Greening the Workplace: The Power of a Positive Climate and Leader Influence on Employee Behaviour

Presented by

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Abstract

Environmental issues have become a major concern not only for academics but also for governments and organisations over the past few decades. This study examined the relationship between green leadership, green psychological climate, and green employee behaviour in the context of the Egyptian hotel industry. The study analysed data from a sample of 400 responses using Smart PLS. The results demonstrated that green leadership had a significant positive effect on fostering a green psychological climate but did not directly affect employees' green conduct. Creating a green psychological climate also had a considerable positive effect on employees' green behaviour and mediated the relationship between green leadership and employees' green behaviour. The findings of this study emphasise the significance of fostering a green psychological climate and the interaction between green leadership and a green psychological climate in promoting green behaviour among employees. The study's practical implications are that organisations should focus on creating a culture of environmental responsibility, providing employees with opportunities to participate in sustainability initiatives and promoting green behaviour through incentives and recognition programs rather than relying solely on green leadership. The theoretical implications of the study are that organisations should consider the broader organisational context, including the role of a green psychological climate when promoting environmental responsibility among employees.

Keywords: Green Leadership, Employees' Green Behaviours, Green Psychological Climate.

Introduction

Growing concerns over environmental sustainability have pushed organisations to become more environmentally responsible. In the hotel industry in particular, it has become essential to adopt environmentally friendly practices to reduce the sector's environmental impact. The adoption of green practices in the hotel industry depends on employees' green behaviours (EGB), which, in turn, are influenced by green leadership. Green leadership is defined as the leader's ability to influence, motivate, and engage employees in green practices (Suliman et al., 2023).

Although some studies (e.g. Salama et al., 2022) have examined the impact of green leadership on employees' pro-environmental behaviours, few have explored the mediating role of employees' green psychological climate in this relationship in the context of the Egyptian hotel industry. Understanding the role of green psychological climate as a mediator can provide insights into the mechanisms by which green leadership influences EGB.

Additionally, there is a lack of research on the effectiveness of green leadership and green psychological climate as a combined approach to promoting environmental responsibility in the hotel industry in Egypt. Therefore, the current study aims to fill this research gap by examining the impact of green leadership and green psychological climate on EGB in the community hotel industry in Egypt. The findings of this study can contribute to the theoretical understanding of the role of green leadership and green psychological climate in promoting environmental responsibility in the hotel industry in Egypt. The practical implications of this study can also assist

organisations seeking to promote environmental responsibility among employees.

Literature Review and Hypotheses Development

Green leadership

Green leadership refers to leadership prioritising environmental sustainability, conservation, and planet protection. Examples of green leadership initiatives include reducing energy and water usage, promoting recycling, reducing waste, using renewable energy sources, and creating environmentally friendly products. Green leaders also often educate and raise awareness about environmental issues and inspire others to act towards sustainability (Nawaz Khan, 2022).

Green leadership is critical in promoting environmental sustainability and creating a more sustainable future for organisations and communities. Green leadership can bring several benefits to organisations, including an improved reputation and brand image – adopting sustainable practices and being seen as a green leader can improve an organisation's reputation and enhance its brand image (Zhou et al., 2021); increased cost savings – implementing sustainable practices can help organisations reduce costs associated with energy, water, and waste management (Kardoyo et al., 2020); enhanced employee engagement and motivation – green leaders can inspire and motivate employees to adopt sustainable behaviours, leading to increased engagement and job satisfaction (Ababneh, 2021); improved stakeholder relationships – by prioritising sustainability, organisations can demonstrate their commitment to the environment and build stronger relationships with stakeholders, such as

investors, customers, and suppliers (Gerard et al., 2017); and increased innovation and competitiveness – green leaders often embrace new technologies and innovative practices to improve their operations and increase competitiveness (Su et al., 2020).

In addition to implementing environmentally friendly practices, green leadership fosters a culture of sustainability within organisations and inspires others to act. This may entail establishing sustainability objectives, monitoring progress, and regularly evaluating and enhancing practices. The mission of green leaders is to educate their followers, raise awareness about environmental issues, and motivate others to act sustainably. In addition, they frequently encourage and motivate employees, stakeholders, and the broader community to adopt sustainable practices and work towards the common objective of creating a more sustainable future (Hu et al., 2022).

It is essential to distinguish green leadership from sustainable leadership. Green and sustainable leadership emphasise environmental stewardship and the improvement of the world for future generations (Liao, 2022). Nevertheless, there are significant distinctions between the two concepts. Green leadership is predominantly concerned with minimising an organisation's or individual's environmental impact. It entails implementing environmentally friendly practices, such as reducing waste, conserving energy, and promoting sustainability through actions with a distinct, quantifiable environmental impact. Green leadership is frequently associated with initiatives such as recycling programs, carbon offsets, and the creation of eco-friendly products (Begum et al., 2021).

Meanwhile, sustainable leadership takes a broader approach to sustainability, including social and economic dimensions and environmental concerns. Sustainable leaders are focused on creating long-term, systemic change to support the well-being of people, the planet, and the economy. This may involve promoting ethical and socially responsible business practices, investing in renewable energy and other sustainable technologies, and fostering a culture of innovation and collaboration (Woo & Kang, 2020).

Overall, whereas green leadership focuses on reducing the environmental impact of an organisation's or individual's activities, sustainable leadership takes a more holistic approach that incorporates environmental, social, and economic considerations to pursue a more just and sustainable future.

The hotel industry is one of the sectors that can significantly benefit from adopting green leadership practices. The hotel industry significantly affects the environment because of its high energy and water consumption levels and generation of waste and emissions. Green hotel leadership can help minimise this impact and create a more sustainable future for the industry and the planet (Aboramadan et al., 2022).

Examples of green leadership practices in the hotel industry include the following (Butler, 2008; Ogbeide, 2012; Suliman et al., 2023):

1. Energy efficiency; Implementing energy-saving measures such as using energy-efficient lighting and promoting renewable energy sources.
2. Water conservation; implementing water-saving measures, such as low-flow showerheads and toilets, and educating visitors about water conservation.

3. Implementing waste reduction, recycling programmes, and promoting environmentally favourable products constitutes waste reduction.
4. Implement sustainable procurement practices, such as procuring locally grown and environmentally friendly products and decreasing single-use plastics.
5. Providing education and training programmes for employees to raise their awareness of environmental issues and encourage their adoption of sustainable practices.

By adopting green leadership practises and fostering a positive green psychological climate, hotels can not only protect the environment but also enhance their reputation, improve customer satisfaction, increase their bottom line, create a more sustainable future, and distinguish themselves in a competitive market (Alreahi et al., 2022; Alyahya et al., 2023).

Green psychological climate

A green psychological climate significantly impacts an organisation's overall sustainability and success (Norton et al., 2014). It is crucial in influencing employees' attitudes and behaviours towards the environment.

Green psychological climate refers to the organisational environment that fosters and encourages environmentally conscious employee actions and attitudes. The psychological atmosphere within an organisation promotes and reinforces environmentally favourable behaviours and attitudes (Norton et al., 2017).

A positive green psychological climate is characterised by a solid commitment to environmental sustainability, open communication and

collaboration among employees, and explicit expectations and support for environmentally friendly behaviour. In organisations with a positive green psychological climate, employees are more likely to engage in environmentally friendly behaviours and regard themselves as integral to their job duties. This can enhance their motivation and job satisfaction, as well as the performance and reputation of their organisation. (Norton et al., 2017). Furthermore, organisations with a positive green psychological climate are more likely to attract and retain environmentally conscious employees, thereby enhancing their commitment to sustainability.

Likewise, organisations with a negative green psychological climate may lack distinct expectations and support for environmentally responsible actions. Employees may perceive these actions as unrelated to their typical duties. This can result in decreased motivation and job satisfaction, as well as negative effects on the performance and reputation of the organisation (Tahir et al., 2020). In addition to influencing employees' attitudes and behaviours, a green psychological climate influences an organisation's overarching culture and values. A positive green psychological climate can contribute to developing a sustainability and environmental responsibility culture. It can significantly establish a company's reputation as a responsible and environmentally conscious enterprise (Shah et al., 2021; Zhou et al., 2018).

The green psychological climate can be influenced and improved through various means, such as by developing green policies and practices, providing employee training and education, and creating green teams and initiatives (Dumont et al., 2016; Saeed et al., 2018). By building a positive green

psychological climate, organisations can help promote environmentally friendly behaviours and attitudes among employees and enhance their overall sustainability and success (Norton et al., 2017).

EGB

Green behaviour in the workplace involves employees' activities that conserve natural resources and the ecological environment and that work to reduce environmental degradation and improve environmental quality (Chen & Wu, 2022). Green behaviours can be defined as 'scalable behaviours and actions that employees participate in that are associated with and promote to or detract from environmental sustainability' (Ones & Dilchert, 2012). This definition is essential in many ways. First, it focuses on how well each employee takes care of the environment. Second, it focuses on the environmental behaviours of employees. Third, employee ecological performance can be measured in terms of overall benefit to or negative impact on the environment. Fourth, the definition includes both positive green behaviours that benefit the environment and negative ungreen behaviours that harm it (Ones et al., 2017).

EGB also refers to environmentally friendly or pro-environmental workplace voluntary behaviour, directly linking environmental protection and other positive acts with resource conservation in the enterprise's everyday operations. It also assists companies and employees in evaluating their green behaviour (Zhang et al., 2021).

Organisations realise employees' critical role in attaining environmental sustainability (Fawehinmi et al., 2022). This is because employees' activities have a substantial impact on the environment in a variety of ways, such as

driving to work and using air conditioning, electrical appliances, paper, and other throwaway materials, all of which can directly or indirectly contribute to environmental degradation (Saeed et al., 2018). Employees spend 70% of their time at the workplace to efficiently discharge their roles in their respective organisations and, consequently, initiate several activities that can directly or indirectly hamper environmental sustainability (Gao et al., 2017).

Scholars have argued that employee green behaviour can be divided into two categories: required EGB and voluntary EGB. Required EGB are those behaviours that employees are required to perform as a condition of employment, whereas voluntary EGB are those that employees voluntarily perform for personal reasons. Examples of required EGB include recycling programs, bike-to-work programs, and water conservation initiatives. In contrast, voluntary EGB includes carpooling, telecommuting, buying recycled paper, and turning off lights when leaving the office (Waqas et al., 2021). EGB can also be classified as either in-role (i.e. behaviour that is directly relevant to one's job) or extra-role (i.e. behaviour that is not directly relevant to one's job but may indirectly affect one's workplace). For example, an employee who chooses to work from home instead of commuting to the office performs an extra-role EGB because it benefits both the employee and the environment (Zhang et al., 2021).

Ones et al. (2017) presented the green five taxonomy, which classifies green behaviours into five main classifications. First, working sustainable or 'transforming' describes employees' behaviours that aim to adopt sustainable actions or decisions to execute required tasks or work. Second, 'conserving'

describes behaviours that aim to reduce waste and thus conserve resources. These include what are known as the '3Rs' (reduce, reuse, recycle). Third, 'avoiding harm behaviours' focus on preventing and inhibiting harmful environmental behaviour, limiting impact, and restoring/mitigating ecological damage. Fourth, 'influencing others' is related to one's activities that promote sustainable behaviours among co-workers. Fifth, 'taking the initiative' comprises proactive, entrepreneurial behaviours that imply a certain level of sacrifice or personal risk (Ones et al., 2017).

Green leadership and green psychological climate

In order to create a green psychological milieu in the workplace, green leaders are essential. Green leaders can contribute to a healthier, more sustainable, and more productive workplace by prioritising sustainability, promoting green behaviours, and establishing a supportive work environment (Bhutto et al., 2021; Iqbal et al., 2020).

Green leaders can foster a green psychological climate by conveying the significance of sustainability and making it a priority within the organisation. They can educate employees on the advantages of sustainable practices and the environmental impact of their actions. In addition, they can create opportunities for employees to participate in sustainability efforts and recognise those who have a positive influence (Hu et al., 2022).

Developing policies and procedures that support sustainability, such as providing access to green products, reducing energy and water consumption, and promoting recycling, can help green executives foster a positive work environment. This can help create a culture in which sustainability is valued and

employees are motivated to adopt environmentally friendly practices (Begum et al., 2021). Moreover, green executives can promote well-being in the workplace by implementing green practices. For instance, they can construct a green space where employees can take breaks, unwind, and refuel.

In addition to the aforementioned factors, green leaders can establish a green psychological climate by instilling a sense of purpose and meaning in employees. They can connect their sustainability efforts to a larger mission and help employees comprehend how their actions contribute to a brighter future for all. This can boost employee motivation and engagement, resulting in more impressive sustainability results (Bhutto et al., 2021; Iqbal et al., 2020).

Green leaders can also encourage collaboration and teamwork among employees, helping to build a sense of community and shared responsibility towards the environment. Green leaders can foster a positive and supportive work environment that values sustainability by involving employees in sustainability initiatives and encouraging them to work together to achieve common goals (Cai et al., 2020).

In addition to the points mentioned previously, green leaders can create a green psychological climate by promoting work-life balance. They can encourage employees to adopt sustainable lifestyles outside of work, such as by reducing energy and water usage at home, using green products, and participating in local sustainability initiatives. By promoting a holistic approach to sustainability, green leaders can help their employees see the bigger picture and understand their actions' impact on the environment (Islam et al., 2020).

H1: Green leadership positively influences green psychological climate

Green leadership and EGB

By establishing a positive example and fostering a culture that values sustainability, green leaders can influence their EGB (Chen & Wu, 2021). Scholars have proposed methods for green leaders to influence their employees to adopt more environmentally friendly behaviours. Green leaders can demonstrate their commitment to sustainability, for instance, by implementing green practises such as reducing energy and water consumption, recycling, and utilising green products. When workers observe their leaders implementing change, they are more likely to do the same (Bhutto et al., 2021; Tosun et al., 2022). Additionally, green executives can educate their employees on the significance of sustainability and the environmental impact of their actions.

Green leaders can provide employees with the resources and opportunities to learn about green practices and how they can make a difference (Quan et al., 2022). In addition, green leaders can create opportunities for employees to participate in sustainability efforts by organising green initiatives, launching recycling programs, and encouraging employees to implement environmentally friendly workplace practices (Priyankara et al., 2018). We contend that green leaders can foster a work environment that promotes and values sustainability. This may entail modifying the physical workspace by installing energy-efficient lighting, establishing green spaces, and fostering a culture that values sustainability.

Several academics have examined the relationship between green leadership and EGB and reached the conclusion that, while green leadership can be influential, it is not the only factor that influences employee behaviour.

Scholars have found that although green leadership is positively associated with employees' pro-environmental behaviours, employees' personal values and beliefs about the environment mediate this relationship. Researchers concluded that 'green leadership is not a sufficient condition for the promotion of employees' pro-environmental behaviours' (Dumont et al., 2016).

Another study found that although green leadership is positively related to employees' environmental engagement, employees' own sense of responsibility towards the environment moderates this relationship. The researchers suggested that 'employees' own values and attitudes may be more important than leadership in driving their engagement with sustainability' (Kardoyo et al., 2020).

H2*: *Green leadership positively influences EGB

Green psychological climate and EGB

Scholars have argued that a strong relationship exists between the workplace's green psychological climate and EGB. A positive green psychological climate can significantly affect employees' motivation and engagement in green behaviours (Dumont et al., 2016; Tahir et al., 2020; Unsworth et al., 2021).

Scholars have argued that employees working in an environment that values sustainability are likelier to adopt green behaviours. A green psychological climate can give employees the support and encouragement they need to make sustainable choices at work and at home. For example, if employees see their co-workers and leaders reducing their energy and water

usage, recycling, and using green products, they are likelier to do the same (Naz et al., 2021; Norton et al., 2017).

Further, a green psychological climate can positively affect employee well-being. Employees working in an environment that values sustainability and promotes well-being are likelier to feel fulfilled and motivated. This can lead to greater job satisfaction and higher engagement in green behaviours (Sabokro et al., 2021).

In addition to the aforementioned benefits, a green psychological climate can boost employee loyalty and organisational dedication. When employees believe their employer prioritises sustainability and is making a positive impact, they are more likely to feel proud to work for the organisation and have a strong sense of identity. This can increase employee engagement and decrease employee turnover, which is advantageous for the organisation and the environment (Biswas et al., 2021).

Moreover, a verdant psychological climate can enhance the reputation and image of the organisation. Customers, employees, and investors are typically more attracted to businesses that are perceived as being environmentally responsible and committed to sustainability. Businesses can increase customer loyalty, employee engagement, and financial performance by nurturing a green psychological climate (Bamidele et al., 2023; Griskevicius et al., 2010).

Furthermore, a green psychological climate can foster creativity and innovation. When employees are encouraged to think about sustainability and find new ways to reduce their environmental impact, they are more likely to

develop creative and innovative solutions. This can lead to the development of new products and services that are more sustainable and that better meet customers' needs (Alyahya et al., 2023; Bhutto et al., 2021; Maitlo et al., 2022).

Based on the above, we argue that the benefits of a green psychological climate are far-reaching and multi-faceted. By promoting green behaviours, reducing resource usage, fostering creativity and innovation, and supporting new partnerships and collaborations, a green psychological climate can contribute to a more sustainable future for both organisations and the environment.

H3*: *Green psychological climate positively influences EGB

The mediating role of green psychological climate on green leadership and EGB

The intricate and multifaceted nature of human behaviour in personal and work contexts makes us consider the possibility of more intricate relationships between these variables, which may operate through indirect effects. Consequently, we suggest investigating the mediating impact of green psychological climate on the relationship between green leadership and EGB.

As the literature mentions, green leadership can directly affect the creation of a green psychological climate by setting a clear direction and demonstrating the importance of sustainability, communicating the importance of environmental responsibility, and involving employees in sustainability initiatives. This can help foster a sense of community and increase employee engagement in sustainable practices (Begum et al., 2021; Bhutto et al., 2021; Cai et al., 2020; Hu et al., 2022; Iqbal et al., 2020; Islam et al., 2020)

Consequentially, a green psychological climate can help create a supportive and encouraging environment for sustainable practices, making it more likely that employees will engage in green behaviours. When employees perceive that the organisation values and supports sustainability, they are more likely to adopt sustainable practices and feel motivated to contribute to its sustainability goals (Dumont et al., 2016; Tahir et al., 2020; Unsworth et al., 2021).

Thus, we predict that green psychological climate acts as a mediator in the relationship between green leadership and EGB by shaping the attitudes, values, and beliefs that influence employees' engagement in green practices.

H4: Green psychological climate mediates the relationship between green leadership and EGB

Proposed model

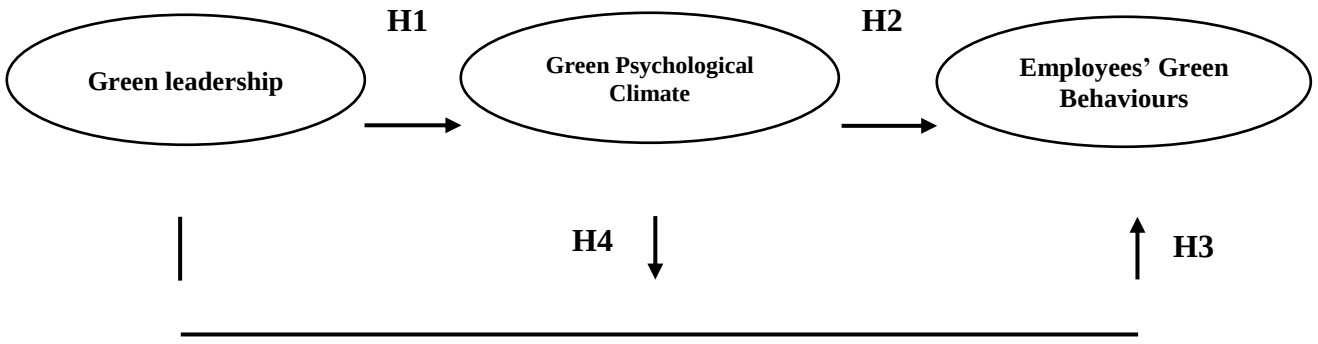

Figure 1. Study Model

Methodology

Population and sample

According to the World Travel & Tourism Council, the total contribution of travel and tourism to Egypt's GDP was 11.9% in 2019. Regarding the number of hotels, there were approximately 1,200 hotels in Egypt in 2022, with a total of around 233,000 rooms. Most hotels are in the popular tourist destinations of Cairo, Alexandria, Sharm El Sheikh, Hurghada, and Luxor. Egypt's average hotel occupancy rate was 38.4% in 2019; the COVID-19 pandemic likely affected it. According to a report by the Egyptian Ministry of Tourism and Antiquities, as of December 2021, there were 127 hotels in Sharm El Sheikh with 34,137 rooms and around 30.000 workers. The research community represents all employees at the basic and middle levels in hotels operating in Sharm El Sheikh out of the three-, four-, and five-star categories.

The sample was calculated using the following parameters: confidence level of 99%, population size of 30.000, and margin of error of 5%. The ideal sample size was 649. A total of 400 usable questionnaires were collected.

Data collection

We used an empirical methodology to gather data. We distributed structured questionnaires through Google Forms to collect the required data from employees working in hotels located within Sharm El Sheikh. Data were collected from 399 respondents.

Study scales

We modified the scale Graves et al. (2013) developed. The scale was originally designed to evaluate environmental transformational leadership. Our

modifications were intended to improve the scale's accuracy about green leadership. The scale contained (25) items. Additionally, to measure EGB, we adopted Ones et al.'s (2017) scale, which has (17) items. Finally, to measure green psychological climate, we adopted Norton et al.'s (2014) scale, which has (15) items. A five-point Likert scale, ranging from one (strongly disagree) to five (strongly agree), was used to thoroughly evaluate the results.

Results

The structural equation modelling (SEM) approach was used to interpret multiple variables' relationships. SEM aims to estimate relationships between two or more variables by clarifying the variance of the dependent variable and explaining the effect of the independent variables on it. We used it to test the research hypotheses, including

First, we validated the model to ensure its compatibility with the data of the study through the construct validity of the scale used in the research.

Factor loading: According to the validity conditions of the model, the factor loading should be 0.7 or higher (F. Hair Jr et al., 2014). Table (1) shows that all factor loadings for all research variables, except for a group of variables related to the variable (GPC) and some variables related to (EGB), are lower than 0.7. Therefore, those variables with loading coefficients less than 0.7 were excluded from the model.

Calculation of composite reliability (CR) and Cronbach's alpha (α): To assess the internal consistency reliability of the scale, CR and α were calculated. As Table (1) shows, all the CR and α coefficients for all variables

were greater than 0.7. Therefore, all values for all research variables were accepted.

Calculation of average variance extracted (AVE): To accept extracted variance values, they must be greater than 0.5. As Table (1) shows, all variables had a high AVE, which is consistent with what F. Hair Jr et al. (2014) proposed.

Table 1. Factor loading, composite reliability (CR) and Cronbach's alpha (α)

Variables	Items	Factor Loading	α	CR	AVE
Green Leadership	Attributes	0.789	0.939	0.948	0.646
	Behaviours	0.980			
	Individualized Consideration	0.783			
	Inspirational Motivation	0.788			
	Intellectual Stimulation	0.978			
Employees' Green Behaviour Scale	EGB1.1	0.833	0.899	0.928	0.725
	EGB1.2	0.833			
	EGB2.1	0.810			
	EGB2.2	0.843			
	EGB2.3	0.855			
	EGB3.2	0.788			
	EGB3.3	0.717			
	EGB4.3	0.742			
	EGB5.1	0.815			
	EGBy5.2	0.792			
Green Psychological Climate	GPC10	0.791	0.950	0.958	0.718
	GPC11	0.832			
	GPC12	0.816			
	GPC15	0.885			
	GPC2	0.712			
	GPC4	0.902			
	GPC5	0.918			
	GPC6	0.856			

Discriminant validity: This measure indicates the extent to which each variable in the study differs from the other variables. Discriminant validity is measured through the square root of the AVE. The square root of the AVE for each variable should be greater than its correlation with any of the other variable

dimensions (Hair et al., 2016). Table (2) shows that the results met the requirements for discriminant validity, indicating the presence of discriminant validity and high consistency for the scale in the current study.

Table 2. Discriminant validity

Variables	Employees' Green Behaviour Scale	Green Leadership	Green Psychological Climate
Employees' Green Behaviour	0.804		
Green Leadership	0.723	0.852	
Green Psychological Climate	0.612	0.769	0.847

The results of the model fit indices for a saturated model and an estimated model are presented in Table (3). Higher values indicate a greater fit between the estimated model and the data. The standard root mean square residual (SRMR) gauges the average difference between the observed and predicted covariance matrices. The estimated model's SRMR value was below the recommended threshold of 0.08, indicating a decent fit. The second fit index is unweighted least squares (d_ULS), which assesses the variance in the model that cannot be explained. The estimated model's d_ULS value was greater than the recommended threshold of 0.05, indicating a satisfactory fit. The third fit index is the goodness-of-fit index (d_G), which assesses how much variance the model explains. The estimated model had a d_G value greater than the recommended threshold of 0.05, indicating a satisfactory fit. The normalised fit index (NFI) quantifies how well the model matches the data in comparison to a baseline model. The estimated model's NFI value was 0.905, which was barely above the recommended threshold of 0.90, indicating a reasonable fit. On the

basis of the SRMR, NFI, d_ULS, and d_G values, the results indicated that the estimated model was well-fitting.

Table 3. Model fit

Model Fit	Saturated Model	Estimated Model	Model Fit Index
Standardized Root Mean Square Residual (SRMR)	0.071	0.073	SRMR < 0.08
Unweighted Least Squares Discrepancy (d_ULS)	0.977	0.864	d_ULS > 0.05
Goodness-of-Fit Index (d_G)	0.575	0.625	d_G > 0.05
Normalized Fit Index (NFI)	0.909	0.905	NFI > 0.90

By constructing and evaluating the model, we evaluated the structural model and tested the research hypotheses.

The research model was formulated as shown in Table (4) using the statistical software SmartPLS, and all loadings for the independent, dependent, and mediator variables were examined. These are the model's exterior loads. The analysis revealed that all loadings exceeded the acceptable threshold. In addition, the t-statistic revealed that these loadings were statistically significant at the 1% level.

Table 4. Analysis results

Outer Loadings		Original Sample	Standard Deviation	t Statistics	P Values
Green Leadership	Attributes	0.689	0.031	22.180	**0.001**
	Behaviours	0.980	0.002	532.102	**0.001**
	Individualized Consideration	0.783	0.031	25.600	**0.001**
	Inspirational Motivation	0.788	0.025	31.501	**0.001**
	Intellectual Stimulation	0.978	0.003	37.531	**0.001**
Green Psychological Climate	GPC2	0.712	0.040	17.950	**0.001**
	GPC4	0.902	0.014	65.130	**0.001**
	GPC5	0.918	0.011	86.473	**0.001**
	GPC6	0.856	0.017	49.396	**0.001**
	GPC7	0.893	0.013	68.167	**0.001**
	GPC10	0.791	0.043	18.445	**0.001**
	GPC11	0.832	0.022	38.347	**0.001**
	GPC12	0.816	0.039	20.727	**0.001**
	GPC15	0.885	0.019	47.821	**0.001**
Employees' Green Behaviour Scale	EGB1.1	0.833	0.022	37.322	**0.001**
	EGB1.2	0.833	0.022	37.465	**0.001**
	EGB2.1	0.810	0.024	33.534	**0.001**
	EGB2.2	0.843	0.026	32.568	**0.001**
	EGB2.3	0.855	0.020	43.495	**0.001**
	EGB3.2	0.788	0.028	28.383	**0.001**
	EGB3.3	0.717	0.040	17.764	**0.001**
	EGB4.3	0.742	0.031	24.172	**0.001**
	EGB5.1	0.815	0.030	27.416	**0.001**
	EGB5.2	0.792	0.032	25.059	**0.001**

The table contains the outer loadings, standard deviation, t statistics, and p values for the study's variables. The outer loadings represent the relationship between the latent variables and their corresponding observed variables. Using t statistics and p values, the statistical significance of these relationships was determined. All the outer loadings in the study were high and statistically significant ($p < 0.001$). This suggests that the observed variables were good indicators of their respective latent variables. Furthermore, the table's high t

statistics and small p values indicate that the relationships between the latent and observed variables were statistically significant. Therefore, the study's results suggested that the proposed model fit the data well and that the latent variables were related to the observed variables as hypothesised.

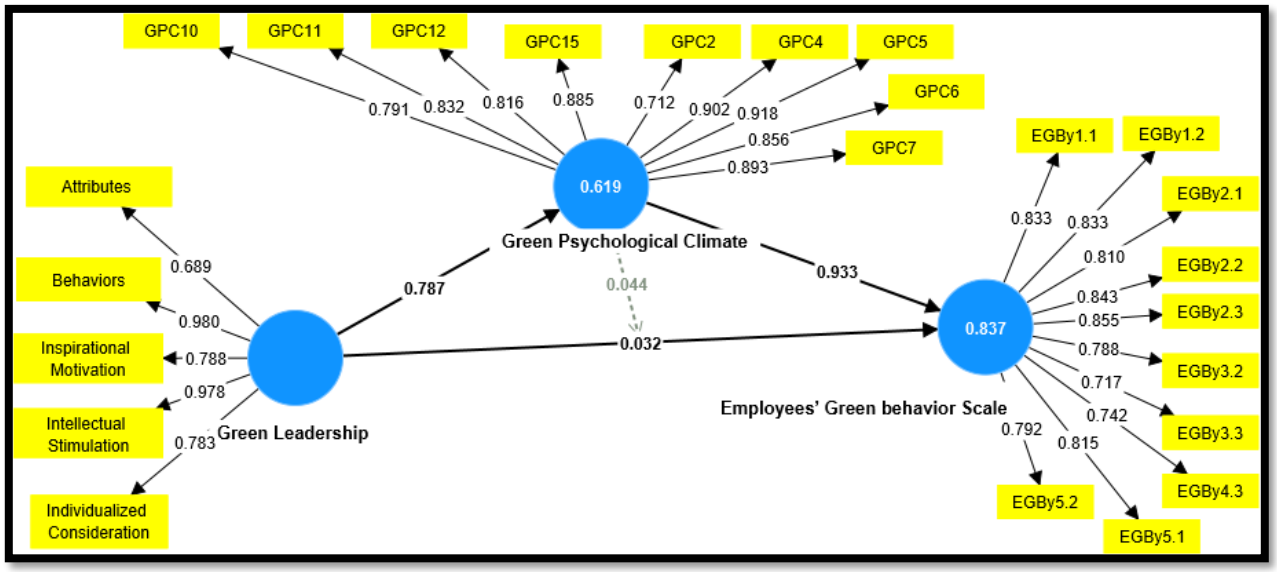

Figure 2. SEM

R square (R^2) is one of the most important measures that can be used to evaluate a structural model. It represents the proportion of variance in the dependent variable (employees' green behaviour) that is explained by all of the independent variables together. The model in the study indicated that the R^2 value was 83.7%, which is considered a large degree of explanation according to Cohen's (1988) classification of the latent variable. Similarly, the mediator variable green psychological climate explained 61.9% of the variance in the independent variable, which is also a large degree of explanation.

Predictive Relevance Q^2 Through the Predictive Relevance Q^2 measure, developed by Stone and Geisser in 1974, in addition to the R^2 coefficient, the predictive relationship index of the model can be effectively used as a criterion

for prediction. This measure indicates the quality of data reassembly and work for conducting such analysis. If $Q^2 > 0$, the model is predictive, but if $Q^2 < 0$, the model lacks predictive significance. The analysis showed that the Q^2 value for the employees' green behaviour scale variable was 0.509, and the Q^2 value for the green psychological climate variable was 0.616, an acceptable strength measure according to Geisser and Stone (1974).

GOF=$\sqrt{average\ \ \mathrm{R2}\ X\ average\ (AVE)}$

GOF=$\sqrt{0.728\ X\ average\ (0.646{,}0.725{,}0.718)}$

GOF=$\sqrt{0.507}$ $\quad\quad$ $GOF= 0.712$

Goodness-of-fit (GOF) measure in the context of SEM. GOF is a measure that evaluates how well the model fits the data. The GOF value was calculated, and it equalled 0.712, which is a high value according to the indicators researchers have developed (Chin, 2009; Henseler & Sarstedt, 2012).

Table 5. Results

Hypotheses	**Variables**	**Original Sample (O)**	**Standard Deviation (STDEV)**	**t Statistics (|O/STDEV|)**	**P Values**	**Result**
H1	Green Leadership -> Green Psychological Climate	0.787	0.027	29.204	0.001	Accepted
H2	Green Leadership -> Employees' Green Behaviour Scale	0.032	0.036	0.888	0.187	Rejected
H3	Green Psychological Climate -> Employees' Green Behaviour Scale	0.933	0.032	29.551	0.001	Accepted
H4	Green Psychological Climate x Green Leadership -> Employees' Green Behaviour	0.044	0.027	1.646	0.050	Accepted

Table (5) summarises the results of our study, which tested four hypotheses related to the relationship among green leadership, green psychological climate, and EGB.

H1 suggested that green leadership positively influences green psychological climate. The results showed that the original sample score (O) was 0.787, which was significantly different from zero, with a t statistic of 29.204 and a p-value of 0.001. Therefore, this hypothesis was accepted, indicating that green leadership significantly impacts creating a green psychological climate.

H2 argued that green leadership has a positive effect on EGB. With a t statistic of 0.888 and a p-value of 0.187, the results indicated that the O was not substantially different from zero at 0.032. Therefore, this hypothesis was refuted, indicating no direct relationship between green leadership and EGB.

H3 proposed that a green psychological climate influences EGB positively. With a t statistic of 29.551 and a p-value of 0.001, the results showed that the O was significantly distinct from zero at 0.933. Consequently, this hypothesis was confirmed, indicating that cultivating a green psychological climate can substantially affect EGB.

Finally, H4 proposed that the green psychological climate mediates the relationship between green leadership and EGB. With a t statistic of 1.64 and a p-value of 0.050, the results revealed that the O was 0.044, which was significantly distinct from zero. Therefore, this hypothesis was confirmed, suggesting that the interaction between green leadership and green psychological climate substantially affects EGB.

The study concluded that although green leadership did not directly affect EGB, the construction of a green psychological climate and the interaction between green leadership and a green psychological climate had a significant impact on EGB. These findings underscore the significance of considering not only the behaviour of leaders but also the broader organisational context when attempting to promote green behaviour among employees.

Table 6. Indirect effects

Total Indirect Effects	Sample Mean	Standard Deviation	t Statistics	P Values
Green Leadership -> Employees' Green Behaviour	0.735	0.035	21.115	0.000

The results of our study, which examined the indirect effect of green leadership on EGB, are summarised in Table (6). The variables were measured using standardised instruments on a sample of participants in this study. According to the findings of the study, green leadership has a significant indirect influence on EGB. With a t statistic of 21.115 and a significance level of 0.000, the total indirect effect was found to be 0.735%, which was significantly distinct from zero. This suggests that green leadership can influence EGB via other mediating variables, including green psychological climate, environmental responsibility, and training programmes. The sample mean was 0.035, indicating a positive effect of green leadership on EGB. This suggests that businesses with green leaders are more likely to cultivate a culture of environmental responsibility and sustainability among their staff. Also reported was the standard deviation, which indicated the degree of variation in the effect of green leadership on EGB across the sample. A small standard

deviation would indicate that the influence of green leadership is consistent across the sample, whereas a large standard deviation would imply that the effect varies significantly between individuals.

The results indicated that green leadership plays a significant role in promoting EGB through indirect mechanisms. These findings have implications for organisations seeking to promote sustainability and environmental responsibility among their employees, emphasising the significance of cultivating a culture of green leadership and promoting initiatives in this area.

Discussion

We investigated the relationship between green leadership and EGB, focusing on the role of green psychological climate as a mediating variable. The results demonstrated that although green leadership does not directly affect EGB, it can indirectly influence this behaviour through its influence on fostering a green psychological climate.

The first hypothesis of the study was confirmed, indicating that green leadership has a substantial effect on fostering a green psychological climate. This finding suggests that organisations can foster a culture of environmental responsibility by fostering green leadership practises among their top executives. The literature supports these findings (Begum et al., 2021; Bhutto et al., 2021; Hu et al., 2022; Iqbal et al., 2020; Islam et al., 2020).

Based on the findings of Hypothesis 1, the researcher asserts that green leaders play a crucial role in fostering a green psychological climate in the workplace. Green leaders can contribute to a healthier, more sustainable, and more productive workplace by prioritising sustainability, promoting green

behaviours, and establishing a supportive work environment. There are numerous advantages to a green mental climate, and it is essential to have green leaders in place to realise them.

The second hypothesis was disproved, implying that there is no direct connection between green leadership and EGB. This suggests that although green leadership is essential for fostering a culture of environmental responsibility, it may not directly influence the actual green behaviour of employees. The literature supports these findings (Dumont et al., 2016; Kardoyo et al., 2020).

The researcher argues, based on the results of Hypothesis 2, that it is essential to concentrate on both green leadership and employees' values and beliefs about the environment to promote green behaviour in the workplace. Green leaders must communicate the significance of sustainability and make it an organisational priority. They can educate employees on the advantages of sustainable practices and the environmental impact of their actions. However, they must also acknowledge that employees' personal values and beliefs regarding the environment may vary and discover ways to motivate and engage workers. To foster a green work culture, organisations must establish a supportive environment for employees' sustainability initiatives. Green leaders can develop policies and procedures that support sustainability by providing access to green products, reducing energy and water consumption, and encouraging recycling. By doing so, they can foster a culture that values sustainability and encourages employees to adopt green practices. In conclusion, although green leadership is essential for fostering a culture of

environmental responsibility, more is needed to directly influence the green behaviour of employees. Employees' personal environmental values and attitudes play a crucial role in determining their conduct. Therefore, organisations must prioritise both green leadership and employee values and beliefs in order to promote sustainable workplace behaviours.

The third hypothesis was adopted, indicating that a green psychological climate significantly affects EGB. This finding highlights the significance of fostering environmental responsibility and sustainability within an organisational context. The literature supports these findings (Dumont et al., 2016; Tahir et al., 2020; Unsworth et al., 2021).

We argue that a green psychological climate can bring numerous benefits to an organisation and ultimately contribute to an environmentally sustainable future. First, organisations can reduce their environmental footprint and contribute to a more sustainable future by promoting green behaviours. This may involve minimising energy and resource consumption, reducing waste, and promoting sustainable modes of transportation. In addition, by reducing resource consumption, organisations can realise significant cost savings. Adopting sustainable practises and technologies can result in decreased operating costs and increased efficiency, which can contribute to increased profitability and long-term sustainability. A green psychological milieu can also encourage innovation and creativity. By fostering sustainability and encouraging employees to think creatively about how to reduce the organisation's environmental footprint, businesses can generate new ideas and solutions that will allow them to remain competitive in a constantly shifting

business environment. In addition, by nurturing an innovative culture, organisations can attract and retain top talent, as employees increasingly seek out employers who prioritise sustainability.

A favourable psychological milieu can facilitate the formation of new partnerships and alliances. As organisations increase their focus on sustainability, they may seek out partnerships with organisations that share their values and objectives. This can lead to new opportunities for collaboration and sharing of knowledge, ultimately contributing to a more sustainable future for everyone.

Fourthly, the interaction between green leadership and green psychological climate has a significant effect on EGB, as indicated by the acceptance of the fourth hypothesis. This finding emphasises the significance of contemplating the larger organisational context when encouraging environmental responsibility among employees. Consistent with the literature (Begum et al., 2021; Bhutto et al., 2021; Cai et al., 2020; Hu et al., 2022; Iqbal et al., 2020; Islam et al., 2020), our findings suggest that organisations must prioritise creating a green psychological climate alongside green leadership in order to promote EGB. The interaction between these two factors significantly impacts EGB, and organisations should consider instituting policies and procedures that promote sustainability and a supportive workplace culture. Organisations can create a more sustainable future for themselves and the environment by taking this action.

Practical implications

The study's findings have a number of practical implications for organisations seeking to promote employee environmental responsibility. First, the study emphasises the significance of adopting a comprehensive approach to sustainability that transcends basic managerial interventions such as green leadership. Organisations should instead focus on creating a green psychological climate that fosters a culture of environmental responsibility, promotes green behaviors, and supports employees' efforts to become more sustainable.

Second, the study emphasises the significance of aligning the personal values and beliefs of employees with the organisation's values and objectives. By ensuring that employees feel connected to the organisation's sustainability mission and comprehend how their actions contribute to a larger, more meaningful purpose, businesses can increase employee motivation and engagement with sustainability initiatives.

Thirdly, the study suggests that when promoting environmental responsibility among employees, organisations should take the broader organisational context into account. This includes developing sustainable policies and procedures, providing access to green products, reducing resource consumption, and promoting recycling. By fostering a sense of community and shared responsibility for the environment by fostering a supportive work environment that values sustainability, organisations can achieve more extraordinary sustainability results.

Overall, the study's findings suggest that organisations should take a comprehensive and strategic approach to promoting environmental responsibility among their employees, focusing not only on green leadership but also on the creation of a green psychological climate that supports and motivates employees to adopt green behaviours.

Theoretical implications

The prior study has numerous theoretical implications. First, it emphasises the significance of contemplating the role of green psychological climate as a mediator between green leadership and EGB. This suggests that establishing a green psychological climate is essential for organisations to achieve sustainable outcomes.

Second, the study highlights the significance of contemplating the moderating role of employees' personal environmental values and attitudes in the relationship between green leadership and EGB. This suggests that in order to achieve the intended outcomes, leaders must be aware of the individual differences among their employees and tailor their approach accordingly.

Thirdly, the research emphasises the importance of considering the interaction between green leadership and green psychological climate when promoting EGB. This suggests that an integrated approach that considers both leadership and the broader organisational context is essential for organisations to achieve sustainable outcomes.

It highlights the need for a more nuanced approach to promoting organisational environmental responsibility.

Limitations and future directions

First, the study's findings may not be generalisable to other contexts because they may be specific to the organisation or industry under study. Second, the research may be limited by the use of self-reported data, which may be subject to bias and may not accurately reflect the actual employee behaviours or attitudes. Thirdly, it may not be possible to determine the causality or direction of the relationship between green leadership, green psychological climate, and employee green behaviour due to the study design. Longitudinal studies can resolve the limitations of the current study's cross-sectional design and permit the determination of the causal direction of the relationship between green leadership, green psychological climate, and employee green behaviour. Alternative research designs, such as experimental or quasi-experimental studies, can provide stronger evidence of the relationship between green leadership, green psychological climate, and employee green behaviour. Future research may also examine organisational culture's role, individual differences' influence, and the effect of various forms of green leadership on employee green behaviour.

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خلاصة:

أصبحت القضايا البيئية مصدر قلق كبير ليس فقط للأكاديميين ولكن أيضاً للحكومات والمنظمات على مدى العقود القليلة الماضية. تناولت هذه الدراسة العلاقة بين القيادة الخضراء والمناخ النفسي الأخضر وسلوك الموظف الأخضر في سياق صناعة الفنادق المصرية. حللت الدراسة البيانات من عينة من 400 رد باستخدام Smart PLS. أظهرت النتائج أن القيادة الخضراء كان لها تأثير إيجابي كبير على تعزيز مناخ نفسي أخضر ولكنها لم تؤثر بشكل مباشر على السلوك الأخضر للموظفين. كما كان لتهيئة مناخ نفسي أخضر تأثير إيجابي كبير على السلوك الأخضر للموظفين وتوسط العلاقة بين القيادة الخضراء والسلوك الأخضر للموظفين. تؤكد نتائج هذه الدراسة على أهمية تعزيز المناخ النفسي الأخضر والتفاعل بين القيادة الخضراء والمناخ النفسي الأخضر في تعزيز السلوك الأخضر بين الموظفين. الآثار العملية للدراسة هي أن المنظمات يجب أن تركز على خلق ثقافة المسؤولية البيئية، وتزويد الموظفين بفرص للمشاركة في مبادرات الاستدامة وتعزيز السلوك الأخضر من خلال برامج الحوافز والتقدير بدلاً من الاعتماد فقط على القيادة الخضراء. الآثار النظرية للدراسة هي أن المنظمات يجب أن تأخذ في الاعتبار السياق التنظيمي الأوسع، بما في ذلك دور المناخ النفسي الأخضر عند تعزيز المسؤولية البيئية بين الموظفين.

الكلمات الرئيسية: القيادة الخضراء، السلوكيات الخضراء للموظفين، المناخ النفسي الأخضر.