

Consequences of Green Transformational Leadership: Evidence from Hotel Industry in Northern Cyprus

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Submitted to the
Institute of Graduate Studies and Research
in partial fulfillment of the requirements for the degree of

Master of Science
in
Tourism Management

Eastern Mediterranean University
February 2024
Gazimağusa, North Cyprus

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ABSTRACT

In spite of numerous research investigations about diverse pro-environmental behaviors exhibited by employees within organizational settings, there exists a shortage of studies elucidating the nexus between Green Transformational Leadership (GTL), Connectedness to Nature (CNS), Green Promotive Voice Behaviors (GPMVB), Green Prohibitive Voice Behaviors (GPHVB), and the organizational factors influencing them. This thesis seeks to address this gap by examining the interrelationships among GTL, CNS, GPMVB, and GPHVB. The data for the study is collected from a sample comprising 291 employees across seven 5-star hotels situated in Northern Cyprus. Employing a quantitative methodology, specifically structural equation modeling, this study evaluates the formulated hypotheses. The findings underscore the pivotal role of GT leadership in fostering employees' sense of connection to nature (CNS), thereby exerting a substantial influence on shaping the employees' GPMVB and GPHVB. Notably, the research outcomes also clarify the significance of GTL in predicting GPMVB and GPHVB, with a crucial mediating role of CNS in this relationship. In conclusion, this thesis provides a comprehensive understanding of the theoretical and practical implications of the examined relationships, thereby offering valuable insights for directing both academic field and industrial actions.

Keywords: Green Transformational Leadership, Green Promotive Voice Behavior, Green Prohibitive Voice Behavior, Connectedness to Nature, Hotel Employees

ÖZ

Çalışanların kurumsal alanlarda sergilediği çeşitli çevre yanlısı davranışlar hakkında çok sayıda araştırma yapılmasına rağmen, Yeşil Dönüşümcü Liderlik (YDL), Doğaya Bağlılık (DB), Yeşili Teşvik Edici Ses Davranışları (YTESD), Yeşili Engelleyici Ses Davranışları (YESD) aralarındaki bağı araştıran ve kurumsal faktörlerin bunlar üzerindeki etkilerini aydınlatan çalışmalarda eksiklik bulunmaktadır. Bu tez, YDL, DB, YTESD ve YESD arasındaki karşılıklı ilişkileri inceleyerek bu boşluğu gidermeyi amaçlamaktadır. Araştırmanın verileri Kuzey Kıbrıs'ta yer alan 7 adet 5 yıldızlı oteldeki 291 çalışandan oluşan bir örneklemden toplanmıştır. Nicel bir metodoloji, özel olarak SEM kullanan bu çalışma, formüle edilen hipotezleri değerlendirmiştir. Bulgular, YD liderliğinin çalışanların doğayla bağlılık duygusunu (DB) güçlendirmedeki önemli rolünün altını çizmiştir ve böylece çalışanların YTESD ve YESD'lerinin şekillendirilmesinde önemli bir etki yaratıldığını göstermiştir. Özellikle, araştırma sonuçları YDL'nin YTESD ve YESD'yi öngörmedeki önemini de açıklığa kavuşturmuştur ve bu ilişkide DB'nin çok önemli bir aracılık rolü olduğunu göstermiştir. Sonuç olarak bu tez, incelenen ilişkilerin teorik ve pratik sonuçlarının kapsamlı bir şekilde anlaşılmasını sağlamak ve böylece hem akademik alanı hem de endüstriyel eylemleri yönlendirmek için değerli bilgiler sunmaktadır.

Anahtar Kelimeler: Yeşil Dönüşümcü Liderlik, Yeşil teşvik edici ses davranışı, Yeşil yasaklayıcı ses davranışı, Doğaya Bağlılık, Otel çalışanları

ACKNOWLEDGMENT

I would like to express my deepest acknowledgment to my supervisor Asst. Prof. Dr. Hamed Rezapouraghdam for his pure support, motivation, guidance, and his constructive suggestions during my thesis process.

I deeply want to extend my sincere thanks to Sr. Inst. Koral Karamanoğlu, who has helped me so much during my thesis, and especially, during my data collection. Without his help and support, my thesis would not have been possible to be completed and nurtured.

I would like to assert my deepest gratitude to my friend, Dr. Niusha Talebzadeh for all her motivation and support during my thesis procedure. I am so grateful to have a friend like her who is always willing to do as much as she can to help me.

I am so thankful to my dear husband, Iman Hemmati for always understanding me, motivating me, and supporting me in this journey. I am so appreciative and happy to have him in my life.

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Chapter 1

INTRODUCTION

The startup of this chapter is dedicated to the information and issues within the tourism industry in hotels. It provides information about given variables and their connections in the research philosophy part. Furthermore, this chapter considers some beneficial information about the aim of the thesis, the statement of problems, the methodology, and the contribution.

1.1 Research Philosophy

This thesis suggests a theoretical model examining the mediating effect of “connectedness to nature” linking “Green Transformational Leadership” (GTL) to “Green prohibitive voice behavior” (GPHVB) and “Green promotive voice behavior” (GPMVB) which are counted as two critical subjects in the tourism industry. These variables explain a strong connection between leadership effect on employees’ pro-environmental behavior towards green activities. This thesis asserts how managers and their kind of leadership can influence elevating employees’ connectedness to nature and enhancing their involvement in having prohibitive and promotive green behavior in their organization. In this thesis, we have implemented the “deductive approach” which is maintained as a beneficial way of testing theories (Hyde, 2000). Beginning with generalizations, the deductive approach checks to discover if those generalizations remain true in particular situations (Hyde, 2000). Moreover, in this thesis, a series of theories are utilized such as “Social Information Processing Theory” (Salancik & Pfeffer, 1978), “Social Identity Theory” (Tajfel, 1979), “Signaling

Theory” (Connelly et al., 2011), “Ability-Motivation-Opportunity Theory” (Appelbaum, 2000), as well as “Environmental Identity Theory” (Weigert, 1997) to present the linkage between leadership and mediator, leadership to the outcome, explain the mediating role of connectedness to nature, and depict the second hypothesis between leadership, respectively. Even so, this presented thesis is going to examine all the variables and their relationships through the given hypotheses.

1.2 Statement of the Problem

In today’s world where environmental conservation and decreasing repercussions of human activities on the natural environment are widely understood, industries are taken into account as one of the main reasons for these problematic issues that should implement sustainable tactics in their daily functions and procedures to mitigate their detrimental effects on the nature (Su et al., 2020). There is strong competition among tourism and hospitality organizations to act green and follow sustainability actions (Ahmed et al., 2021; Clark et al., 2021; Jeong & Kubickova, 2020). A variety of environmental initiatives, laws, regulations, as well as the influence of organizations have led different industries to cope with environmental problems conveniently, and have elevated the value of being green and sustainable and its vital role in various industrial aspects (Rhead et al., 2015).

One of the industries which is known as a fundamental pillar of increasing job opportunities and economic growth in every country is the Hotel and Tourism Industry, while it has various negative impacts on the consumption of natural, water, and energy resources such as increasing in the waste production (Abualigah et al., 2022). Based on the United Nations World Tourism Organization (UNWTO) in 2018, 5% of CO₂ emissions in the world are related to the Tourism industry and its activity

which it is anticipated to be 10% by the end of 2030 (UNWTO, 2018). Meanwhile, According to the Intergovernmental Panel on Climate Change (2014), widespread environmental change is primarily the result of human activity (Edenhofer, 2015) that in turn, manifests the importance of each employee in different organizations for shaping the environmentally- friendly activities (Daily et al., 2009; Paillé et al., 2013). Even so, leaders in an organization play a significant role in shaping the behavior of people in their workplace and employees (Hannah et al., 2008). There are some research studies asserting the considerable influence of each kind of leadership in modifying employees' behavior in an acceptable manner which can be explained by the transformational theory known as a motivator for this change (Chen & Chang, 2013b). In 2013, green transformational leadership (GTL) emerged as a unique and new way of transformational leadership (Robertson & Barling, 2013) aiming to investigate the effect of environmental-friendly transformational leaders on the behavioral result of the whole industry (Tosun et al., 2022).

1.3 Aims of Thesis

Green Transformational leadership is the expanded form of “transformational leadership” with the aim of preserving the natural environment (Chen & Chang, 2013b), and it is considered as one of the main pillars of every organization which is aligned with higher efficiency, technological improvement, revenue maximization, as well as considering the environmental problems (Al-Serhan, 2020). It can inspire employees to go beyond the required environmental targets in a firm (Chen & Chang, 2013b). Based on Robertson & Barling (2013), this leadership has a significant role in shaping the staff's pro-environmental behavior in their firm. In addition, staff will be more likely to participate in green activities when leaders implement a transparent and democratic manner about environmental issues (Ramus, 2001; Ramus & Steger,

2000). Even so, Green Transformational Leadership inspires employees to find themselves as a key part of the environment and they will take more responsibility in representing green and environmental behaviors (Chen & Chang, 2013b; Robertson & Barling, 2013).

Moreover, based on Francoeur et al. (2021), “pro-environmental behavior” (PEB) is clarified as “eco-friendly behavior”, “green behavior”, “environmentally responsible behavior”, and “environmentally friendly behavior” (Francoeur et al., 2021). PEB plays an important role in mitigating environmental repercussions and ascending sustainability in the tourism and hotel industry (Dharmesti et al., 2020). Accordingly, Leaders in an organization have a significant influence on the assessments of their members and the whole operation (Hannah et al., 2008). Even so, the eco-friendly behaviors of employees in the organization play a vital role in manifesting the effectiveness of the organizational environment (Robertson & Barling, 2013) which leads to a higher level of pro-environmental behaviors and organizational environmental performance improvement (Norton et al., 2015).

Voice behaviors such as “promotive” and “prohibitive” voice behaviors are presented to describe employees’ specific attitudes and behaviors to assert creative recommendations when any change is needed in the organization while others show disagreement with them (Liang et al., 2012). Novel and unique ideas which are asserted by the employees in favor of the firm’s performance improvement and development aims are called “promotive voice behavior”. On the other hand, the actions and behaviors that are emanated from employees’ sense of concern about any detrimental unforeseen or foreseen events to their organization are described as “prohibitive voice behavior” (Van Dyne & LePine, 1998).

In this thesis one of the main dimensions of voice behavior is represented as “green voice behavior” to manifest staff members’ unique and imaginative recommendations towards the organization’s environmental sustainability activities and conservation efforts, even if there is a disagreement from other pertinent stakeholders (Tabrizi et al., 2023). According to Nourafkan et al. (2023), “green promotive voice behavior” is donated to the action of presenting inimitable and lucrative suggestions of the employees about the organization’s functional improvement to promote green practices and environmental sustainability initiatives. “Green prohibitive voice behavior” describes employees’ declarations of worry about any hostile activities that may hinder the organization’s environmental sustainability goals (Nourafkan et al., 2023). Notwithstanding, still, the resultant effect of green transformational leaders on employee voice behavior and the fundamental processes that underlie this link are little understood (Farrukh et al., 2022; Soni, 2022).

Based on these explanations, there is a strong connection between GTL and Pro-environmental behaviors such as GPHVB and GPMVB that can be described by SIP theory to perform conditions for green efforts as a fundamental process (Thabet et al., 2023). Based on this theory, employees’ judgments and perceptions of green actions in their workplace emanate from the knowledge and attitudes of their leaders (Uen et al., 2012). Even so, based on the assessment of the organization’s environmentally green efforts, the employees’ green behaviors and their sequential effect on their Green Prohibitive and Green Promotive Voice Behaviors will be elevated and improved (Karatepe et al., 2022).

Moreover, to advance the role of GTL on GVBs in the tourism industry, it is suitable to introduce “Connectedness to Nature” as a unique concept for being a linkage

between these two variables. Some studies have pointed out the role of CNS as a mean to overcome worldwide environmental issues in that “the root of environmental problems is the human sense of disconnection from nature” (Hirsh & Dolderman, 2007, p. 1586). Additionally, the first stage of being sustainable and improving sustainability is cultivating and fostering a feeling of being connected and balanced to nature (Mayer et al., 2009). The US Environmental Protection Agency (EPA) has manifested the importance of CNS in having sustainability as “to pursue sustainability is to create and maintain the conditions under which humans and nature can exist in productive harmony to support present and future generations” (US EPA, 2014). Moreover, based on Mayer and Frantz in 2004, connectedness to nature can create a relationship with nature that is both experienced and affective (Mayer & Frantz, 2004). The relationship between GTL and CNS can be explained by “Signaling Theory” that provides a signal link between the leadership team members and the staff (Connelly et al., 2011). Hence, employees’ connectedness to nature both will bring a unique mechanism into the framework of GTL by investigating how employees are linked to nature, and will strengthen the significant relationship between the industry initiatives and employees’ involvement in GVBs (Usman et al., 2023). In recent studies, there is a lack of knowledge about using CNS as a mediator between the link of GTL to GVBs which makes this thesis unique in evaluating this connection.

The relationship between CNS and GPMVB and GPHVB can be explained by both Social Identity Theory (Tajfel, 1979) and Environmental Identity Theory (Weigert, 1997). The “social identity theory” claims that people’s self-perceptions contain a variety of identities such as their race, gender, and belonging to a certain position increases people's sensitivity to information about identities (Tajfel, 1979). Even so,

when employees of an organization have deeper perceptions about environmental conservation, ones with higher levels of identification can be more likely to adopt their leader's green values (Wang et al., 2018). In addition to environmental identity theory, which is recognized as having a manner of justice not only for human beings but also for non-human live creatures, people find themselves as an undisputed section to other lively creatures with the same rights and then they identify themselves as a connected part of the natural environment (Opotow, 1993, 1994; Opotow & Clayton, 1994). Furthermore, based on a study conducted by Wang et al. (2021), it is mentioned that having a group environmental identity in an organization which is emanated from the management team will improve pro-environmental behaviors, in that, the more employees pay attention to the environment and focus on preserving their natural environment, the more they will be involved in participating in green activities.

Furthermore, the next connection is dedicated to the impact of CNS as a mediator in the connection of GTL with GVB variables which are GPMVB and GPHVB through the role of Ability-Motivation-Opportunity theory (Appelbaum, 2000). AMO theory illustrates the effectiveness of GTL on the employees' GVB (Appelbaum et al., 2000) since it can be implemented by green transformational leaders to stimulate employees' concern about the environment and its problems that enhance their pro-environmental green behaviors (Agrawal & Pradhan, 2023). This, in turn, will elevate employees' motivation, opportunity, and ability to perform in green initiatives (Paillé et al., 2020; Tang et al., 2018). Based on Appelbaum et al. (2000), the employee's connectedness to the organization is evaluated by these three fundamental criteria. Therefore, AMO theory demonstrates the employees' performance level in the organization based on their abilities, motivations, and opportunities (Fassin et al., 2011).

Attitudes and specifications of a leader will determine the employees' treatment and their manner of dealing with environmental issues in a firm (Cahyadi et al., 2023). There are some studies demonstrating the significant factors shaping the green behavior of employees in workplace environment in the concept of "various styles of leadership" (Wang et al., 2018) "industry strategy" (Chen & Wu, 2022), as well as "human resource process" (Zhou et al., 2021). Based on Al-Swidi et al. (2021) and Huang et al. (2023) studies, GTL has a great influence on employees' behavior at work and encourages them to participate in green and pro-environmental initiatives and actions. Green Transformational Leaders, however, are acknowledged as the main characters in motivating the team to promote their behaviors and attitudes, there is a lack of study evaluating how the business supports these leaders to improve and change their subordinates' attitudes from "inside out" based on the firm's principles (Huang et al., 2023).

Based on the above-mentioned materials, the linkages between GTL, CNS which is presented as the mediator in the given framework, GPMVB, as well as GPHVB, in this thesis, is rendered by a conceptual model to evaluate their relations. In this regard, this thesis aims to scrutinize: (1) the dynamic interplay between green transformational leadership and connectedness to nature; (2) the influence of connectedness to nature on green promotive and green prohibitive voice behaviors; (3) the mediating role of connectedness to nature in the relation of green transformational leadership, green promotive voice behavior and green prohibitive voice behavior; and (4) the positive association between green transformational leadership, green promotive and prohibitive voice behaviors. Moreover, this thesis discusses these connections through the use of "social information processing theory" (Salancik & Pfeffer, 1978), "social

identity theory” (Tajfel, 1979), “environmental identity theory” (Weigert, 1997), “signaling theory” (Connelly et al., 2011), as well as the “ability-motivation-opportunity theory” (Appelbaum et al., 2000). Furthermore, the data collection and testing of the given hypotheses in this thesis is based on the gathered samples from hotel industries’ employees in North Cyprus.

1.4 Contribution of Thesis

This thesis intends to the contribution of enhancing the current knowledge about the above-mentioned relationships. Several studies have demonstrated the role of GTL on different outcomes, for example, in green organizational citizenship behavior of staff (Nurwahdah & Muafi, 2022), since based on studies by Podsakoff et al. in 1990, and 2003, GTL is the most effective leadership amid other leadership types in prompting the citizenship behavior of staff in an organization. In addition, the role of GTL on financial performance (Özgül & Zehir, 2023), green development in products (Chen & Chang, 2013), innovative green production (Ahmed et al., 2020), develop employees’ green attitude and behavior (Nisar et al., 2017) leading to green corporate performance (Mittal & Dhar, 2016), accomplishing environmental targets (Begum et al., 2021) by inspiring green manner in the firm (Robertson & Barling, 2013) are deeply discussed in previous research studies. The relationship between GTL (Chen & Wu, 2022) and “green human resource management” (Hazarika & Zhang, 2019; Olawumi & Chan, 2018) on improving the environmental performance of an organization (Del Giudice & Della Peruta, 2016; Dubey et al., 2015; Hambrick & Quigley, 2014; Singh et al., 2019, 2020) is debated through the years among researchers. However, there is a lack of knowledge about the role of GTL as the only role in attaining sustainability in the worldwide studies now that, each of them can be separately effective in shaping employees’ behavior towards environmental issues

(Perez et al., 2023). Furthermore, increased public knowledge about environmental issues and their harmful impacts on the natural environment has led to a robust connection between organizational green leaders and the employees' pro-environmental behaviors (Cahyadi et al., 2023; Özgül & Zehir, 2023). There are some studies illustrating the connection between personal voluntary level elements (Afsar & Umrani, 2020; Budzanowska-Drzewiecka & Tutko, 2021) and elements at the administrative level (Aboramadan, 2020; Ansari et al., 2021) with pro-environmental behavior in a firm. In order to fulfill green and environmental initiatives in an organization such as a hotel, it is very crucial to examine employees' pro-environmental treatments (Chen et al., 2014). The effects of GTL have been extensively explored and are firmly established and successful, however, little has been discovered about how green transformational leaders influence employees' GVB and the fundamental processes that support this relationship (Farrukh et al., 2022; Soni, 2022). Furthermore, even though preliminary studies have shown that the internal processes of GTL can predict workers' VBs, additional conceptualizing and investigation are required to fully comprehend the interrelated systems that support VBs (Farrukh et al., 2022).

Based on the previous studies regarding “connectedness to nature”, it is suitable to mention that there is a strong connection between the feeling of being connected to the environment and having a sustainably green pro-environmental attitude (García et al., 2016). Based on García et al. (2016), People who feel deeply linked to nature engage in more pro-environmental, thrifty, fair, and altruistic actions, which combined make up “Sustainable Behavior”. The study of Usman et al. (2023), has manifested the significance of an employee's connection to the natural world as the fundamental

principle driving the indirect correlation between green training and an individual's sustainable attitude outside the workplace that in this study being connected to the environment is presented as a mediator. This study contributes to a novel viewpoint to earlier studies that looked at methods for boosting employees' environmental knowledge, their engagement in environmental conservation, or both (Renwick et al., 2013). CNS has lately received a lot of emphasis in environmental behavioral science as a predictor of PEBs (Huffman & Klein, 2013), however, there is no study toward the role of the CNS in the relationship between GTL and employees' GPMVB and GPHVB; therefore, more research is required on CNS in workplace contexts such as hotels (Huffman & Klein, 2013; Rezapouraghdam et al., 2018).

In this thesis, the subsequent variables under examination are GPMVB and GPHVB. These variables represent distinct employee behaviors in response to GTL, with the mediating influence of CNS. Former research studies have identified these VBs under the influence of people's participation, interest, and dedication that are impressed by conventional wisdom (Han et al., 2018; Mansoor & Wijaksana, 2023), environmental perceptions (Cheng et al., 2022), and ethical concepts (Tang et al., 2023). There are some studies regarding the relationship and effect of Transformational leadership on shaping the pro-environmental behavior of staff members (Lee et al., 2018; Priyadarshini et al., 2023), the influence of GTL on GVB is still imparted from limited research studies. On the other hand, although the significant influence of GTL on GVB is examined by some researchers (Robertson & Carleton, 2018), the influence of GTL on green promotive and prohibitive voice behaviors is still ambiguous. When a firm's management team attempts to implement green activities and put forth the firm's commitment to sustainable environmental regulations, it will inspire staff members to

behave according to the aim of their organization. Even so, they will be more encouraged to be involved in green initiatives and plans which lead them to assert their suggestions to mitigate the firm's negative impacts on the natural environment and have a higher level of creativity toward the organization's sustainable and green plan (Karatepe et al., 2022; Tabrizi et al., 2023). Therefore, these types of personnel can set an example to newcomers and younger staff members by exhibiting dedication to activities that would hinder the hotel's ES endeavors and degrade the natural environment (Nourafkan et al., 2023). As a result, "green promotive voice behavior" as well as "green prohibitive voice behavior" of members of a hotel, as two green behaviors which are imparted less attention in the studies, can play a considerable role in sustainability and green initiatives (Nourafkan et al., 2023).

Considering the aforementioned criteria, this current thesis aims to examine the role of GTL on shaping hotel employees' GPMVB and GPHVB with the mediating function of CNS among hotels of North Cyprus as a glamorous location attracting tourists from all over the world.

1.5 Methodology of Thesis

North Cyprus is a small-scale island in the heart of the Mediterranean. The untouched natural environment of this location, despite its restricted accessibility, attracts tourists, particularly from Europe; hence The country's economy greatly benefits from the tourist sector. (Rezapouraghdam et al., 2018). Turkish is the official language in North Cyprus (Langfield et al., 2009); therefore, the used questionnaire in this thesis, although originally is in English, is translated into Turkish in order to be better perceivable.

Deductive approach has foundations and inferences that aid in establishing reality. It can emphasize correct reasoning in science and aid in making conclusions (Dovetail's Editorial Team, 2023). This thesis has utilized the deductive reasoning approach since, based on the given hypotheses, it allows the correlations to be described more precisely in a study (Kim et al., 2019).

Moreover, “quantitative strategy” emanates from “the deductive approach” with the aim of examining given theories (Bryman, 2001). Even so, the design of this study is according to the quantitative method (Öğretmenoğlu et al., 2021) which enables investigation of potential connections amongst various factors and variables in this research study (He et al., 2023). Using a cross-sectional study, a survey is applied to collect data from employees of five-star hotels in the Bafra Tourism Region, Famagusta, and Kyrenia in North Cyprus. The data gathering took one month and the questionnaires were distributed among 400 employees from that district's hotels.

1.6 Structure of the Thesis

This thesis is consisted of seven essay chapters. The first portion is dedicated to the general introduction and knowledge about the philosophy of the research, the existed problems, and introducing the variables and their probable relationships based on the aim of the thesis. The second section is devoted to the literature review, as well as an in-detailed explanation of each variable. The third chapter develops the theoretical framework and generates the hypotheses. The fourth part is mainly allocated to the data collection, measurement, as well as data analysis. The fifth segment is appointed to the main findings of the former chapter. The sixth division presents the discussion and key results of the data collection. The last chapter demonstrates the conclusion, theoretical and practical implications of this thesis study, respectively.

Chapter 2

LITERATURE REVIEW

Based on the UN (2021), sustainability is described as “meeting the needs of the present without compromising the ability of future generations to meet their own needs”. In the tourism industry, sustainability considers all three fundamental aspects of socio-cultural, economic, as well as environmental notions that should be noticed by managers while planning and developing strategies (Öğretmenoğlu et al., 2021). Even so, stakeholders, their values, beliefs, and their updated information in this industry can implement sustainable activities based on these three pillars (Yüksek et al., 2019). Hotel industries, as one of the main stakeholders, have a paramount role in adjusting green and sustainable initiatives for both themselves and their employees that in turn, will lead to development of the awareness and improvement in the sustainability of the host country (Dinçer et al., 2017). Hence, the management team in a hotel as employees’ leaders have a great deal of responsibility in achieving the firm’s targets in terms of sustainability (Guchait et al., 2020; Öğretmenoğlu et al., 2021). Transformational leadership as one style of leadership related to sustainability has drawn attention to shape employees’ mindsets and actions (Liu & Yu, 2023) especially, their pro-environmental behaviors and green voice behaviors (Mittal & Dhar, 2016).

This chapter is deeply focused on the GTL, CNS, PMVB, as well as PHVB variables and their roles in this thesis. Moreover, the relationship between these variables is described by fundamental presented theories such as Social Identity Theory (Tajfel,

1979), Environmental Identity Theory (Weigert, 1997), Signaling Theory (Connelly et al., 2011), Social Information Processing Theory (Salancik & Pfeffer, 1978) and Ability-Motivation-Opportunity theory (Appelbaum, 2000).

2.1 Theoretical Framework

Based on Swanson & Chermack (2013, p. 122), *“The theoretical framework is the structure that can hold or support a theory of a research study”*, theoretical framework assumes a pivotal role as the fundamental cornerstone of a research investigation, constituting a comprehensive amalgamation of previously elaborated theories that serves as an authoritative resource for dissecting and elucidating the data and its inherent conceptual landscape within the study (Kivunja, 2018). The theoretical framework presents a summary of other researchers’ reflections about a research subject, which boosts comprehension of given theories and data, correspondingly (Kivunja, 2018).

2.1.1 Social Identity Theory

From social identity perspective, employees have a strong willingness to be recognized with morally upright, reliable, accountable, as well as ethical leaders and organizations (Tajfel & Turner, 2004). In addition, according to this theory, based on Cheema et al. (2020) and Zhang et al. (2021) studies, people are mostly likely to identify themselves based on the group and administrators’ aims, ethics, principles, and standards that they are connected with them; therefore, the more individuals feel connected to their group, even at the cost of their preferences, they will uphold the highest possible standards for the group (Becker & Tausch, 2015; Ellemers et al., 2002; Hornsey, 2008). When environmentally conscious leaders interact with staff members, they typically emphasize the critical relevance of their environmental concerns, their extremely high standards, and their green ideals in conjunction with the future objectives of the

organization (Wang et al., 2018). Based on the social identity theory that highlights people's self-concept with a variety of characters that may identify them with a particular role, employees become more receptive to information about personalities (Tajfel, 1979). Even so, employees with higher levels of environmental preservation identity will be more susceptible to their leaders' environmental messages and the organization's green beliefs and values (Wang et al., 2018).

2.1.2 Environmental Identity Theory

The theory of environmental identity is defined by Clayton (2003) as “. . . *An environmental identity is one part of the way in which people form their self-concept; a sense of connection to some parts of the nonhuman natural environment, based on history, emotional attachment, and/or similarity, that affects the way in which we perceive and act towards the world; a belief that the environment is important to us and an important part of who we are*” (Clayton 2003, pp. 45-46). Based on Olivos and Aragonés (2011), environmental identity is classified into four main categories such as “environmentalism, appreciation of nature, enjoying nature, and environmental identity”. Moreover, there are some studies highlighting the role of this theory in inspiring individuals to identify themselves as an undisputed section from the natural world and environment, which enhances their pro-environmental voice behaviors (Brügger et al., 2011; Clayton & Opatow, 2003; Olivos & Aragonés, 2011).

2.1.3 Signaling Theory

This theory which is proposed by Connelly et al. (2011) as “[. . .] *one party, the sender, must choose whether and how to communicate (or signal) that information, and the other party, the receiver, must choose how to interpret the signal*” (p. 39). Signaling theory (Connelly et al., 2011) is utilized in many businesses and management sections such as the human resource department, financial department, as well as top

management team (TMT) with a wide range of strategies, that in turn, this theory describes how information and data can be conveyed by various board members to a variety of a firm's stakeholders and all involved parties (Busenitz et al., 2005; Certo, 2003; Elitzur & Gaviols, 2003; Goranova et al., 2007; Lester et al., 2006; Miller & Del Carmen Triana, 2009; Suazo et al., 2009). Based on this theory, management's dedication to the conservation of natural resources and participation in green initiatives send signals to employees. Even so, the ones who comprehend these positive signals will engage proactively in ecologically friendly practices, identify themselves as an important part of the environment, and will be more active in presenting fresh suggestions for the organization's sustainable actions and improvements (Karatepe et al., 2022).

2.1.4 Ability- Motivation- Opportunity Theory

AMO Theory (Appelbaum et al., 2000) manifests the high performance of an organization through structural activities based on three fundamental pillars such as ability, motivation, and opportunity. The ability aspect represents the recruitment, selection, training, as well as improvement plans of employees that foster them to be adept in the expertise required for performing a certain task (Sun et al., 2022). The motivation part ascertains a variety of initiatives like rewarding activities, gratuities, financial and non-financial motives based on considering the firm's performance that inspire employees to fulfill the organizational aims and targets (Boire et al., 2019; Sun et al., 2022). The last pillar is the opportunity which determines the staff members' strong commitment, information sharing, staff empowerment, and individual freedom derived from their involvement in a wide range of tasks and roles based on a group of motivational principles and regulations (Boire et al., 2019; Sun et al., 2022). Based on Appelbaum et al. (2000), fostering staff participation, and offering them outstanding

possibilities as an award for their engagement will improve the efficiency of staff members and the organization. Even so, green transformational leadership plays a crucial role in promoting staff members by appreciating their dedication to sustainable management techniques that lead to meeting and retaining organizational green targets (Singh et al., 2020; Zhang & Walton, 2017).

2.1.5 Social Information Processing Theory

SIP Theory demonstrates that employees' points of view, mindsets, as well as perspectives of their social conditions, emanate from their workplace environment (Goldman, 2001; Salancik & Pfeffer, 1978). In an organization, leaders play an essential role in transmitting social information signals that shape their members' attitudes (Wadei et al., 2021; Zohar, 2000). Even so, staff members behave according to their perceptions based on the evaluation of their leaders' mindsets, beliefs, and actions (Sturges et al., 2010). In tourism and hospitality literature, there are various sheds of evidence of the impact of managers' attitudes on their personnel's perspectives, such as "job embeddedness" and "OCEB" based on the implications of SIP theory (Li et al., 2023; Ng & Feldman, 2013; Wadei et al., 2021). Moreover, a variety of types of leadership have exerted SIP theory to emphasize the manager-subordinate relationship in shaping the employees' point of view in the work environment (Boekhorst, 2015; Mansoor et al., 2021). For example, individuals adopt green actions when they find out other staff, especially their leaders, have green attitudes, which leads to the enhancement of the organization through environmentally friendly initiatives. This can be explained by SIP theory as the strong desire of individuals to engage in social connections with other counterparts in their surrounding environment (Khan & Khan, 2022; Kim et al., 2017).

2.1.6 Green Transformational Leadership

The notion of transformational leadership is described by Pieterse et al. (2010) as “a style of leadership that transforms followers to rise above their self-interest by altering their morale, ideals, interests, and values, motivating them to perform better than initially expected” (p. 610). In 1985, one of the top scholars regarding leadership, Bass, classified transformational leadership into four dimensions of “charisma”, “inspiration”, “individual concern”, and “intellectual interest” (Banerji & Krishnan, 2000; Bass, 1990; Lievens Pascal Van Geit Pol Coetsier, 1997) that it is asserted by Bass (1990): “*the leader moving the follower beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration*” (p. 11). All these aspects represent the important role of leaders as role models to their subordinates, considering staff members as a crucial part of the firm, improving employees’ comprehension, as well as developing members’ mindset capacity for better problem-solving contributions (Banerji & Krishnan, 2000; Bass, 1990; Den Hartog et al., 1997; Öğretmenoğlu et al., 2021). According to Gardner and Avolio (1998), Transformational leadership is characterized as a leadership style in which administrators identify an objective to improve and direct staff members through encouragement and promotion to accomplish a target. Overall, these leaders incite employees to be prompted and go beyond expectations (Li et al., 2020).

Lately, the focus of transformational managerial studies has altered to green transformational leadership (Robertson & Barling, 2017) as a stimulant for encouraging, promoting, and assisting subordinates to reach the firm’s environmental and green targets based on sustainability (Mittal & Dhar, 2016). Researchers have shed some light on the importance of GTL in cultivating a green culture by persuading

members to have environmentally friendly viewpoints, green attitudes and beliefs (Kusi et al., 2021; Rizvi & Garg, 2020). Based on expanding the mentions of Bass in (1990), Gardner and Avolio in (1998) about TL, Green Transformational Leadership is defined as a series of the attitudes and behaviors of organizational leaders inspiring their employees to have a higher level of green and sustainable performance, which leads the organization to accomplish its environmental targets. (Chen & Chang, 2013, p. 109). In 2013, two scholars asserted environmentally friendly leadership as “*a manifestation of transformational leadership in which the content of the leadership behaviours is all focused on encouraging pro-environmental initiatives*” (Robertson & Barling, 2013). Environmental transformational leadership by providing a considerable examination of ideas which are suitable to the workplace, instilling courage in personnel in order to conquer obstacles, shaping the framework of the workplace based on a sustainable point of view, together with obeying sustainable initiatives due to environmental conservation will enhance the organizational and employee improvement (Mittal & Dhar, 2016; Singh et al., 2019, 2020), promote pro-environmental attitudes within the company, set a role model for newcomers, accelerate workforces’ awareness about environmental by having a strong connection with them and sharing the company’s green ideals to workers (Bass, 2000; Hambrick & Quigley, 2014). Through cultivating green trends, GTL brings up organizational environmental conservation (Norton et al., 2015; Ruepert et al., 2016), allows the workforce to be productive, and follows green and environmental initiatives to create ecologically friendly products from scarce sources, leading to minimizing pollution (Begum et al., 2021; Dubey et al., 2015; Singh et al., 2019). Environmentally friendly administrators as role models can acclimate workers to a functioning framework based on environmental protection (Srour et al., 2020). They advocate and implement

sustainable principles to develop environmental conservation as a main example, which modifies employees' behaviors align to the environmental plan (Robertson & Barling, 2013). In recent years, GTL and its effects have drawn so much attention. Some studies have demonstrated the positive effect of GTL on "green creativity" with the role of some mediators and moderators such as "green organizational identity", "green passion", "eco-innovation", "green internal motivation", "green organizational citizenship behavior", "green self-efficacy", as well as "green thinking" (Al-Ghazali et al., 2022; Bahzar, 2019; Chen & Chang, 2013; Farooq et al., 2022; Hameed et al., 2021; Jia et al., 2018; Li et al., 2020; Maitlo et al., 2022; Mittal & Dhar, 2016; Öğretmenoğlu et al., 2021; Zhang et al., 2020). Additionally, some scholars have pointed out the significant and substantial relationship between GTL and "green behavior at work" (Graves et al., 2013, 2019; Graves & Sarkis, 2018; Hameed et al., 2021; Kim et al., 2020; Kura, 2016; Liu & Jie, 2020; Robertson & Barling, 2013, 2017; Robertson & Carleton, 2018; Saleem et al., 2019; Wang et al., 2018). Afterward, various research studies have proven the positive and effective function of environmentally-friendly leadership on "green performance" both for the firm and individuals (Bahzar, 2019; Chen et al., 2014; Chen & Chang, 2013b; Liu & Jie, 2020). Moreover, in some studies, environmentally specific leadership has acted as a moderator, like for example in Chen et al. (2023), and Graves et al. (2013) research studies, the outstanding role of GTL in moderating between variables is determined.

2.1.7 Connectedness to Nature

There are various definitions by scholars in relation to CNS (Hernández et al., 2020). Based on Mayer and Frantz (2004), CNS can be perceived as a psychological characteristic related to individuals' emotive feeling of being an undisputed section of the natural environment. In addition, it is a concept far beyond conservationism and is

offered as the term “*nature relatedness*” expressing the emotionally constant trait without considering the time and place factors (Nisbet et al., 2009). Connectedness to nature is a steady condition that consists of harmonious intellectual, emotional, and interactive behaviors that demonstrate a recognition of the interrelationship between a person and all aspects of the environment through compatible mindsets and actions, which is a process encompassing both knowledge and practical experience (Zylstra et al., 2014). CNS demonstrates how individuals take action when they find themselves engaged with the notion of the environment, and they assess the actions they can take to address issues confronting the natural world (Usman et al., 2023). Hence, “connectedness to nature” proves the fact that it is beyond mere affection for all nature creatures; it is more based on comprehending the significance of all nature’s aspects such as creation, development, and evolution. It is known as a recognition of the relationship between humans and all creatures that exist (Hernández et al., 2020).

Throughout time, several research studies have focused on the role of CNS on different variables and outcomes. Some investigations have found a positively strong relationship between nature-connected intention and well-being (physical and mental) among younger generations (Acton & Carter, 2016; Barfield & Driessnack, 2018; Collado et al., 2016; Cui & Yang, 2022; Hatala et al., 2019, 2020; Moula et al., 2021; Pirchio et al., 2021; Wiens et al., 2019). Moreover, a variety of studies have examined the positive and effective connection of CNS among older generations and adults’ well-being (Barragan-Jason et al., 2022; Mayer & Frantz, 2004; Nisbet et al., 2009; Olivos & Clayton, 2017; Zylstra et al., 2014); their safety and health (Buxton et al., 2021; Nisbet & Zelenski, 2013); as well as their sustainable traits (Dutcher et al., 2007; Stokols, 1990). Furthermore, in recent years, the importance of CNS on pro-

environmental behaviors has attracted some researchers' attention (Geng et al., 2015; Han & Hyun, 2017; Mayer et al., 2009; Pearce et al., 2022; Qiu et al., 2018; S. Wang et al., 2020). Although this variable has been taken into account as an independent variable over the years, there are limited studies that notice it as a mediator between variables (Rezapouraghdam et al., 2018; Usman et al., 2023).

2.1.8 Green Promotive and Prohibitive Voice Behavior

Based on Van Dyne and LePine (1998) definition of the voice attitude of the staff members as an initiative taken by them in order to declare and offer their ideas, complaints, and suggestions to the organizational managers regarding challenges at the workplace, it can be implied that this behavior emanates from employees' extra-role action and improves organizational operating system (Organ et al., 2006). Studies have exposed the significant role of VB on developing the performance of the job, duty, and the firm (Frazier & Bowler, 2015; Lam & Mayer, 2014). Additionally, it is stated that considering employees' challenges and paying attention to their problems, not only reduces individuals' discontent and turnover, but also enhances their retention tendency, which in turn, allows the business to accomplish its long-term and sustainable targets (Tabrizi et al., 2023); therefore, it is needed for employees to speak up and express their ideas to participate in the organization's green and sustainable planning improvement (Tabrizi et al., 2023).

Green voice behavior is divided into two major categories which are green promotive voice behavior focusing frequently on potential desired conditions based on green practices of an organization, and green prohibitive voice behavior noticing detrimental effects of some issues in the firm with the aim of both eliminating negative issues and prohibiting them from having an impact on the sustainable targets of the company

(Liang et al., 2012; Liu et al., 2021; Nourafkan et al., 2023). Team members who have a promotive voice, they offer unique and beneficial ideas that enhance the efficiency of their workplace (Lu & Gursay, 2023). On the contrary, those employees who state their thoughts about threatening habits that make the firm vulnerable to damage are considered as having a prohibitive voice; this behavior, which is a constructive attitude, however, may be seen as a negative attitude in the work atmosphere now that it has an offensive inner core (Lu & Gursay, 2023). Nevertheless, both of these outcomes are crucial for green sustainable efficiency and performance of a firm which should be developed and flourished (Loi et al., 2014). For fostering GPMVB and GPHVB amid employees in an organization that leads to generating unique recommendations towards sustainability and eliminating negative environmental impacts, it is necessary for the hotel to implement environmentally friendly efforts and support green sustainable actions (Karatepe et al., 2022; Tabrizi et al., 2023). Even so, these two behaviors of staff members in a green hotel with sustainable initiatives can be implied as a crucial attitude in the operational framework which encourages newcomers to be up to date about environmental issues, flourish their awareness towards green actions taken by their organization, and express their voices to elevate the firm's sustainable measurements (Nourafkan et al., 2023). Some research studies have shed light on some leading variables ascertaining GPMVB and GPHVB, such as leadership methods, management mindset, company engagement, affiliation to the union, rejection, employee-organization target position, as well as a sense of fairness (Mohammad et al., 2023). Amidst all these effective determinants in shaping VB, leadership styles have imparted a great deal of attention from some recent research studies (Mohammad et al., 2023) as they are essential in influencing patterns of communication (Chamberlin et al., 2017). It is good to mention that there is a variety

of leaders' behaviors with significant and positive effects that define employees' VB, such as "servant leadership" (Ruiz-Palomino et al., 2019), "inclusive leadership" (Jolly & Lee, 2021), "authentic leadership" (Hsiung, 2012), "paternalistic leadership" (Chan, 2014; Nazir et al., 2020), "ethical leadership" (Lam et al., 2016; Qi & Ming-Xia, 2014), "empowering leadership" (Gao & Jiang, 2019), as well as "transformational leadership" (Liang et al., 2017); however, some leadership styles have negative impacts on PMVB and PHVB, including "authoritarian leadership" (Li & Sun, 2015) and "ostracism in leaders" (Li & Tian, 2016).

Chapter 3

RESEARCH HYPOTHESIS

3.1 Conceptual Model

The model of the study is illustrated in the below figure (Figure 1). In this framework, CNS is determined as the mediator between given variables:

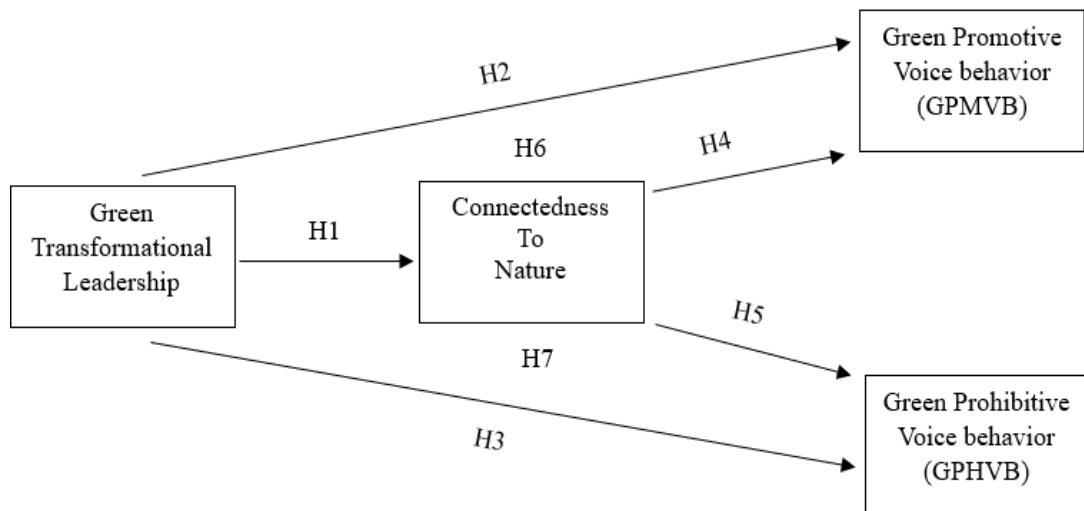


Figure 1: The Study Framework

3.2 Hypotheses Development

3.2.1 Green Transformational Leadership and Connectedness to Nature

Considering the pivotal function of Transformational Leadership (TL) within an organizational context, it serves the dual purpose of reshaping employees' perceptions concerning environmental sustainable initiatives and aligning with the company's environmental goals (Singh et al., 2020). GTL is executed with the explicit intent of expediting the assimilation of these eco-conscious practices and instilling motivation

among individuals to adhere to regulations pertaining to the sustainable performance of the organization (Bass & Riggio, 2006; Chen & Chang, 2013a). Henceforth, employees will recognize the profound impact exerted by their environmentally conscious leaders, which subsequently motivates them to effectively carry out their responsibilities and duties within the framework of the organization's environmental consciousness paradigm (Srour et al., 2020). GTL possesses the capacity to galvanize an organization's staff, compelling them to function in a manner characterized by ecological responsibility, transcending individual self-interest (Hanif et al., 2023). This influence is potent in its ability to transmit the imperative of environmentally conscious behavior from the upper echelons of management leadership to the entirety of the organizational hierarchy (Li et al., 2020). GT leaders in an organizational context are tasked with fostering and enhancing the social and emotional interconnectedness among all employees. This role is pivotal, as it entails the cultivation of interpersonal bonds to inform and mold the organizational framework in alignment with environmental preservation and the mitigation of adverse environmental effects (Zhang & Xu, 2021). Frantz and Mayer research study (2014) highlights that when employees find themselves in a prominent role within an environmentally affiliated context, they tend to exhibit greater environmental responsibility and engage in eco-friendly practices. Building upon this, Darvishmotevali and Altinay's study (2022) underscores the pivotal role played by Green Human Resource Managers, who can be equated to GT leaders. These leaders activate a heightened sense of environmental interconnectedness among their subordinates, motivating them to exercise greater prudence in their interactions with the natural environment and encouraging the adoption of sustainable practices. Consequently, these efforts contribute to the cultivation of CNS among staff members.

In accordance with signaling theory (Connelly et al., 2011), it is reasonable to deduce that a leader's commitment to environmental conservation and sustainable green policies assumes a significant role as an influential signaling mechanism for members of an organization's workforce. Consequently, individuals who perceive and interpret these signals are likely to exhibit a proactive disposition toward fulfilling their routine responsibilities in an environmentally friendly and sustainable manner. Furthermore, they are inclined to actively engage in environmental preservation efforts and proffer novel proposals aimed at advancing the organization's sustainable development initiatives (Karatepe et al., 2022). Therefore, it can be inferred that GTL exerts a substantial positive signal on the augmentation of CNS within the staff cohort; therefore:

H1: GTL has a positive effect on CNS.

3.2.2 Green Transformational Leadership and Green Voice Behavior

In accordance with research in social psychology, individuals tend to develop habits by observing and emulating the behaviors of others, incorporating them as behavioral patterns in their own lives. Drawing upon this premise, GT leaders, in their capacity as role models within the organizational context, possess the capability to influence their employees' environmentally responsible behaviors by exemplifying green practices (Brown et al., 2005). According to Robertson and Carleton (2018), GTL comprises four primary dimensions, namely “green inspirational motivation, green idealized influence, green individualized consideration, as well as green intellectual stimulation” (Farrukh et al., 2022). Synthesizing insights from extant literature regarding these four facets of GTL, it can be inferred that GTL facilitates employees in recognizing the significance of adopting environmentally conscious attitudes, and GT leaders enable employees to enhance their understanding of the natural

environment and augment their competencies in sustainability practices (Farrukh et al., 2022; Kura, 2016). Drawing from the findings of Chen et al. (2018), it is posited that the cultivation of employees' GPMVB and GPHVB can be effectively promoted within a conducive workplace environment that aligns with the expectations of its workforce. In such an inspirational atmosphere, individuals are more likely to develop a sense of appreciation for their organization, exert heightened efforts to enhance productivity, and regard their work as a primary source of income. In line with SIP theory (Salancik & Pfeffer, 1978), team members who operate in a GTL framework acquire behavioral patterns from the team setting by following interactions between leaders and followers. Hence, team members communicate, generate common cognitive frameworks, and establish behavioral standards (Ali et al., 2023). This, in turn, contributes to the establishment of conditions that have the potential to serve as a catalyst for the elevation of employees' GPMVB and GPHVB (Nourafkan et al., 2023). This leads to following hypotheses:

H2: GTL has a positive effect on GPMVB.

H3: GTL has a positive effect on GPHVB.

3.2.3 Connectedness to Nature and Employee Green Voice Behavior

Team members who possess a strong affinity for the natural world are predisposed to allocate additional resources towards active involvement in activities and behaviors aimed at the conservation and enhancement of the environment (Usman et al., 2023). This assertion finds support in the work of Hirsh (2010), who underscored that individuals who experience a profound connection with the natural environment tend to exhibit a heightened sense of attachment to the ecological community. Consequently, they are more inclined to perceive themselves as integral components of this ecological domain. The positive effect of CNS on Pro-environmental behavior

of individuals at their workplaces have been proposed by several research studies over the years (Dutcher et al., 2007; Fisher, 2013; Roszak, 2001; Stokols, 1990). Drawing upon the tenets of Social Identity Theory (Tajfel, 1979) and Environmental Identity Theory (Weigert, 1997), which engender a sense of integral connection to the natural environment among organizational employees, GT leaders bear a substantial responsibility in promoting employees to advance and achieve sustainability objectives by acknowledging enhancements in environmental processes (Singh et al., 2020; Zhang & Walton, 2017). Consequently, personnel tend to perceive their workplace as a nurturing and affirmative environment, conducive to the cultivation of their creativity, the expression of their voices, and the empowerment of their roles (Priyadarshini et al., 2023). This interconnectedness can, in turn, foster the development of individuals' GPMVB and GPHVB. Therefore, these hypotheses can be developed:

H4: CNS is positively related to GPMVB.

H5: CNS is positively related to GPHVB.

3.2.4 CNS as a Mediator:

The sentiment of experiencing a connection with nature is recognized as a personal attribute that employees leverage to enhance various dimensions of their characteristics, including self-confidence, the pursuit of meaningful objectives, overall contentment, and well-being (Hirsh, 2010; Mayer & Frantz, 2004). Throughout the years, scholars in the field have underscored the significance of CNS in influencing a range of positive outcomes (Darvishmotevali & Altinay, 2022). These outcomes include its impact on variables such as “ecological behavior” (Yang et al., 2018), “belief in climate change” (Wang et al., 2019), and “pro-environmental behavior” (Krettenauer et al., 2020; Liu et al., 2019). Another research done by Potsikas et al.

(2023) highlights that people who perceive a stronger connection to the natural environment through their observance and adherence to conservation regulations tend to exhibit greater engagement in sustainable initiatives. This engagement proves advantageous for both human well-being and environmental conservation efforts. Clayton (2003) has provided support for the notion that the sense of connection to nature significantly influences individuals' environmentally friendly attitudes and behaviors within their workplace, thereby enhancing their GVBs. Furthermore, Rezapouraghdam et al. (2018) have demonstrated the profound mediating role of CNS in the context of WPS (Workplace Spirituality) and OCEB (Organizational Citizenship Behavior) towards the Environment. They argue that the emerging concept of nature connectivity holds considerable cognitive predictive power concerning the behavioral tendencies of staff members towards environmental initiatives, especially within the hospitality sector. Additionally, Krettenauer et al. (2020) have emphasized the culturally specific influence of CNS on the shaping of employees' PEB. Moreover, Usman et al. (2023) have empirically substantiated the role of CNS as a mediator in shaping the extra-role behavior of individuals who are trained with sustainable practices and are employed in a hotel that actively incorporates green and sustainable practices. In accordance with the AMO theory expounded by Appelbaum et al. (2000), it is conceivable that leaders' environmentally conscious attitudes and behaviors exert a direct influence on the mindsets and conduct of organizational staff that can lead to an augmented sense of connection to the natural world among employees, subsequently enhancing and optimizing the firm's performance in pursuit of sustainability objectives (Boire et al., 2019; Zhang et al., 2017). In light of these comprehensive findings, it is reasonable to infer that CNS plays a pivotal role in shaping both GPMVB and GPHVB. Therefore, it is proposed that:

H6: CNS can mediate the relationship between GTL and GPMVB.

H7: CNS can mediate the relationship between GTL and GPHVB.

Chapter 4

METHODOLOGY

4.1 Study Site

Turkish Republic of Northern Cyprus (TRNC), which is recognized as Northern Cyprus, is one of the largest islands in the Mediterranean Sea region (Lockhart et al., 2002; Rezapouraghdam & Akhshik, 2021). Cyprus was separated into two distinct parts of the North and South in 1974 as a consequence of the severe divisions between Greece and Turkey (Lockhart et al., 2002).

In Northern Cyprus, Turkish serves as the predominant language, while English enjoys extensive utilization as a secondary language. Among all six major urban centers in this country (The Cyprus Post, 2016), Nicosia, the capital of Northern Cyprus, holds a prominent status, serving as the central point for commercial and political activities. Additionally, Kyrenia and Famagusta emerge as notable tourist destinations, distinguished by their abundant historical landmarks, captivating natural landscapes, and proximity to the scenic coastline adorned with alluring beaches (Safshekan, 2014).

Tourism assumes a pivotal role in driving the economic growth of Northern Cyprus, as underscored by empirical studies (Gilmore et al., 2007; Sertoglu & Esendagli, 2023). Fikri Ataoğlu, the Minister of Tourism, has asserted that in 2022, approximately 1.5 million tourists, mostly from Western Europe, Great Britain, and Germany chose North Cyprus as their holiday destination (Fikri Ataoğlu, 2023). Northern Cyprus,

characterized as a "tourism-dependent" island (Seyedabolghasemi et al., 2022), boasts an extensive array of over eight hundred and fifty hospitality and tourism-related enterprises (Özgit & Zhandildina, 2021). These establishments encompass a diverse spectrum, including hotels, casinos, and casino hotels, strategically dispersed across various districts such as the Bafra Tourism Area, Kyrenia, and the Iskele region (Atun et al., 2019; Özgit & Zhandildina, 2021; Seyedabolghasemi et al., 2022). The researcher's focus for data collection centers on these three last districts which are primarily characterized by the presence of five-star hotels.

In the following sections, the sample of the study, the measurement tools, as well as the data collection process is described in detail.

4.2 Participants and Procedure

This study utilizes a quantitative method to examine the effect of GTL on GPMVB and GPHVB. Moreover, CNS was approved to be a mediator between GTL and GVBs. Quantitative method is considered as a momentous research design because many scholars, especially in the tourism and hospitality field, have noticed this method in their research studies, and this approach, with the use of structural equation modeling, aids in illuminating the theoretical underpinnings of the study (Assaf & Tsionas, 2019; Nunkoo et al., 2013). Employees and supervisors of five-star and deluxe hotels in Northern Cyprus are selected as the main sample for this thesis. Based on Karatepe et al. (2022), these upscale hotels are imparted from implementing sustainable actions towards the environment and preserving the natural world. The main reason for choosing upper-class hotels is based on the judgmental sampling technique specifying that "...picking cases that are judged to be typical of the population in which we are interested, assuming that errors of judgment in the selection will tend to

counterbalance one another” (Judd et al., 1991, p. 136). Even so, this technique allows the researcher to choose participants based on their judgments regarding the study objectives (Black, 2010). For this purpose, first, the researcher contacted the general managers and human-resource managers of five-star hotels directly in order to get their permission to collect data. Then, out of 23 five-star hotels (Department of Tourism Planning, 2023), only 7 of them accepted to participate in this process. In total, 400 questionnaires were distributed among 7 hotels. 350 responses were returned, and 291 of them were used for the data analysis with the rate of 83.14%. Furthermore, a series of administrative adjustments were instituted prior to the commencement of data collection. The demographic data was included in the questionnaires to gather essential information concerning the sample's overarching characteristics. In order to mitigate potential response biases, a counterbalanced sequence of questions was carefully arranged, and respondents' privacy was assured and safeguarded (Rezapouraghdam et al., 2018). In the context of this study, the examination of supervisors' and employees' responses unfolded concurrently. Specifically, inquiries pertaining to GTL and CNS were addressed by employees themselves. However, it is noteworthy that their GVB manifestations were subjected to concurrent evaluation by their respective supervisors. This simultaneous assessment framework underscores the multifaceted nature of the study, and it was coded to facilitate matching questions (Karatepe, 2016), as it entails an integrated scrutiny of both employee self-perceptions and supervisor-derived assessments (Podsakoff et al., 2003).

4.3 Measurements

GTL is measured by 6 items from Mittal & Dhar (2016) based on a six-point scale with sample items such as “My leader inspires the organization members with environmental plans.” and “ My leader provides a clear environmental vision for the

members to follow.” CNS is evaluated by 6 items with a six-point scale from Gosling & Williams (2010) and Rezapouraghdam et al. (2018). Sample items are included, like “I often feel that I am a part of nature” and “I often feel close to the natural world around me.” Moreover, GPMVB and GPHVB are assessed with 10 items based on a five-point scale. The sample is comprised of “This employee proactively develops and makes suggestions for issues that may influence the environmental decisions of the hotel.” and “This employee proactively suggests new projects which are beneficial to the environment of the work unit.” All the questions and items are “back-translated” to Turkish since it is the recognized language of North Cyprus (Ozduran et al., 2023), and to be more accurate and understandable for the reader to prevent from being ambiguous (McGorry, 2000).

Chapter 5

RESULTS

This presented chapter is dedicated to the data analysis and the results of that. First of all, the findings about respondents' characteristics are included. Next, this chapter sheds light on frequently utilized methods to assess the reliability of the research (Cheung et al., 2023) including discriminant validity, convergent validity, and internal consistency based on composite reliability as Cheung et al. (2023) asserted these criteria are essential for examining and assessing the reliability of scales. All of them are controlled by confirmatory factor analysis. Furthermore, the last part of the chapter demonstrates the credible findings of the research hypotheses.

5.1 Respondents' Characteristics

The respondents' characteristics are given in Table 1. It includes their Gender, Age, Education, Organizational Tenure, and Marital status. As it is shown in the table, out of 291 respondents, 143 are men (49.1%) and 148 are women (50.9%). Among these participants, 140 are aged between 18-27 (48.1%), 109 are between 28-37 (37.5%), 24 are between 38-47 (8.2%), 15 of them are between 48-57 (5.2%), and the rest are more than 58 years old (1.0%). Regarding their educational level, 27 of the respondents have passed primary school (9.3%), 115 of them are high-school graduates (39.5%), 119 of the responders have two-years program degrees (40.9%), 27 of the participants have university degrees (9.3%), and 3 of them have graduated degrees (1.0%). Moreover, 146 of the respondents have less than one year of working experience (50.2%), 120 of them have tenure between 1-5 years (41.2%), and 14 people have between 6 and 10

years (5.8%), and the rest of them have occupational experience of 11-15 years of staying in the workplace (1.7%), and subsequently, about 3 of participants (1.0%) have an experience around 16-20 years. The table below shows that 177 of the responders are not married (60.8%); however, 114 of them are married (39.2%). Lastly, the last item demonstrates that 21.0% of attendants are from capital city even though 79.0% of others are from other cities.

Table 1: Summary of Respondents' Demographics (N=291)

Characteristics	Frequency (n)	(%)
<i>Age (years)</i>		
18-27	140	48.1
28-37	109	37.5
38-47	24	8.2
48-57	15	5.2
58- more	3	1.0
<i>Gender</i>		
Men	143	49.1
Women	148	50.9
<i>Education</i>		
Primary school	27	9.3
High school	115	39.5
Two-years	119	40.9
University first degree	27	9.3
Master/PhD	3	1.0
<i>Job tenure</i>		
Less than 1	146	50.2
1-5 years	120	41.2
6-10 years	17	5.8
11-15 years	5	1.7
16-20 years	3	1.0
<i>Marital</i>		
Single	177	60.8
Married	114	39.2
<i>Birthplace</i>		
Capital city	61	21.0
Other Cities	230	79.0

5.2 Discriminant Validity, Convergent Validity, and Composite Reliability

5.2.1 Discriminant Validity

Discriminant Validity is ascertained as a feature that “can be meaningfully differentiated from other traits” (Campbell & Fiske, 1959, p. 100) when two or more qualities are evaluated using two or more techniques. To evaluate the discriminant validity of the psychometric properties, this thesis has implemented the Fornell and Larcker (1981) scale, which is a popular criterion for evaluating this validity (Voorhees et al., 2016). This explains that when the average variance extracted from both constructs of X and Y is greatly higher than the shared variance, Discriminant Validity is established since this one explains a greater variance in the indicators compared to another latent variable (Cheung et al., 2023). Table 2 explains the results of the discriminant validity of the data analysis based on the given scale.

Table 3: Fornell and Lackers' Criterion

Variable	GTL	CNS	GPMVB	GPHVB
1. GTL	0.914			
2. CNS	0.713	0.887		
3. GPMVB	0.668	0.641	0.887	
4. GPHVB	0.615	0.548	0.842	0.844

5.2.2 Convergent Validity

Based on Campbell and Fiske (1959, p. 83), convergent validity can be defined as “the agreement between two attempts to measure the same trait through maximally different methods.” All measures of this study are analysed by “confirmatory factor analysis” to examine the psychometric properties of the study’s framework are checked and employed in this study’s construct with a loading of higher than 0.70. In

Table 2, the results show all objects' factor loadings varied between 0.81 and 0.94 inside this structure; however, it should be mentioned that two items of connectedness to nature were dropped due to the low level of their factor loadings. Based on Fornell and Larcker (1981) all average variances extracted (AVE) from latent variables should be equal to or more than the threshold of 0.50, the average of variances in this study exceeded the threshold of 0.70 which based on the aforementioned study, they are considered as a significantly accepted variables; like GTL with the AVE of 0.835, CNS 0.786, and GPMVB 0.787, and GPHVB 0.712; that the results can be accounted as a proof of supporting the convergent validity.

5.2.3 Composite Reliability

Based on Fornell and Larcker's study (1981), variables of a study in order to be accepted as reliable data measures, the composite reliability (CR) should be greater than 0.70. In this thesis, CR for GTL, CNS, GPMVB, and GPHVB are 0.968, 0.936, 0.949 as well as 0.925, respectively that ascertain the evidence for the reliability of measures.

Table 5: Psychometric Properties of Measures

Variable	FL	AVE	CR	α
<i>Green transformational leadership</i>		0.835	0.968	0.96
GTL 1	0.916			
GTL 2	0.947			
GTL 3	0.915			
GTL 4	0.921			
GTL5	0.903			
GTL6	0.878			
<i>Connectedness to nature</i>		0.786	0.936	0.91
CNS 1	0.894			
CNS 2	0.914			
CNS 3	Dropped			
CNS 4	Dropped			
CNS 5	0.872			
CNS 6	0.867			
<i>Green promotive voice behavior</i>		0.787	0.949	0.932
GPMVB 1	0.902			
GPMVB 2	0.903			
GPMVB 3	0.893			
GPMVB 4	0.876			
GPMVB 5	0.861			
<i>Green prohibitive voice behavior</i>		0.712	0.925	0.899
GPHVB 1	0.819			
GPHVB 2	0.858			
GPHVB 3	0.878			
GPHVB 4	0.819			
GPHVB 5	0.845			

Notes: GTL: green transformational leadership; CNS: connectedness to nature; GPMVB: green promotive voice behavior; GPHVB: green prohibitive voice behavior; FL: factor loading; AVE: average variance extracted; CR: composite reliability; α : Cronbach's alpha

5.3 Hypothesis Testing

For testing the hypothesis, this study employed a one-tailed test and bootstrapping test regarding 5000 subsamples. The results demonstrate that GTL has a significant and positive effect on CNS ($\beta = 0.713$; $t = 21.007$; $p < 0.000$), confirming H1. Furthermore, there is a positive link between GTL and GPMVB ($\beta = 0.43$; $t = 7.044$; $p < 0.000$), which supports H2. Moreover, there is a significant and positive effect among GTL with GPHVB ($\beta = 0.457$; $t = 6.455$; $p < 0.000$), which means H3 is supported, as well. Hypotheses 4 and 5 prognosticate that CNS has a positive effect on both GPMVB and GPHVB. These are also supported based on the results derived from the structural

equation modelling. The results show that CNS and GPMVB ($\beta = 0.334$; $t = 5.552$; $p < 0.000$), and CNS with GPHVB ($\beta = 0.222$; $t = 3.078$; $p < 0.002$).

Based on Carrión et al. (2017), the mediating role of CNS is tested in this study. There is a significant indirect connection between GTL and GPMVB via the mediating role of CNS ($\beta = 0.238$; $t = 5.052$; $p < 0.002$) which supports H6. Subsequently, H7, which asserts that CNS can serve as a mediator between GTL and GPHVB is confirmed ($\beta = 0.158$; $t = 2.950$; $p < 0.005$). We also tested the effect of control variables in our study. The results show that only job tenure has a positive impact on both GPMVB ($\beta = 0.100$; $t = 2.490$; $p < 0.01$), and GPHVB ($\beta = 0.094$, $t = 2.269$, $p < 0.05$). This shows that employees who have higher level of job tenure, they exhibit both types of GVBs more than other employees.

At last, the data analysis results further reveal that all hypotheses of the study are supported.

Chapter 6

DISCUSSION AND CONCLUSION

The objective of this thesis is to elucidate the dynamics between GTL and employees' GPMVB and GPHVB, with mentioning CNS as a mediator in this connection. The data is collected from six 5-star hotels in Northern Cyprus. In the following sections, the general findings, theoretical and managerial implications are mentioned.

6.1 General Findings

In recent years, environmental sustainability has garnered a great deal of attention in the tourism and hotel industry. GT leaders as pioneers in propagating the ES among their employees, are crucial elements in employees' GPMVB and GPHVB. In addition, as indicated by findings in the study conducted by Usman et al. (2023), individuals possessing a heightened sense of CNS are inclined to engage in behaviors such as recycling supplies and commodities, exhibiting more judicious substance utilization, and displaying a greater propensity to procure environmentally sustainable products when compared to their counterparts with lower CNS. Even so, CNS as a psychological bond with the natural world or, in other words, being “connected to nature”, has a mediating role in the relationship between GTL and employees' GVBs. In accordance with the AMO theory expounded by Appelbaum et al. (2000) and considering the pivotal role played by GTL, it is conceivable that leaders' environmentally conscious attitudes and behaviors exert a direct influence on the mindset and conduct of organizational staff that can lead to an augmented sense of connection to the natural world among employees, subsequently enhancing and

optimizing the firm's performance in pursuit of sustainability (Boire et al., 2019; Zhang et al., 2017). Some remarkable theoretical and managerial findings emerged from this study that are given in the two following sections.

6.2 Theoretical Implications

First as hypothesized, GTL has a strong effect on employees' CNS which is supported by Signaling Theory. This theory describes that leaders' points of view, behaviors, and commitment to green actions serve as key signals to the organization. These signals send explicit messages regarding the organizational sustainable plans to employees. Even so, when employees observe their leaders' initiatives, it will inspire the feeling of being connected to the natural environment, enhance their awareness regarding organizational issues, and make them adopt their values with their leaders' sustainable mindsets. GT leaders can cultivate an eco-friendly culture in the organization fostering a deeper connection to nature and raising concerns about the negative impacts of their firm on the environment. Therefore, it can be implied that Signaling Theory plays a crucial role in the interconnectedness of GTL and CNS that can shape employees' green voice behaviors and improve organizational sustainable performance.

Second, GTL has a positive influence on nurturing both GPMVB and GPHVB for employees. The findings show that these relationships are in accordance with the Social Information Theory (Salancik & Pfeffer, 1978). In fact, leaders demonstrating higher personalized concern, encouragement, inspiration, influential regulations, as well as higher-maintained priority towards environmental sustainability, set an example for others to follow these principles and motivate their employees to recommend, develop, and support organizational environmentally friendly activities. Even so, subordinates find themselves more comfortable expressing their voice on

issues that negatively impact the environment. Therefore, understanding the causes, consequences, and factors influencing subordinates' green voice behaviors are crucial for developing Green Transformational leadership.

Third, CNS enhances employees' GPMVB and GPHVB. It can be explained by Social Identity Theory (Tajfel, 1979) and Environmental Identity Theory (Weigert, 1997) that illustrate employees recognize themselves align with their organization's prospect (Nourafkan et al., 2023). Those who identify themselves as an integrated part of the natural environment will profoundly comprehend their leaders' point of view towards sustainable practices that are in accordance with their own values and principles. This comprehension, as a result, will lead them to have higher levels of both GVBs.

Furthermore, in accordance to the given hypothesis, CNS serves as a mediator connecting GTL to employees' GPMVB and GPHVB. CNS acts a fundamentally intense inspiration for workers to participate in eco-friendly actions and declare their concerns about environmental issues in the firm. The mediating role of CNS is conjuncted with AMO Theory expounded by Appelbaum et al. (2000) asserting that CNS exerts a considerable influence on the mindset and viewpoint of organizational staff members, which can foster an augmented sense of being connected to the natural world. Hence, they will be more inclined to compliment their GT leaders, obey the firm's regulations, support the organization's eco-friendly policies, and subsequently optimize the firm's performance in pursuit of sustainability objectives (Boire et al., 2019; Zhang et al., 2017).

As a result, organizations, specifically hotel sectors, should consider the significant role of GTL in improving both ecological consciousness and leadership capabilities. It

can be implied that GT leaders in the hotel cultivate a culture of considering environmental issues, eliminating their negative impacts, as well as increasing the positive effects of green initiatives to improve sustainability. These leaders motivate and direct their subordinates to raise their voices and concerns, enhance organizational public awareness by improving environmental conscious behaviors that promote the sustainable performance of the business.

6.3 Practical Implications

Based on this conducted study, there are some managerial implications that can be practiced in the hotel industry context.

First of all, GTL is highly recommended to be trained and supported amid the organization by training, improving, as well as promoting leaders to be more conscious regarding the natural environment that, in turn, can lead to sustainable organizational performance. These practices can be done through various related workshops, seminars, and training programs to cultivate a culture based on focusing on nature as a significant aspect of each employee's life and accentuating its relationship with employees' GVBs. These green behaviors are known as measurable and environmentally friendly responsible actions counting as significant characteristics to create an eco-friendly and sustainable organization (Andersson et al., 2013), therefore, the more employees are trained to act sustainably, the more they will manifest a sense of being connected to nature that will influence their promotive and prohibitive voice behaviors which in general affect the hotel's sustainable performance.

Second, leaders who recognize the lucrative effect of green transformational leadership in their hotels, can serve a significant role in promoting employees' GVBs

by supporting, acknowledging and motivating them to express their green suggestions and concerns regarding organizational environmental issues. Individuals should be acknowledged for both their promotive and prohibitive voice behaviors, which involves proposing their novel sustainable policies and declaring their prospects regarding possible detrimental actions. For example, by enumerating employees' environmentally friendly actions to their performance evaluations and assessments, they will be encouraged to participate in GPMVB and GPHVB. Even so, managers can incorporate these requirements into the performance appraisals plans to embed the importance of sustainable efforts within the organizational environment. Accordingly, developing an atmosphere where employees' voices are recognized and valued will enhance the organization's sustainability-related endeavors. Moreover, based on the data analysis results of this study, it is proven that job tenure has a key role in shaping employees' GPMVB and GPHVB which demonstrates the more years an employee works in an organization, the more that person will show GVBs there. This emphasizes the importance of eliminating employee turnover and increasing their job embeddedness and loyalty to their organization by creating a strong relationship between employer and employee. For example, when leaders create an appropriate atmosphere for their staff to raise their voices regarding the firm's environmental objectives, the staff members, therefore, will find themselves as a valuable resource of the company, and they will try to be involved more in organizational goals which lead the firm to accomplish its sustainable targets and subsequently this relationship increases employees' willingness to stay in their company which elevates their job tenure.

The positive convergence of these fundamental elements such as green transformational leadership, connectedness to nature, as well green promotive and prohibitive voice behaviors in an organization, can strengthen hotels' intention for making authentic efforts regarding environmental sustainability. By integrating the above-mentioned theoretical and practical implications, hotels will impart a higher sustainable performance regarding implementing green initiatives within their firms. Moreover, this environment motivates employees to enthusiastically embrace environmentally friendly actions that will foster a green and environmentally conscious industry.

6.4 Limitation and Future Studies

Like other research studies, this study contains some specific limitations, which can be considered for subsequent research.

First, this research is being done in Northern Cyprus which is a small Mediterranean developing island. Future studies can be generalized to other developed countries where there are more hotels and green initiatives are a crucial part of this industry in order to confirm our findings. Second, this study has utilized a cross-sectional method. Future research studies can investigate a longitudinal survey. Third, this study has only considered the hotel industry as a main pillar in the tourism and hospitality field. It is recommended to conduct this model with these variables in other tourism and hospitality sectors. Moreover, there are only 291 employees who responded to the questionnaire. It is noteworthy to mention that future studies may apply this survey to a greater number of employees in this sector. Lastly, future researchers can apply the presented conceptual model to other leadership styles to evaluate the green promotive and prohibitive voice behavior of the staff in an organization.

6.5 Conclusion

This thesis has examined the direct impression of GTL on inspiring CNS and employees' GVBs in the tourism and hospitality field. This investigation substantiates the noteworthy impact of Green Transformative Leadership on each of the specified variables, namely connectedness to nature, green promotive voice behavior, and green prohibitive voice behavior. In addition, it is affirmed that GTL has an indirect effect on GPMVB and GPHVB through CNS which proves the great mediating role of CNS in this framework. This study opens arms to embrace the substantial relevance between GTL with both GPMVB and GPHVB that ascertains the concept of leadership in shaping employees' green voice behaviors in an organization such as a hotel. GT leaders motivate their personnel to adopt green practices in their work life, come up with unique suggestions, and raise their concerns regarding every harmful activity in the organization which may put the firm's prestige in danger. These practices can be accomplished via training, appraisal, acknowledgment, as well as supporting as an integrated team. More over, the positive relationship between CNS and GPMVB and GPHVB verifies the importance of being committed to preserve the natural environment that will affect the overall sustainable performance of the firm.

In conclusion to all the above-mentioned chapters in this thesis, it is hoped that the findings and theories in this study will shed new light on deeply comprehending the role of GTL on both employees' GVBs and the firm's sustainable green performance.

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