

Thesis Title:

“THE EFFECT OF GREEN LEADERSHIP ORIENTATION ON STRATEGIC TRANSPORT PERFORMANCE IN AN EMERGING ECONOMY. THE CONDITIONAL ROLES OF GREEN CITIZENSHIP BEHAVIOR AND INSTITUTIONAL PRESSURES”

PhD Student:

ANGKOSAALA ADELINE

Affiliated Institution:

KNUST School of Business, Kwame Nkrumah University of Science and Technology, Kumasi, Ghana, West Africa. Email: linasmelody@mail.com/linasmelody2008@yahoo.com

1.0 MOTIVATION, RESEARCH GAP, AND AIM OF STUDY

Climate change, global warming, natural resource depletion, biodiversity loss, and ozone layer depletion due to hazardous compounds are all serious environmental issues that the world is currently confronted with (Bastiaansen et al., 2020; & Farooq et al., 2019). Every year, these changes cost the world more than \$1.2 trillion, or 1.6 percent of global GDP (Harvey, 2012). By 2030, financial costs associated with environmental change are expected to amount to 1.5–3% of yearly GDP in Africa (Watkiss, Downing & Dyszynsk, 2010). In Ghana, vehicular emissions account for 70% of total emissions and account for a higher percentage of environmental pollution (Solarin, Al-Mulari, Musah, & Ozturk, 2017), making the transportation sector a crucial target for tackling global environmental change..

Given the substantial consequences of global green change, many organizations have implemented environmental practices and processes aimed at resolving the issues (Agyabeng-Mensah et al., 2020; Gotschol, De Giovanni & Esposito Vinzi, 2014). Recently, authors have pointed out that being environmentally responsible entails not only including environmental goals in an organization's mission, but also engaging in green citizenship behavior in addition to its procedures and systems (Tariq, 2020; Dixon et al., 2015; Paillé et al., 2014). The logic here is that workers are constantly at the work floors and have a direct impact on the organization's operations (Paillé et al., 2014). They are thus, placed strategically to monitor compliance with in-house green operations and to identify activities that are harmful to the environment. Green citizenship behavior is a specialized kind of Organizational Citizenship Behavior (OCB) that deals with individual voluntary acts within the organization that are geared toward environmental betterment but are not explicitly acknowledged by the formal incentive framework (Boiral & Paillé, 2012).

Currently, the literature on green citizenship behaviors has primarily focused on family units or private sphere practices such as recycling or energy conservation at home or in hotels (Salvador & Burciaga, 2020; Tuan, 2019), with little attention paid to green citizenship behavior at work (Ruepert et al., 2017;

Andrews & Johnson, 2016). Workers spend a large portion of their time at work, and commercial and industrial activities emit significantly more ozone-depleting compounds than residential activities. Although studies on household or private green habits have yielded considerable results, it is unclear whether the findings of such studies can be applied to the workplace (Tariq et al., 2020; Fatoki, 2019), necessitating further study. Also, because employees' commitment to green citizenship is mostly voluntary, organizational expectations may not be realized with certainty unless the right driving mechanism is in place (Zhang, Wang, & Lai, 2015). As a result, Li & Strachan (2019), citing Mi et al. (2019) and Al Khajeh (2018), assert that unique leadership behavior is essential to assure consistent and uniform citizenship behavior in the workplace, as well as to churn out organizational goal attainment among subordinates (Mi et al., 2019; Al Khajeh, 2018). As a result, the current research suggests that green leadership orientation, a rarely studied characteristic, is a more likely antecedent to green citizenship activity.

Furthermore, the few recent studies on green leadership orientation and green performance link have resulted in inconsistent findings (Saleem et al., 2020; Tariq et al., 2020; Fatoki 2019), and hence, the need for more empirical research to provide clearer insight for theory and practice. Moreover, granted that most issues influencing organizational performance are poor employees' attitude towards work as well as poor leadership roles (Ellis & Normore, 2019; Haque, Faizan, & Cockrill, 2017), it is contended here that the success of green leadership orientation and strategic performance indirectly via green citizenship behavior among transport firms is contingent upon the varying degrees of institutional pressures they get from stakeholders.

Additionally, researchers have found in studies that the general OCB and green citizenship behavior are treated as mediated variables, with outcome variables such as green performance (Anwar et al., 2020; Pham et al. 2020; Jayabalan et al., 2020; Paille et al., 2014), employee performance (Khokhar & Zia-ur-Rehman, 2017; Maharani, Troena & Noermijati, 2013). However, differences also exist. First, the independent and dependent variables used in this study are different, and the mediating variable in itself is mostly treated as an outcome variable (e.g., Salvador et al., 2020; Tuan, 2019; Boiral et al., 2018). Finally, the research context is different to this current research. According to Morgan & Rayner (2019), it is unknown whether employees in other sectors engage in either more or less green behaviors compared to those working in the above researches sectors, as such transportation and logistics firms was considered in the current study.

Generally, transportation is a vital component of human society (Aleksic, Ljepava, & Ristic, 2019), as the economic and social advancement of countries is centered on its transportation framework such that the realization of worldwide exchange intentions is usually pivoted on transportation and will keep on being a cutting edge for global economic achievement (Anin, Annan & Alexander, 2013). The transport sector can bring about numerous advantages to a country, for example, encouraging travel, creation of jobs, and sharing of experiences and knowledge (De Grosbois, 2012). Though the benefits associated with transportation are huge, it can likewise have negative financials, social and environmental impacts (De Grosbois, 2012). This is due to the fact that, as far as crushes on the roads, air pollution, spillages and noise, among others are associated with such services, humans and firms

pay the cost in the negative way (Arvidsson, 2013). Today, organizations are either lawfully ordered or urged to embrace policies that can either contribute to the preservation or regeneration of the environment or limit the negative effect of their monetary activities on the natural environment (Martin-Tapia et al., 2010). As such, a study of this nature in the transport sector was deemed appropriate. Also, the transport firms were chosen in response to a call from Islam, Ali & Asad (2019) to consider study of green citizenship behaviors in other sectors. Also, Burawat (2019) indicates that contextual factors significantly have an influence on sustainable performance.

On the front of the forgoing discussion, the current study sought to investigate the following vital research questions:

1. *What drives green citizenship behaviors in Ghana?*
2. *Can green leadership orientation drive strategic transport performance?*
3. *Can green citizenship behavior mediate the relationship between green leadership orientation and strategic performance?*
4. *To what extent does institutional pressure moderate the relationship between green leadership orientation and strategic performance indirectly via green citizenship behavior?*

To provide answers to these questions, the study through the logical lenses of the Upper Echelons Theory, and the Stakeholder Theory, seeks to empirically examine the effect green leadership orientation has on strategic transport performance indirectly through green citizenship behavior under the conditioning effect of institutional pressure from stakeholders in the transport and logistics firms.

2.0 POTENTIAL CONTRIBUTIONS

The study is envisaged to make contributions discussed as follows.

2.1 Theoretical Contribution

The study expands the path of research into more factors, particularly an entirely unique leadership domain, green leadership orientation to catalyze green citizenship behavior in the context of transport, using Upper Echelon Theory. The explanation of the connection between green leadership orientation and green citizenship behavior would extend this theory as it would demonstrate that leadership orientation, for that matter, the leader's worldview of environmental issues or environmental concern redefines the strategic direction the leader moves the firm and his/her employees' engagement in green citizenship behavior. The leaders will not only personify but in addition build, advance and instill a common feeling of "us", in terms of serving the firms' performance.

Additionally, the effect leadership has on green citizenship behaviors is mostly explored in individualistic countries with little consideration given to the collectivist countries (Banks, Engemann, Williams, Gooty, McCauley & Medaugh, 2017). Nonetheless, how such behaviors can be nurtured through green leadership orientation has not been given a lot of attention in a collectivist culture such as Ghana. This examination therefore, contributes to literature on green leadership and environmental performance in a collectivist society like Ghana in Sub-Saharan Africa, where many transport firms

currently operate (Agarwal, 2016) with leaders wedging much power and have all the resources at their disposal.

Finally, examining these concepts in the transport sector is in response to a call from Islam, Ali & Asad (2019) to consider study of green citizenship behaviors in other sectors. This is considered a significant addition to theory as sustainable performance is said to be influenced significantly by contextual factors (Burawat, 2019).

2.2 Potential Managerial Contribution

It is envisaged that the findings of this study would provide support that green worldview of leaders portrays the needed citizenship behaviors desirable for the environment that is worth emulating. Basically, findings from the study would bring the inspiration so that "leaders would put into practice what they preach to other people". Employers and leaders would come to understand and appreciate that, care for the environment is a shared responsibility and that, employees are most likely to perform well and display behaviors towards the environment when requisite resources are allocated to them for such green behaviors.

The research would also guide transport leaders to "nurture" employees into "environmental activists" inside the firm. Leaders who are the controllers of all resources including employees in the sector, would be able to grow for themselves environmentally oriented leaders and would also see the need to take part in training programmes or self-train to create behaviors in their relationship with the environment particularly activities in relations to the sector' green transportation services. They would then be in a better position to share with employees green values and provide them with the resources and support they need to catalyze their energy to take part in green citizenship behavior (Tuan, 2019). Managers would also motivate workers to become environmentally-oriented leaders who will likewise assist their colleagues in creating green values and behaving environmentally responsible (Tuan, 2019).

Embracing green citizenship behaviors within the transport sector would reinforce the sectors' green reputation, which would attract only job applicants who are enthused to join organizations where environmental performance is revealed to be a significant concern (Guerci et al., 2016). Therefore, managers concerned with accomplishing environmental objectives would ensure that they send both clear and strong messages to entice candidates who are sensitive to the cause of sustainable environmental performance. Additionally, during the selection process, supervisors would recognize those job seekers with a positive past encounter in regards to how they have been environmentally dedicated.

3.0 IMPLICATIONS FOR POLICY IN AFRICA

A model for policy formulation to achieve a greener Africa by way of first incorporating in various policies across all sectors a green leadership orientation. Such policies would see to it that policies, developmental initiatives, and more importantly, leadership actions and behavior in Africa in themselves suggest and inspire green attitude. This would create the cultural norms to foster green citizenship among the populace in Africa.

Also, findings from the study can serve as a source of inspiration for policies that would create an environmentally oriented generation in Africa. This could be achieved through enriching education and training policies with curriculums for creating environmental awareness, educating and training environmental and sustainability professionals in Africa.

Furthermore, the discoveries of this study would further help in the improvement of policies in the transport sector including other organization for environmental protection in Africa. Such policies would ensure that the level of emissions from the transport sector and other transport related firms is significantly reduced through the choice of vehicles, machinery, energy, and how these are used on the daily operational basis to ensure the most minimal environmental impact.

4.0 BRIEF METHODOLOGY

This research work is explanatory in nature, and to realize the objectives of this study, a quantitative approach to the empirical study would be adopted. Primary data would be obtained through the administration of questionnaires from transport and logistics firms in Ghana via their respective unions (e.g. GPRTU, Metro Mass Transit (MTT), STC, VIP Transport, etc.). Target respondents would be owners/CEOs or staff in senior managerial positions in these firms. A sample size of 250 participants is proposed for the study. The data that would be collected would be coded and analyzed using Structural Equation Modelling (SEM) in Lisrel. The data would also be presented and analyzed using appropriate statistical tools, tests and software, descriptive statistics, correlation, regression tools and PROCESS in SPSS – the different analyses would be run in the Statistical Package for Social Sciences (SPSS) version 25.

5.0 RESEARCH MODEL

Consistent with observations by some scholars that researches conducted into how leadership can affect green citizenship behaviors is still in its early stages (Khan et al., 2019; Robertson & Barling, 2017), and based on developing calls for identifying leadership styles and behaviors that support green citizenship behaviors and lessen firms' impeding consequences for the earth, without giving up benefit (Suganthi, 2019; Khan et al., 2019; Tuan, 2019; Saeed et al., 2018), the green leadership orientation was tackled. Also, in response to Gabler, Richey & Rapp's (2015) call for a more specific performance indicator such as environmental performance instead of the use of general performance, the strategic performance was addressed. Basically, the researcher adds to the nascent, yet developing field of green citizenship behavior; gaps in the literature, and differences in boundary conditions, by basically building on the Upper Echelon Theory (Hambrick & Mason, 1984; Hambrick, 2007) and Stakeholder Theory (Freeman, 1984) to propose that, green leadership orientation will relate positively to strategic transport performance indirectly via green citizenship behavior under varying degrees of institutional pressures. **Figure 1** below is the research model for the study.

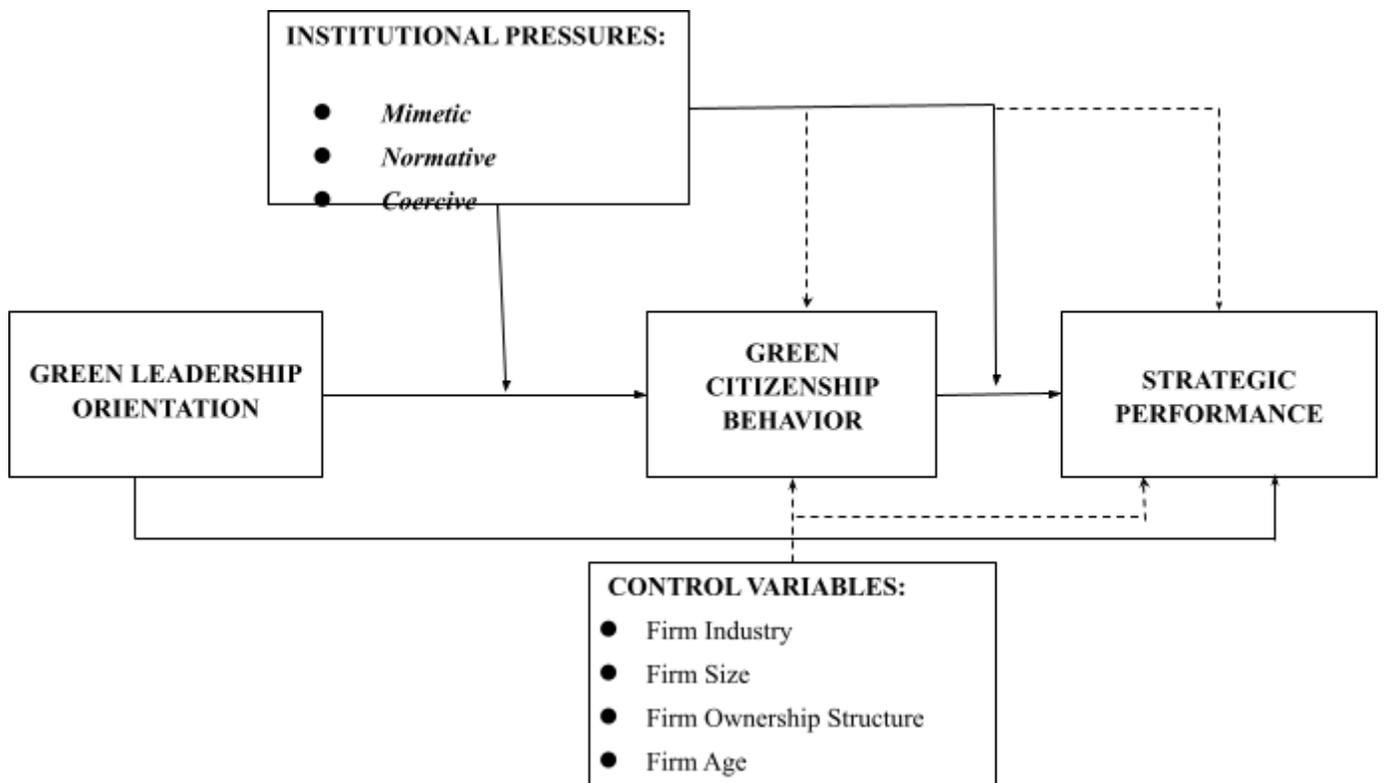


Figure 1: Conceptual Model

REFERENCES

- Agyabeng-Mensah, Y., Ahenkorah, E., Afum, E., Agyemang, A. N., Agnikpe, C., & Rogers, F. (2020). Examining the influence of internal green supply chain practices, green human resource management and supply chain environmental cooperation on firm performance. *Supply Chain Management: An International Journal*.
- Aleksic, A., Ljepava, N., & Ristic, M. (2019). Smart city transportation services, customer satisfaction and impact on the quality of life. In *Smart Technologies and Innovation for a Sustainable Future* (pp. 333-338). Springer, Cham.
- Al Khajeh, E. H. (2018). Impact of leadership styles on organizational performance. *Journal of Human Resources Management Research*, 2018, 1-10.
- Andrews, R. N., & Johnson, E. (2016). Energy use, behavioral change, and business organizations: Reviewing recent findings and proposing a future research agenda. *Energy Research & Social Science*, 11, 195-208.
- Anin, E. K., Annan, J., & Alexander, O. F. (2013). Assessing the causes of urban transportation challenges in the Kumasi Metropolis of Ghana. *American based research journal*, 2(6), 1-12.
- Anwar, N., Mahmood, N. H. N., Yusliza, M. Y., Ramayah, T., Faezah, J. N., & Khalid, W. (2020). Green Human Resource Management for zorganizational citizenship behaviour towards the environment and environmental performance on a university campus. *Journal of Cleaner Production*, 256, 120401.
- Arvidsson, N. (2013). The milk run revisited: A load factor paradox with economic and environmental implications for urban freight transport. *Transportation Research Part A: Policy and Practice*, 51, 56-62.
- Banks, G. C., Engemann, K. N., Williams, C. E., Gooty, J., McCauley, K. D., & Medaugh, M. R. (2017). A meta-analytic review and future research agenda of charismatic leadership. *The Leadership Quarterly*, 28(4), 508-529.
- Bastiaansen, R., Doelman, A., Eppinga, M. B., & Rietkerk, M. (2020). The effect of climate change on the resilience of ecosystems with adaptive spatial pattern formation. *Ecology letters*, 23(3), 414-429.
- Boiral, O., Raineri, N., & Talbot, D. (2018). Managers' citizenship behaviors for the environment: a developmental perspective. *Journal of Business Ethics*, 149(2), 395-409.
- Boiral, O., & Paillé, P. (2012). Organizational citizenship behaviour for the environment: Measurement and validation. *Journal of business ethics*, 109(4), 431-445.
- De Grosbois, D. (2012). Corporate social responsibility reporting by the global hotel industry: Commitment, initiatives and performance. *International Journal of Hospitality Management*, 31(3), 896-905.
- Dixon, G. N., Deline, M. B., McComas, K., Chambliss, L., & Hoffmann, M. (2015). Using comparative feedback to influence workplace energy conservation: A case study of a university campaign. *Environment and Behavior*, 47(6), 667-693.
- Ellis, B., & Normore, A. H. (2019). First-Line Police Supervisory Leadership: A Pivotal Role in Effective Communication and Engagement. In *Handbook of Research on Strategic Communication, Leadership, and Conflict Management in Modern Organizations* (pp. 237-254). IGI Global.
- Farooq, M. U., Shahzad, U., Sarwar, S., & ZaiJun, L. (2019). The impact of carbon emission and forest activities on health outcomes: empirical evidence from China. *Environmental Science and Pollution Research*, 26(13), 12894-12906.

- Freeman, R. E. (1984). Strategic Management A Stakeholder Approach, DOI: 10.4236/ojbm.2014.24035 2,442. *Journal of Human Resource and Sustainability Studies*, 2(2).
- Fatoki, O. (2019). Hotel employees' pro-environmental behavior: Effect of leadership behavior, institutional support and workplace spirituality. *Sustainability*, 11(15), 4135.
- Gabler, C. B., Richey Jr, R. G., & Rapp, A. (2015). Developing an eco-capability through environmental orientation and organizational innovativeness. *Industrial Marketing Management*, 45, 151-161.
- Gotschol, A., De Giovanni, P., & Vinzi, V. E. (2014). Is environmental management an economically sustainable business?. *Journal of environmental management*, 144, 73-82.
- Guerci, M., Longoni, A., & Luzzini, D. (2016). Translating stakeholder pressures into environmental performance—the mediating role of green HRM practices. *The International Journal of Human Resource Management*, 27(2), 262-289.
- Hambrick, D. C. (2007). Upper echelons theory: An update.
- Hambrick, D. C., & Mason, P. A. (1984). Upper echelons: The organization as a reflection of its top managers. *Academy of management review*, 9(2), 193-206.
- Harvey, F. (2012). Climate change is already damaging global economy, report finds. *The Guardian*, 26.
- Haque, A. U., Faizan, R., & Cockrill, A. (2017). The relationship between female representation at strategic level and firm's competitiveness: evidences from cargo logistic firms of Pakistan and Canada. *Polish Journal of Management Studies*, 15.
- Islam, T., Ali, G., & Asad, H. (2019). Environmental CSR and pro-environmental behaviors to reduce environmental dilapidation. *Management Research Review*.
- Jayabalan, N., Zafir, M. M., Kumar, R. M. H. M., Hayati, Y., & Mai, F. M. B. (2020). The Role of OCBE on Green HRM towards Performance Sustainability. *International Journal of Innovation, Creativity and Change*. 13 (5), 388, 399.
- Khan, M. A. S., Jianguo, D., Ali, M., Saleem, S., & Usman, M. (2019). Interrelations between ethical leadership, green psychological climate, and organizational environmental citizenship behavior: A moderated mediation model. *Frontiers in psychology*, 10, 1977.
- Khokhar, A. M., & Zia-ur-Rehman, M. (2017). Linking ethical leadership to employees' performance: Mediating role of organizational citizenship behavior and counterproductive work behavior. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(1), 222-251.
- Li, F. G., & Strachan, N. (2019). Take me to your leader: Using socio-technical energy transitions (STET) modelling to explore the role of actors in decarbonization pathways. *Energy Research & Social Science*, 51, 67-81.
- Maharani, V., Troena, E. A., & Noermijati, N. (2013). Organizational citizenship behavior role in mediating the effect of transformational leadership, job satisfaction on employee performance: Studies in PT bank Syariah Mandiri Malang east Java. *International Journal of Business and Management*, 8(17), 1-12.
- Martín-Tapia, I., Aragón-Correa, J. A., & Rueda-Manzanares, A. (2010). Environmental strategy and exports in medium, small and micro-enterprises. *Journal of World Business*, 45(3), 266-275.
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H. (2019). A new perspective to promote organizational citizenship behavior for the environment: The role of transformational leadership. *Journal of Cleaner Production*, 239, 118002.
- Morgan, D., & Rayner, J. (2019). Development of a scale measure for green employee workplace practices. *The Journal of New Business Ideas & Trends*, 17(1), 1-25.
- Paillé, P., Chen, Y., Boiral, O., & Jin, J. (2014). The impact of human resource management on environmental performance: An employee-level study. *Journal of Business Ethics*, 121(3), 451-466.

- Pham, N. T., Thanh, T. V., Tučková, Z., & Thuy, V. T. N. (2020). The role of green human resource management in driving hotel's environmental performance: Interaction and mediation analysis. *International Journal of Hospitality Management*, 88, 102392.
- Robertson, J. L., & Barling, J. (2017). Contrasting the nature and effects of environmentally specific and general transformational leadership. *Leadership & Organization Development Journal*.
- Ruepert, A. M., Keizer, K., & Steg, L. (2017). The relationship between Corporate Environmental Responsibility, employees' biospheric values and pro-environmental behaviour at work. *Journal of Environmental Psychology*, 54, 65-78.
- 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.
- Saleem, A., Aslam, S., Yin, H. B., & Rao, C. (2020). Principal Leadership Styles and Teacher Job Performance: Viewpoint of Middle Management. *Sustainability*, 12(8), 3390.
- Salvador, R. O., & Burciaga, A. (2020). Organizational environmental orientation and employee environmental in-role behaviors: A cross-level study. *Business Ethics: A European Review*, 29(1), 98-113.
- Solarin, S. A., Al-Mulali, U., Musah, I., & Ozturk, I. (2017). Investigating the pollution haven hypothesis in Ghana: an empirical investigation. *Energy*, 124, 706-719.
- Suganthi, L. (2019). Examining the relationship between corporate social responsibility, performance, employees' pro-environmental behavior at work with green practices as mediator. *Journal of cleaner production*, 232, 739-750.
- Tuan, L. T. (2019). Effects of environmentally-specific servant leadership on green performance via green climate and green crafting. *Asia Pacific Journal of Management*, 1-29.
- Tariq, M., Yasir, M., & Majid, A. (2020). Promoting employees' environmental performance in hospitality industry through environmental attitude and ecological behavior: Moderating role of managers' environmental commitment. *Corporate Social Responsibility and Environmental Management*, 27(6), 3006-3017.
- Watkiss, P., Downing, T. E., & Dyszynski, J. (2010). ADAPT cost project: Analysis of the economic costs of climate change adaptation in Africa.
- Zhang, B., Wang, Z., & Lai, K. H. (2015). Mediating effect of managers' environmental concern: Bridge between external pressures and firms' practices of energy conservation in China. *Journal of Environmental Psychology*, 43, 203-215.

