

# **Consequences of Green Inclusive Leadership: Evidence from Restaurant Industry in Iran**

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## **ABSTRACT**

This thesis aimed to investigate the connection between green inclusive leadership and employees' green promotive and prohibitive voice behavior in restaurants. In the aforementioned study, environmental passion was examined as a mediator. Employees and supervisors from restaurants in northern Iran were picked for data collection. The researcher gathered the data within one and a half months.

In the literature, it has been illustrated that the environmental passion of employees is influenced by the green inclusive leadership of an organization. Also, the findings showed that environmental passion will boost employees' green voice behavior. Moreover, environmental passion was a mediator between green inclusive leadership and employees' green voice behavior which was an outcome. Several implications as well as future studies have been provided in this thesis.

**Keywords:** Green inclusive leadership, Green promotive voice behavior, Green prohibitive voice behavior, Restaurants employees, Environmental passion

## ÖZ

Bu araştırma, restoran sektöründe çevre dostu kapsayıcı liderlik ve çalışanların çevre dostu teşvik edici ve yasaklayıcı seslilik davranışı arasındaki ilişkilerin incelenmesi amacıyla yapılmıştır. İlgili çalışmada, çevresel tutku aracı değişken olarak ele alınmıştır. Araştırma evrenini Kuzey İran'da yer alan restoranların çalışanları oluşturmaktadır. Araştırma verileri bir buçuk ay içerisinde toplanmıştır.

Analiz sonucunda, çevre dostu kapsayıcı liderliğin çalışanların çevre dostu teşvik edici ve yasaklayıcı seslilik davranışına pozitif yönde etki ettiği tespit edilmiştir. Ayrıca, çevresel tutku, çevre dostu kapsayıcı liderliğin çalışanların teşvik edici ve yasaklayıcı seslilik davranışına olan etkisine aracılık ettiği çalışmada bulunmuştur. Bu tezde gerek teorik gerekse yönetsel çıkarımların yanı sıra gelecekteki çalışmalara öneriler sunulmuştur.

**Anahtar Kelimeler:** Çevre dostu kapsayıcı liderlik, Çevre dostu teşvik edici, Yasaklayıcı seslilik davranışı, Restoran çalışanları, Çevresel tutku.

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# Chapter 1

## INTRODUCTION

The startup of this chapter is going to be with information and issues within the tourism industry in restaurants. It gives some information about the variables and their connections in research philosophy. This chapter will provide some information about the statement of problems, aims, contributions, and the methodology of the thesis.

### 1.1 Research Philosophy

This thesis suggests a model which tests the role of environmental passion (EP) as a mediator between green promote voice behavior (GPMVB), green prohibitive voice behavior (GPHVB), and green inclusive leadership (GIL). These variables describe the suitable procedures that can justify employees' involvement and engagement in green environmental efforts. The deductive approach is going to be used in this thesis (Hyde, 2000). The deductive approach is related to a theory-testing procedure that begins with an established theory or generalization and aims to discover if the theory applies to specific cases (Hyde, 2000). In this thesis, there are two theories, social information processing (SIP) (Salancik & Pfeffer, 1978) and the reformulation of attitude theory (Chen, 2021). The reason for developing these theories is to develop hypotheses to describe the relationship and connection between variables. Finally, this thesis is going to test the relationship among the given variables.

## **1.2 Statement of the Problems**

Over the last few decades, the tourism industry has developed to become one of the world's largest and fastest-growing industries (Rezapouraghdam & Karatepe, 2020). However, unsustainable consuming behaviors, environmental degradation, and many other sustainability challenges that harm ecosystems and natural resources are typically associated with such development (Akhshik et al., 2022; Chan, 2013; Rezapouraghdam et al., 2022; Shahgerdi et al., 2016). Global environmental issues have increased the necessity of firms to pay attention and care concerning green development practices (Chen, 2011; Rezapouraghdam et al., 2019). Humanities unsustainable activities and behaviors have led to major environmental problems (Afsar et al., 2016; Graves et al., 2013; Paillé & Raineri, 2016; Rezapouraghdam, & Akhshik, 2021; Robertson & Barling, 2013; Robertson & Carleton, 2018), the consequences of which include migration, poverty, biodiversity loss, and climate change (Kurucz et al., 2017). As a result of environmental issues, firm`s interactions with the environment, their environmental management, and conceptions of sustainable development have become a crucial area of research in recent decades (Myung et al., 2012; Rezapouraghdam et al., 2020; Trang et al, 2019).

## **1.3 Aims of Thesis**

Tourism has consistently grown in recent decades (Bouzahzah & ElMenyari, 2013). The tourism and hospitality sectors consist of small tourist businesses such as restaurants and hotels (Chen & Chang, 2013). The tourism and hospitality sectors are major consumers of resources such as energy and water (Karatepe, Rezapouraghdam, & Hassannia, 2020; 2021). Restaurants are considered the third-largest producer of food waste (Beretta et al., 2013; Hu et al., 2010). The issue of inappropriate use of limited resources and food waste is anticipated to get worse as the food service sector

grows in size around the world (Boccia et al., 2021; Chaturvedi et al., 2021; Kim et al., 2018). Therefore, the adoption of sustainable practices is essential for business enterprises in this sector (Chaturvedi et al., 2020; Di Vaio et al., 2020; Di Vaio et al., 2019).

The restaurant business has seen considerable commercial change in recent years as a result of the benefit of being the first to implement sustainable practices. Several restaurants have lately begun to use environmentally friendly methods such as recyclable flatware, organic food consumption, water-saving technology, food waste reduction, and offering an eco-friendly environment. That is the reason for firms and leaders pay attention to and participate in environmental issues management (Garcia-Garcia et al., 2017; Hamerman et al., 2018; Filimonau et al., 2020). As a result, leadership has become recognized as an important component of management that can help resolve environmental issues. One of the styles of leadership recognized in management science is inclusive leadership. This leadership style refers to a leader's openness and availability to their employees (Carmeli, Reiter-Palmon, & Ziv, 2010).

GIL is a particular form of inclusive leadership (Bhutto et al., 2021). GIL can promote long-term achievements by taking a socially engaged leadership strategy that fosters trust through transparent, authentic, and morally sound action (Crawford et al., 2020). Based on this explanation, there is a connection between GIL and the two types of GVB. The relationship among these variables is going to be explained by SIP. SIP theory establishes a link between an individual's social environment and information processing abilities. This theory claims that the social information from an individual's immediate environment shapes their behaviors, attitudes, and beliefs (Jabeen et al., 2022).

The second connection is between GIL and the mediator, EP. EP is a positive emotion that motivates a person to participate in pro-environmental behaviors (Robertson & Barling, 2013). Accordingly, as noted above, GIL will encourage employees to behave appropriately to protect the environment. The reformulation of attitude theory is a cognitive appraisal of emotions, emotional responses, and behavior which are sequential processes (Chen, 2021). Employees will therefore be motivated to show their passion for the protection of the environment.

Accordingly, a conceptual model is built to examine the relationship between GIL, EP as the mediator, GPMVB, and GPHVB. This thesis looks into these topics in depth: (1) the relationship between GIL and EP; (2) the impact of EP on employees' GPMVB and GPHVB; (3) the role of EP as the mediator between GIL and GPMVB and GPHVB; and (4) the impact of GIL on employees' GPMVB and GPHVB. Hypotheses will be tested through data collection from samples of restaurant employees and their supervisors in cities of northern Iran.

#### **1.4 Contribution of Thesis**

This thesis provides several contributions to current knowledge. Despite the significant role of GIL in informing the employees' attitudes and behavior, there is a scarcity of studies in tourism literature about this topic (Aboramadan et al., 2022). Specifically, there is presently no study in the literature which tests the link between GIL and employees' EP. Moreover, the literature lacks knowledge about the relationship between GIL and employees' voice behavior.

Previous research investigated the vital characteristic of EP in individuals and their pro-environmental behavior in the tourism and hospitality industries. EP supports

positive emotion in employees and due to its effect, employees' pro-environmental behavior will improve. However, there is very little information about the outcomes of EP in the tourism and hospitality literature (Li et al., 2020).

Third, although the literature says that employees' voice behavior plays an important role in businesses (Guzman & Espejo, 2019), there is very little evidence on the antecedents of employees' GVB in hospitality and tourism. In particular, very little attention has been given to the distinction between employees' GPMVB and GPHVB in hospitality and tourism (Wu & Du, 2022).

Finally, the current study uses full-time restaurant employees in Iran to study whether EP mediates the relationship between GIL and the abovementioned two types of GVB.

## **1.5 Methodology of Thesis**

Persian is Iran's native language. So, in this study, the questionnaires were written in English, but the researcher used the back translation technique to translate them into Persian (McGorry, 2000).

Inductive and deductive methods are two general methodologies that may result in the discovery of new information. Deductive reasoning is a method of theory testing that begins with existing theories or generalizations and seeks to evaluate if the technique applies to specific circumstances (Hyde, 2000).

Rather than attempting to create a general picture of a community, the qualitative method aims to explain specifics. A qualitative study must yield results that take into consideration the unique characteristics of each circumstance (e.g., Alipour et al., 2021; Rezapouraghdam et al., 2022). Because data gathering is not limited to

predetermined categories, the researcher can investigate topics in depth utilizing a qualitative approach. As a result, the qualitative approach produces a wealth of comprehensive data about a limited number of people (Patton, 1991).

This study used a quantitative methodology (e.g., Akhshik et al., 2021; Rezapouraghdam et al., 2018). The data-gathering process took one and a half months and focused on restaurants located in six tourist cities in the northern region of Iran, including Amol, Mahmudabad, Babol, Izadshahr, Nur, and Chalus Road. This tourist area is also known as the Caspian Sea region of Iran (Alipour et al., 2017). The researcher collected responses from 206 employees and supervisors through questionnaires, and also had direct interactions with both employees and managers. A total of 50 restaurants were visited. Out of the 50 restaurants, 40 responded and contributed to the gathered information.

## **1.6 Thesis Organization and Structure**

The structure of this research is divided into seven sections. The first chapter provides an overview of the research philosophy, identifies the research problem, outlines the goals and contributions of the thesis, and describes the methodology used. The second chapter reviews related literature and explains the key variables of the study. The third chapter presents the data and hypotheses for the research. The fourth chapter provides a detailed explanation of the methodology, data analysis techniques, measurements, and approaches used in the study. The fifth chapter summarizes the key findings of the study. The sixth chapter is providing results and finally, the last chapter concludes with a summary of the overall outcome and implications of the research.

## Chapter 2

### LITERATURE REVIEW

This chapter looks into the study's theoretical foundations, focusing on SIP (Salancik & Pfeffer, 1978) and the reformulation of attitude theory (Bagozzi, 1992). These theories will be used to improve the connection between the variables under consideration. In addition to these two theories, the chapter will examine four more variables and their roles in the research: GIL, EP, GPHVB, and GPMVB.

#### **2.1 Theoretical Framework**

The theoretical framework provides a foundation for building and supporting your study, as well as a structure for describing how the thesis is treated philosophically, methodologically, and analytically (Eisenhart, 1991). The framework supports the study's justification, problem description, goal, significance, and research questions. The theoretical framework acts as a foundation or anchor for the literature review, methodologies, and analysis. A study's structure and vision are unclear without a theoretical framework, comparable to how a home cannot be constructed without a blueprint (Osanloo & Grant, 2016).

##### **2.1.1 Social Information Processing Theory (SIP)**

Social information processing theory (SIP) (Salancik & Pfeffer, 1978) is defined as the basic idea in which each people adapt their attitudes, behavior, and beliefs to their social context as well as the truth of their past and present behavior (Alderfer, 1972; Argyris, 1957). Moreover, it establishes a link between an individual's social environment and information-processing abilities (Zalesny & Ford, 1990).

This theory claims that social information from an individual's immediate environment, which shapes their behaviors, attitudes, and beliefs (Salancik & Pfeffer, 1978), leads to people learning specific behaviors by studying the informational and social context in which that behavior takes place (Alderfer, 1972; Argyris, 1957). The social environment influences an individual's behavior through interactions with colleagues and supervisors, who frequently present interpretations of events occurring in the workplace (Fulk et al., 1987). Therefore, individuals employ clues from their social surroundings to generate and interpret experiences. Furthermore, the social environment informs people about what a person's thoughts and ideas should be (Salancik & Pfeffer, 1978). Individuals can obtain social information directly from a variety of sources, such as firm rules or personal experiences. Thus, social information or opinions provided by others, particularly in uncertain circumstances, aid in the creation of people's viewpoints. Furthermore, Jabeen et al. (2022) argued that people at work can impact an individual's ideas regarding long-term employment.

### **2.1.2 Reformulation of Attitude Theory**

By reformulating attitude theory and distinguishing two kinds of stressors, challenge and hindrance factors, a dualistic framework is produced. Furthermore, there are two kinds of job passion: obsession and harmonious as emotional reaction factors (Bagozzi, 1992). In his reformulation of attitude theory based on the cognitive evaluation of emotions, Bagozzi (1992) defines assessment, emotional reaction, and conduct as a sequential process. This has been used widely to demonstrate the links between cognitive evaluation, emotional response, and behavioral results in some empirical articles (Babakus et al., 2004; Kaya & Karatepe, 2020). According to this theory, people evaluate past, present, and future implications, which cause specific emotions. These emotions, in turn, produce behavioral effects (Babakus et al., 2004).

## **2.2 Green Inclusive Leadership**

'Leader inclusivity,' according to Nembhard and Edmondson (2006), is "words and actions by a leader or leaders that convey an invitation and respect for others' participation" (p. 947). This leadership style is marked by their employees' openness and availability (Carmeli et al., 2010). This style of leadership values inclusivity (Bourke & Espedido, 2019; Hollander, 2012), communicating face-to-face with employees, and involving them in the process of making a decision (Nembhard & Edmondson, 2006).

Inclusive leaders are a motivation to their employees to communicate openly (Javed et al., 2021), and they build employees' trust (Carmeli et al., 2010). so, employees demonstrate high levels of devotion and excitement to their leaders via innovative behavior because they feel obligated to reciprocate inclusive leadership behaviors (Carmeli et al., 2010; Choi et al., 2015). GIL is a particular form of inclusive leadership, which has been defined based on the notions of leadership behaviors marked by openness, availability toward attaining environmental targets, and openness to hear new green ideas from their employees even if people disagree (Bhutto et al., 2021). Therefore, employees will be more enthusiastically devoted to the firm's green conduct if the manager supports the company's inner environmental protection effort (Xing & Starik, 2017).

### **2.3 Environmental Passion**

Passion is a positive emotion that individuals have the power to control. It generates a high level of motivation in people's actions and activities (Saifulina & Penela, 2017). EP is a positive emotion that motivates people to engage in proactive environmental practices (Akhshik et al., 2020; Bernardi & Pedrini, 2020). EP will have a significant influence on firms by contributing to environmental preservation through their activities (Sembiring et al., 2020). Another definition of EP is employees' strong emotional reaction to people who care and protect the environment in their job (Afsar et al., 2016).

### **2.4 Green Voice Behavior**

Voice behavior is a recently recognized phenomenon that has achieved significant importance for organizational researchers and theorists (Nikolaou et al., 2008). Researchers have described voice behavior as openly expressing one's thoughts or beliefs regarding workplace issues and others' behaviors or ideas related to job challenges (Premeaux & Bedeian, 2003). The voice is emphasized to be positive, conveying change-oriented thoughts, views, and proposals designed to enhance the situation at work. As a result, this correlates to the types of voice that bring productive change in organizations and jobs (Ng & Feldman, 2012). Ari et al. (2020) considered green voice behavior as offering new opportunities for environmentally friendly activities and suggesting changes to standard processes established for green activities even when others object.

Employee voice behavior has two dimensions: promotive and prohibitive voice; both voices aid in decision-making, creativity, and efficiency. Employee voice behavior is recognized as one of the most important markers of extra-role behavior (Du & Yan, 2022; Graham & Van Dyne, 2006) and suggests that employees actively communicate their productive ideas on the job for organizational development (LePine & Van Dyne, 1998; Ng & Feldman, 2012).

#### **2.4.1 Promotive**

Promotive voice is the expression of fresh ideas by employees to enhance the power structure, which includes providing ways for the firm to perform better in the future (Kakkar et al., 2016; Liang et al., 2012). It includes activities such as speaking up about organizational issues and making proposals for changes to standard operating procedures. Promotive voice behavior has been deemed constructive and beneficial to the organization and team in long term (Maynes & Podsakoff, 2014). A promotive voice is future-oriented (Liang et al., 2012). According to Liu et al. (2010), firms require fresh ideas and practices due to unstable market conditions and competitiveness. As a result, promotive voice behavior is critical to an organization's sustainability.

#### **2.4.2 Prohibitive**

According to Liang et al. (2012), a prohibitive voice is an approach to problem that will prevent the firm to improve. The prohibitive voice emphasizes bringing out previous and current organizational flaws and focuses more on stopping and minimizing losses (Liang et al., 2012; Lin & Johnson, 2015). It is commonly considered a threat to leaders' and organizations' authority (Kong et al., 2016; Morrison, 2014). Prohibitive voice is a type of voice behavior that stops and solves

severe issues in the business at the moment. Psychological safety and emotional issue are also more likely to impact prohibitive voice behavior (Gouldner, 1960).

## Chapter 3

### RESEARCH HYPOTHESIS

#### 3.1 Conceptual Model

Figure 1 illustrates the conceptual model. In this model, EP is considered as the mediator. The conceptual model suggests that:

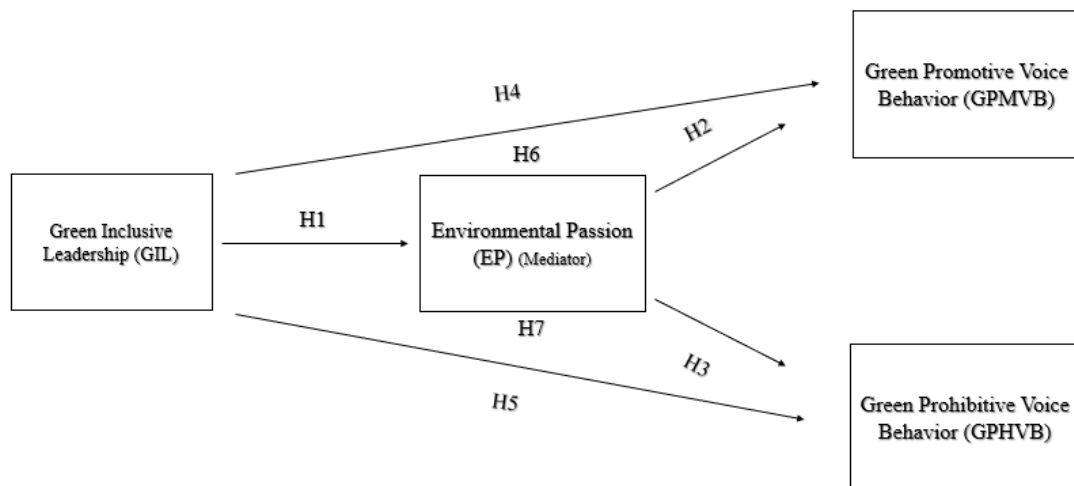


Figure 1: Model of Study

#### 3.2 Hypothesis

##### 3.2.1 Green Inclusive Leadership and Environmental Passion

EP has been described as an employee's strong emotions in which, they respond toward environmentally friendly activities in the organization (Afsar et al., 2016). Carton et al. (2014) noted that transformational leadership activates employees' positive emotions. Since transformational leadership will increase employees' emotions, such leaders will guide employees in their environmental protection

practices (Judge & Piccolo, 2004). According to Li et al. (2020), when this type of leadership becomes more widespread and has an influence on employees' emotions, they demonstrated a connection between transformational leadership and environmental behavior.

Green work engagement (GWE) (Aboramadan, 2022) refers to an employee's desire to put effort and focus on environmental and green responsibilities, as well as their emotions of enthusiasm, pride, and inspiration about these responsibilities. GIL is known for its openness and availability, as well as its effectiveness with employees. Furthermore, such leadership promotes leaders to be open to new ideas (Bhutto et al., 2021).

According to previous research, GIL can increase employees' GWE in the tourism and hospitality industries through green job activities. As a consequence, GIL can strengthen GWE (Aboramadan et al., 2022). A connection between GIL and GWE can be discovered based on the aforementioned research and Bhutto et al. (2021).

Bagozzi (1992) develops a theory that is a dualistic model consisting of two sorts of stressors as appraisal factors (i.e., challenge and hindrance) and two forms of job passion as emotional reaction variables (obsessive and harmonious). Accordingly, this theory generates specific emotional responses and reformulates employees' attitudes (Chen, 2021).

Based on the aforementioned studies and reformulating attitude theory (Bagozzi, 1992), the following hypothesis is elaborated:

*H1. GIL positively influences employees' EP.*

### **3.2.2 Environmental Passion and Employee Green (Promotive and Prohibitive) Voice Behavior**

As Dyne et al. (2003) mentioned, employee voice behavior is characterized as employees expressing positive recommendations or ideas to the company. Employee voice behavior is a significant predictor of a variety of organizational outcomes, including improved work processes, organizational creativity, and organizational crisis avoidance (Argyris & Schon, 1978; Liang et al., 2012). Therefore, employee voice behavior is a crucial concept in firms, because it encourages employees to exchange their new ideas, which leads to creativity (Morrison & Milliken, 2000). Ari et al. (2020) defined green voice behavior as a manner that provides unique ideas for environmentally friendly activities and suggests changes to regular processes created for green activities even when others disapprove. Restaurants, for example, are motivating employees to develop their green voice behavior, which allows them to offer their environmental-related thoughts and comments (Thabet et al., 2022). Employee voice behavior, according to Liang et al. (2012), may be separated into two dimensions: promotive and prohibitive voice. Promotive voice is defined as employee suggestions for improving the organization's function, whereas prohibitive voice is defined as preventive advice on a problem that hinders the firm's development (Liang et al., 2012).

The emphasis of some studies (Ho et al., 2018; Liu et al., 2010, 2011) on harmonious passion (HP) is connected to discretionary characteristics of the voice. HP is illustrated as the outcome of an autonomous internalization of an activity in an individual, which generates a motivating force to be immersed willingly in an activity (Vallerand et al.,

2003). HP offers a valuable perspective on the impact of autonomous motivation on employees' voice behavior (Gao & Jiang, 2019). There are two types of HP: affective (each employee loves his/her job) and cognitive (the employee achieves the importance of their job) (Ho et al., 2018). As a result, based on the aforementioned discussion, it is concluded that employees' harmonious passion can boost employees' voice behavior because employees are immersed in their job and love what they are doing. Accordingly, employees will treat their job as their "own" and joyfully share their opinions for the sake of achieving goals in their workplace (Ho et al., 2018; Vallerand et al., 2003, 2007).

Two studies (Afsar et al., 2016; Robertson & Barling, 2013) have found that employees' EP is a key predictor of pro-environmental behavior (PEB). Accordingly, most organizations realize that to improve employees' PEB, they should encourage employees to work actively to increase their responsibility toward the environment (Afsar et al., 2016). Another factor that has an impact on employees' PEB in the organization is positive emotions like joy and happiness (Robertson & Barling, 2013). One of the stimulations for pro-environmental behavior is to care for and protect the world and nature for the next generation (Afsar et al., 2016). As a result, EP creates an encouragement that let employees be active in PEB (Sembiring et al., 2020).

Salancik and Pfeffer (1978) proposed a theory in which social information or cues from an individual's immediate surroundings impact their behaviors, attitudes, and beliefs. Individuals' social environments influence their behavior through interactions with coworkers and supervisors, who continually present interpretations of events that take place at work (Fulk et al., 1987).

Based on the aforementioned studies and SIP theory (Salancik & Pfeffer, 1978), the following hypothesis is proposed:

*H2. EP positively influences employees` promotive green voice behavior.*

*H3. EP positively influences employees` prohibitive green voice behavior.*

### **3.2.3 GIL and Employee Green Voice Behavior (Promotive and Prohibitive)**

In the previous study (Thabet et al., 2022), they have found the relationship between GIL and pro-environmental behavior. As Luu (2018) has mentioned, green service recovery performance is employees` capability of resolving environmental issues related to customers` complaints. The researchers believe that GIL will have a positive impact on employees' environmental service recovery performance in this study. As a result, the researchers discovered a connection between GIL and green service recovery performance (Aboramadan et al., 2022).

In conclusion, this study is going to find the relationship between GIL and GVB (promotive and prohibitive) through SIP theory (Salancik & Pfeffer, 1978).

*H4. GIL positively influences employees` green promotive voice behavior.*

*H5. GIL positively influences employees` green prohibitive voice behavior.*

### **3.2.4 Environmental Passion as a Mediator**

EP is a mediator in several studies. For example, the connection between environmentally specific transformational leadership and employee PEB with the mediation of EP has been identified by Li et al. (2020). Sembiring et al. (2020) found the relationship between workplace spirituality and PEB by mediating the role of EP. Ari et al. (2020) define green voice behavior as the act of employees making unique and innovative recommendations to safeguard the environment and bring about modifications, even in the face of those who disagree.

According to Bagozzi's (1992) reformulation of attitude theory, Since the leaders support their employee's ideas and suggestions, the employees will be more passionate, and they will be more environmentally active in an organization (Xing & Starik, 2017). Therefore, they are more likely to participate in promotive and prohibitive green voice behavior (Wu & Du, 2022). Therefore, by the mediation of EP in this hypothesis, the connection between GIL and employees' green voice behavior (promotive and prohibitive) can be identified.

*H6. Mediating role of EP on GIL and employees' promotive green voice behavior.*

*H7. Mediating role of EP on GIL and employees' prohibitive green voice behavior.*

## Chapter 4

### METHODOLOGY

#### 4.1 Study Site

Iran, often known as Persia, is a nation in Western Asia. Its formal name is the Islamic Republic of Iran. Iran has an estimated population of 86.8 million people, making it the world's 17th most populous country. Its major cities are Tehran, Mashhad, Isfahan, Karaj, Shiraz, and Tabriz (Benny, 2022; Fishman & García, 2010; Lewis, 1984).

Tourism declined dramatically as a result of the Iraq war, but the rebound has been pretty respectable as well (Butler, O’Gorman, & Prentice, 2012). Between 2004 and 2009, the number of tourists increased. The majority of the tourists were from the European Union and North America, with the rest coming from Central Asian nations. Later, the elimination of a few sanctions also had a significant effect. As a result, the number of tourists grew during the calendar year 2014-2015.

Along with Tehran, Isfahan, Mashhad, and Shiraz are major tourist destinations. The sector suffered major implications at the start of the twenty-first century due to poor infrastructure, communication, industry standards, and employee training. Nonetheless, numerous organized trips from Germany, France, and other European countries visited ancient sites and monuments on a yearly basis. In 2003, Iran ranked 68th in the world in terms of tourism revenue. According to UNESCO and Iran's tourism organization's deputy head of research, the country is ranked fourth among the

top ten tourist attractions in the Middle East (Jafari, Pour, & Mahdie, 2015). Iran also has one of the world's largest domestic tourist industries (Boniface, Cooper, & Cooper, 2020). There are various villages in northern Iran. The major hubs are Gorgan, Rasht, Sari, Amol, Babol, Qaem Shahr, Gonbad-e kavus, Lahijan and Anzali. Additionally, there are also a lot of small villages in the north of Iran that are visited by numerous people frequently.

The Mazandaran Province of Iran is located in the Central Alborz Mountain range in Iran's Central North, on the southern shore of the Caspian Sea. The Mazandaran Province has one of the most population. It has a plenty of natural resources, including substantial quantities of oil and natural gas. The province's major cities are Sari, Amol, Nur, and Tonekabon. Furthermore, it is a prominent participant in the country's tourist business, with visitors from all across Iran falling in love with the province. Every year, both domestic and foreign tourists visit the region. It has 338 kilometers of beach, waterfalls, mineral springs, and wildness in its mountains and forests. The Iranian province of Mazandaran was also picked by its member nations as the Economic Cooperation Organization (ECO) tourist capital in 2022.

Amol is a crucial city in north of Iran. It has a population of roughly 300,000. It is the industrial and cultural hub of the province and plays a crucial role in the rice production, transportation, agriculture, and tourism industry in Iran. Additionally, a large part of the dairy and meat products sold nationwide are produced in Amol.

Mahmudabad is the capital of Mahmudabad County in the Mazandaran Province of Iran, located on the Caspian Sea. It was once a part of the city of Amol and served as its port.

Babol is the county of Babol County in Iran's Mazandaran Province. "Orange Blossom City" is another name for it. Filband is also a significant village in the Mazandaran Province, near the northern city of Babol. It is well-known for its stunning sky loaded with cumulus clouds, especially during spring season.

Chalus Road is also known as Road 59 and plays an important role in the lives of people of Tehran and Karaj, many of who drive to the Northern parts of Iran during their weekends and holidays. This is one of the busiest roads in Iran and has the infamous tunnel known as Kandovan.

Located in the Caspian Sea in Mazandaran Province of Northern Iran. Izadshahr is a city in the center of the Central District of Nur County.

Nur is a popular city and the Capital of the Nur County, which is located in the Mazandaran province of northern Iran. This city is also located on the Caspian Sea.

These are the cities which the researcher visited to collect the data. The restaurants were located in the most touristic cities of northern part of Iran.

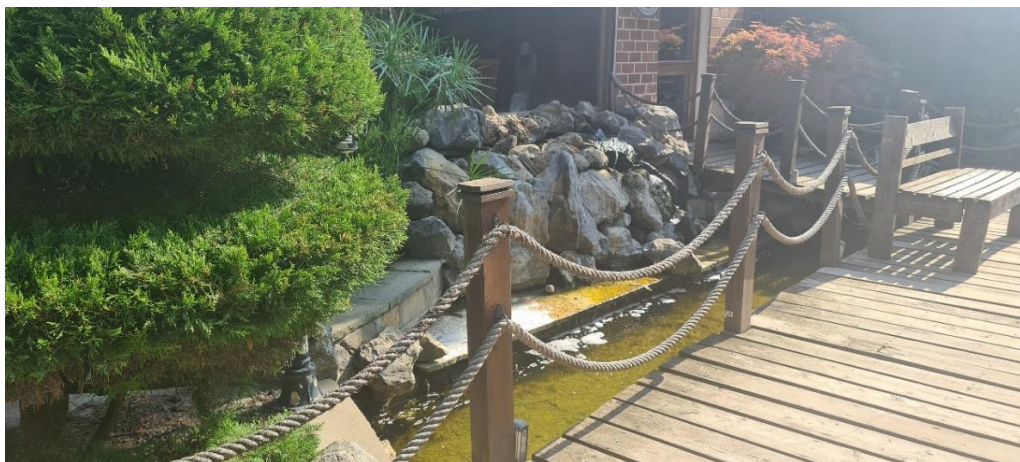


Figure 2: Rahe Choobi Restaurant in Mahmudabad



Figure 3: Rahe Choobi Restaurant in Mahmudabad



Figure 4: Rahe Choobi Restaurant in Mahmudabad



Figure 5: Asoo Restaurant in Izadshahr



Figure 6: Asoo Restaurant



Figure 7: Baghe Shams Restaurant in Amol



Figure 8: Dehkade Restaurant in Nur

## 4.2 Sample and Procedure

This thesis employs a quantitative method, which aims to establish the relationship between (1) GIL and EP, and how (2) EP affects employees' green voice behavior, both in terms of promoting and prohibiting actions. The study also intends to explore the extent to which (3) EP mediates the relationship between GIL and employee's green voice behavior, in both its promotional and prohibitive forms. Fifty restaurants located in the north of Iran (Amol, Mahmudabad, Babol, Izadshahr, Nur, and Chalus Road) were visited with a letter of invitation to participate in the research from my department. Of the 50 incited, 40 agreed to participate in answering the author's questions. 215 questionnaires were distributed to both supervisors and employees and a total of 206 completed questionnaires from supervisors and employees were received in response. Representing a response rate of 96%.

A multi-source approach was used in this research to lessen the influence of common method bias (Podsakoff et al., 2003). That employee answered the first part of the questionnaires (GIL and EP) and their supervisor answered the second part of the questionnaire (GVB).

Judgmental sampling is a method in which specific places, people, or events are purposefully chosen to offer crucial information that cannot be gained through other options (Maxwell, 2012).

The researcher obtained access to the restaurants through ethical means, with the support of a letter provided by the department. The management of 40 restaurants agreed to cooperate with the researcher, and both supervisors and employees were willing to engage in face-to-face meetings with the researcher. The supervisor assisted in the process. Each employee and supervisor at the participating restaurants individually completed a questionnaire, which was assigned a unique code and directed specifically to them. The researcher followed the same procedure for supervisors as well, then compiled the questionnaires for analysis (Karatepe et al., 2014). The data collection took place over a period of one and a half months during the summer of 2022.

The primary language spoken in Iran is Persian. To ensure comprehension, the researcher employed the back-translation technique (McGorry, 2000). A pilot study (Anderson & Gerbing, 1988) was also conducted, in which data was collected from 14 employees and 4 supervisors. As a result of the pilot study, it was determined that there was no need for interpretation of the questions, and no modifications were required.

### **4.3 Measurement**

GIL was evaluated using a five-item scale established and validated by Carmeli et al. (2010). 1 means strongly disagree, and 5 means strongly agree. Robertson and Barling (2013) created EP, which is graded on a 5-point scale (1 = strongly disagree, 5 =

strongly agree). Liang et al. (2012) created a five-item scale to evaluate promotive and prohibitive voice (1 = strongly disagree and 5 = strongly agree).

## **Chapter 5**

### **RESULTS**

#### **5.1 Data Analysis**

We utilized frequencies to report on the responder profile. Moreover, to report the correlations among variables we used the Pearson product-moment analysis. All of the abovementioned were conducted by means of IBM SPSS package.

The study also used confirmatory factor analysis (CFA) to assure the issues of reliability (i.e., coefficient alpha) (Anderson & Gerbing, 1988) We also utilized inter-item correlations (Saxe & Weitz, 1982) to examine the measures' convergent validity. For testing the study's hypotheses, we utilized structural equation modeling.

#### **5.2 Findings: Sample**

According to the findings in Table 1, the majority of the participants (N= 94) were between the ages of 18 and 27. The remaining employees were over the age of 28. Sixty-four percent of the target population was female. 42 percent of those polled held a four-year college degree. Finally, more than 62 percent of respondents (129) had tenures ranging from one to five years.

Table1: Demographics

	# of participants	%
<b>Age</b>		
18-27	94	45.6
28-37	75	36.4
38-47	27	13.1
48-57	8	3.9
58 and above	2	1
<b>Gender</b>		
Female	132	64.1
Male	74	35.9
<b>Education</b>		
Primary school	5	2.4
Secondary school	47	22.8
Two-year college degree	57	27.7
Four-year college degree	87	42.2
Graduate degree	10	4.9
<b>Organizational tenure</b>		
Less than 1 year	42	20.4
1-5 years	129	62.6
6-10 years	32	15.5
11-15 years	2	1
20 and above	1	0.5

### 5.3 Findings: Reliability and Validity

Convergent validity was established by the computation of corrected item-total correlations (Saxe & Weitz, 1982). As a result, any value of the inter-item correlations equal to or more than the cut-off level of 0.4 ensures the measures' convergent validity. Tables 2-5 indicate that all of the inter-item correlations are higher than 0.4, indicating that all four scales used in this study are reliable.

Table 2: GIL

	Corrected Item-Total Correlation
GIL1	0.663
GIL2	0.435
GIL3	0.621
GIL4	0.628
GIL5	0.591
GIL6	0.654
GIL7	0.685
GIL8	0.688
GIL9	0.565

Table 3: EP

	Corrected Item-Total Correlation
EP1	0.517
EP2	0.713
EP3	0.641
EP4	0.687
EP5	0.623
EP6	0.597
EP7	0.736
EP8	0.555
EP9	0.554
EP10	0.601

Table 4: PRMVB

	Corrected Item-Total Correlation
PRMVB1	0.798
PRMVB2	0.657
PRMVB3	0.726
PRMVB4	0.791
PRMVB5	0.701

Table 5: PRHVB

	Corrected Item-Total Correlation
PRHVB1	0.634
PRMVB2	0.731
PRMVB3	0.751
PRMVB4	0.685
PRMVB5	0.655

In addition, coefficient alpha for GIL, EP, GPRMVB, and GPHVB was 0.875, 0.882, 0.890, and 0.866. these findings assure the reliability of the study measures as they were all larger than the cutoff level 0.70 (Karatepe et al., 2021). On the other side, none of the coefficient alphas was above 0.90 which indicates the discriminant validity of the variables (Yavas et al., 2004). Table 6, display the correlations between study variables all of which are significant.

Table 6: Discriminative Validity

Variables	Mean	SD	1	2	3	4
1. GIL	3.450	0.688	-	-	-	-
2. EP	3.180	0.126	413**	-	-	-
3. PRMVB	3.738	0.967	469**	526**	-	-
4. PRHVB	3.621	0.593	409**	460**	727**	-

## 5.4 Tests of Hypotheses

The findings revealed that GIL was positively linked to EP ( $\beta = 0.409$ ,  $t = 6.478$ ) which supports our H1. The results of structural equation modeling showed that GIL was

positively related to both the GPMVB ( $\beta = 0.358, t = 4.904$ ), and GPHVB ( $\beta = 0.330, t = 4.005$ ). these results confirm H2 and H3.

On the other side, EP demonstrated a positive link to GPHVB ( $\beta = 0.444, t = 5.335$ ) and GPMVB ( $\beta = 0.476, t = 6.455$ ). These results support H4 and H5. Finally, we used ROCESS model 4 with a bootstrapped 5000 sample size via the 95 % confidence interval (Hayes, 2013) to test the mediation effect. The indirect effect of GIL on GPHVB via EP was 0.182 (LLCI = 0.092, upper-level confidence interval, ULCI = 0.307). The indirect effect of GIL on GPMVB through the EP was 0.195 (LLCI = 0.110, ULCI = 0.313). However, none of the confidence intervals equaled zero which indicates the partial mediation role of EP between GIL and GPMVB and GPHVB.

## **Chapter 6**

### **DISCUSSION**

The purpose of this thesis is to examine the connection between GIL and GVB through the mediating role of EP. Data was collected from forty restaurants in the North of Iran. The next paragraphs will offer an overview of the research findings.

#### **6.1 Summary of Findings**

The results of the present study show that GIL, one of the leadership styles, has a positive influence on EP. Since employees are aware of their leader's characteristics (openness and availability), they willingly discuss environmental protection to reach the firm's goal. EP fully mediates between GIL and the outcome GVB (promotive and prohibitive). According to the findings, EP totally mediates the connection between GIL and the outcome of GVB (promotive and prohibitive). This indicates that when employees see that their leader is motivated to support and promote environmental protection within the firm, they are more likely to become engaged and dedicate their time and energy to it. Considering EP as a mediator in this thesis is novel in the literature. The researcher discovered a connection between GIL and the outcomes GVB (promotive and prohibitive) via mediating the effect of EP, as specified in hypotheses (H4 and H5). A recent study (Li et al., 2020) discovered a connection between environmentally specific transformational leadership and pro-environmental behavior through the function of EP as a mediator. Furthermore, the link between GIL and GVB outcomes (both promotive and prohibitive) is supported by Sembiring et al.

(2020), who discovered a relationship between workplace spirituality and pro-environmental behavior via moderating the role of EP.

There are several theoretical and practical implications arising from this study's findings.

## **6.2 Implications**

### **6.2.1 Theoretical Implications**

Bagozzi's (1992) reformulation of attitude theory provides an understanding of employees' emotions and the motivations for employees to protect the environment. In this thesis, the theory is used to find the relationship between GIL and EP. Salancik and Pfeffer (1978) identified that external factors and corporation among employees can affect their behavior. The result is that employees will talk about environmental issues and they will suggest new green ideas which researchers identify as GVB. The term GVB is relatively novel to the literature, and few articles in the tourism literature have explored this concept. Similarly, there is only limited research on GVB in the tourism industry especially, in restaurants.

In this thesis, the connection between EP and GVB (promotive and prohibitive) have been studied. The study indicates that, with the mediation of EP, the outcome of GIL will be GVB (promotive and prohibitive) and according to Bagozzi (1992), as far as leaders are ready to hear their employees' suggestions and ideas about environmental protection (Ari et al., 2020), so employees will show GVB. Previous studies have indicated that they considered EP as a mediator. In Li et al. (2020) it was a mediator between environmentally specific transformational leadership and pro-environmental behavior. In Sembiring et al. (2020) EP is a mediator between workplace spirituality

and pro-environmental behavior. Therefore, in this thesis, for the first time, the researchers added to the literature by considering EP as a mediator between GIL and the outcomes of GVB (promotive and prohibitive). However, as Aboramadan and Karatepe (2021) noted, in future research, both four and 5-star hotels and restaurants should be studied. In addition, greater attention needs to be given to the process of restaurant selection.

### **6.2.2 Practical Implications**

This study has several implications for restaurant leaders. As mentioned, availability, openness, and readiness to hear employees' new green ideas and suggestions about how to protect the environment are three crucial characteristics of GIL. The tourism industry is growing fast with corresponding negative impacts on the environment. Therefore, to prevent this phenomenon, more appropriate pro-environmental leadership styles are needed within firms. Restaurants are major producers of food waste, energy, and water. Therefore, firms need GIL to encourage employees to protect and care more about the environment. In addition, within firms, employees should share their ideas and discuss how to protect the environment with their colleagues even if there are some opposite opinions. Based on this thesis and the characteristics of GIL, employees who are already engaged in EP will discuss environmental issues with their leaders. So, the outcome will be GVB (promotive and prohibitive).

Another characteristic of GIL is a leader who motivates his/her employees to increase EP to take care of the environment. According to this explanation, leaders don't necessarily have to discuss how to protect the environment, but they have to make it happen within the firm. By considering the mediating role of EP, GIL will influence the employees to share their new ideas and suggestions about environmental issues

whether it is a new or past action to solve the problems by GVB. The leaders should choose employees who are already passionate about the environment by asking questions while interviewing them.

### **6.3 Limitations and Future Study**

This study like other studies has some limitations as well. Firstly, this study was conducted by the restaurants of cities in the north of Iran. Future research should distribute the questionnaires not only in northern Iran but also in more cities of Iran. Second, this study only considers restaurants. Future studies should pay attention to other tourism and hospitality sectors. In this research, there are only 206 employees who have answered the questionnaires. In future studies, a greater number of employees should be sought.

## **Chapter 7**

### **CONCLUSION**

This research adds to current literature in the following ways. GIL outcomes were investigated by collecting data from employees and supervisors in northern Iran over one and a half months. In addition, the novel term GVB was established. This is a crucial issue because GIL employees will discuss environmental concerns and they will propose their green solutions to their superiors. Furthermore, GVB is advantageous in restaurants. The role of EP as a mediator between GIL and GVB has also been investigated. EP is an essential term for restaurant employees in the tourism and hospitality industry.

According to the data analysis, GIL predicts EP. It means that GIL has a positive impact on employees' EP. Also, supervisors will choose their employees based on this notion. Again, based on the results of data analysis, EP will boost employees' GVB and fully mediate between GIL and the outcomes, GVB. In other words, when an employee is full of passion about the environment so, they will be more motivated to show and speak about their opinions and ideas (GVB).

According to the data analysis, theoretical and practical implications are suggested to supervisors and employees of restaurants.

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