

The role of green transformational leadership on organizational citizenship behavior and environmental performance: A mediation model of employee environmental commitment in cruise ship accommodation

Mark D. Alvero (Far Eastern University, Philippines)

Jan Racky Masa (Far Eastern University, Philippines)

Roland S. Sunga (2Go Inc./Far Eastern University, Philippines)

INTRODUCTION

The growing emphasis on sustainability in the hospitality and tourism industry has heightened the need for effective leadership approaches that foster environmental responsibility. Research evidence shows that Transformational qualities such as inspirational motivation and individualized consideration can effectively foster a culture of sustainability within their organizations (Janjua et al., 2024). Iqbal et al. (2023) stated that through the development of effective vision and the importance accorded to the environmental cause, transformational leadership could boost the environmental commitment and performance of employees. Additionally, Gom et al. (2021) proved that employees under the leaders with transformational leadership tend to have lower levels of turnover intentions due to increase multicultural inclusivity among employees within the organization. In a study by Suliman et al. (2023) explained the effect of transformational leadership to sustainable behavior relating the positive effect on employee sustainability performance by encouraging green innovation among employees in the hotel industry. Khaddage-Soboh et al. (2024) revealed that transformational leaders act as a link between corporate expectations and the establishment of sustainability practices in the organization. In a study on Marriott International organization, it was described how transformational of leadership at different managerial tiers encouraged sustainability processes and employees' participation in environmental activities (Jones et al., 2014). However, it must be pointed out that the effectiveness of transformational leadership in ensuring sustainability is widely dependent on the commitment. Chiangphan and Vongsaroj (2024) established that leaders with inspirational passion towards environmental push their staff to adopt green practices and thereby created shared value for sustainability culture in practice which lead to back up of engagement and performance levels among the employees.

Transformational leadership style motivates employees to embrace eco-friendly practices by aligning their values with sustainability objectives, fostering a proactive approach toward environmental stewardship (Ngoc Huynh et al., 2024). Studies support the significant impact of transformational leadership on green organizational culture. Klein and Delegach (2023) found that charismatic leaders who demonstrate supportive attitude inspire employees to actively participate in sustainability initiatives. Similarly, Liu et al. (2024) highlighted that transformational leadership enhances employees' pro-environmental behaviors by instilling a sense of collective responsibility. This further emphasized that such leadership fosters a green psychological climate, reinforcing sustainable practices within organizations. These findings align with research in the cruise industry, where strong leadership has been linked to improved environmental performance and staff engagement in sustainability programs (Kotrikla & Chortatsiani, 2022). Xu et al., (2022) suggests that environmental leadership enhances employees' green innovation by strengthening their green organizational identity. This suggest that fostering the link between employee environmental commitment and organizational culture towards environment warrants further understanding on the mechanism, as employees could perceive environmental initiatives as an additional burden rather than an opportunity for creative contributions. Thus, this study aims to investigate the role of green transformational leadership and employee environmental commitment on organizational citizenship behavior and environmental performance.

METHODOLOGY

This study utilizes a quantitative causal-predictive approach through Partial Least Squares Structural Equation Modeling (PLS-SEM) using WarpPLS 8.0 (Kock, 2022) to rigorously examine the direct,

mediating, and moderating effects within the structural model. PLSSEM was employed to examine the relationships between green transformational leadership, employee environmental commitment, organizational citizenship behavior towards the environment (OCBE), and environmental performance in the hotel department of cruise ships. Given the cruise industry's substantial environmental impact, data was gathered via survey questionnaires using a convenience sampling method, ensuring broad accessibility through professional networks and referrals. A structured questionnaire with validated scales measured key constructs on a 5-point Likert scale. Data analysis involved PLS-SEM, incorporating Confirmatory Factor Analysis (CFA) to assess measurement validity including discriminant validity, while the bootstrapping method determined direct, indirect, and moderating effects. Variance Inflation Factor (VIF) values were checked to manage multicollinearity, ensuring robust findings. By employing PLS-SEM, this study enhances predictive accuracy, offering valuable insights into sustainability behavior and environmental performance among cruise ship employees.

FINDINGS

Evaluation of the Structural Model and Its Direct, Indirect, and Moderating Effects

The second stage of path modeling via Partial Least Squares Structural Equation Modeling (PLS-SEM) results revealed the following findings: For direct effects, Green Transformational Leadership had a significant positive influence on Employee Environmental Commitment ($\beta = 0.643$, $p < 0.001$, Cohen's $f^2 = 0.458$), indicating a large effect size, supporting H1. Additionally, Green Transformational Leadership positively influenced Organizational Citizenship Behavior for the Environment ($\beta = 0.279$, $p < 0.001$, Cohen's $f^2 = 0.199$), reflecting a medium effect size, confirming H2. The results also indicated that Green Transformational Leadership had a direct and significant effect on Environmental Performance ($\beta = 0.242$, $p < 0.001$, Cohen's $f^2 = 0.161$), demonstrating a medium effect size, supporting H3. Moreover, Employee Environmental Commitment significantly affected Organizational Citizenship Behavior for the Environment ($\beta = 0.608$, $p < 0.001$, Cohen's $f^2 = 0.491$), indicating a large effect size, confirming H4. Similarly, Employee Environmental Commitment demonstrated a significant positive effect on Environmental Performance ($\beta = 0.591$, $p < 0.001$, Cohen's $f^2 = 0.452$), reflecting a large effect size, supporting H5.

Regarding mediating effects, the analysis revealed that Green Transformational Leadership acted as a mediator in the relationship between Employee Environmental Commitment and Organizational Citizenship Behavior for the Environment ($\beta = 0.670$, $p < 0.001$, Cohen's $f^2 = 0.477$), indicating a large effect size, supporting H8. Furthermore, Green Transformational Leadership also mediated the relationship between Employee Environmental Commitment and Environmental Performance ($\beta = 0.622$, $p < 0.001$, Cohen's $f^2 = 0.414$), demonstrating a large effect size, confirming H9. These findings suggest that Green Transformational Leadership plays a crucial role in enhancing the positive impact of Employee Environmental Commitment on both Organizational Citizenship Behavior for the Environment and Environmental Performance.

For moderating effects, the interaction analysis revealed that Employee Moral Reflectiveness negative significantly moderated affect the relationship between Green Transformational Leadership and Employee Environmental Commitment, albeit with a small effect size ($\beta = -0.127$, $p = 0.007$, Cohen's $f^2 = 0.061$), supporting H6. These findings underscore the critical role of leadership and employee commitment in shaping environmentally responsible behaviors within organizations. The structural model demonstrates robust relationships between key constructs, reinforcing the theoretical framework and practical implications for fostering sustainability-oriented workplace behaviors.

IMPLICATIONS & CONCLUSION

This study provides empirical evidence to yield significant theoretical and practical contributions, particularly in understanding the role of Green Transformational Leadership in shaping employee behaviors and organizational environmental performance. By integrating leadership, employee commitment, and environmental performance into a single mediation model, the research enhances sustainability discourse in the cruise industry. The findings add to academic knowledge and provide

actionable insights for cruise ship operators, environmental policymakers, and hospitality professionals striving to build a more sustainable tourism sector.

Moreover, the research reinforces the growing imperative for cruise operators to adopt environmentally responsible leadership practices, ensuring long-term ecological balance while maintaining operational efficiency and customer satisfaction.

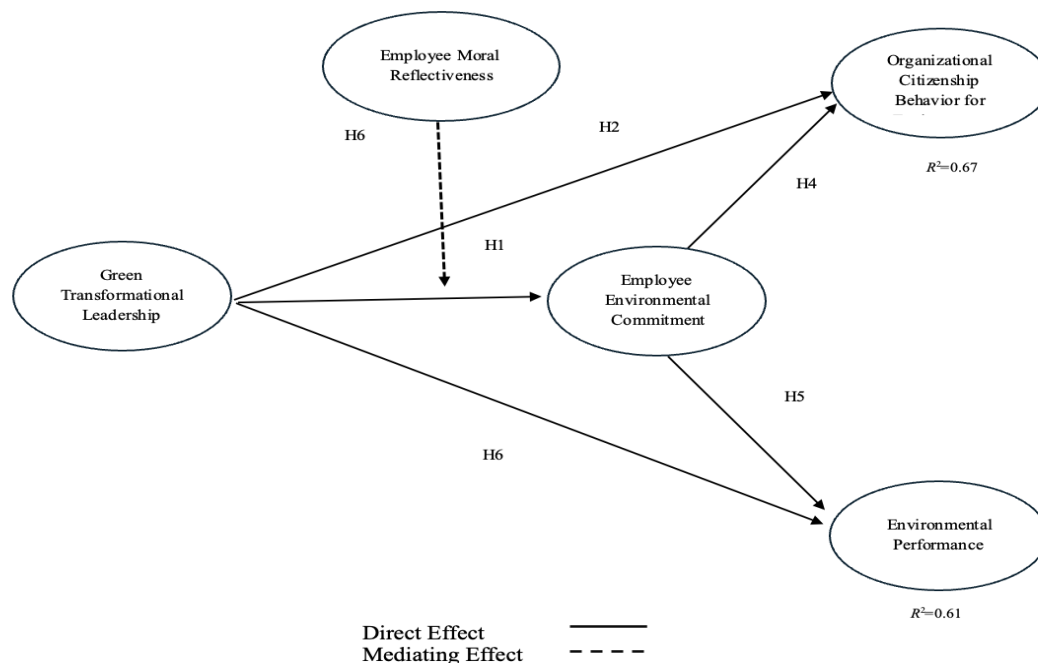


Figure 1. Research Framework

REFERENCES

- Chiangphan, N., & Vongsaroj, R. . (2024). Exploring green factors and green practices: A case study of Thailand's best green small hotel. *Journal of Multidisciplinary in Social Sciences*, 20(1). Retrieved from <https://so03.tci-thaijo.org/index.php/sduhs/article/view/269787>
- Gom, D., Lew, T. Y., Jiony, M. M., Tanakinjal, G. H., & Sondoh, S. (2021). The role of transformational leadership and psychological capital in the hotel industry: A sustainable approach to reducing turnover intention. *Sustainability*, 13(19), 10799. <https://doi.org/10.3390/su131910799>
- Iqbal, R., Shahzad, K., & Donia, M. B. (2023). Environmentally specific transformational leadership and employee green attitude and behavior: An affective events theory perspective. *Journal of Environmental Psychology*, 92, 102181. <https://doi.org/10.1016/j.jenvp.2023.102181>
- Janjua, N. A., SHI, D., & Sahibzada, U. F. (2024). Harnessing green innovation via green transformational leadership in Italian luxury hotels: Key strategic takeaways. *International Journal of Hospitality Management*, 120, 103739. <https://doi.org/10.1016/j.ijhm.2024.103739>
- Jones, P., Hillier, D., & Comfort, D. (2014). Sustainability in the global hotel industry. *International Journal of Contemporary Hospitality Management*, 26(1), 5-17. <https://doi.org/10.1108/ijchm-10-2012-0180>
- Khaddage-Soboh, N., Manal Y., Muhammad, I. & Faheem, Z. (2024). Sustainable practices in Malaysian manufacturing: The influence of CSR, transformational leadership, and green organizational culture on environmental performance. *Economic Analysis and Policy*, 82, 753–768. <https://doi.org/10.1016/j.eap.2024.04.001>
- Kim, W. G., McGinley, S., Choi, H., & Agmapisarn, C. (2020). Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management*, 87, 102375. <https://doi.org/10.1016/j.ijhm.2019.102375>
- Kim, Y. J., Kim, W. G., Choi, H., & Phetvaroon, K. (2019). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76, 83-93. <https://doi.org/10.1016/j.ijhm.2018.04.007>

- Klein, G., & Delegach, M. (2023). Charismatic leadership is not one size fits all: The moderation effect of intolerance to uncertainty and furlough status during the COVID-19 pandemic. *Journal of Leadership & Organizational Studies*, 30(3), 297-313. <https://doi.org/10.1177/15480518231176231>
- Kock, N. (2017). Common method bias: A full collinearity assessment method for PLS-SEM. *Partial least squares path modeling*, 245-257. https://doi.org/10.1007/978-3-319-64069-3_11
- Kotrikla, A. M., & Chortatsiani, E. (2022). Environmental sustainability in the cruise industry. *Interdisciplinary Journal of Research and Development*, 9(4. S2), 81. <https://doi.org/10.56345/ijrdv9n4s212>
- Liu, C., Lin, W., Ng, Y., Hsieh, A., & Lin, J. (2024). The relevance of vision sharing and innovative behavior on transformational leadership, charismatic influence and organizational citizenship behavior (OCB). *International Journal of Hospitality Management*, 123, 103891. <https://doi.org/10.1016/j.ijhm.2024.103891>
- Ngoc Huynh, H. T., Thanh Nguyen, N. T., & Y Vo, N. N. (2024). The influence of knowledge management, green transformational leadership, green organizational culture on green innovation and sustainable performance: The case of Vietnam. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(4), 100436. <https://doi.org/10.1016/j.joitmc.2024.100436>
- Paillé, P., & Boiral, O. (2013). Pro-environmental behavior at work: Construct validity and determinants. *Journal of Environmental Psychology*, 36, 118-128. <https://doi.org/10.1016/j.jenvp.2013.07.014>
- Pham, N. T., Tučková, Z., & Chiappetta Jabbour, C. J. (2019). Greening the hospitality industry: How do green human resource management practices influence organizational citizenship behavior in hotels? A mixed-methods study. *Tourism Management*, 72, 386-399. <https://doi.org/10.1016/j.tourman.2018.12.008>
- Raineri, N., & Paillé, P. (2015). Linking corporate policy and supervisory support with environmental citizenship behaviors: The role of employee environmental beliefs and commitment. *Journal of Business Ethics*, 137(1), 129-148. <https://doi.org/10.1007/s10551-015-2548-x>
- Suliman, M. A., Abdou, A. H., Ibrahim, M. F., Al-Khaldy, D. A., Anas, A. M., Alrefae, W. M., & Salama, W. (2023). Impact of green transformational leadership on employees' environmental performance in the hotel industry context: Does green work engagement matter? *Sustainability*, 15(3), 2690. <https://doi.org/10.3390/su15032690>
- Xu, B., Gao, X., Cai, W., & Jiang, L. (2022). How environmental leadership boosts employees' green innovation behavior? A moderated mediation model. *Frontiers in Psychology*, 12. <https://doi.org/10.3389/fpsyg.2021.689671>

ACKNOWLEDGEMENT

This research is funded by University Research Center of Far Eastern University, Philippines.