



Faculty of Business
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The Effect of Green Transformational Leadership and Organizational Ethical Culture on Organizational Citizenship Behavior: An Applied Study on the Information Technology Organizations in Egypt

تأثير القيادة التحويلية الخضراء والثقافة التنظيمية الأخلاقية على سلوك المواطنة
التنظيمي: دراسة تطبيقية علي منظمات تكنولوجيا المعلومات في مصر

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Dedication

I would like to dedicate this dissertation to my loving husband, Eng. Mina Safwat for his steadfast support, encouragement, and belief in me throughout the doctoral process. This is not only my victory, but also yours.

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Abstract

The purpose of this study was to investigate the effect of Green Transformational Leadership (GTL) and Organizational Ethical Culture (OEC) on Organizational Citizenship Behavior (OCB) of IT employees in Egypt. The research also aims at testing the effect of GTL on OEC, as well as the impact of OEC on OCB. A quantitative approach was used to collect the data; 378 questionnaires were distributed to a simple random sample at four Information Technology (IT) organizations in Cairo and Giza. The data collected from the questionnaire were statistically analyzed using SPSS 25 and AMOS programs to conduct Spearman's rank correlation coefficient and Multiple Linear Regression Analysis. The results show that all GTL dimensions had a significant effect on the OCB dimensions of IT employees in Egypt.

In addition, GTL had a significant effect on OEC; however, idealized influence and inspirational motivation had an insignificant effect on clarity. Likewise, individualized consideration had an insignificant effect on the congruency of managers and supervisors, feasibility, and sanctionability.

Moreover, OEC had a significant positive effect on employees' organizational citizenship behavior. Nevertheless, a few sub-variables had insignificant effects like; clarity's insignificant effect on employees' voice behavior, feasibility's insignificant effect on employees helping behavior, transparency's insignificant effect on employees' sustainability, and sanctionability's insignificant effect on employees' social participation.

The results of this research can help organizations benefit from the desirable and numerous consequences of OCB, which can be the result of GTL and OEC. This can also be used by the Human Resources (HR) department and top management in IT organizations, to spread knowledge about green behaviors, thus enhancing organizational image and competitiveness. Further, ethical culture may increase beneficial behaviors in organizations.

Keywords: Green Transformational Leadership, Corporate Social Responsibility, Information Technology Organizations, Organizational Ethical Culture, Organizational Citizenship Behavior

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List of Abbreviations

AGFI	Adjusted Goodness of Fit
CAGR	Compound Annual Growth Rate
CEOs	Chief Executive Officers
CEV	Corporate Ethical Values
CFA	Conformity Factor Analysis
CFI	Comparative Fit Index
CSR	Corporate Social Responsibility
EFA	Exploratory Factor Analysis
EMEIT	Egyptian Middle East Information Technology
GDP	Gross Domestic Product
GFI	Goodness of Fit
GTL	Green Transformational Leadership
ICT	Information and Communication Technology
IDC	International Data Corporation
IT	Information Technology
IT/ITeS	Information Technology / Information Technology enabled Services
ITI	Information Technology Institute
ITIDA	Information Technology Industry Development Agency
KMO	Kaiser -Meyer-Olkin
KW	Knowledge workers
MCIT	Ministry of Communications and Information Technology
MoU	Memorandum of Understanding

MSEA	Ministry of State for Enviornmental Affairs
NFI	Normed Fit Index
OCB	Organizational Citizenship Behavior
OCBE	Organizational Citizenship Behavior towards the Environment
OCBI	Organizational Citizenship Behavior towards Individuals
OCB-KW	Organizational Citizenship Knowledge Workers
OCBO	Organizational Citizenship Behavior towards Organization
OEC	Organizational Ethical Culture
PCA	Principal Compound Analysis
PeBs	Pro-environmental Behaviors
RMSEA	Root Mean Square Error of Approximation
SD	Standard Deviation
SE	Standard Error
SEM	Structered Equation Modelling
SET	Social Exchange Theory
SRMR	Standarized Root Mean Residual
TIEC	Technology Innovation and Entrepreneurship Center
TLI	Tuker Lewis Index
VIF	Variance Inflation Factor
WDX	Wirless Dynamics