



Green Transformational Leadership (GTL) and its Impact on Employees' Green Behaviors Through the Mediating Role of Social Responsibility: Field Study in the Basra Implementation Directorate

Layla Laftah Ali ¹, Amal Farhan Swadi ²

^{1,2} Southern Technical University, Iraq

Email : layla.laftah@stu.edu.iq amal.swadi@stu.edu.iq

***Abstract** The study seeks to assess the influence of green transformational leadership, an innovative method for shaping employees' environmentally friendly behaviors, via the mediating role of social responsibility. The research was carried out at the Basra Implementation Directorate, where a sample of 30 personnel from several areas within the directorate was chosen. Data was gathered by a questionnaire including a series of inquiries pertaining to the specified variables. Statistical testing techniques and the SPSS program were employed to assess the validity of the data by analyzing the correlations among various variables. The research was based on a primary hypothesis asserting a substantial direct and indirect influence of GTL on employees' environmentally friendly activities. The study yielded various findings, indicating that GTL influences employees' environmentally friendly activities and validated the mediation function of social responsibility.*

Keywords: Green Transformational Leadership, Green Behaviors Of Employees, Social Responsibility.

1. INTRODUCTION

Environmental and social concerns are critical challenges for contemporary corporations, stemming from the adverse effects of their corporate operations on the environment and local communities. To alleviate these effects and attain sustainable growth, firms must implement an effective leadership approach, especially the GTL style, to enhance their operations and management for more sustainability and efficacy.

This study seeks to determine the factors that affect the adoption of environmentally sustainable practices and social responsibility among employees in organizations. GTL denotes the capacity to sway individuals towards fostering good environmental change in the workplace and to inspire people to embrace sustainable practices and social responsibility in their professional conduct. This leadership style motivates subordinates to attain both personal objectives and the organization's goals to ensure environmental sustainability.

2. RESEARCH METHODOLOGY

Research Problem

There is an increasing interest among researchers regarding the topic of green transformational leadership, as well as from contemporary organizations, due to its importance at the environmental level due to environmental pollution. This has led many companies to be willing to develop environmentally friendly innovations proactively. GTL is considered one of the most effective management styles concerned with environmental issues, possessing a high ability to motivate followers to achieve their functions and goals proactively. GTL cannot be

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the responsibility of one person; instead, it is shared to implement environmental goals successfully. When a leader makes green decisions that are supportive of the environment, they will influence the behaviors of subordinates and serve as a role model for adopting new methods and using innovative and sustainable solutions to environmental problems.

Based on the above, the following main question can be posed and formulated:

Can GTL as a modern management approach affect the practice of green behaviors among employees in the organization under study? The following questions arise from this:

1. Does GTL influence the green behaviors of employees in the institution under research through social responsibility?
2. To what extent does GTL affect social responsibility in the research?
3. Are green behaviors practiced by employees in the institution under research?
4. What is the application level of the GTL approach in the institution under research?

The Importance of the Research

The research derives its importance from the following:

1. The significance of its variables is represented by green transformational leadership, social responsibility, and green behaviors of employees.
2. The importance of applying the GTL approach to the green behaviors of employees
3. The importance of the relationship connecting the research's three variables (green transformational leadership, social responsibility, and green behaviors of employees)

Research Objectives

The research aims to achieve the following objectives:

1. To identify the extent of practicing GTL within the organization under study
2. To recognize the prevailing behaviors of GTL among the department heads in the organization under study.
3. To identify the impact of implementing GTL in the organization under study and its contribution to enhancing green behaviors
4. To understand the role of social responsibility as a mediating variable in the relationship between GTL and the green behaviors of employees

Research Hypotheses

First Main Hypothesis: GTL has a significant effect on the green behaviors of employees. From this, the following sub-hypotheses are derived:

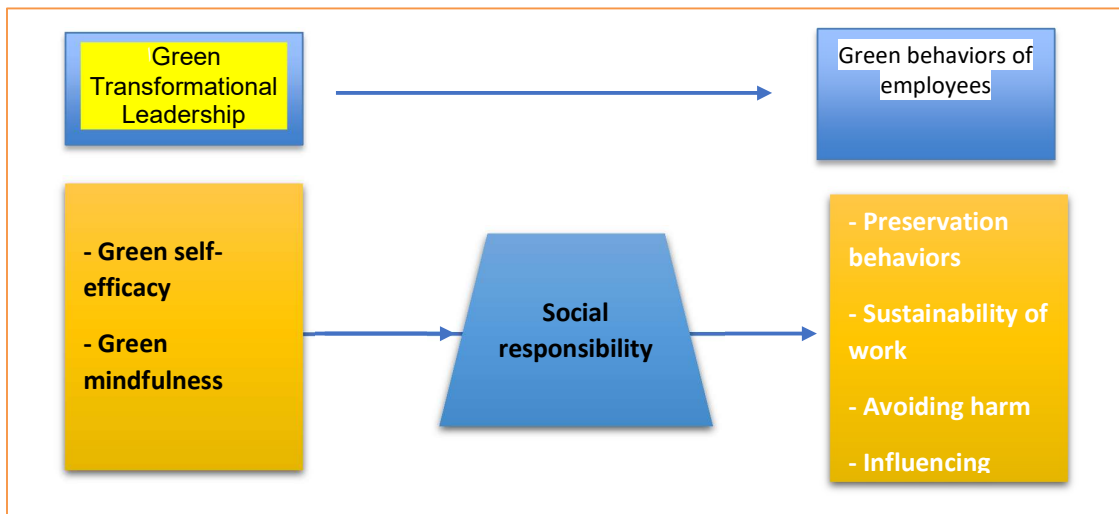
- H1: Green self-efficacy has a significant effect on the green behaviors of employees.
H2: Green mindfulness has a significant effect on the green behaviors of employees.

The second primary hypothesis is that GTL significantly affects employees' green behaviors through the mediating variable of social responsibility. From this, the following sub-hypotheses are derived:

H1: Green self-efficacy significantly affects employees' green behaviors through the mediating variable of social responsibility.

H2: Green mindfulness has a significant effect on employees' green behaviors through the mediating variable of social responsibility.

The hypothetical plan for the research



Research Limits

1. Temporal Boundaries: The temporal boundaries of the research are represented by the period related to data collection and completion of analysis (1/10/2023 to 1/2/2024)
2. Spatial boundaries: The research was conducted in the field in the Directorate of Implementation of Basra Governorate.
3. Human boundaries: The human boundaries of the research were limited to the employees in the Basra Implementation Directorate, totaling (30) individuals.
4. Cognitive boundaries: The research's cognitive boundaries are represented by green transformational leadership, green employee behaviors, and social responsibility.

Research Sample

The research sample consists of (30) individuals from the Basra Implementation Directorate, selected using a random sampling method. Data were collected from the sample using a questionnaire containing a set of questions related to the research variables.

3. THE THEORETICAL ASPECT

GTL

The Concept of Transformational Leadership and Green Transformational Leadership

The concept of GTL is a modern and evolving concept that has emerged as an alternative to traditional leadership and is considered one of the most influential management leadership styles concerned with environmental issues and finding appropriate solutions to the problems of environmental degradation. It has been defined as the art of influencing individuals and coordinating their efforts. (Halaq, 2020, 13) It was also defined by (Badrawi, 2021, p. 3) as a process of merging and interacting individual traits and acquired factors of abilities and skills in a personality capable of reading the requirements of the situation and envisioning the future to influence others to consciously follow it, away from coercion, to bring about positive change and achieve the best results for organizations, society, and shared goals, in line with noble values that respect the humanity of individuals over a specified period. GTL has been defined as the behaviors of leaders who motivate their followers to achieve environmental goals and inspire them to perform beyond expected levels of environmental performance. (Yn. Shanchen, 2014, 6605)

It is also defined as the leadership behaviors that inspire and motivate members to help them achieve environmental goals and leadership behaviors that exceed expectations related to environmental performance. (Sidney et al., 2022)

Transformational leadership is defined as a leadership structure based on trust and commitment, which positively impacts followers' motivations, identities, and goal achievement by shaping their trust, self-efficacy, and self-respect (Du & Yan, 2022, 3).

It is also recognized as the style capable of shaping individual behaviors towards more environmentally friendly behaviors and having the potential to influence other non-green employee behaviors (Bano et al., 2022, 279).

Based on the above, we find that GTL is a set of behaviors followed by leaders to protect the environment while considering social and environmental dimensions alongside economic dimensions to improve the utilization of available resources.

Dimensions of GTL

Al-Ghazali emphasizes that there are two main dimensions of GTL (Al-Ghazali, 2012, p. 27):
Green Self-Efficacy

Self-efficacy is considered a distinctive and sustainable trait of organizational leaders, reflecting the explanatory reference for solving strategic problems. This study focuses on analyzing self-efficacy from an environmental perspective through green self-efficacy, which

establishes the concept of environmental management for all individuals within the organization.

Green self-efficacy in transformational leadership represents the belief in individuals' abilities to organize and execute the necessary work pathways to achieve environmental goals (Yin. Shanchen, 6607, 2014).

Green self-efficacy is a key factor in achieving successful environmental outcomes, as it refers to individuals' beliefs in their capabilities to implement a work pathway; it can also be described as the belief in individuals' ability to perform a task sample to achieve environmental goals (Ahmad et al., 2021, p. 6).

Green Mindfulness

Mindfulness, particularly green mindfulness, plays a significant role in organizational leadership. It is defined as the extent of attention to detail and the ability to focus, think of alternatives, respond to changes, and be open to modernity (Waseela & Wa'ar, 284, 2021). It is also described as a state of conscious mental awareness through which individuals have implicit knowledge of the context and content of environmental information and knowledge (Yin. Shanchen & Yin. Hsien, 2014, 6606).

Green Behaviors of Employees

Concept of Green Behaviors of Employees

Green behaviors of employees are defined as the attitude or behavior of an individual that contributes to environmental sustainability in the workplace by utilizing available resources, such as proper use of water, turning off lights when not in use, and conserving paper (Mohammad et al., 2021, p. 5). Additionally, employees' green behaviors are associated with green products or processes, including innovation in technologies for recycling waste and designing green products to embody the principle of environmental management within the organization (Waseela, 2021, p. 284). They can be defined as any required or voluntary behavior performed by an employee to preserve the organization's or community's resources, enhance their utilization, avoid harming the environment in any way, and consider the rights of future generations to have sufficient resources and a safe environment (Ismail & Taha, 2020, p. 6).

Types of Green Behaviors of Employees

There are two types of green behaviors of employees, which are: (Mohamed et al., 2021, p. 5):

1. Required Green Behaviors: These are executed within the context of the job duties required of employees, such as adherence to organizational policies and changing work methods.
2. Voluntary Green Behaviors: These involve personal initiatives that exceed organizational expectations. Employees can choose to meet the organization's requirements regarding environmental behavior, such as prioritizing environmental interests, encouraging others, and initiating environmental programs and policies.

Dimensions of green behaviors of employees

There are four dimensions of green behaviors among employees (Ismail & Taha, 2020, p. 7)

1. Conservation behaviors: such as reuse, recycling, and repurposing, is not just about reducing waste in personal life. They also extend to the professional sphere, where they play a key role in conserving raw materials, energy, and preventing wastefulness.
2. Job sustainability: These concerns performing job duties and responsibilities in a way that allows for positive environmental performance. This category of behaviors is relevant to both the workplace and the job itself, as individuals in this category always seek improvement or set processes to reduce environmental impact, and they look for new products and services.
3. Harm avoidance relates to avoiding and suspending negative environmental behaviors at work. These behaviors have a positive aspect, including actions that prevent pollution or enhance the ecosystem. Positive green behaviors that avoid environmental harm tend to be driven by altruism, a sense of responsibility toward future generations, and a general concern for the future.
4. Influencing others to participate in reducing environmental impacts and pro-environment initiatives may not yield immediate benefits, but it has the potential to significantly impact the overall environmental outcome by reaching a large number of employees.

Social Responsibility

Concept of Social Responsibility

There are many diverse definitions of the concept of social responsibility for institutions, as they vary according to the perspectives of researchers and scholars regarding a precise and clear definition of this social responsibility. Some see social responsibility as a reminder and development for the institution's responsibilities and duties towards its community and local environment. In contrast, others view this responsibility as a voluntary process by the institution. The concept of social responsibility emerged from the ideas of the

economist Adam Smith, who believed that companies achieved profits by providing society the best goods and services.

The Global Council for Business and Sustainable Development defined corporate social responsibility as the continuous commitment by businesses to ethical conduct and contributing to economic development. It also emphasizes the role of businesses in improving the quality of life for the workforce and their families, as well as the local community and society as a whole (Saluja & Apoor, 2017). The European Union defined social responsibility as a behavior whereby companies voluntarily integrate social and environmental considerations into their activities and interactions with stakeholders (Khudour, 2011, 6).

From what has been presented, social responsibility ensures individuals' commitment to laws and ethical standards regarding their work, ensuring workers' rights, protecting the environment, and combating environmental pollution.

Dimensions of Social Responsibility

According to the pyramid presented by Carroll for social responsibility, social responsibility is a complex concept that includes four essential dimensions, each with its significance and impact: (economic, ethical, legal, and charitable dimensions). Carroll argues that the success of a business requires establishing a close relationship between the demands of industrial and commercial institutions on the one hand and the needs and requirements of work on the other. Both society and various business institutions expect a certain role from each other, and each must fulfill its role to achieve the interests of both parties. (Al-Alwani, 2019)

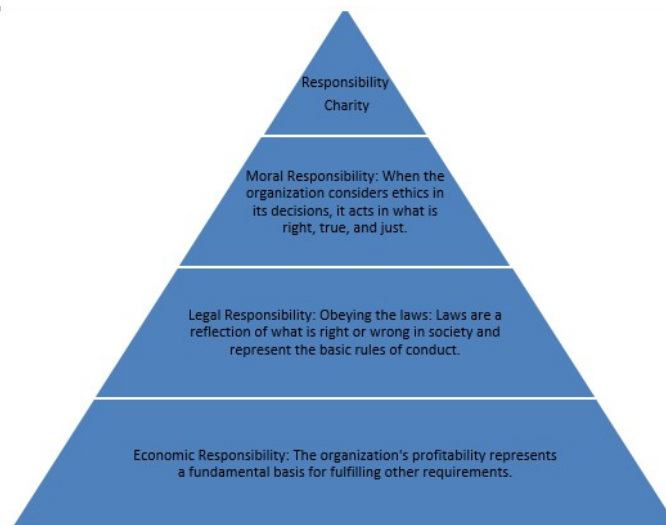


Figure 1 Dimensions of Social Responsibility

(Muqaddim and Haybah, 2014, p. 80)

Figure 1 shows dimensions of Social Responsibility, which is divided into four parts as below:

1. **Economic dimension:** The business organization engages in economic activities to achieve efficiency and effectiveness. It uses resources wisely to produce high-quality goods and services and distributes returns fairly among the various factors of production. By achieving this, it has assumed economic responsibility.
2. **Legal dimension:** Our framework is not just about adhering to laws and regulations, but about a conscious and voluntary commitment to them. This commitment extends to various aspects of society, such as investment, wages, labor, the environment, competition, and others.
3. **Ethical dimension:** The business organization considers the ethical aspect in all its decisions and courses in its industry, avoiding any harm that may befall society.
4. **Charitable dimension:** This includes donations, grants, and social, charitable assistance that serve the community and are not profit-oriented. The organization may also adopt a fundamental societal issue within this framework and work to support and follow it.

4. THE FIELD ASPECT

Presentation and Analysis of Results

Analysis of the questionnaire statements related to the independent variable: green transformational leadership.

Table (1) Analysis of the questionnaire statements related to the independent variable. green

index	questions	mean	Standard deviation
1	GTLhas helped you change your behavior or attitude towards environmental issues	3.46	1.17
2	GTLhas a positive impact on environmental sustainability initiatives	3.56	1.05
3	Green leadership influences employee motivation and job satisfaction	3.33	1.07
4	GTLenhances green teamwork and environmentally friendly initiatives	3.26	1.09
5	The level of green leadership has a significant impact on organizational performance in terms of environmental sustainability	3.33	1.04
6	GTLcan lead to improved environmental performance of institutions	3.46	1.255
7	The necessary training and development are provided to enhance sustainable environmental practices among employees	3.33	1.22
8	The necessary space and resources are provided for employees to achieve sustainable environmental initiatives	3.4	1.08

9	The company works to encourage innovation and adopt green technology in its operations	3.23	1.28
10	The level of awareness of GTL among the company's leaders	3.1	1.045
11	Value at the variab Reference: The preparation of the researchers	3.35	0.08

It is clear from Table (1) that the values of the mean ranged between (3.1 and 3.56) with an overall mean of 3.35, all of which are relatively high and above average, indicating that the individuals in the sample are interested in GTL and are striving to apply its principles. The standard deviation ranged between (1.043 and 1.282) with an overall standard deviation of (0.087), indicating that the data is moderately dispersed around the mean. The sample individuals believe that GTL positively impacts environmental sustainability initiatives and encourages green teamwork and environmentally friendly initiatives. It is also clear that the company is working to promote innovation and adopt green technology in its operations.

Analysis of the survey statements related to the dependent variable: green behaviors of employees.

Table (2) Analysis of the Questionnaire Statements for the Dependent Variable: Green Behaviors of Employees

index	questions	mean	Standard deviation
1	Workers set achievable goals.	3.5	1.08
2	Workers demonstrate professional behavior.	3.5	0.92
3	Employees who see their green behavior as important to their personal reputation respond differently to GTL than those who do not.	3.6	1.11
4	Green behaviors are more likely to be present in organizations that focus more on social responsibility.	3.46	0.95
5	There is an impact on employees' green behavior when green leadership is combined with corporate social responsibility initiatives.	3.13	1.02
6	I offer suggestions and new ideas about environmentally friendly practices in my company.	3.166	1.18
7	At work, I participate in environmentally friendly programs.	3.23	1.25
8	I share my knowledge about the environment with coworkers.	3.56	1.17
9	At work, I question practices that are likely to harm the environment.	3.6	1.11
10	At work, I perform some environmental tasks not required by my company.	2.73	1.36
11	The value at the variable level.	3.35	0.12

From Table (2), it can be observed that the average responses for the variable "green behaviors of employees" ranged between (2.27 - 3.6) with an overall mean of 3.35, all of which are high and above the hypothetical mean, indicating that the individuals in the research sample are interested in green behaviors and striving to achieve them. As for the standard deviation, its values ranged between (0.921 and 1.364) with an overall standard deviation of (0.12), which means that the data were moderately dispersed around the mean.

Analysis of the survey statements related to the mediating variable: social responsibility

Table (3) Analysis of the survey statements related to the mediating variable of social responsibility.

index	questions	mean	Standard deviation
1	Your company has an ethical code of conduct.	2.93	1.36
2	The company has a policy that supports social responsibility.	3.4	1.08
3	Your company provides equal job opportunities regardless of gender, race, or background.	3.03	1.27
4	You donate to charitable causes.	3.06	1.38
5	Does your company have any initiatives related to environmental impact?	2.73	1.20
6	Companies are responsible for responding to social issues.	3.2	1.07
7	Your company is committed to workplace safety.	3.16	1.39
8	Companies should work to reduce environmental impact.	3.46	1.08
9	Companies must ensure ethical business practices and responsibility.	3.8	1.10
10	Companies need to be accountable for their social and environmental actions.	3.9	1.19
11	Value at the variable level.	3.27	0.12

Reference: The preparation of the researchers

Table (3) shows that the average responses for the variable (social responsibility) ranged between 3.9 and an overall mean of 3.27, indicating that the sample individuals are concerned about social responsibility. The standard deviation values varied from 1.077 to 1.392, with a mean standard deviation of 0.1235, and the majority of values are near one, signifying the homogeneity of the replies from the sampled people. The highest-rated question was the tenth, concerning the obligation of firms to account for their social and environmental acts, with an average score of 3.9 and a standard deviation of 1.19. The poll participants assert that corporations should have considerable responsibility for the society and environment in which they function.

Testing Research Hypotheses and Interpreting Results

This section aims to test the primary and sub-hypotheses related to the correlation relationships between the main variables: green transformational leadership, green behaviors of employees, and social responsibility. The Pearson correlation coefficient will be used to assess the statistical relationships between these variables. The strength of the correlation coefficient will also be evaluated using an assessment that divides it into five categories according to the values shown in Table (4) to judge the strength of the relationships between these variables.

Table (4) Interpretation of the Correlation Value

	Interpretation of the correlation relationship	Value of the correlation coefficient
1	No correlation relationship	$r=0$
2	Complete positive or negative	$R=+1$
3	Weak positive or negative	$R=+0.00-0.30$
4	Strong positive or negative	$R=+0.31-0.70$
5	Very strong positive or negative	$R=+0.71-0.99$

Source: Saunders, M., Lewis, P., & Thornhill, A., "Research methods for business students" 5th ed, Pearson Education Limited: Prentice Hall, England, 2009, P.459

Table (5) Pearson correlation coefficients between the variables

	GTL	Green self-efficacy	Green mindfulness
Green Behaviors of Employees	0.72	0.68	0.65
Social responsibility.	0.54	0.50	0.49

Reference: The preparation of the researchers

Hypothesis Testing

First Main Hypothesis: There is a significant relationship and effect between GTL and employees' green behaviors.

From the correlation table, we observe a strong positive relationship between GTL and the green behaviors of employees, with a correlation coefficient of (0.72). This robust correlation confirms the validity of the first central hypothesis, providing a solid foundation for our research.

- A substantial correlation and impact exist between green self-efficacy and the environmentally friendly practices of employees.

Our research indicates a robust positive association between green self-efficacy and employees' green activities, evidenced by a correlation coefficient of 0.68. This favorable association

validates the first sub-hypothesis, indicating a potential pathway for encouraging environmentally friendly activities.

- A substantial correlation and impact exist between green mindfulness and the environmentally conscious activities of employees.

A positive association exists between green mindfulness and employees' green activities, with a correlation coefficient of 0.65, therefore validating the second sub-hypothesis.

Secondary Principal Hypothesis: A substantial correlation and impact exist between GTL and employees' green activities, mediated by the variable of social responsibility.

A substantial positive association exists, with a coefficient of 0.72, between GTL and employees' environmentally friendly activities, mediated by social responsibility.

The hypothesis posits a link and impact between green self-efficacy and employees' green practices, mediated via social responsibility.

The results showed a significant relationship and effect between green mindfulness and employees' green behaviors through the mediating variable of social responsibility, with a coefficient of 0.65, supporting this hypothesis.

Testing the relationship of influence between variables:-

The table regarding the relationship of influence between variables can be interpreted as follows:

- The significance level at 0.5 represents the confidence level in the results, ranging between 0 and 1. When this level is 0.5, there is only 50% confidence in the validity of the results.
- The significance level indicates the degree of statistical difference between the different results. When this level is less than 0.05, it indicates a statistically significant difference between the results.
- F represents the statistical test for the effect of independent variables on the dependent variable. When this number is higher, it indicates a statistically significant effect.
- R² refers to the ability of independent variables to explain the variation in the dependent variable. When this number is higher, independent variables explain a large proportion of the variation in the dependent variable.
- R indicates the strength of the relationship between the independent and dependent variables. When this number is higher, there is a stronger relationship between the independent and dependent variables.

Table (6) the relationship of influence between the variables

Results Independent Variables	F	R2	R	Significance level at 0.5	Sig significance level
GTL	25.6	0.62	0.79	0.05	0.000
Green Employee Behaviors	12.4	0.41	0.64	0.05	0.000
Social Responsibility	1.8	0.03	0.18	0.1	0.000

Reference: The preparation of the researchers

Table (6) demonstrates the relationship between the independent and dependent variables in this study, which investigated the interaction of three elements: green transformational leadership, employee green behaviors, and social responsibility. A significance level of 0.5 indicates just 50% confidence in the validity of the results. The significance level (Sig) indicates a statistically significant difference in the results when it is less than 0.05. All independent variables have a significance level (Sig) < 0.05, indicating a statistically significant difference in the outcomes.

The F value indicates that all independent factors significantly affect the dependent variable, whereas R² shows that the independent variables explain a considerable portion of the variation in the dependent variable. R denotes a strong correlation between the independent variables and the dependent variable.

The findings indicate a statistically significant relationship between all independent variables and the dependent variable. and that the independent variables explain a large proportion of the variation in the dependent variable.

5. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

After completing the statistical analysis, the research reached several conclusions, the most important of which are:

1. There is a significant relationship between the research variables represented by green transformational leadership, green employee behaviors, and social responsibility.
2. The results of the statistical analysis unequivocally demonstrate the consensus among the sample members on the criticality of the three research variables.

3. The research results revealed the contribution of GTL to enhancing the green organizational culture.
4. GTL can increase employee satisfaction in the company.
5. The results also underscore that GTL is a catalyst for enhancing the company's social and environmental responsibility, inspiring a new wave of corporate sustainability.

Recommendations

1. Working on developing strategies to increase employees' environmental awareness through regular awareness and education measures
2. Develop systems for assessing the environmental impact of the company's activities and its green measures
3. Encouraging the granting of rewards and incentives to employees who practice green behaviors
4. We are actively working on improving our communication with customers and the local community. By sharing our environmental initiatives and practices, we aim to keep them informed and engaged in our sustainability efforts.
5. Enhancing transparency in environmental performance and providing regular reports to the public on environmental impact.

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