. تظهر النتائج أن القيادة الكاريزمية تؤثر بشكل إيجابي في سلوك المواطنة التنظيمية من أجل البيئة. كما أكدت النتائج أيضًا التأثير الوسيطة الإيجابي لسلوك المواطنة التنظيمية من أجل البيئة في العلاقة بين القيادة الكاريزمية وسلوك المواطنة التنظيمية من أجل البيئة. وفحصت الدراسة أهمية هذه النتائج للبحث والممارسة داخل صناعة السياحة والضيافة.

الكلمات المفتاحية: القيادة الكاريزمية، التزام الموظف البيئي، صناعة الضيافة والسياحة، سلوك المواطنة التنظيمية من أجل البيئة