

Effect of Sustainable Leadership Practices on Sustainable Organizational Performance in the Hospitality Sector. Does Organizational Culture Matter?

Tamer Hamdy Ayad

Management Department, College of Business Administration, King Faisal University, Al Hofuf, Saudi Arabia

Samer M. Al-Sabi

Management Department, College of Business Administration, King Faisal University, Al Hofuf, Saudi Arabia

Received: 18 March 2025. **Revision received:** 2 May 2025. **Accepted:** 10 May 2025

Abstract

This research examines the role of organizational culture (OC) in the relationship between sustainable leadership practices (SLPs) and sustainable organizational performance (SOP) at five-star hotels in three Arab countries: Egypt, Jordan, and Saudi Arabia. A total of 434 workers who work in five-star hotels in the three Arab countries were given a questionnaire. 49 questions were used to measure three variables. First, SPL's dimensions are represented by foundation practices (FPs), higher-level practices (HLPs), and key performance drivers (KPDs). Second, organizational culture and third, sustainable organizational performance dimensions represented by economic sustainability performance (SECP), social sustainability performance (SSP), and environmental sustainability performance (SENP). The obtained data were analyzed by PLS-SEM. The results show that FPs, HLPs, and KPDs have a significant influence on both SECP, SSP, and SENP, and OC on one side, and OC also has a significant influence on SECP, SSP, and SENP on the other side. The results also confirm the role of OC as a mediating variable in the relationship between the dimensions of SLPs and the dimensions of SOP. This study provides valuable insights and a roadmap for hotel practitioners seeking to navigate the complex landscape of SLPs and OC toward their effect on sustaining organizational performance. The findings are also discussed in the light of the previous studies and provide recommendations for other researchers, guidance for luxury hotels striving to strike a balance between SECP, SSP, and SENP.

Key Words: sustainable leadership, employee well-being, job satisfaction, leadership practices

JEL Classification: D23, Q56

Reference: Ayad, T. H., & Al-Sabi, S. M. (2025). Effect of Sustainable Leadership Practices on Sustainable Organizational Performance in the Hospitality Sector. Does Organizational Culture Matter? *Journal of Tourism and Services*, 16(30), 278-301. <https://doi.org/10.29036/6g57g065>

1. Introduction

Almost in any organization within the hospitality industry, the concept of "sustainability" has been changed from a theoretical concept to an essential practice concept. The global awareness within the hospitality industry of environmental, social, and economic issues, along with the increasing consumer demand for green products and services, is leading different businesses in the hospitality industry to adopt sustainable practices (Ahmed et al., 2021; Kim et al., 2019a; Sharma et al., 2024). However, the role that sustainable leadership practices play in sustainable organizational performance mediated by organizational culture is still an unexplored area in the hotel sector, in particular, and in the hospitality industry in general. Further, the hotel sector is an essential part of the hospitality industry

operating in a dynamic environment and dealing with a number of sustainability challenges such as energy consumption, water usage, waste generation, fair labor practices, community engagement, and cultural preservation (Jones et al., 2013). Therefore, the balance of leadership practices towards different considerations (i.e., environmental, economic, and social performance) in the hotel sector is vital for the long-term viability and success in the sustainability of organizational performance (Alameeri et al., 2018).

Previously, it's suggested that sustainable leadership as a critical variable in dealing with these complexities and leading the organizational change towards sustainability (Ahmed et al., 2021; Fowler et al., 2022; Zhang et al., 2023). Sustainable leadership practices have influenced organizational strategies, employee behavior, and the overall organizational culture in a way that prepares the organization to respond to sustainability changes (Erkutlu, 2008).

Although sustainable leadership practices (SLPs) are not the only variable that affects the sustainability of organizational performance, they are also influenced by organizational culture (OC), which has a significant influence on both sustainable leadership practices (SPLs) and sustainable organizational performance (SOP). Therefore, OC, as presented by Erkutlu (2008), is suggested by this research to be a mediator between SLPs' dimensions and SOP dimensions. A strong OC within the organization potentially leads to strong sustainable practices, more participation for employees, and a positive move towards sustainability in organizational performance goals (Abaeian et al., 2019; Fowler et al., 2022). In contrast, a weak OC within the organization not only resists the change and hinders the progress of sustainable practices but also weakens the ability even for the most committed sustainable leaders (Jones et al., 2014; Dima et al., 2023).

The literature showed that SPLs have many advantages on both the SOP in the hotel sector, such as (i.e., energy consumption, water usage, waste generation, fair labor practices, community engagement, and cultural preservation) and on the OC (i.e. when the employees see the practices of their leaders as a way of improving and achieving sustainability of organizational performance and take them to practices).

In other words, when the leaders conduct their practices in a way that are aligned with organizational performance, such as educating customers and employees, saving energy, conserving water, and reducing waste (Bohdanowicz et al., 2011; Rahman et al., 2012; Fatoki, 2023), they improve economic sustainability, social sustainability and environmental sustainability directly as well as the OC. The same can be shown with Hilton, the major hotel chain that prioritized environmental protection by setting operational goals, implementing eco-friendly practices, and developing monitoring means to track progress. As a result, water consumption was reduced by 14.1% and energy usage by 14.5% between 2009 and 2014 in Hilton Worldwide. This was a case of Hilton, and as an example of the advantage of sustainable leadership practices and its direct effect on SOP and OC. Similarly, Marriott, another major hotel chain, has actively worked on preservation initiatives that contribute to environmental conservation, which in the end directly affect both social and economic sustainability, respectively, and keep them sustained. This will boost the employee's organizational culture, potentially lead to more participation from employees, and a positive move towards SOP goals.

To fill the gap of this study and continue from where the others have stopped in the areas of SPLs, SOP, and OC, this study is one of the first that raises the following question: What is the role of OC in the relationship between SLPs' dimensions and SOP dimensions? Therefore, this study aims to analyze the effect of SPLs' dimensions on SOP dimensions, considering OC as a mediating variable from employees' perspective rather than from a managerial perspective, in a non-Western setting, specifically in the Middle East setting, particularly at five-star hotels in Egypt, Jordan, and Saudi Arabia.

More specifically, the constructs that are going to be used in this research were originally developed in Western countries and are very limited in Middle Eastern countries such as Egypt, Jordan, and Saudi Arabia. Therefore, at the dimensional level, this study is one of the first studies that aims to analyze the relationships between SLPs dimensions represented by foundation practices (FPs), higher

level practices (HLPs), key performance drivers (KPDs) on SOP dimensions represented by sustainable economic performance (SECP), sustainable social performance (SSP), and sustainable environmental performance (SENP) mediated by OC on one side and the relationship between OC and the dimensions of and SOP on the other side. In other words, the proposed model suggests that effective SLPs' dimensions will lead employees to be more active and positive toward SOP dimensions and OC. Additionally, the relationship between SLPs and SOP is expected to be more effective when OC is considered as a mediating variable between them.

The study is structured into seven sections. After the introduction, the literature review is presented. It aims to illustrate the variables of the study, give a comprehensive review of each variable, potentially link the variables according to the gap of the study, and present the proposed conceptual framework and the hypotheses derived from it. Section three, material and methods, covers the study constructs, research population, sampling, data collection, and data analysis techniques. Section four presents different forms of the results, such as the measurement model (i.e., outer model) that includes both convergent and discriminant validity, and the structure model that includes the coefficient of determination, effect size, examination of "GoF and examination of the hypotheses. In section five, the discussion and implications, the study's results in section four are reviewed and discussed in the light of the previous empirical and theoretical related literature. Section six, based on the results discussed in section five, provides theoretical and practical contributions for managers, as well as limitations and recommendations for future research, which are presented in section seven.

2. Literature review

2.1 Sustainable leadership practices (SLPs)

SLPs have earned significant attention in recent years, particularly in industries facing sustainability challenges like the hotel sector (Yusliza & Muhammad, 2024; Fowler et al., 2022). Leadership practices go beyond traditional leadership models by focusing on environmental, social, and economic considerations in decision-making processes (Jones et al., 2014). This requires the management to find a way that engages the employees to be involved not only in developing ideas, issues, solving problems related to SOP in the workplace, discussing how these can be overcome, but also implementing what they share with the management (Al-Sabi et al., 2024; dos Anjos & Kuhn, 2024). To do so, adopting an empowerment as one of the practices suggested by Avery & Bergsteiner (2011) by which the management shares authority and responsibility with their employees will lead them to initiate and shape environmental objectives, make decisions on addressing sustainable organizational performance problems, and any other problems could arise during the implementation of green activities in the service organization (Daily & Huang, 2001; Jabbour & Santos, 2008).

Ahmed et al. (2021) indicated that the crucial role of leadership is driving sustainable development within organizations, particularly in the context of green hotels. Effective sustainable leaders encourage a commitment to environmental stewardship, social equity, and economic prosperity, which fosters a culture of sustainability within their organizations (Fowler et al., 2022).

Erkutlu (2008) highlighted the impact of transformational leadership role on organizational effectiveness, suggesting that leaders who inspire and motivate their employees are more likely to achieve organizational goals, including sustainability targets. Therefore, SLPs can be achieved either by creating a culture of sustainability within the organization by considering and concentrating on environmental, social, and economic performance or by the distinguished role of the leader in motivating and inspiring the employees to achieve the organizational and sustainability goals.

Avery and Bergsteiner (2011) suggested that a comprehensive leadership approach focuses on creating and achieving long-term values over short-term gains. They identified 23 leadership practices,

categorized into three groups: 'foundation practices' (FBs) group, 'higher level practices' (HLPs) group, and 'key performance drivers' (KPDs) group. Then they tested them on a sample of 14 organizations in different parts of the world that adopted these practices, but in varying degrees. The results showed that the organizations that used these practices flourished and improved in different industries and locations.

In other words, these practices indeed will not show significant results over these organizations without involving the interest of all stakeholders, enhancing the innovation system, developing the skills, engaging the entire workforce, and providing green practices represented by quality products and services (Avery & Bergsteiner, 2011).

This approach was contrasted with traditional, short-term focused leadership styles, and concluded that sustainable leadership contributes to fostering business resilience and performance by building stronger relationships with stakeholders, promoting innovation, and creating a more engaged and productive workforce. Moreover, it is very important to mention here that most of the practices suggested by Avery & Bergsteiner (2011) have been used in the previous studies, but in a different form and individually (Daily & Huang, 2001; Erkutlu, 2008; Jabbour & Santos, 2008; Jones et al., 2014; Ahmed et al., 2021; Fowler et al., 2022; Al-Sabi et al., 2024).

2.2 Sustainable organizational performance (SOP)

Ideally, different stakeholders of an organization (i.e., suppliers, government agencies, customers, and competitors) have different expectations and results from the organizations in terms of achieving environmental, social, and economic sustainable performance (Zhu et al., 2012; Streimikis, 2025). Therefore, SOP in the hotel sector is considered a shift from the traditional model that measures financial success to a holistic approach that includes environmental, social, and economic factors and achieves long-term viability and positive impact (Kamble et al., 2020).

Practically, this requires the hotel organization to work on the three factors of (SOP), which are: 'sustainable economic performance' (SECP), 'sustainable social Performance' (SSP), and 'sustainable environmental performance' (SENP). Specifically, in the hotel sector, many activities have been identified in the literature that reflect the success of SOP (Saeed et al., 2019). These include switch the light off while the employees are out of their offices, conserve energy and water in their operations, print in papers in a double-sided format, stop the use of disposable cups, support their organizations to perform green strategies, transform via green transportation (i.e. bicycles), educate customers and employees, reduce waste, and provide different methods to prevent their workplace from any environmental humiliation (Bohdanowicz et al., 2011; Rahman et al., 2012; Saeed et al., 2019), beside other practices such as employee well-being, community engagement, and financial viability which are together reflect the triple bottom line of SOP (Alameeri et al., 2018; Elkington, 1998). These practices convey the contributions of employees to the hotel organization and help achieve the objectives of SOP (Vicente-Molina et al., 2013).

The triple bottom line dimensions mentioned earlier are accredited to be the best evaluation for measuring SOP (Gimenez et al., 2012). Hence, the three dimensions of SOP are clearly interdependent and mutually complementary. For example, a hotel that achieves a distinguished level of environmental performance may attract guests who are environmentally conscious, which leads to an increase in revenue and market share, thereby enhancing economic performance. One more example, a hotel that focuses on social performance through the investment in its employees may potentially experience increased employee satisfaction, productivity, and ultimately contribute to improving economic and environmental performance.

This was confirmed by (2021), who suggested that the key factors contribute to the success of sustainable business models in hotels, providing insights into the drivers of SOP. Another study by Levy and Park (2011) examined the relationship between socially responsible activities and financial

goals in hotels and casinos, indicating that sustainability can be a driver of both social and economic value. Others also used economic and environmental performance dimensions to measure organizational performance (Zhu et al., 2011).

2.3 Organizational culture (OC)

An organizations' values, habits, beliefs, and traditions that are shared among the employees in the organization from the top level to the lowest level is named in total the OC. the organization is often measured through its culture which works as a door which allows the world to get through (Van Rooij & Fine, 2018). This was supported by (2020), who indicated that the OC is developed inside the organization, and this culture identifies the organization.

The Culture, in its modest form, reflects a way of life, penetrating every single facet of human interaction within the organization at all levels. Furthermore, OC is considered a way to show and shape how work is conducted within the organization (Moses et al., 2016; Tahir et al., 2019). However, Agboola (2013) noted that employee and client interactions introduce external cultural values, which can sometimes clash with the organization's established values, requiring some flexibility in dealing with such circumstances. Therefore, OC consists of multiple dimensions, reflecting an organization's priorities. Normally, a single organization may not have all cultural dimensions; however, subcultures and countercultures can coexist within it (Robbins & Judge, 2024). Many previous studies have focused on classifying OC, admitting its complexity and providing varied explanations (Hofstede et al., 2010; Johnson et al., 2009).

In the context of the hospitality industry, OC has been studied and investigated with different variables in diverse topics in the hospitality industry. For example, Pizam (2020) found that hospitality culture is a system of shared norms, values, beliefs, traditions, and expectations whose ultimate goal is to provide exceptional service and memorable experiences to all the organization's stakeholders. Another study conducted by Dawson et al., (2011) created a scale that enable us to identify the variables of hospitality culture and to know further what variables are included in the organizational hospitality culture such as job variety, management principles, customer relationships, composure, leadership, risk taker, accuracy, and job satisfaction.

Furthermore, (2010) studied the influence of leadership competency and OC on the responsiveness and performance in hotels. the results revealed a positive relationship between OC and leadership in terms of responsiveness and performance in the hotel. One last but not least example of a research completed by Chen (2013), who investigated the relationship between leadership style and OC and their effect in creating internal service quality in the hotel sector in Taiwan. In Chen's research, the results showed that leadership styles and OC have a significant influence on creating internal service quality.

2.4 Sustainable leadership practices, organizational culture and sustainable organizational performance

According to Harris and Crane (2002), achieving sustainability within the organization requires the management to create OC and direct it toward sustainability. With this context, without instilling green OC and a stable environment among the employees, it is going to be difficult to improve the SPO (Kim et al., 2019). Sustainability in the organization is a great effort conducted by effective leadership that needs modifications and adaptability to many issues in the organization at all levels, and in a way that is consistent with the OC (Simovic et al., 2023). This can be achieved either through adopting traditional solutions or training the employees (Dunphy et al., 2007), and/ or adopting values of business ethics, which basically are extracted from the culture where we live, or /changing employees' values and beliefs in the organization (Crane, 2000). More importantly, changing the basic

assumptions regarding different levels of understanding and accepting the environmental system (Purser, 1994).

The literature also shows that OC can play as a mediating variable between leadership practices and organizational performance, influencing the effectiveness of sustainable leadership in driving sustainable outcomes (Erkutlu, 2008). Sharma and Starik (2004) confirmed in their study that the consistency between OC and the environment can improve the organization's performance. These results were supported by many authors who clarified that the OC that is oriented to sustainability has various benefits in improving the organization's performance (Cabral & Lochan Dhar, 2019; Zameer et al., 2022). These benefits include improving productivity (Al-Hakimi et al., 2022), reducing costs (Tsai et al., 2010), protecting the environment and increasing green practices among employees in the organization (Mensah, 2006), and increasing financial performance in the long run (Brauer, 2013), which collectively represent the dimensions of organizational performance.

These studies demonstrate that the OC is a major component in constituting the awareness of sustainability within an organization, which in turn achieves a high level of organizational performance. Schein further tries to explain that the values and beliefs that employees introduce through practices in their workplace reflect the culture of the organization (Schein, 1994). Previous studies on the variables of this study were conducted in Western countries (Visser, 2008; Brauer, 2013; Oriade et al., 2021). Other studies also indicate a lack of necessary knowledge and skills among managers to perform environmental responsibilities, especially in Middle Eastern countries (i.e., Egypt, Jordan, and Saudi Arabia) (Erdogan & Baris, 2007). Due to these reasons, particularly, these studies suggest modern methods of learning, suitable ways for knowledge, and how to perform sustainability responsibilities effectively (Erdogan & Baris, 2007).

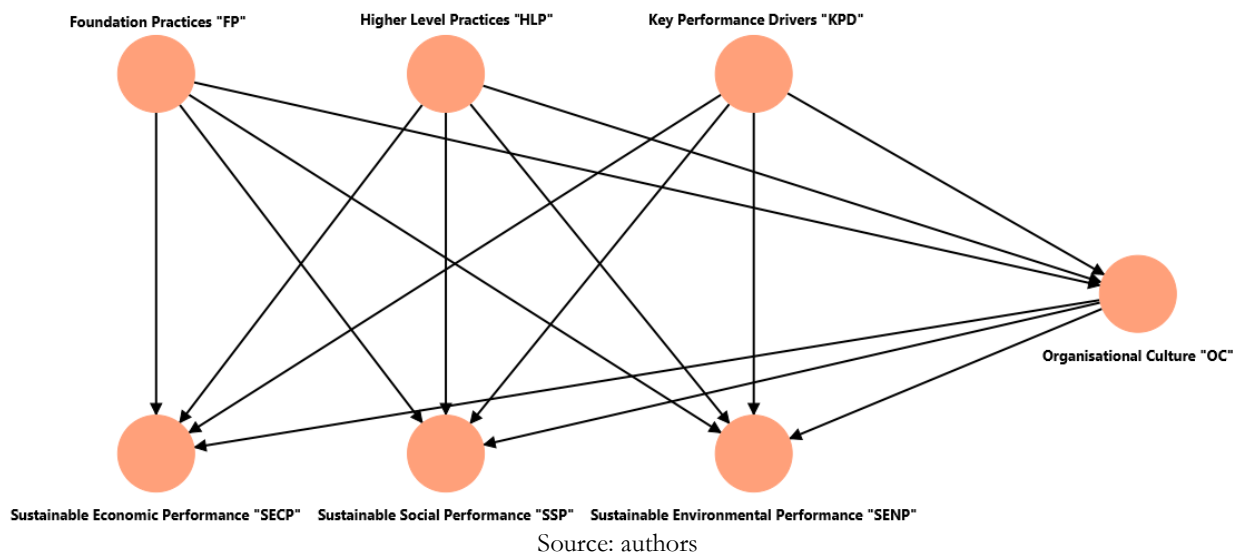
In the literature of the hotel sector, it is noted that managers have started to adopt trends related to environmental practices (Pham et al., 2019). Another study also discovered that shifting from traditional practices to green practices has a positive effect on the green practices in the hotel sector (Mittal & Dhar, 2016). Therefore, environmental practices support the employees to perform green practices and behaviors effectively. (2020) explained that culture puts employees under pressure, leading them to act and respond according to cultural values and behavioral norms. Accordingly, it can be confirmed again that the OC is one of the major variables that play a critical role in increasing environmental awareness, along with other variables.

Logically, the more an OC enhances the value and the beliefs among the employees, the more employees act environmentally, and this will encourage employees to behave according to the values of an OC. This was consistent with the management attitude that protecting the environment and sustaining the environmental responsibility are the core values of the organization (Mancha & Yoder, 2015). Hence, OC that focused on sustainability, encouraged employees and made them show environmental responsible behavior (Lasrado & Zakaria, 2020). Based on the literature, this study suggests the following Hypotheses:

- H-1: "FP" will have a positive influence on "SECP"
- H-2: "FP" will have a significant influence on "SSP".
- H-3: "FP" will have a positive and significant influence on "SENP".
- H-4: "FP" will have a positive and significant influence on "OC".
- H-5: "HLP" will have a positive and significant influence on "SECP".
- H-6: "HLP" will have a positive and significant influence on "SSP".
- H-7: "HLP" will have a positive and significant influence on "SENP".
- H-8: "HLP" will have a positive and significant influence on "OC".
- H-9: "KPD" will have a positive and significant influence on "SECP".
- H-10: "KPD" will have a positive and significant influence on "SSP".
- H-11: "KPD" will have a positive and significant influence on "SENP".
- H-12: "KPD" will have a positive and significant influence on "OC".

- H-13: "OC" will have a positive and significant influence on "SECP".
 H-14: "OC" will have a positive and significant influence on "SSP".
 H-15: "OC" will have a positive and significant influence on "SENP".
 H-16: "OC" mediates the relationship between "FP" and "SECP".
 H-17: "OC" mediates the relationship between "FP" and "SSP".
 H-18: "OC" mediates the relationship between "FP" and "SENP".
 H-19: "OC" mediates the relationship between "HLP" and "SECP".
 H-20: "OC" mediates the relationship between "HLP" and "SSP".
 H-21: "OC" mediates the relationship between "HLP" and "SENP".
 H-22: "OC" mediates the relationship between "KPD" and "SECP".
 H-23: "OC" mediates the relationship between "KPD" and "SSP".
 H-24: "OC" mediates the relationship between "KPD" and "SENP".

Figure 1. Study conceptual framework



3. Materials and methods

3.1 Study constructs

To evaluate the relationship between sustainable leadership practices (SLPs), organizational culture (OC), and sustainable organizational performance (SOP), a multi-item scale was created. The 'sustainable leadership practices' (SLPs) were measured through their three sub-dimensions, which are 'foundation practices' (FPs) (measured by 14 items), 'higher-level practices' (HLPs) (measured by 6 items), and 'key performance drivers' (KPDs) (measured by 3 items), adopted from (Avery and Bergsteiner, 2011). As for 'sustainable organization performance' (SOP) where measured through three sub-dimensions which are 'sustainable economic performance' (SECP) (measured by 8 items), 'sustainable social performance' (SSP) (measured by 6 items), and 'sustainable environmental performance' (SENP) (measured by 6 items), adopted from (Kamble et al., 2020). Regarding organizational culture, it was measured as a single factor by 6 items scale adopted from (Adebayo et al., 2020).

3.2 Research population and sampling

This study targets employees in the top five-star hotels located in Egypt, Jordan, and Saudi Arabia. This category of five-star hotels was chosen based on our thought that they have the environment and the possibility of conducting sustainable leadership practices that boost or improve sustainable organizational performance through employees' organizational culture. Due to the difficulty in determining the accurate number of employees at five-star hotels among the three countries, this study follows Veal's recommendations for large or undefined populations; the sample size is estimated based on a population of 20,000 individuals (Ayad, 2024). The suitable sample size was calculated using Stephen Sampson's equation (Ayad, 2022), yielding 377 valid responses.

3.3 Data collection

The study employed self-administered questionnaires as part of its quantitative research approach based on a random sample method to collect primary data. To ensure the efficiency and validity of the questionnaire, a number of academics and experts in the field of tourism and hospitality reviewed and revised the questionnaire. During February, April, May, and June 2024, the questionnaires were distributed to 499 employees working in five-star hotels, 434 questionnaires were completed and returned, yielding a response rate of 87%, and were analyzed statistically. To meet the objectives of the study, the questionnaire is divided into four sections. The first section is used to collect demographic data, and the next three sections concentrate on the three research variables: sustainable leadership practices with its 3 factors: foundation practices "FBs", higher-level practices "HLPs", and key performance drivers "KPDs". sustainable organizational performance with its 3 factors: economic sustainability "SECP", social sustainability "SSP", environmental sustainability "SENP", and organizational culture "OC". On a five-point Likert scale, respondents evaluate items related to these criteria.

3.4 Data analysis techniques

In order to glean valuable insights from the collected data, which enables informed decision-making, the Excel v.15-2013 and SPSS v.29-2022 were used to analyze descriptive data and to explore the sample's demographic characteristics. Additionally, the study hypotheses were tested, and the relationships between all variables were examined using the partial least squares structural equation modeling PLS-SEM v.4.1.0.9.2024, as PLS-SEM is more appropriate, as our study aims to explore new relationships and extend existing theories in a novel context. Moreover, PLS-SEM is more effective in handling complex models with numerous constructs, indicators, and paths.

4. Results

4.1 Measurement model (outer model)

4.1.1 Convergent validity

The construct validity or convergent validity test was conducted to determine whether a test that is designed to measure a specific construct correlates with other tests that evaluate the same construct, which was achieved in this study, as the analysis results showed that the reliability of all the items tested were greater than the recommended cut-off-point of 0.7 (Hair et al., 2017). Also, the composite reliability test was conducted to measure the internal consistency in scale items, and results

showed that the "rho_a" of all variables was greater than 0.7, which meets the cut-off-point developed by Bryman and Cramer (2012) and Hair (2017). Moreover, and in order to measure the extent of variance that is explained by a construct in comparison to the variance due to measurement error, the average variance extracted "AVE" test was conducted. The results showed that the "AVE" of all variables were above 0.5, which meet the recommended cut-off-point of Fornell and Larcker (1981). This is a positive result, as the "AVE" for each construct in any measurement model have to be at least 0.50; otherwise the items account for more errors than the variance in the constructs. See table 1 for more details.

Table 1. Construct validity

Variables	Items	"λ"	"AVE"	"α"	"rho_a"
Foundation Practices "FPs" (Avery& Bergsteiner, 2011)	1	0.915	0.635	0.953	0.963
	2	0.733			
	3	0.909			
	4	0.732			
	5	0.796			
	6	0.897			
	7	0.716			
	8	0.912			
	9	0.731			
	10	0.908			
	11	0.891			
	12	0.896			
	13	0.871			
	14	0.796			
Higher-level Practices "HLPs" (Avery& Bergsteiner, 2011)	1	0.871	0.606	0.864	0.886
	2	0.800			
	3	0.796			
	4	0.952			
	5	0.871			
	6	0.829			
Key Performance Drivers "KPDs" (Avery& Bergsteiner, 2011)	1	0.961	0.868	0.924	0.926
	2	0.875			
	3	0.958			
Sustainable Economic Performance "SECP" (Kamble et al., 2020)	1	0.931	0.676	0.928	0.942
	2	0.731			
	3	0.776			
	4	0.837			
	5	0.773			
	6	0.941			
	7	0.878			
	8	0.936			
Sustainable Social Performance "SSP" (Kamble et al., 2020)	1	0.956	0.699	0.91	0.936
	2	0.955			
	3	0.707			
	4	0.853			
	5	0.776			
	6	0.852			
Sustainable Environmental	1	0.776			
	2	0.738			

Performance "SENp" (Kambleetal., 2020)	3	0.914	0.671	0.892	0.926
	4	0.871			
	5	0.923			
	6	0.922			
Organisational Culture "OC" (Adebayo et al., 2020)	1	0.959	0.774	0.899	0.905
	2	0.808			
	3	0.959			
	4	0.776			

Source: authors based on the survey.

4.1.2 Discriminant validity

The discriminant validity test, a subtype of construct validity, was performed to evaluate how accurately a test measures the concept it was designed to measure and to verify that two tests, which should not be highly correlated, are indeed unrelated. In brief, this test demonstrates the distinctiveness of the constructs within the model, ensuring that each variable in the model is different from the others, thus confirming the discriminant validity of Kock's model (Kock, 2020). This was achieved using the cross-loading method and the Fornell-Larcker criterion test (Fornell & Larcker, 1981). See table 2 and figure 2.

Table 2. **Fornell-Larcker criterion**

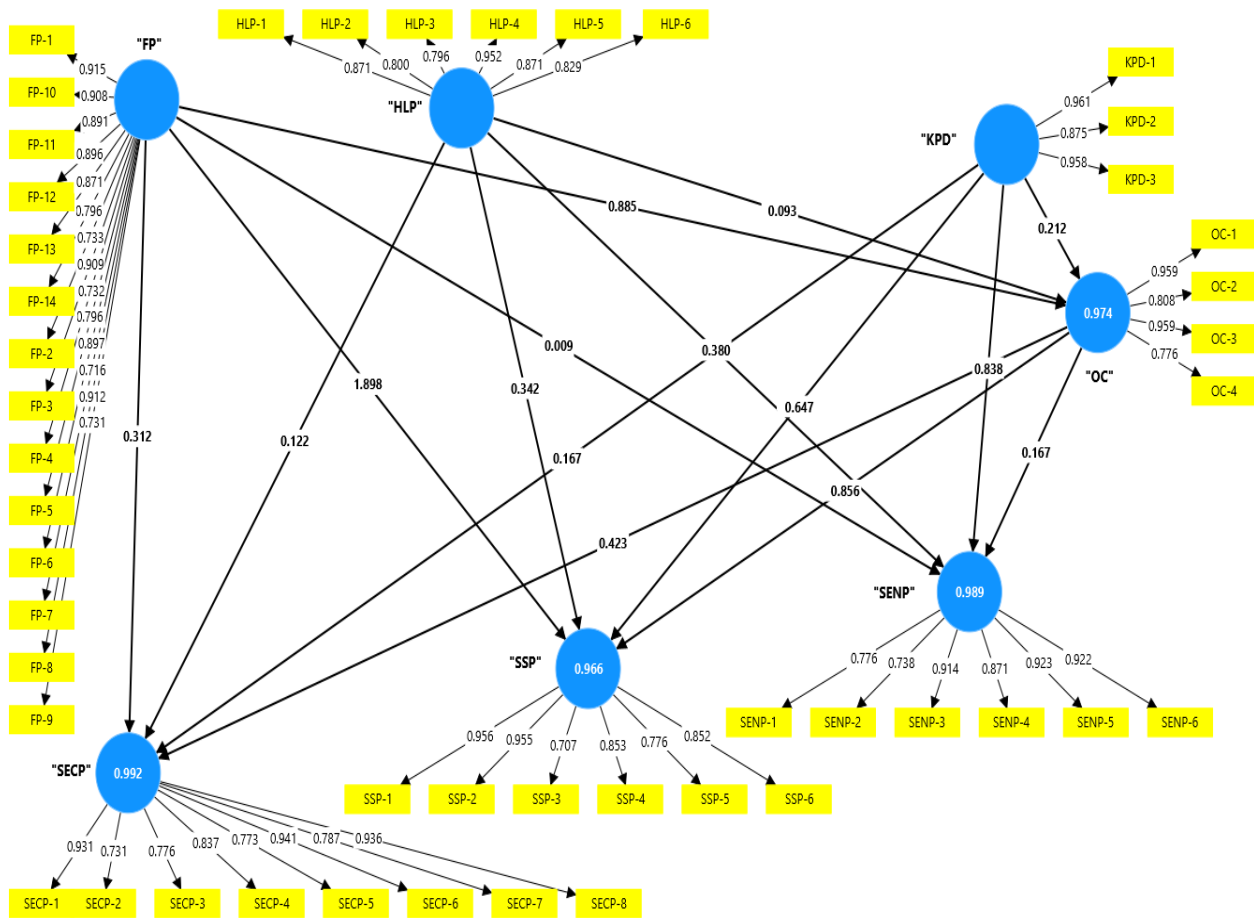
Variables	FPs	HLPs	KPDs	SECP	SSP	SENp	OC
FBs	0.797						
HLPs	0.622	0.778					
KPDs	0.552	0.633	0.932				
SECP	0.644	0.681	0.644	0.822			
SSP	0.668	0.601	0.621	0.563	0.836		
SENp	0.544	0.541	0.548	0.654	0.543	0.819	
OC	0.614	0.623	0.646	0.588	0.652	0.652	0.88

Source: authors based on the survey.

* The bolded values indicate the square root of the Average Variance Extracted.

According to results in Table 2, each variable in the suggested model better explains the variation of its constituent parts than the other factors, as per the guidelines of Fornell and Larcker (1981) and Hair et al. (2017). The discriminant validity of the model is therefore confirmed. Moreover, every item has a higher loading on its corresponding construct than on any other variable construct in the suggested model of the study. Also, the model's discriminant validity, which was proposed and confirmed by Chin (1998), is highly supported by these findings.

Figure 2. Measurement Model



Source: authors

4.2 Structural model (inner model)

4.2.1 Coefficient of determination (R^2)

In order to determine how effectively the statistical model predicts the outcome and interpret the proportion of variation in the dependent variable that the statistical model predicts. The predictive power of the suggested model was evaluated using the test " R^2 ", which is a value between 0 and 1. A value of 1 signifies a perfect match, while a value of 0 implies that the independent variable has no explanatory power. According to Chin's threshold, the results shown in table 3 prove that the "IV" significantly influenced the "DV" (Chin, 1998), which was moderate.

Table 3. R^2 test results

Variable	R^2	Level
SECP	0.992	High
SSP	0.966	High
SENP	0.989	High
OC	0.974	High

Source: authors based on the survey.

4.2.2 Effect size (f^2)

The Effect size test " f^2 " was performed to determine the individual constructs' power and impact of an "IVs" ("FB", "HLP", and "KPD") on a "DVs" ("SECP", "SSP", "SENP", and "OC") in the proposed model, and how the IV "OC" affected the DVs "SECP", "SSP", and "SENP". According to the recommendations of Cohen (1988), the results shown in Table 4 indicate that the effect sizes of the "IVs" on the "DVs" ranged from small to large effects.

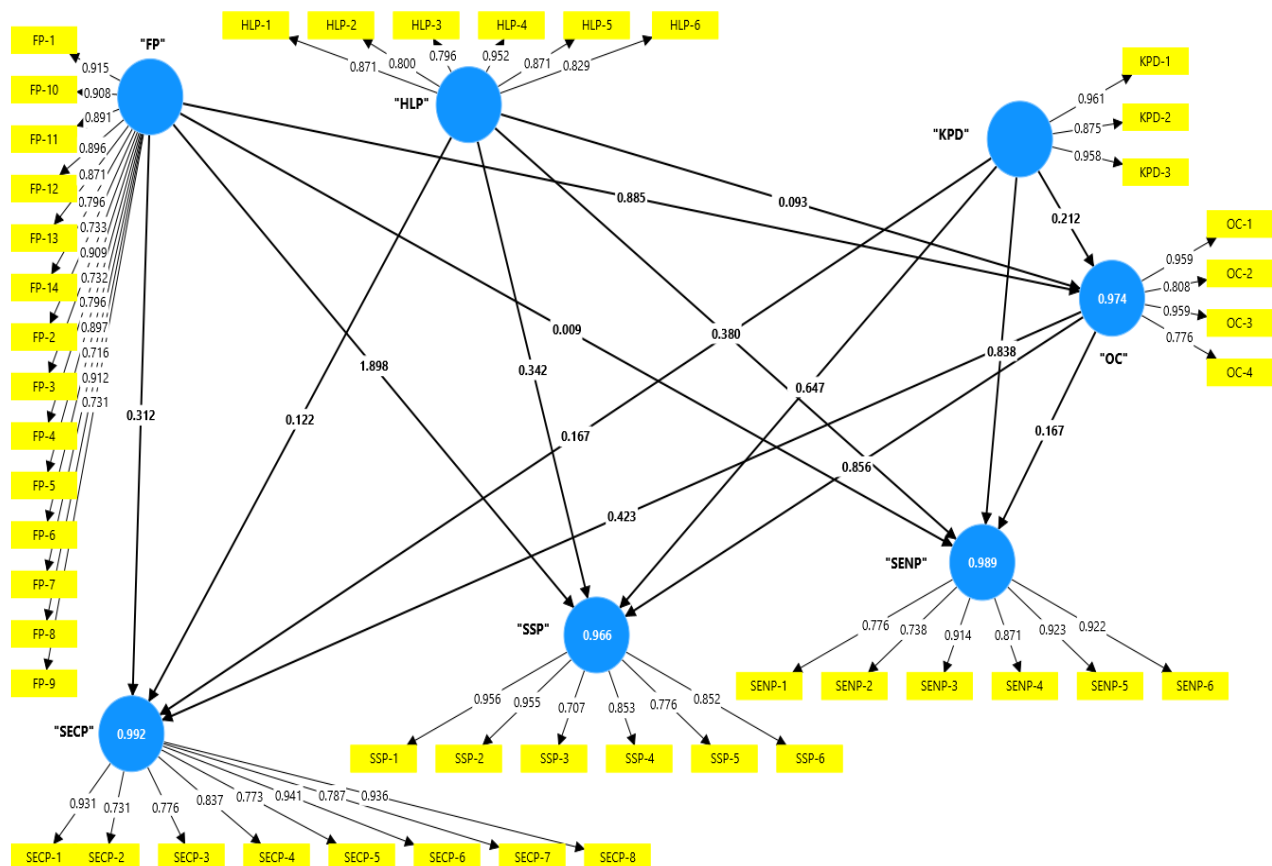
Table 4. Effect Size (f^2)

Variables	SECP	SSP	SENP	OC
FP	0.189(Medium)	0.589(Large)	0.322(Medium)	0.834(Large)
HLP	0.193(Medium)	0.166(Medium)	0.636(Large)	0.116(Small)
KPD	0.446(Large)	0.515(Large)	0.901(Large)	0.273(Medium)
OC	0.6(Large)	0.556(Large)	0.166(Medium)	

Source: authors based on the survey

4.2.3 Examination of "GoF"

Figure 3. The final model



Source: authors

A goodness of fit test, "GoF" was conducted across the measurement, structural, and overall model performance levels to ensure that the study's advised model fulfills the requirements for a global comprehensive fit measure model, as it was proposed and confirmed by Chin (2009):

$$\text{GoF} = \sqrt{R^2 \times \text{AVE}}$$

$$\text{GoF} = 0.831$$

According to the goodness-of-fit test result and the recommended point of reference provided by Wetzels et al. (2009), it is possible and conceivable to conclude that the goodness of fit (GOF) of the advised model is adequate enough to be considered appropriate for serving as a global partial least squares (PLS) model.

4.2.4 Examination of the Hypotheses:

The effectiveness of the suggested theoretical model's compatibility with the primary data was evaluated using the path coefficient significance test. Tables 5 and 6 present the findings of each hypothesis examination.

Table 5. **Direct path coefficient**

Hypothesis	B	σ	t-score(O/STDEV)	Sig.	Result
H-1: FP ->SECP	0.312	0.053	5.919	0.000	√**
H-2: FP ->SSP	1.898	0.126	15.103	0.000	√**
H-3: FP ->SENP	0.009	0.007	1	0.000	√**
H-4: FP ->OC	0.885	0.111	7.945	0.000	√**
H-5: HLP ->SECP	0.122	0.028	4.406	0.000	√**
H-6: HLP ->SSP	0.342	0.069	4.977	0.000	√**
H-7: HLP ->SENP	0.380	0.041	9.246	0.000	√**
H-8: HLP ->OC	0.093	0.005	18.6	0.000	√**
H-9: KPD -> SECP	0.167	0.030	5.486	0.000	√**
H-10: KPD -> SSP	0.647	0.061	10.560	0.000	√**
H-11: KPD ->SENP	0.838	0.068	12.407	0.000	√**
H-12: KPD ->OC	0.212	0.050	4.275	0.000	√**
H-13: OC -> SECP	0.423	0.070	6.080	0.000	√**
H-14: OC -> SSP	0.856	0.151	5.659	0.000	√**
H-15: OC ->SENP	0.167	0.059	2.830	0.000	√**

Source: authors based on the survey.

Significant at P** = 0.000

The SEM results (Tables 4 and 5) and the proposed hypotheses (Figure 1). As demonstrated by Figure 3, "FPs" positively and significantly influences "SECP" [Original sample score = 0.312; f^2 = 0.189; P-value = 0.000], "SSP" [Original sample score = 1.898; f^2 = 0.589; P-value = 0.000], "SENP" [Original sample score = 0.009; f^2 = 0.322; P-value = 0.000], and "OC" [Original sample score = 0.885; f^2 = 0.834; P-value = 0.000]. Also, "HLPs" has a direct positive and significant impact on "SECP" [Original sample score = 0.122; f^2 = 0.193; P-value = 0.000], "SSP" [Original sample score = 0.342; f^2 = 0.166; P-value = 0.000], "SENP" [Original sample score = 0.380; f^2 = 0.636; P-value = 0.000], and "OC" [Original sample score = 0.093; f^2 = 0.116; P-value = 0.000]. Moreover, "KPDs" positively and significantly influences "SECP" [Original sample score = 0.167; f^2 = 0.446; P-value = 0.000], "SSP" [Original sample score = 0.647; f^2 = 0.515; P-value = 0.000], "SENP" [Original sample score = 0.838;

$f^2 = 0.901$; P-value = 0.000], and "OC" [Original sample score = 0.212; $f^2 = 0.273$; P-value = 0.000]. Additionally, "OC" has a direct positive and significant impact on "SECP" [Original sample score = 0.423; $f^2 = 0.6$; P-value = 0.000], "SSP" [Original sample score = 0.856; $f^2 = 0.556$; P-value = 0.000], and "SENP" [Original sample score = 0.167; $f^2 = 0.166$; P-value = 0.000]. Therefore, all of the direct impacts hypothesis H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, H11, H12, H13, H14 and H15 were received empirical support. See Figure 4.

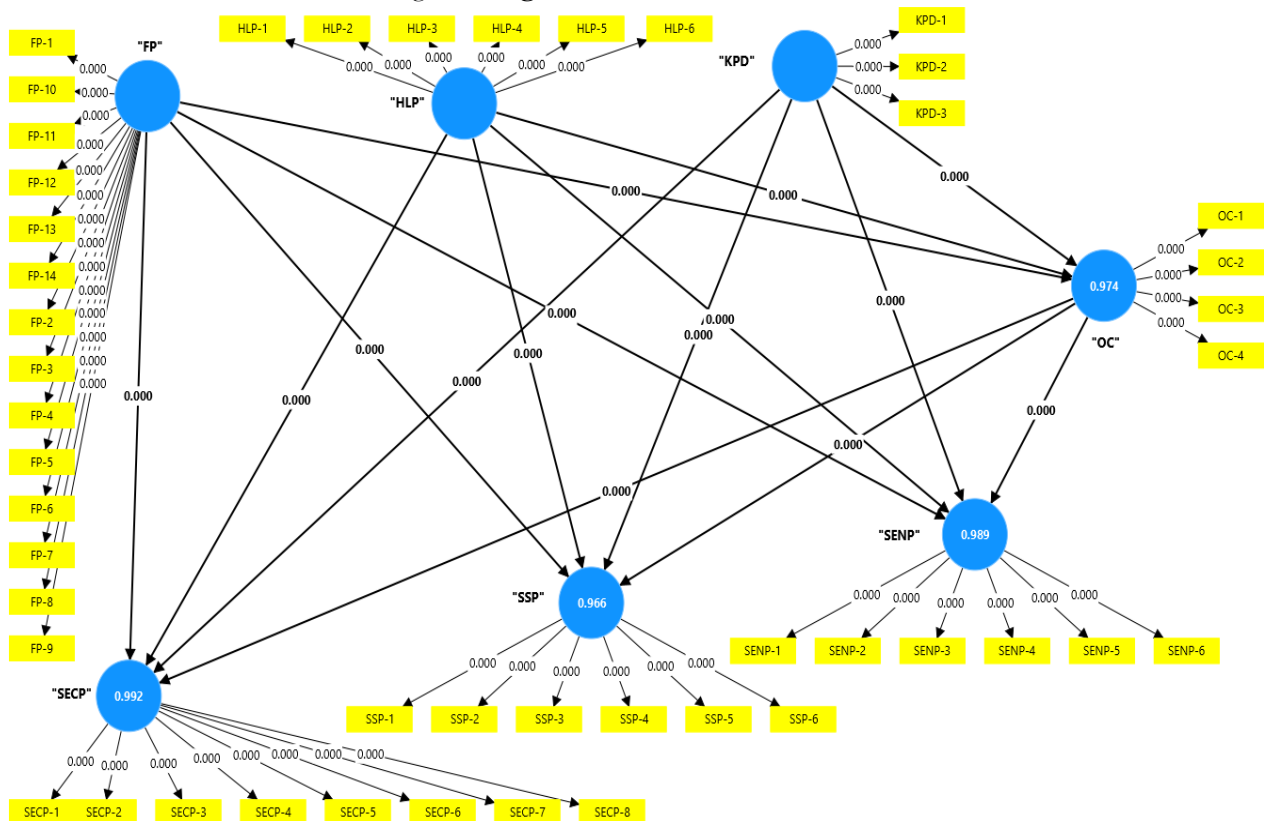
Table 6. Indirect Path Coefficient

Hypothesis	B	Σ	t-score(O/STDEV)	Sig.	Result
H-16: FP -> OC -> SECP	0.375	0.051	7.410	0.000	√**
H-17: FP -> OC -> SSP	0.757	0.097	7.812	0.000	√**
H-18: FP -> OC -> SENP	0.148	0.014	10.571	0.000	√**
H-19: HLP -> OC -> SECP	0.139	0.029	4.793	0.000	√**
H-20: HLP -> OC -> SSP	0.179	0.059	3.033	0.000	√**
H-21: HLP -> OC -> SENP	0.116	0.015	7.733	0.000	√**
H-22: KPD -> OC -> SECP	0.090	0.033	2.721	0.000	√**
H-23: KPD -> OC -> SSP	0.182	0.073	2.505	0.000	√**
H-24: KPD -> OC -> SENP	0.136	0.045	3.022	0.000	√**

Source: authors based on the survey

Significant at P** = 0.000

Figure 4. Significance of Path coefficients



Source: authors

As for the indirect relationship between the study variables, "OC" shows a mediating impact on the relationship between "FP" and "SECP" [Original sample score = 0.375 and P-value = 0.000], "FPs" and "SSP" [Original sample score = 0.757 and P-value = 0.000], "FPs" and "SENP" [Original sample score = 0.148 and P-value = 0.000]. Also, "OC" shows a mediating impact on the relationship between "HLP" and "SECP" [Original sample score = 0.139 and P-value = 0.000], "HLPs" and "SSP" [Original sample score = 0.179 and P-value = 0.000], "HLPs" and "SENP" [Original sample score = 0.116 and P-value = 0.000]. Moreover, "OC" shows a mediating impact on the relationship between "KPDs" and "SECP" [Original sample score = 0.090 and P-value = 0.000], "KPDs" and "SSP" [Original sample score = 0.182 and P-value = 0.000], "KPDs" and "SENP" [Original sample score = 0.136 and P-value = 0.000]. The results revealed a significant mediating effect, leading to the acceptance of the hypotheses H16, H17, H18, H19, H20, H21, H22, H23, and H24. See table 6 and figure 4.

5. Discussion

This research is conducted to continue searching and filling the knowledge gap of different relationships between SLPs' dimensions represented by (FPs, HLPs, and KPDs) and SOP dimensions represented by (SENP, SSP, and SECP) mediated by (OC) at five-star hotels in Egypt, Jordan, and Saudi Arabia. Based on previous research on SLPs, OC, and SOP, this study developed a conceptual framework focusing on three Arab countries (i.e., Egypt, Jordan, and Saudi Arabia) at five-star hotels. The proposed model suggests that effective sustainable leadership practices will lead employees to be more active and positive toward sustainable organizational performance dimensions and organizational culture. Besides, the relationship between sustainable leadership practices and sustainable organizational performance is going to be more effective when we consider organizational culture as a mediating variable between them. According to the results of the proposed model in this study, the results are divided into five sections.

Section one shows that FPs, the first dimension of SLPs, positively and directly influence OC and SENP, SSP, and SECP at five-star hotels in Egypt, Jordan, and Saudi Arabia. This means that these luxury hotels among the three countries have created an environment where the employees can conduct and utilize the 14 practices suggested by Avery and Bergsteiner (2011) successfully, and reflect them positively on OC on one side and on SENP, SSP, and SECP on the other side. In other words, foundation practices (FPs) somehow focus on every single issue related to the development of the employees and on the continuity of the organization in the marketplace. Therefore, it can be interpreted that the employees were working in environment where employees' development, promotions, cooperation, values, changes, independence financially, social responsibility, environmental responsibility, all stakeholder matters and vision's role in the business are the core practices that affect directly and positively in presenting an organizations' values, habits, beliefs, and traditions that are shared among the employees from the top level to the lowest level on one side and in improving the sustainability of organizational performance represented by SENP, SSP, and SECP through energy efficiency, water conservation, waste management, employee well-being, community engagement, and financial viability on the other side.

Section two shows that HLPs, the second dimension of SLPs, have a positive and direct influence on OC and on SENP, SSP, and SECP at five-star hotels in three Arab countries, Egypt, Jordan, and Saudi Arabia. This means that the practices that are related to HLP at five-star hotels in three Arab countries (i.e., Egypt, Jordan, and Saudi Arabia) were implemented successfully and had a positive effect on the OC and on the dimensions of SOP (i.e., SENP, SSP, and SECP). In other words, higher-level practices focus on 4 practices. These include: decision making, self-management, team orientation, and culture. Accordingly, it is evident that these practices among the three hotels in the three countries enable employees to make decisions in a consensual and devolved manner, manage

themselves effectively, and instill a culture of empowerment and shared values. Consequently, showing its effectiveness on OC by showing and shaping how work is conducted within the organization, and SOP is effectively implemented.

Section three reveals that KPDs, the third dimension of SLPs, positively and directly influence OC and SENP, SSP, and SECP at five-star hotels in three Arab countries, Egypt, Jordan, and Saudi Arabia. This means that these luxury hotels in three different countries created an employment environment that enabled the employees to achieve the purpose of innovation, staff engagement, and quality practices toward all OC, SENP, SSP, and SECP. In other words, key performance drivers center around three practices. These are: innovation, employee engagement, and quality. These practices were given to the employees through their leaders in these luxury hotels for the purpose of achieving a successful effect on OC and on the dimensions of SOP (i.e., SENP, SSP, and SECP).

Section four shows that OC, one of the main variables in this research, influences directly and positively the dimensions of SOP (i.e., SECP, SSP, SENP) at five-star hotels in three different Arab countries, Egypt, Jordan, and Saudi Arabia. This means that the values, habits, beliefs, and traditions that are shared among the employees in a five-star hotel in three different countries, from the top level to the lowest level, have achieved their purpose in creating sustainability in the dimensions of organizational performance. Further, this confirms that OC is one of the most important determinants in achieving sustainability within the organization.

Finally, the results in section five show that OC mediates the relationship between the dimensions of SLPs and the dimensions of SOP at five-star hotels in three Arab countries, Egypt, Jordan, and Saudi Arabia. This means that the practices that are suggested in this research, which in total are 21 practices distributed over three dimensions (i.e., FP, HLP, and KPDs), have a strong influence on the dimensions of SOP (i.e., SECP, SSP, and SENP), particularly when OC intervenes between them. This also shows that OC is one of the important determinants that strengthen the relationship between the FP, HIL, and KPDs and SENP, SSP, and SECP.

To the authors' knowledge, the results, particularly in sections 1, 2, and 3, are considered new contributions to the literature of SLPs, OC, and SOP. This is due to the fact that none of the previous studies have examined at the dimensional level the effect of SLPs dimensions (i.e., FPs, HLPs, and KPDs) separately on OC on one side and on the SOP dimension (i.e., SENP, SSP, and SECP) at five-star hotels in the three different Arab countries, Egypt, Jordan, and Saudi Arabia on the other side. However, due to the fact that all the hypotheses in this research are supported, the results at general level represented by section 1, 2, and 3 are consistent with previous studies indicating that sustainable leadership practices has a positive influence on organizational culture and on sustainable organizational performance (Daily & Huang, 2001; Erkutlu, 2008; Jabbour & Santos, 2008; Avery & Bergsteiner, 2011; Jones et al., 2014; Ahmed et al., 2021; Fowler et al., 2022; Al-Sabi et al., 2024).

The results of section 4 are also considered new contributions to the literature of OC and SOP dimensions. This is due to the fact that none of the previous studies have examined the effect of OC on the dimensions of SOP (i.e., SENP, SSP, and SECP) separately at five-star hotels in the three Arab countries, Egypt, Jordan, and Saudi Arabia. However, the results at the general level represented by section 4 are consistent with previous studies indicating that OC has a positive influence on SOP (i.e., SENP, SSP, and SECP). This is in particular confirmed by Harris and Crane (2002) who asserted that to achieve sustainability within the organization, it is crucial to establish an OC directed toward sustainability and strongly recommended by Kim et al., (2019) who confirmed that without instill green OC and stable environment among the employees it is going to be difficult to improve the SPO. The results in section 4 and further to the preceding paragraph are consistent with one more recent study conducted by Simovic et al., (2023) who indicated that sustainability in the organization is a great results of effective leadership that requires changes and adaptability in different issues in the organization at all levels and in a way that is consistent with the OC.

Finally, the results of section 5 are also considered new contributions to the literature of FPs, HILs, KPDs, OC, SENP, SSP, and SECP. This is because none of the previous studies have examined the effect of OC as a mediating variable between the dimensions of SLPs (i.e., FP, HIL, and KPDs) and the dimensions of SOP (i.e., SENP, SSP, and SECP) separately at five-star hotels in the three different Arab countries, Egypt, Jordan, and Saudi Arabia. However, the results at general level represented by section 5 are consistent with previous studies indicating that OC has mediated the relationships between the dimensions of SLPs (i.e. FP, HIL, and KPDs) and the dimensions of SOP (i.e. SENP, SSP, and SECP) (Schein, 1994; Sharma and Starik, 2004; Mensah, 2006; Erkutlu, 2008; Tsai et al., 2010; Brauer, 2013; Mancha and Yoder, 2015; Mittal and Dhar, 2016; Cabral and Lochan Dhar, 2019; Gürlek and Çemberci, 2020; Lasrado and Zakaria, 2020; Al-Hakimi et al., 2022); Zameer et al., 2022).

It is very important to mention that all the results, either at the general level or at the dimensional level, are based on constructs developed in Western settings, and the practices were also applied in Western countries. However, the results in this study confirmed that the practices also worked well in five-star hotels in three Arab countries. Furthermore, it does not mean that the practices that work in Egypt, Jordan, and Saudi Arabia should be applied in all arab countries and the same before for the Western countries. This is because there are variations in terms of Economic, Social, Political, Cultural, and Environmental challenges among the other Arab and non-Arab countries.

6. Implications

Luxury hotels in three Arab countries, Egypt, Jordan, and Saudi Arabia, have provided this study with distinguished results. Therefore, theoretical and practical contributions to expand the knowledge of SLPs (i.e., FPs, HILs, and KPDs), OC, and SOP (SENP, SSP, SECP) are introduced as follows. The constructs investigated in this study, along with their sub-dimension structure, showed validity and reliability among employees working in luxury hotels in Egypt, Jordan, and Saudi Arabia. Therefore, the questionnaire used in this study is considered to be a vital tool and shows potential to be used by other researchers in the hospitality and tourism fields, particularly in other Middle East countries with different contextual settings. From a theoretical perspective and up to the authors' knowledge, this study is one of the first studies that investigated the study's model and contributed to the limited studies about SLPs (i.e., FPs, HILs, and KPDs), OC, and SOP (i.e., SENP, SSP, SECP) in a large business scale, particularly at luxury hotels in Egypt, Jordan, and Saudi Arabia, and providing deep knowledge of the interrelationships among the constructs of this study.

First, this study confirms that the dimensions of sustainable leadership practices significantly impact both organizational culture and sustainable organizational performance. Moreover, organizational culture has a direct and significant influence on the dimensions of sustainable organizational performance. Organizational performance also acts as a significant mediator in the relationship between specific dimensions of SLPs (foundation practices, higher-level practices, and key performance drivers) and SOP (environmental, social, and economic sustainability performance). These results present unique theoretical contributions specifically applicable to luxury hotels in Egypt, Jordan, and Saudi Arabia, particularly within large business contexts. Therefore, caution should be considered when generalizing these findings to other settings. Additionally, these results contribute to the existing body of knowledge for researchers examining these relationships in Western countries and those exploring similar relationships in different contexts within the hospitality sector

Second, this study's findings also showed the successful implementation of sustainable leadership practices and their positive impact on organizational culture, as well as environmental, social, and economic sustainability performance. This suggests that the practices proposed by Avery and Bergsteiner are effective in non-Western contexts and potentially generalizable to other similar

countries. Third, although the study's variables were initially developed in non-Arab contexts, organizational culture significantly influences both directly and as a mediator between sustainable leadership practices and sustainable organizational performance. This indicates that organizational culture plays a crucial role in non-Western settings. The success of these variables may be attributed to their application within international hotel chains, where standardized practices are used as benchmarks for performance. Fourth, unlike previous researches that examine these factors from a managerial perspective, this study is based on employee perspectives in five-star hotels across Egypt, Jordan, and Saudi Arabia.

Practically, many of the managerial contributions can be revealed as follows. First, managers who are working in the hotel sector should be aware of FPs, HILs, KPDs, and their influence on both OC and SENP, SSP, and SECP. This point is important due to the fact that employees will not do these practices unless they know how to do it correctly. Therefore, the managers who are working in luxury hotels should be assured that the employees are familiar with the practices that lead to sustainability in leadership practices, as it showed significant results in this research. This can be done either by authority managers working in the human resource department or academics through providing training programs, conducting lectures that can explain the significance of sustainability of leadership practices dimensions on organizational culture and on sustainable economic performance, sustainable social performance, and sustainable environmental performance, particularly in the luxury hotels environment.

Second, managers at all levels in the luxury hotels should realize the importance of instilling OC among the employees in the hotel organization as it showed significant results either directly on SENP, SSP, and SECP or indirectly through its role as a mediating variable between FP, HIL, KPDs, and SENP, SSP, and SECP. This can be done through the direct managers who are basically the model that the employees should be imitating and following, thus the managers should be careful with regard to their behaviors and attitudes that should be related to the OC. Moreover, managers can search for the problems that the employees may face in implementing OC and, accordingly, prepare a training program that helps them to overcome these problems in implementing OC in the hotel organization.

Finally, at all levels, luxury hotel managers should realize the importance of SENP, SSP, SECP. Thus, managers must display consistent support for SLPs practices and their active influence on having sustainability on SENP, SSP, SECP. Therefore, managers in their workforce are required to provide resources, authority, and responsibility to the employees for the purpose of exhibiting friendly behaviors towards their environment in the hotels (SENP) (i.e. switch the light off while the employees are out of their offices, conserve energy and water in their operations, print papers in a double-sided format, stop the use of disposable cups, support their organizations to implement greening strategies, use green transportation to commute (i.e. bicycles), educate customers and employees, minimize waste, and provide new initiatives to protect their workplace from any environmental degradation at luxury hotels in Jordan), to achieve a high level of, commitment, involvement, job satisfaction in the hotel organization (SSP) and move forward in practicing SECP properly. In other words, when managers facilitate the practices to the employees by granting them the resources, authority and responsibility for acting independently, this leads to increase in the level of achieving the dimensions of SOP. In other words, employees in the hotel sector are more likely to exhibit friendly behavior (SENP) and high level of commitment, involvement and job satisfaction (SSP). Consequently, the ultimate goal by default will also be achieved that is increased profits, share market and competitive environment (SECP).

7. Research Limitations and Recommendations for Future Research

Limitations and recommendations have been identified for future research and a better understanding of the research's findings. The data were collected only from five-star hotels in three

Arab countries: Egypt, Jordan, and Saudi Arabia. This means that the findings may not be fully representative of all Arab countries, and this is due to political, economic, environmental, cultural, and social variations. In addition to other differences, there may be differences within the chosen countries in this study. Therefore, this study encourages future researchers to compare SLPs, SOPs, and OC across a broader range of Arab countries to identify regional variations and best practices.

Furthermore, the focus only on five-star hotels also probably provides different results when compared with other categories in the hotel sector, as the five-star hotels' practices and labor conditions can differ significantly from other hotel categories. Therefore, this study provides advice to other researchers in the future to re-examine the study's model in other contexts (i.e., restaurants, banks, hospitals, another country, etc.), to improve the generalizability of the results and expand the literature of SLPs, OC, and SOP. Moreover, the study concentrates on the hotel sector, and fortunately, the findings are generalized to the same level and the same industry. Hence, this advice researchers to re-examine the study's model in luxury hotels but in different Arab countries for the purpose of comparing and enhancing the generalizability of this research.

Although this study is situated within an Arab context, it may not fully capture the depth and complexity of cultural differences that influence SLPs, SOPs, and OC in each country. Thus, further qualitative research is advisable for future research that could explore these differences in greater detail. A cross-sectional design was used in this study, which allows for capturing data only at a single point in time. Consequently, this study advises researchers to consider a longitudinal study for future work to track the influence of SLPs and SOP mediated by OC over time. In this research, OC is used as a mediating factor between FP, HLP, and KPDs, as well as SENP, SSP, and SECP. Thus, we strongly recommend that future researchers include other constructs to the same model and test the mediating role of other variables such as green training and job satisfaction in the link of FP, HLP, and KPDs on SENP, SSP, and SECP at luxury hotels in developed countries to expand the literature of SLPs, OC and SOP.

Funding

This work was supported through the Annual Funding track by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia [Project No. Grant. KFU251714].

Acknowledgement

This work was supported through the Annual Funding track by the Deanship of Scientific Research, Vice Presidency for Graduate Studies and Scientific Research, King Faisal University, Saudi Arabia.

Conflict of interest

The authors declare no conflict of interest.

References

1. Abaeian, V., Khong, K. W., Kyid Yeoh, K., & McCabe, S. (2019). Motivations of undertaking CSR initiatives by independent hotels: A holistic approach. *International Journal of Contemporary Hospitality Management*, 31(6), 2468–2487. <https://doi.org/10.1108/IJCHM-03-2018-0193>

2. Adebayo, O. P., Worlu, R. E., Moses, C. L., & Ogunnaike, O. O. (2020). An Integrated Organisational Culture for Sustainable Environmental Performance in the Nigerian Context. *Sustainability*, 12(20), 8323. <https://doi.org/10.3390/su12208323>
3. Ahmed, M. F., Mokhtar, M. B., Lim, C. K., Hooi, A. W. K., & Lee, K. E. (2021). Leadership Roles for Sustainable Development: The Case of a Malaysian Green Hotel. *Sustainability*, 13(18), 10260. <https://doi.org/10.3390/su131810260>
4. Alameeri, A., Ajmal, M. M., Hussain, M., & Helo, P. (2018). Sustainable management practices in UAE hotels. *International Journal of Culture, Tourism and Hospitality Research*, 12(4), 440–466. <https://doi.org/10.1108/IJCTHR-10-2017-0100>
5. Al-Hakimi, M. A., Al-Swidi, A. K., Gelaidan, H. M., & Mohammed, A. (2022). The influence of green manufacturing practices on the corporate sustainable performance of SMEs under the effect of green organizational culture: A moderated mediation analysis. *Journal of Cleaner Production*, 376, 134346. <https://doi.org/10.1016/j.jclepro.2022.134346>
6. Al-Sabi, S. M., Al-Ababneh, M. M., Al Qsseem, A. H., Afaneh, J. A. A., & Elshaer, I. A. (2024). Green human resource management practices and environmental performance: The mediating role of job satisfaction and pro-environmental behavior. *Cogent Business & Management*, 11(1), 2328316. <https://doi.org/10.1080/23311975.2024.2328316>
7. Asree, S., Zain, M., & Rizal Razalli, M. (2010). Influence of leadership competency and organizational culture on responsiveness and performance of firms. *International Journal of Contemporary Hospitality Management*, 22(4), 500–516. <https://doi.org/10.1108/09596111011042712>
8. Avery, G. C., & Bergsteiner, H. (2011). Sustainable leadership practices for enhancing business resilience and performance. *Strategy & Leadership*, 39(3), 5–15. <https://doi.org/10.1108/10878571111128766>
9. Bohdanowicz, P., Zientara, P., & Novotna, E. (2011). International hotel chains and environmental protection: An analysis of Hilton's *we care!* programme (Europe, 2006–2008). *Journal of Sustainable Tourism*, 19(7), 797–816. <https://doi.org/10.1080/09669582.2010.549566>
10. Brauer, M. F. (2013). The effects of short-term and long-term oriented managerial behavior on medium-term financial performance: longitudinal evidence from Europe. *Journal of Business Economics and Management*, 14(2), 386–402. <https://doi.org/10.3846/16111699.2012.703965>
11. Cabral, C., & Lochan Dhar, R. (2019). Green competencies: Construct development and measurement validation. *Journal of Cleaner Production*, 235, 887–900. <https://doi.org/10.1016/j.jclepro.2019.07.014>
12. Chen, W.-J. (2013). Factors influencing internal service quality at international tourist hotels. *International Journal of Hospitality Management*, 35, 152–160. <https://doi.org/10.1016/j.ijhm.2013.06.004>
13. Crane, A. (2000). Corporate Greening as Amoralization. *Organization Studies*, 21(4), 673–696. <https://doi.org/10.1177/0170840600214001>
14. Daily, B. F., & Huang, S. (2001). Achieving sustainability through attention to human resource factors in environmental management. *International Journal of Operations & Production Management*, 21(12), 1539–1552. <https://doi.org/10.1108/01443570110410892>
15. Dawson, M., Abbott, J., & Shoemaker, S. (2011). The Hospitality Culture Scale: A measure organizational culture and personal attributes. *International Journal of Hospitality Management*, 30(2), 290–300. <https://doi.org/10.1016/j.ijhm.2010.10.002>
16. Dima, A.M., Jansen, A., Biclesanu, I., Mascu, S., Point, S. (2023). Top Leadership's Perspective on the Kaleidoscope Career Model. *Transformations in Business & Economics*, 22 (3), 21–39.
17. dos Anjos, S. J. G., & Kuhn, V. R. (2024). The role of transformational leadership and innovation adoption in restaurant performance. *Tourism & Management Studies*, 20(1), 49–64. <https://doi.org/10.18089/tms.20240104>

18. Dunphy, D. C., Griffiths, A., Benn, S., & Dunphy, D. C. (2007). *Organizational change for corporate sustainability: A guide for leaders and change agents of the future* (2. ed). Routledge.
19. Elkington, J. (1998). Partnerships from *cannibals with forks: The triple bottom line of 21st-century business*. *Environmental Quality Management*, 8(1), 37–51. <https://doi.org/10.1002/tqem.3310080106>
20. Erdogan, N., & Baris, E. (2007). Environmental protection programs and conservation practices of hotels in Ankara, Turkey. *Tourism Management*, 28(2), 604–614. <https://doi.org/10.1016/j.tourman.2006.07.003>
21. Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development*, 27(7), 708–726. <https://doi.org/10.1108/02621710810883616>
22. Fatoki, O. (2023). Ethical leadership as a tool for employee green behaviour. *Polish Journal of Management Studies*, 27(2), 75–91. <https://doi.org/10.17512/pjms.2023.27.2.05>
23. Fowler, D., Cheraghi, F., & Valverde, B. (2022). Ethical leadership concerning the establishment and promotion of sustainable tourism in the hospitality industry: A review of literature and qualitative analysis. *Menadžment u Hotelijerstvu i Turizmu*, 10(2), 121–136. <https://doi.org/10.5937/menhottur2202121F>
24. Gimenez, C., Sierra, V., & Rodon, J. (2012). Sustainable operations: Their impact on the triple bottom line. *International Journal of Production Economics*, 140(1), 149–159. <https://doi.org/10.1016/j.ijpe.2012.01.035>
25. Gürlek, M., & Çemberci, M. (2020). Understanding the relationships among knowledge-oriented leadership, knowledge management capacity, innovation performance and organizational performance: A serial mediation analysis. *Kybernetes*, 49(11), 2819–2846. <https://doi.org/10.1108/K-09-2019-0632>
26. Harris, L. C., & Crane, A. (2002). The greening of organizational culture: Management views on the depth, degree and diffusion of change. *Journal of Organizational Change Management*, 15(3), 214–234. <https://doi.org/10.1108/09534810210429273>
27. Hofstede, G., Hofstede, G. J., & Minkov, M. (2010). *Cultures and organizations: Software of the mind: intercultural cooperation and its importance for survival* (Revised and expanded third edition). McGraw-Hill.
28. Ibidunni, S., & Agboola, M. G. (2013). Organizational Culture: Creating, Changing, Measuring and Consolidating for Performance. *European Journal of Business and Management*, 5(32), 177–186.
29. Jabbour, C. J. C., & Santos, F. C. A. (2008). Relationships between human resource dimensions and environmental management in companies: Proposal of a model. *Journal of Cleaner Production*, 16(1), 51–58. <https://doi.org/10.1016/j.jclepro.2006.07.025>
30. Johnson, G., Scholes, K., & Whittington, R. (2009). *Exploring corporate strategy: Text & cases; [including the strategy experience simulation; 2010 media update]* (8. ed. [Nachdr.]). Prentice Hall Financial Times.
31. Jones, P., Hillier, D., & Comfort, D. (2014). Sustainability in the global hotel sector. *International Journal of Contemporary Hospitality Management*, 26(1), 5–17. <https://doi.org/10.1108/IJCHM-10-2012-0180>
32. Kamble, S., Gunasekaran, A., & Dhoke, N. C. (2020). Industry 4.0 and lean manufacturing practices for sustainable organisational performance in Indian manufacturing companies. *International Journal of Production Research*, 58(5), 1319–1337. <https://doi.org/10.1080/00207543.2019.1630772>
33. Kim, Y. J., Kim, W. G., Choi, H.-M., & Phetvaroon, K. (2019a). 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>

34. Kim, Y. J., Kim, W. G., Choi, H.-M., & Phetvaroon, K. (2019b). The effect of green human resource management on hotel employees' eco-friendly behavior and environmental performance. *International Journal of Hospitality Management*, 76(Part A), 83–93. <https://doi.org/10.1016/j.ijhm.2018.04.007>
35. Lasrado, F., & Zakaria, N. (2020). Go green! Exploring the organizational factors that influence self-initiated green behavior in the United Arab Emirates. *Asia Pacific Journal of Management*, 37(3), 823–850. <https://doi.org/10.1007/s10490-019-09665-1>
36. Levy, S. E., & Park, S.-Y. (2011). An Analysis of CSR Activities in the Lodging Industry. *Journal of Hospitality and Tourism Management*, 18(1), 147–154. <https://doi.org/10.1375/jhtm.18.1.147>
37. Mancha, R. M., & Yoder, C. Y. (2015). Cultural antecedents of green behavioral intent: An environmental theory of planned behavior. *Journal of Environmental Psychology*, 43, 145–154. <https://doi.org/10.1016/j.jenvp.2015.06.005>
38. Mensah, I. (2006). Environmental management practices among hotels in the greater Accra region. *International Journal of Hospitality Management*, 25(3), 414–431. <https://doi.org/10.1016/j.ijhm.2005.02.003>
39. Mittal, S., & Dhar, R. L. (2016). Effect of green transformational leadership on green creativity: A study of tourist hotels. *Tourism Management*, 57, 118–127. <https://doi.org/10.1016/j.tourman.2016.05.007>
40. Moses, C. L., Olokodun, M. A., Akinbode, M., & Agboola, M. G. (2016). Organisational culture and creativity in entrepreneurship education: A study of secondary education in Nigeria. *Research Journal of Applied Sciences*, 11(8), 586–591.
41. Oriade, A., Osinaike, A., Aduhene, K., & Wang, Y. (2021). Sustainability awareness, management practices and organisational culture in hotels: Evidence from developing countries. *International Journal of Hospitality Management*, 92, 102699. <https://doi.org/10.1016/j.ijhm.2020.102699>
42. 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>
43. Pizam, A. (2020). Hospitality as an Organizational Culture. *Journal of Hospitality & Tourism Research*, 44(3), 431–438. <https://doi.org/10.1177/1096348020901806>
44. Purser, R. E. (1994). Guest editorial: “Shallow” versus “deep” organizational development and environmental sustainability. *Journal of Organizational Change Management*, 7(4), 4–14.
45. Rahman, I., Reynolds, D., & Svaren, S. (2012). How “green” are North American hotels? An exploration of low-cost adoption practices. *International Journal of Hospitality Management*, 31(3), 720–727. <https://doi.org/10.1016/j.ijhm.2011.09.008>
46. Robbins, S. P., & Judge, T. A. (2024). *Organizational behavior* (19th edition, global edition). Pearson.
47. Saeed, B. B., Afsar, B., Hafeez, S., Khan, I., Tahir, M., & Afridi, M. A. (2019). Promoting employee's proenvironmental behavior through green human resource management practices. *Corporate Social Responsibility and Environmental Management*, 26(2), 424–438. <https://doi.org/10.1002/csr.1694>
48. Schein, E. H. (1994). *Organizational Culture and Leadership*, Edgar H. Schein. 1992. Jossey-Bass Publishers, San Francisco, CA. *Bulletin of Science, Technology & Society*, 14(2), 121–122. <https://doi.org/10.1177/027046769401400247>
49. Sharma, S., Dogra, J., & Khan, S. (2024). Destination resilience and transformations in the tourism sector: new tendencies in destination development and management. *Tourism & Management Studies*, 20(4), 17–26. <https://doi.org/10.18089/tms.20240402>

50. Sharma, S., & Starik, M. (2004). Research in corporate sustainability: The evolving theory and practice of organizations in the natural environment. *Canadian Journal of Administrative Sciences / Revue Canadienne Des Sciences de l'Administration*, 21(3), 288–289. <https://doi.org/10.1111/j.1936-4490.2004.tb00343.x>
51. Simovic, O., Lesjak, M., Perović, Đ., & Podovšovnik, E. (2023). Measuring Organizational Culture in Hotels, Restaurants and Travel Agencies in Montenegro. *Sustainability*, 15(3), 2715. <https://doi.org/10.3390/su15032715>
52. Streimikis, J. (2025). Comparative assessment of circular economy performance in the Baltic States using MCDM methods. *Transformations and Sustainability*, 1(1), 30–42. doi:10.63775/pcxj8p61.
53. Tahir, R., Athar, M. R., Faisal, F., Shahani, N. U. N., & Solangi, B. (2019). Green Organizational Culture: A Review of Literature and Future Research Agenda. *Annals of Contemporary Developments in Management & HR*, 1(1), 23–38. <https://doi.org/10.33166/ACDMHR.2019.01.004>
54. Tsai, W.-H., Hsu, J.-L., Chen, C.-H., Lin, W.-R., & Chen, S.-P. (2010). An integrated approach for selecting corporate social responsibility programs and costs evaluation in the international tourist hotel. *International Journal of Hospitality Management*, 29(3), 385–396. <https://doi.org/10.1016/j.ijhm.2009.12.001>
55. Van Rooij, B., & Fine, A. (2018). Toxic Corporate Culture: Assessing Organizational Processes of Deviancy. *Administrative Sciences*, 8(3), 23. <https://doi.org/10.3390/admsci8030023>
56. Vicente-Molina, M. A., Fernández-Sáinz, A., & Izagirre-Olaizola, J. (2013). Environmental knowledge and other variables affecting pro-environmental behaviour: Comparison of university students from emerging and advanced countries. *Journal of Cleaner Production*, 61, 130–138. <https://doi.org/10.1016/j.jclepro.2013.05.015>
57. Visser, W. (2008). CORPORATE SOCIAL RESPONSIBILITY IN DEVELOPING COUNTRIES. In *In The Oxford Handbook of Corporate Social Responsibility*. Oxford University Press.
58. Wang, T.-C., Huang, C.-Y., Huang, S.-L., & Lee, J.-Y. (2021). Priority Weights for Predicting the Success of Hotel Sustainable Business Models. *Sustainability*, 13(24), 14032. <https://doi.org/10.3390/su132414032>
59. Yusliza, M. Y., & Muhammad, Z. (2024). Do Green HRM Practices Influence Employee Ecological Behaviour?. *Polish Journal of Management Studies*, 30(1), 82–97. <https://doi.org/10.17512/pjms.2024.30.1.05>
60. Zhang, Y.Q., Sadiq, M., Chien, F.S. (2023). The Role of Eco-innovation on the Business Sustainability in China: Moderating Role of Organizational Innovation Culture. *Transformations in Business & Economics*, 22 (2), 144–160.
61. Zameer, H., Wang, Y., Yasmeen, H., & Mubarak, S. (2022). Green innovation as a mediator in the impact of business analytics and environmental orientation on green competitive advantage. *Management Decision*, 60(2), 488–507. <https://doi.org/10.1108/MD-01-2020-0065>
62. Zhu, Q., Geng, Y., & Lai, K. (2011). Environmental Supply Chain Cooperation and Its Effect on the Circular Economy Practice-Performance Relationship Among Chinese Manufacturers. *Journal of Industrial Ecology*, 15(3), 405–419. <https://doi.org/10.1111/j.1530-9290.2011.00329.x>
63. Zhu, Q., Sarkis, J., & Lai, K. (2012). Examining the effects of green supply chain management practices and their mediations on performance improvements. *International Journal of Production Research*, 50(5), 1377–1394. <https://doi.org/10.1080/00207543.2011.571937>

Brief description of Authors:

Tamer Hamdy Ayad, ProfessorORCID ID: <https://orcid.org/0000-0003-0737-4569>

Affiliation: Management Department, College of Business Administration, King Faisal University, 380 Al-Ahsaa, Saudi Arabia.

Email: tayad@kfu.edu.sa

Professor Tamer Ayad is a professor at the Management Department, College of Business Administration, King Faisal University, Saudi Arabia. Additionally, he is a Professor at the Tourism Studies Department, Faculty of Tourism and Hotels, Suez Canal University, Egypt (currently on secondment to work abroad). He is interested in the fields of tourism resource management and utilization, marketing, economic feasibility studies for tourism projects, human resource management, and tourism and hotel training. He has published numerous extensive scientific research papers in the tourism industry -Scopus and ISI- and has conducted numerous marketing and economic feasibility studies for several tourism projects locally and internationally. He has also delivered numerous local, regional, and international training courses.

Samer M. Al-Sabi, Associate ProfessorORCID ID: <https://orcid.org/0009-0005-4805-8003>

Affiliation: Management Department, College of Business Administration, King Faisal University, 380 Al-Ahsaa, Saudi Arabia.

Email: smalsabi@kfu.edu.sa

Dr.Samer M. Al-Sabi is an associate Professor of International Hospitality Management at Petra College for Tourism and Archaeology in Al-Hussein Bin Talal University, Ma'an, Jordan, from 2012 to 2019. From 2019 to the present, he has served as a faculty member in the business administration department at King Faisal University in Ihssa, Saudi Arabia. Dr Al-Sabi serves as an active member in the business college in terms of the quality programs in the Business Administration Department and the accreditations for both programs (i.e, Bachelor of Business Administration and Master of Business Administration). Dr Al-Sabi has published many scientific research papers with a concentration in Hotel and Tourism Management Studies. Dr Al-Sabi is interested in the areas of Hospitality Management Studies, Tourism Management Studies, Human Recourse Management Studies, Management Studies, Empowerment (i.e.Structural Empowerment, Psychological Empowerment and Green Empowerment), Total Quality Management, Service Recovery Performance, Innovation Performance, Quality Management Practices, Green Training, Pro-environmental Behavior and Environmental Performance.