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RESEARCH ARTICLE

# How organizational politics drives non-green behavior in hotels: A moderated mediation model of psychological withdrawal and green self-efficacy

**Wagih M. E. Salama[1*], Hazem Ahmed Khairy[2*], Mohamed Ahmed Suliman[1], Nouran Saber Fahmy[3]**

[1] *Department of Social Studies, College of Arts, King Faisal University, Alhasa, 31982, Saudi Arabia*

[2] *Hotel Management Department, Faculty of Tourism and Hotels, University of Sadat City, Sadat City, 11787, Egypt.*

[3] *Hotel Management Department, Alson Higher Institute for Tourism and Hotel Management, Cairo, 11829, Egypt.*

*** Corresponding author:** Wagih M. E. Salama, welsayed@kfu.edu.sa; Hazem Ahmed Khairy, hazem.khaiery@fth.usc.edu.eg

## ABSTRACT

This study investigates how perceptions of organizational politics (POP) influence non-green behavior (NGB) among employees in five-star hotel enterprises in Egypt, highlighting the mediating role of psychological withdrawal (PW) and the moderating effect of green self-efficacy (GSE). Data were collected through a structured survey of 402 employees from 23 five-star hotels. Using PLS-SEM via WarpPLS 7.0, the findings indicate that POP significantly increases both NGB and PW. PW also positively influences NGB and mediates the relationship between POP and NGB. Moreover, GSE moderates the PW–NGB relationship, buffering the negative impact of psychological withdrawal. These results underscore the psychological mechanisms by which political work environments undermine sustainable behavior and highlight the protective role of self-efficacy. The study offers practical implications for hospitality management seeking to promote pro-environmental conduct in politically complex organizational settings.

***Keywords:*** Perceptions of organizational politics; Non-green behavior; Psychological withdrawal; Green self-efficacy; Hotel Industry

## 1. Introduction

The urgency of transitioning toward environmentally sustainable practices has become a global imperative, particularly within high-impact and resource-intensive sectors such as tourism and hospitality [1-3]. While extensive research has investigated the enablers of pro-environmental behavior—such as green leadership, employee commitment, and supportive organizational climates—less is known about the barriers that inhibit such behaviors. A significant yet underexplored barrier is the perception of organizational politics (POP), which refers to employees' belief that self-serving behaviors, favoritism, and informal influence shape organizational decisions more than merit or fairness [4].

In highly dynamic and service-intensive environments like hotels, where frontline employees are instrumental to the success of sustainability initiatives, such politically charged climates can generate hidden

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costs by diminishing employee motivation and willingness to engage in green behavior [2,5]. However, research in hospitality and tourism has largely overlooked the psychological and behavioral consequences of such environments on sustainability outcomes. This study seeks to fill this critical void by examining how POP contributes to non-green behavior—employee actions that neglect, resist, or undermine environmentally sustainable practices [6].

Drawing upon Conservation of Resources (COR) theory [7], this study conceptualizes POP as a contextual stressor that depletes employees' psychological resources, thereby leading to psychological withdrawal—a state characterized by emotional disengagement, detachment from work roles, and reduced effort [8]. This resource depletion ultimately impairs employees' capacity and willingness to participate in sustainability-oriented activities. In addition, guided by Affective Events Theory (AET) [9], the study posits that such emotionally negative experiences within political work environments may trigger affective responses that extend beyond performance, directly influencing green behavior.

Specifically, this study introduces psychological withdrawal as a key mediator through which POP affects non-green behavior, offering a novel affective-cognitive mechanism that has been largely neglected in sustainability research. Moreover, the study investigates the moderating role of green self-efficacy employees' confidence in their ability to perform green tasks [10] as a personal resource that may buffer the negative effects of psychological withdrawal. While previous research acknowledges the positive role of green self-efficacy in fostering sustainable behavior, few studies have examined its protective function under adverse organizational conditions.

Despite growing academic and practitioner interest in sustainability in tourism and hospitality, limited scholarly attention has been given to the negative organizational dynamics that may hinder green behaviors [2,3]. Much of the literature has focused on drivers—such as green HRM, leadership, and organizational culture [11-13]. while overlooking organizational politics as a psychosocial stressor that may undermine sustainability efforts [5,14].

Furthermore, although psychological withdrawal has been extensively linked to declines in performance, engagement, and organizational commitment [15,16]. its impact on environmental behavior remains theoretically underdeveloped. By positioning it as both an outcome of POP and a mechanism leading to non-green behavior, this study provides new insights into disengagement from sustainability goals.

The research also responds to the scarcity of empirical evidence from developing economies, particularly within the MENA region, by focusing on hotel enterprises in Egypt. This context-specific investigation answers recent calls for greater attention to sustainability failures and institutional barriers in underrepresented regions [17-19]. Finally, although green self-efficacy is increasingly recognized as a valuable psychological resource [20-21], its moderating role in mitigating the relationship between psychological strain and environmentally counterproductive behavior remains underexplored.

By integrating COR and AET theories and empirically testing a moderated mediation model, this study makes several theoretical and practical contributions. It reveals how organizational politics may erode green behavior through psychological withdrawal, and how green self-efficacy can act as a protective factor. Ultimately, the study enhances our understanding of the complex psychological and contextual factors that influence sustainability in hospitality workplaces and offers actionable insights for managing and promoting green behavior in politically charged environments.

# 2. Literature review and hypotheses development

## 2.1. Perception of organizational politics

Perceived organizational politics (POP) encompass behaviors primarily motivated by self-interest and often misaligned with the overarching goals of the organization [22]. These political behaviors have become a pervasive and enduring feature of organizational life. They are typically associated with the informal processes used to influence decisions and control resource allocation, largely shaped by existing power dynamics and interpersonal influence within the workplace [5,23].

Political work environments are often characterized by self-serving behaviors and competitive social maneuvering that prioritize individual gain over organizational goals [24]. In such settings, informal power dynamics and personal relationships may override merit-based advancement, creating a culture where "who you know" matters more than "what you know" [25]. These environments can give rise to infighting, rumor-mongering, and manipulation, ultimately creating a distorted sense of transparency in decision-making processes [26]. Recent studies suggest that office politics are a widespread phenomenon, with a significant proportion of employees reporting direct experiences or observations of political conflict in the workplace [27]. The consequences of such environments are far-reaching and include reduced employee engagement, increased turnover, decreased productivity, and a general erosion of trust in the organization [28]. While a certain level of political behavior is inherent in any organizational setting, excessive or toxic political activity often leads to diminished morale and impaired organizational performance [29,30].

## 2.2. Non-Green behavior

Non-green behavior, also known as environmentally destructive behavior, encompasses actions that undermine environmental sustainability and counteract pro-environmental practices [31]. These behaviors range from individual choices—such as purchasing products with high carbon footprints or excessive packaging—to organizational activities that contribute to pollution, overconsumption, and resource depletion [32].

Recent studies have identified several contributing factors to non-green behavior. These include a lack of awareness about environmental issues, perceptions that green alternatives are inconvenient, and insufficient social support for sustainable practices. Additionally, skepticism resulting from corporate greenwashing can erode trust and reduce motivation for pro-environmental action [33,34].

The consequences of such behaviors are far-reaching, contributing to pressing global challenges such as climate change, biodiversity loss, and resource scarcity [35]. Understanding the drivers behind non-green behavior is therefore critical for developing effective interventions that promote sustainable behavioral change at both individual and organizational levels [36].

## 2.3. Green self-efficacy

Green self-efficacy refers to an individual's belief in their ability to effectively perform actions that contribute to environmental protection and sustainability [37]. Rooted in Bandura's theory of self-efficacy, it encompasses the confidence to organize and implement behaviors aimed at achieving environmental goals [38, 39]. Psychologically, it plays a critical role in shaping behavior, as individuals with high green self-efficacy are more likely to engage in pro-environmental actions, even in the face of obstacles or limited support [40,41].

Recent research has identified several antecedents of green self-efficacy, including environmental knowledge, awareness, personal values, and mastery experiences from past environmental efforts. For instance, constructs such as environmental self-identity and green mindfulness have been found to significantly enhance green self-efficacy [42,43]. Conversely, individuals with low levels of green self-efficacy

may feel powerless or disengaged when confronted with environmental issues [44,45]. As such, fostering green self-efficacy is a key strategy in encouraging widespread pro-environmental behavior and advancing sustainability objectives on both organizational and societal levels [46].

## 2.4. Psychological withdrawal

The psychological withdrawal perspective in organizational settings refers to an employee's internal disengagement from their work role, marked by a reduced psychological investment in and effort toward job responsibilities [35]. Unlike physical withdrawal—such as absenteeism or turnover—psychological withdrawal is more subtle and intrinsic, as individuals may remain physically present in the workplace while being emotionally or cognitively detached [47,48].

This disengagement may manifest in behaviors such as low involvement in tasks, diminished motivation, indifference toward organizational goals, and a general disinterest in work activities [49]. Recent research has linked psychological withdrawal to factors including emotional labor, negative work-related rumination, and incivility from colleagues [50].

The implications for organizations are substantial. Psychological withdrawal often leads to decreased productivity, lower morale, and may serve as a precursor to actual turnover [18,35]. Addressing the underlying causes of psychological withdrawal is therefore critical to maintaining employee engagement and fostering a healthy, committed workforce [51].

## 2.5. Hypotheses development

### 2.5.1. Underpinning theories

This study is grounded in two complementary theoretical frameworks: Conservation of Resources (COR) Theory [7] and Affective Events Theory (AET) [9].

COR Theory posits that individuals strive to obtain, retain, and protect valued resources—such as time, energy, emotional stability, and self-efficacy. Stress arises when these resources are threatened, lost, or insufficiently replenished [52]. In organizational contexts, adverse conditions—such as unsupportive HR practices or politically charged environments—can lead to perceived or actual resource loss. Employees may respond by conserving their remaining resources, often through disengagement or reduced voluntary behaviors [53,54].

Affective Events Theory (AET) complements this perspective by highlighting the role of workplace events in triggering emotional responses that shape employees' attitudes and behaviors [55]. According to AET, discrete events such as perceived unfairness, favoritism, or conflict influence how employees emotionally interpret their environment, which in turn affects their engagement, job satisfaction, and behavioral choices [56,57].

### 2.5.2. Perception of organizational politics and non-green behavior

Perceived organizational politics (POP) significantly influences employee behaviors, including those related to environmental responsibility [44]. In workplaces where favoritism, self-serving agendas, and non-transparent decision-making dominate, employees often experience a decline in organizational trust and psychological safety [58]. Such environments discourage discretionary behaviors, including voluntary engagement in pro-environmental initiatives [59].

A politically charged organizational climate may cultivate employee cynicism and disengagement, leading individuals to deprioritize collective environmental goals in favor of self-preservation or career advancement [60]. In such contexts, employees may perceive green initiatives as mere public relations tactics,

lacking authenticity or reward structures. Consequently, they may withdraw their participation, viewing it as futile or unrecognized [61,62]. Thus, organizational politics can erode employee motivation and commitment to sustainability, indirectly fostering non-green behaviors through reduced trust and disengagement [63,64]. In light of this, the following hypothesis is proposed:

H1: Perception of organizational politics positively influences non-green behavior.

### 2.5.3. Organizational politics and psychological withdrawal

Organizational politics—characterized by the strategic use of power, influence, and social networking to advance individual or group interests—has been consistently recognized as a significant stressor in workplace settings [65]. When employees perceive high levels of political behavior, such as favoritism, manipulation, and self-serving agendas, their emotional well-being is adversely affected, often resulting in feelings of frustration, helplessness, and emotional exhaustion [66]. These negative affective reactions can trigger coping mechanisms aimed at psychological disengagement from the work environment [67].

Psychological withdrawal refers to the cognitive and emotional detachment employees develop to shield themselves from ongoing workplace stressors. Manifestations include reduced job involvement, lower organizational commitment, and diminished professional efficacy[68]. The perception of a politically charged environment often compels employees to distance themselves psychologically as a self-protective mechanism, helping to conserve psychological resources in the face of ongoing ambiguity and stress [69]. Empirical research supports this association, demonstrating that heightened perceptions of organizational politics correlate positively with various withdrawal behaviors. Accordingly, the following hypothesis is proposed:

H2: Perception of organizational politics positively influences psychological withdrawal.

### 2.5.4. Psychological withdrawal and non-green behavior

Psychological withdrawal—defined as the mental and emotional disengagement of employees from their work roles—can serve as a significant antecedent to non-green or environmentally detrimental behaviors within organizational settings [35]. When employees experience psychological detachment, their sense of alignment with the organization's goals and values, including those related to environmental responsibility, tends to erode [70]. This disengagement diminishes intrinsic motivation and weakens the likelihood of participating in voluntary, sustainability-oriented behaviors that are not explicitly mandated by formal job roles [71].

Research has demonstrated that employees who are psychologically withdrawn are less likely to engage in green discretionary behaviors such as recycling, conserving energy, or reducing waste—acts that inherently require a degree of commitment, mindfulness, and emotional connection to organizational values [72]. The absence of such organizational citizenship behaviors may reflect a broader disillusionment, where employees perceive their efforts as inconsequential, thereby cultivating apathy toward collective outcomes, including environmental sustainability [73]. Based on this rationale, the following hypothesis is proposed:

H3: Psychological withdrawal increase non-green behavior.

### 2.5.5. Psychological withdrawal as a mediator

Psychological withdrawal serves as a critical mediating mechanism linking perceptions of organizational politics to non-green behavior in the workplace [65]. In environments where political behavior—such as favoritism, self-serving agendas, and arbitrary decision-making—is prevalent, employees often perceive a breach of fairness and justice, which erodes trust and psychological safety [74]. This erosion

of trust leads employees to disengage emotionally and cognitively from their organizational roles, manifesting as psychological withdrawal.

As psychological withdrawal intensifies, employees become less invested in the organization's mission, including its sustainability initiatives [75]. Their sense of responsibility and ownership over environmental outcomes diminishes, making them less inclined to engage in pro-environmental behaviors—particularly those that require extra effort or fall outside formal job duties [35]. Consequently, disengaged employees may disregard voluntary green actions, not out of defiance, but due to a lack of psychological connection with the organization's values and goals.

Therefore, perceived organizational politics can indirectly foster non-green behavior by undermining employee engagement. Through the mediating role of psychological withdrawal, employees who feel disillusioned or disconnected are less likely to internalize or act upon environmental values, thereby weakening the collective pursuit of sustainability within the organization [76]. Thus, the following hypothesis is proposed:

H4: Psychological withdrawal mediates the relationship between organizational politics and non-green behavior.

### 2.5.6. Green self-efficacy as a moderator

Green self-efficacy plays a vital moderating role in the relationship between psychological withdrawal and non-green behavior by buffering the adverse effects of disengagement on environmentally harmful actions [37]. While psychological withdrawal often results in a decline in pro-environmental behavior due to diminished organizational commitment and a weakened sense of responsibility, employees with high levels of green self-efficacy tend to sustain eco-friendly behaviors even amidst psychological detachment [24]. Defined as an individual's belief in their capacity to successfully engage in and accomplish environmental goals, green self-efficacy promotes a sense of personal accountability for environmental outcomes regardless of the individual's broader organizational engagement [30].

Employees who possess strong green self-efficacy are more likely to believe that their actions matter and can make a tangible environmental impact [27]. This belief system acts as a psychological buffer, empowering them to maintain pro-environmental behaviors—such as recycling, resource conservation, or advocating sustainability—even when they are emotionally disengaged from other aspects of their roles [28]. In contrast, employees with low green self-efficacy are less equipped to overcome the inertia of psychological withdrawal and are thus more susceptible to engaging in non-green behavior due to a lack of confidence in the significance of their environmental contributions [42]. Thus, the following hypothesis is proposed:

H5: Green self-efficacy moderates the relationship between psychological withdrawal and non-green behavior.

The theoretical framework of the study is illustrated below in **Figure 1**. In addition, the key constructs in the research model are presented in **Table 1**.

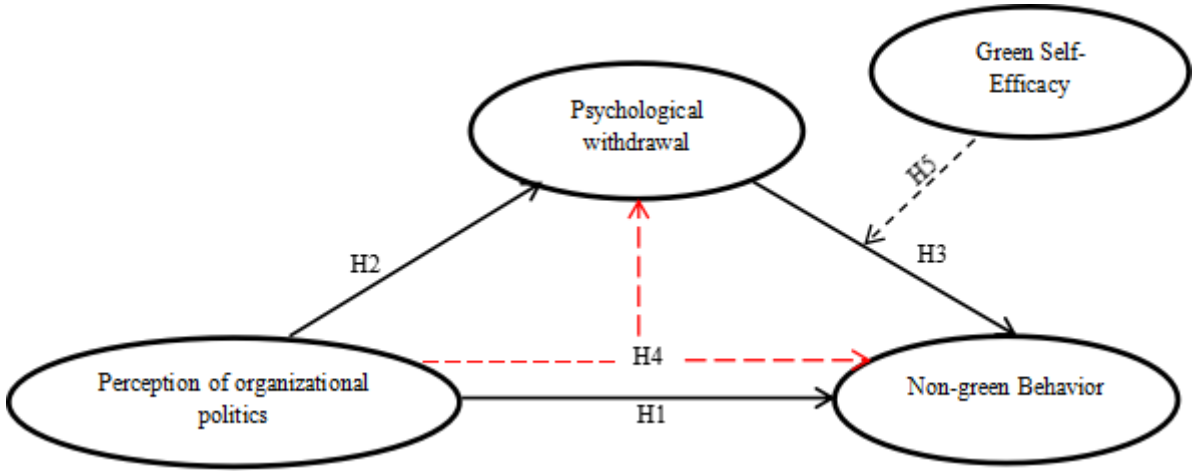


**Figure 1.** The theoretical framework of the study.

**Table 1.** The key constructs in the research model

| Construct | Definition | Expected relationship | Theoretical basis |
|---|---|---|---|
| Organizational Politics (POP) | Perceptions of self-serving behaviors and favoritism that undermine fairness in the workplace | ↑ POP → ↑ PW; ↑ POP → ↑ NGB | Conservation of Resources (COR) Theory [7] and Affective Events Theory (AET) [9]. |
| Psychological Withdrawal (PW) | Disengagement from work tasks mentally and emotionally | ↑ PW → ↑ NGB; Mediates POP → NGB | |
| Non-Green Behavior (NGB) | Employee behaviors that neglect or harm environmental sustainability efforts | Outcome variable; increased by higher POP and PW | |
| Green Self-Efficacy (GSE) | Confidence in one's ability to perform environmentally responsible behaviors | Moderates PW → NGB; High GSE buffers the effect of PW on NGB | |

# 3. Methodology

## 3.1. Measures

Data for this study were collected using a structured questionnaire as part of a quantitative research design. The survey aimed to examine perceptions of organizational politics in five-star hotel businesses and their influence on employees' non-green behavior and psychological withdrawal. Additionally, the moderating role of employees' green self-efficacy was assessed. The questionnaire consisted of two main sections: the first gathered demographic information, including gender, age, and educational background; the second assessed the four core constructs under investigation. All items were measured using a five-point Likert scale ranging from "strongly disagree" to "strongly agree." To minimize socially desirable responding—a common concern in self-reported data—the study followed the recommendation of Donaldson et al. [77] by including a concluding question asking participants whether they were concerned that their responses might jeopardize their employment. Any such responses were excluded from the final dataset to enhance data reliability. In addition, to ensure the validity and relevance of responses, the study included only participants with a minimum of one year of work experience. This criterion aligns with Morrison's [78] assertion that employees typically develop adequate familiarity with their organization's culture within the first six months of employment.

Perception of organizational politics was measured using the 12-item scale developed by Kacmar and Ferris [79]. Non-green behavior was evaluated through a 5-item scale introduced by Paillé et al. [80]. Psychological withdrawal was assessed using an 8-item instrument designed by Lehman and Simpson [81]. To measure employees' green self-efficacy, a 6-item scale developed by Chen et al. [82] was employed, which has also been recently applied in the hospitality context by Nisar et al. [21].

### 3.2. Sample and data collection procedures

Egypt's hospitality sector was selected because it is both a critical component of the national economy and a high-impact industry for environmental sustainability, given its significant resource consumption (e.g., energy, water) and waste generation. Moreover, the sector has been undergoing rapid expansion and modernization, which has heightened both the relevance of sustainability practices and the challenges posed by organizational politics in achieving them. Studying this context therefore offers valuable insights for industries where service delivery, environmental performance, and employee behavior are closely intertwined.

Five-star hotels represent a suitable and strategic context for investigating the proposed research model for several reasons. First, as high-end service providers, five-star hotels are under increasing pressure to adopt sustainable practices due to growing expectations from environmentally conscious guests, global tourism standards, and competitive branding strategies. These hotels are typically more visible and accountable in terms of corporate social responsibility and environmental performance, making employee behavior toward sustainability particularly consequential. Second, the operational complexity and resource intensity of five-star hotels—such as high energy consumption, waste generation, and service customization—create a dynamic environment where employees play a pivotal role in implementing or undermining green initiatives. This setting makes it especially relevant to study how perceptions of organizational politics and psychological withdrawal influence non-green behavior. Moreover, employees in five-star hotels are often required to balance high service demands with organizational values, making them ideal subjects for examining how green self-efficacy can moderate these pressures.

According to the Egyptian Ministry of Tourism and Antiquities [83], there are 30 five-star hotels located in the Greater Cairo region. A judgmental sampling technique was employed to select the hotels for inclusion in this study, as it is particularly suitable when time and financial constraints prevent the execution of a full-scale survey. To recruit participants, a convenience sampling method was applied, targeting hotel employees who voluntarily agreed to participate. Given the wide geographic dispersion of five-star hotels throughout Egypt, convenience sampling allowed for practical access to respondents.

After securing verbal permission from the human resources departments of the selected hotels via phone calls, the researchers distributed 600 questionnaires on-site. Of these, 402 valid responses were collected from employees across 23 five-star hotels, yielding a response rate of approximately 67%. To ensure the adequacy of the sample size, Cochran's [84] formula was used, which recommends a minimum of 385 responses for large populations when the total population size is unknown. This was particularly relevant given the lack of official data specifying the total number of employees working in five-star hotels in Egypt, either nationally or regionally.

### 3.3. Data analysis

Partial Least Squares Structural Equation Modeling (PLS-SEM) has become a widely adopted analytical technique across various disciplines, including tourism and hospitality, due to its ability to handle complex research models involving multiple variables and intricate relationships—both direct and indirect [85]. Given the complexity of the present study's conceptual framework—which integrates latent constructs such as

green self-efficacy, psychological withdrawal, and perceptions of organizational politics—PLS-SEM was deemed the most appropriate analytical method. Accordingly, WarpPLS version 7.0 was employed to evaluate both the measurement and structural models and to test the proposed hypotheses [86]. WarpPLS offers several methodological advantages over other PLS-SEM tools such as SmartPLS. One of its key strengths is the ability to model both linear and nonlinear relationships, a crucial feature for capturing the interactive and dynamic nature of sustainability-oriented constructs [19,87,88,89]. This capability enhances the depth and accuracy of the analysis, particularly in contexts where latent psychological and behavioral variables are central to the research model.

### 3.4. Non-Response bias

To evaluate the potential for non-response bias, a comparative analysis was carried out between early and late participants based on key demographic characteristics and core variables of the study. Following the established method outlined by Armstrong and Overton [90], late responders were considered as stand-ins for those who did not respond. The results of independent samples t-tests indicated no significant differences between the two groups ($p > 0.05$). This outcome suggests that non-response bias is unlikely to pose a significant threat to the study's internal validity or the generalizability of its conclusions.

### 3.5. Common method bias

To address and evaluate the potential impact of common method bias (CMB), a dual-method approach was adopted. Initially, Harman's single-factor test was utilized, which showed the presence of multiple factors, with the first factor accounting for less than 50% of the total variance. This result suggests that no single factor dominated the data, thereby reducing the risk of common method bias. Acknowledging the limitations of relying solely on this test, the study also employed the full collinearity assessment technique proposed by [89]. The Variance Inflation Factor (VIF) values for all latent constructs ranged from 1.141 to 2.336, and the average full collinearity VIF (AFVIF) was 1.553. These values are well below the acceptable threshold of 3.3, indicating that both multicollinearity and common method variance are not major concerns in the current study.

## 4. Results

### 4.1. Participants' profile

**Table 2** provides a summary of the demographic characteristics of the 402 participants involved in the study. The sample was predominantly male, accounting for 73.63% of respondents (n = 296), while females represented 26.37% (n = 106). In terms of age distribution, the largest group of participants fell within the 30 to 45 age range (46.77%, n = 188), followed by those under 30 years old (29.35%, n = 118), and those over 45 years (23.88%, n = 96). Regarding educational attainment, the majority held a bachelor's degree (74.13%, n = 298), while 18.91% (n = 76) had completed high school only, and a smaller proportion (6.97%, n = 28) possessed a master's or doctoral degree.

**Table 2.** Participant's profile (N=402).

| | | Frequency | Percent |
|---|---|---|---|
| Gender | Male | 296 | 73.63 |
| | Female | 106 | 26.37 |
| Age | 18:< 30 years | 118 | 29.35 |
| | 30 : 45 years | 188 | 46.77 |
| | >45 | 96 | 23.88 |
| Education | High schools | 76 | 18.91 |
| | Bachelor | 298 | 74.13 |
| | Master/PhD | 28 | 6.97 |

### 4.2.Measurement model

Appendix (B) summarizes the model's overall fit and quality indices[88], indicating strong statistical validity. The Average Path Coefficient (APC), R-squared values (ARS and AARS), and all multicollinearity measures (AVIF and AFVIF) fall within acceptable thresholds, confirming good explanatory strength and low collinearity. Additionally, key model diagnostics—such as Tenenhaus GoF, Sympson's Paradox Ratio (SPR), and R-squared Contribution Ratio (RSCR)—all meet or exceed recommended standards. These results collectively suggest that the structural model demonstrates solid fit, reliability, and predictive relevance.

**Table 3** presents the psychometric properties of the study's key constructs and confirms strong reliability and validity across all measures. Composite Reliability (CR) and Cronbach's Alpha (CA) values for all constructs exceed the recommended threshold of 0.70, indicating high internal consistency. The Average Variance Extracted (AVE) values are also above the 0.50 benchmark, demonstrating adequate convergent validity. Indicator loadings are generally strong, ranging from 0.675 to 0.871, supporting item reliability. Additionally, the Variance Inflation Factor (VIF) values are well below the conservative cut-off of 3.3, confirming no multicollinearity concerns. These results collectively validate the robustness of the measurement model.

**Table 3.** Results of psychometric properties

| Construct | Indicators | Loading | CR | CA | AVE | VIF |
|---|---|---|---|---|---|---|
| Perception of organizational politics (POP) | POP.1 | 0.721 | 0.921 | 0.906 | 0.523 | 1.141 |
| | POP.2 | 0.682 | | | | |
| | POP.3 | 0.747 | | | | |
| | POP.4 | 0.721 | | | | |
| | POP.5 | 0.801 | | | | |
| | POP.6 | 0.686 | | | | |
| | POP.7 | 0.701 | | | | |
| | POP.8 | 0.789 | | | | |
| | POP.9 | 0.725 | | | | |
| | POP.10 | 0.701 | | | | |
| | POP.11 | 0.675 | | | | |
| | POP.12 | 0.718 | | | | |
| Non-green behavior (NGB) | NGB.1 | 0.705 | 0.811 | 0.708 | 0.517 | 1.172 |
| | NGB.2 | 0.763 | | | | |
| | NGB.3 | 0.717 | | | | |
| | NGB.4 | 0.708 | | | | |
| | NGB.5 | 0.701 | | | | |
| Psychological withdrawal (PW) | PW.1 | (0.855) | 0.940 | 0.926 | 0.662 | 2.336 |
| | PW.2 | (0.814) | | | | |
| | PW.3 | (0.844) | | | | |
| | PW.4 | (0.851) | | | | |
| | PW.5 | (0.859) | | | | |
| | PW.6 | (0.852) | | | | |
| | PW.7 | (0.740) | | | | |

| Construct | Indicators | Loading | CR | CA | AVE | VIF |
|---|---|---|---|---|---|---|
| Green Self-Efficacy (GSE) | PW.8 | (0.676) | 0.925 | 0.903 | 0.674 | 2.082 |
| | GSE.1 | (0.777) | | | | |
| | GSE.2 | (0.871) | | | | |
| | GSE.3 | (0.860) | | | | |
| | GSE.4 | (0.766) | | | | |
| | GSE.5 | (0.831) | | | | |
| | GSE.6 | (0.813) | | | | |

"CR: Composite reliability; CA: Cronbach's alpha; AVE: average variance extracted; VIF: variance inflation factors ".

**Table 3.** (*Continued*)

**Table 4** presents the intercorrelations among the study's latent variables along with the square roots of the Average Variance Extracted (AVEs), which are displayed diagonally in bold. These diagonal values (ranging from 0.719 to 0.821) are higher than the inter-construct correlations in their respective rows and columns, satisfying Fornell-Larcker's criterion and confirming discriminant validity.

**Table 4.** Correlations among latent variables with the square root of AVEs

| Construct | POP | NGB | PW | GSE |
|---|---|---|---|---|
| Perception of organizational politics (POP) | **0.723** | | | |
| Non-green behavior (NGB) | 0.216 | **0.719** | | |
| Psychological withdrawal (PW) | 0.314 | 0.327 | **0.814** | |
| Green Self-Efficacy (GSE) | 0.280 | 0.127 | 0.708 | **0.821** |

**Table 5** displays the results of the discriminant validity test using the Heterotrait-Monotrait Ratio (HTMT). All HTMT values are below the conservative threshold of 0.85, indicating that the constructs are empirically distinct from one another. The highest HTMT value observed is between PW and GSE at 0.784, which is still within acceptable limits. The lowest value is between NGB and GSE at 0.184, reflecting minimal overlap. These results further confirm that the study's constructs demonstrate strong discriminant validity, supporting the reliability of the measurement model.

**Table 5.** Discriminant validity (HTMT)

| Construct | POP | NGB | PW | GSE |
|---|---|---|---|---|
| Perception of organizational politics (POP) | | | | |
| Non-green behavior (NGB) | 0.363 | | | |
| Psychological withdrawal (PW) | 0.351 | 0.416 | | |
| Green Self-Efficacy (GSE) | 0.315 | 0.184 | 0.784 | |

## 4.3. Structural model and hypotheses testing

**Table 6** and **Figure 2** present the results of the structural model, including both direct and moderating effects. The findings indicate strong support for the hypothesized relationships. Firstly, perceptions of organizational politics (POP) were found to significantly predict non-green behavior (NGB), with a path coefficient (β) of 0.35 and a p-value less than 0.01. This relationship also demonstrated a moderate effect size ($f^2 = 0.153$), suggesting that political perceptions in the workplace are a notable driver of environmentally irresponsible behavior among employees. Similarly, POP had a significant positive impact on psychological withdrawal (PW), also with a path coefficient of 0.35 ($p < 0.01$) and an effect size of 0.122,

reinforcing the notion that perceived politics in the organization can lead to emotional disengagement and detachment from work.

Furthermore, psychological withdrawal was positively associated with non-green behavior (β = 0.23, p < 0.01), albeit with a smaller effect size ($f^2$ = 0.080), indicating that employees who are psychologically withdrawn are more likely to engage in behavior that undermines environmental initiatives. Importantly, the moderation analysis confirmed that green self-efficacy (GSE) significantly moderates the relationship between psychological withdrawal and non-green behavior. The interaction term (PW*GSE) had a negative path coefficient of -0.19 (p = 0.01), suggesting that employees with higher levels of GSE are less likely to translate their psychological withdrawal into non-green behaviors. Although the moderation effect size was relatively small ($f^2$ = 0.047), it highlights the buffering role of GSE as a valuable personal resource in sustainability contexts.

Lastly, the model explained 12% of the variance in psychological withdrawal ($R^2$ = 0.12) and 28% of the variance in non-green behavior ($R^2$ = 0.28). These results underscore the predictive adequacy of the model and affirm the importance of both organizational and individual-level factors in influencing sustainable workplace behavior.

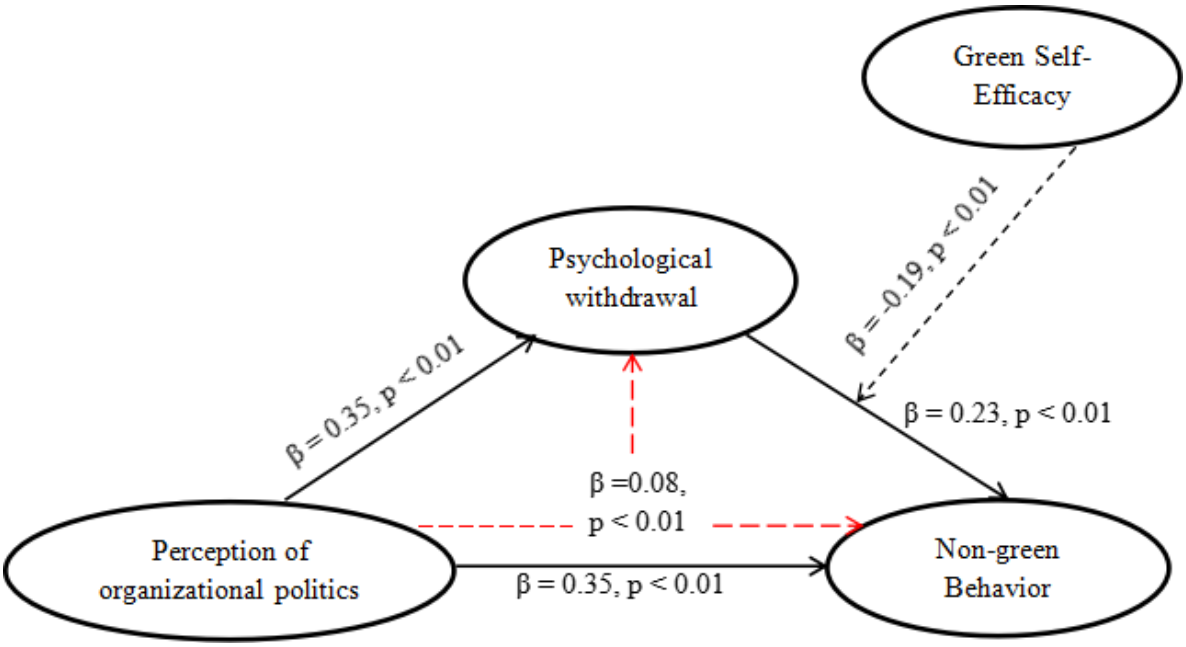


**Figure 2.** The results of the study.

**Table 6.** Direct and moderation effects

| H | Structural Paths | Path Coefficient (*β*) | *P*-values | Effect Size ($f^2$) | Result |
|---|---|---|---|---|---|
| **Direct Effect** | | | | | |
| *H1* | POP àNGB | 0.35 | <0.01 | 0.153 | Supported |
| *H2* | POP àPW | 0.35 | <0.01 | 0.122 | Supported |
| *H3* | PW àNGB | 0.23 | <0.01 | 0.080 | Supported |
| **Moderating Effect** | | | | | |
| *H5* | PW*GSE à NGB | -0.19 | =0.01 | 0.047 | Supported |
| | | PW $R^{2:}$ = 0.12, NGB $R^{2:}$ = 0.28 | | | |

**Table 7** presents the results of the mediation analysis, which was conducted using the bootstrapping method recommended by Preacher and Hayes [91]—a widely accepted statistical technique for evaluating the mediating role of variables in complex causal relationships. Specifically, this analysis tested the mediating effect of psychological withdrawal (PW) on the relationship between perception of organizational politics (POP) and non-green behavior (NGB).

The results revealed that the path from POP to PW (Path a) was significant with a coefficient of 0.350, while the path from PW to NGB (Path b) was also significant with a coefficient of 0.230. The resulting indirect effect was 0.081, with a standard error of 0.034 and a t-value of 2.368. Importantly, the bootstrapped 95% confidence interval, ranging from 0.014 to 0.147, did not include zero, indicating a statistically significant mediation effect.

These findings confirm Hypothesis 4, supporting the conclusion that psychological withdrawal significantly mediates the relationship between perceptions of organizational politics and non-green behavior. This suggests that employees' emotional disengagement serves as a key psychological mechanism through which a politically charged work environment contributes to environmentally harmful actions.

**Table 7.** Mediation analysis' Bootstrapped confidence interval

| Hypo. | | Path a | Path b | Indirect Effect | SE | t-value | Bootstrapped Confidence Interval | | Mediation |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | 95% LL | 95% UL | |
| H4 | POP→PW→NGB | 0.350 | 0.230 | 0.081 | 0.034 | 2.368 | 0.014 | 0.147 | Partial mediation |

# 5. Discussion

This study sheds light on the adverse impact of organizational politics on environmental sustainability efforts in the hospitality sector. The results of this study offer important insights into how political workplace environments undermine environmental responsibility in the hospitality sector.

The study's findings indicate that perceived organizational politics significantly contribute to the prevalence of non-green behavior among employees. This aligns with prior research by Al-Romeedy and Khairy [5] and Ugwu et al. [92], who emphasized that politically charged work environments often incite counterproductive work behaviors, including actions detrimental to environmental sustainability. In such contexts, critical organizational resources—such as promotions, salary advancements, recognition, and access to high-profile projects—are frequently perceived as being distributed unfairly or based on favoritism rather than merit [93]. This perceived inequity fosters a climate of unhealthy competition, where employees may prioritize personal advancement over organizational or environmental values, sometimes at the expense of ethical or sustainable behavior [5]. Furthermore, politically influenced environments tend to erode organizational trust, diminish perceptions of fairness, and reduce psychological safety, all of which increase employees' sense of insecurity regarding job stability and career progression. As a result, employees may resort to non-green behavior either as a coping mechanism or as a form of implicit retaliation [94]. These dynamics ultimately contribute to psychological withdrawal, which undermines employees' engagement, motivation, and sense of responsibility toward environmental objectives.

The results also reveal that psychological withdrawal has a direct and significant impact on the increase of non-green behavior, reinforcing the notion that disengaged employees are less inclined to participate in or uphold environmentally responsible practices. This finding resonates with the work of Karatepe et al. [95],

who observed that psychologically withdrawn employees often demonstrate reduced initiative, commitment, and ethical sensitivity in the workplace. When individuals become emotionally and cognitively detached from their roles, their sense of ownership, accountability, and alignment with organizational values—including sustainability—diminish significantly. This detachment leads to a decline in intrinsic motivation [96], which is particularly detrimental in contexts where green behavior is largely voluntary and reliant on proactive employee engagement. Activities such as energy conservation, recycling, and waste minimization demand a level of discretionary effort that psychologically withdrawn employees are less willing to invest. Consequently, these individuals may neglect or bypass environmentally responsible procedures, overlook sustainability protocols, or even deliberately disengage from green initiatives. Psychological withdrawal, therefore, represents not just a symptom of a disengaged workforce, but a tangible barrier to the realization of sustainability goals in hotel enterprises [97]. Furthermore, the study establishes psychological withdrawal as a significant mediating mechanism in the relationship between perceived organizational politics and non-green behavior. Drawing on the Conservation of Resources (COR) theory [7], this finding suggests that perceptions of workplace politics function as chronic stressors that deplete emotional and cognitive resources. This resource depletion undermines employees' capacity and willingness to sustain engagement in extra-role behaviors—particularly those related to environmental sustainability—ultimately giving rise to non-green conduct [2]. The mediating role of psychological withdrawal thus offers a nuanced understanding of how organizational politics indirectly foster environmentally detrimental outcomes through the erosion of employee well-being and motivation.

Moreover, the moderation analysis reveals that green self-efficacy serves as a protective factor; employees with strong confidence in their environmental abilities were less affected by psychological withdrawal in terms of their non-green behavior. This finding aligns with Affective Events Theory (AET), which suggests that individual differences can shape emotional reactions to negative organizational events, thus altering behavioral outcomes. Together, these findings provide a novel contribution by illustrating the conditions under which green behavior deteriorates and identifying a personal capability—green self-efficacy—that can mitigate these effects.

Lastly, although this study was conducted within the Egyptian five-star hotel industry, its theoretical framework and empirical insights have broader applicability. The relationships identified—where perceptions of organizational politics lead to psychological withdrawal, subsequently fostering non-green behavior, and where green self-efficacy acts as a buffer—are grounded in universal principles of organizational behavior supported by COR theory and AET. These mechanisms are not confined to the hospitality context but can manifest in other service-intensive sectors such as healthcare, retail, aviation, and education, where employees face high emotional labor demands and complex interpersonal dynamics. Additionally, the moderating role of green self-efficacy has relevance for organizations across cultural and economic contexts that seek to promote pro-environmental behavior. While the strength of the observed relationships may vary due to differences in cultural values (e.g., power distance, collectivism vs. individualism), regulatory environments, and sustainability norms, the core processes are likely to remain consistent. Future research should test this model in varied geographical regions and industry settings—particularly in both emerging and mature economies—to assess cultural contingencies and further validate the robustness of the proposed moderated mediation framework.

# 6. Theoretical implications

This study makes several theoretical contributions to the literature on organizational behavior and sustainability. First, it introduces psychological withdrawal as a novel mediating mechanism linking

organizational politics to non-green behavior, a pathway that has been largely overlooked in prior research. By demonstrating this indirect effect, the study offers a more nuanced understanding of how politically charged work environments disrupt environmental responsibility, thereby extending the application of COR theory into the sustainability domain. According to COR theory, individuals seek to conserve their psychological resources when faced with stressors. The findings here show that when political behavior in the workplace depletes those resources, employees respond by disengaging—both emotionally and behaviorally—from sustainability initiatives.

In addition, the study applies Affective Events Theory (AET) to contextualize how political environments influence environmental behavior through emotional responses like withdrawal. It provides empirical support for the idea that negative workplace experiences elicit adverse emotional states, which subsequently influence key behaviors—in this case, non-green practices. This perspective is particularly relevant for service industries such as tourism and hospitality, where emotional labor is high and the quality of service delivery and sustainability efforts are closely tied to employees' affective states.

Lastly, the moderating effect of green self-efficacy advances current understanding by identifying a boundary condition in the relationship between psychological withdrawal and non-green behavior. Employees who possess higher levels of green self-efficacy are more resilient and able to maintain pro-environmental behavior even when emotionally detached. This highlights the importance of individual-level competencies in shaping the consequences of organizational stressors, adding to the theoretical richness of both COR and AET frameworks. Furthermore, the integration of these theories underscores the value of interdisciplinary approaches that bridge organizational behavior and sustainability studies, offering insights not only for scholars but also for policymakers seeking evidence-based strategies to promote sustainable work environments.

# 7. Practical implications

The study's findings have practical significance for hospitality organizations and policymakers aiming to foster sustainability. One of the most critical implications is the need to address and minimize organizational politics. At the organizational level, practices such as favoritism, back-channel decision-making, and inconsistent recognition can create perceptions of unfairness that fuel disengagement. By cultivating a transparent, merit-based, and participative work culture, organizations can prevent the onset of psychological withdrawal and its detrimental consequences on green behavior. At the policy level, government bodies and tourism regulators can play a role by establishing sector-wide standards for fair employment practices, introducing whistleblower protection mechanisms, and implementing certification systems that reward hotels with transparent governance structures.

Second, managers should actively monitor signs of psychological withdrawal among employees—such as decreased enthusiasm, increased absenteeism, or disinterest in workplace sustainability programs. Early interventions such as coaching, workload adjustment, or wellness programs can help re-engage employees before withdrawal translates into behavior that undermines the organization's green agenda. Policymakers could support this by offering funding or tax incentives for hospitality enterprises that implement employee well-being and engagement initiatives aligned with sustainability goals.

Third, investment in green self-efficacy development can serve as a buffer against the negative impacts of political climates. Training programs, environmental education, and leadership modeling can help employees feel more competent and confident in their ability to perform green tasks. At a broader scale,

ministries of tourism and environmental affairs could integrate green skills training into national workforce development programs, ensuring that such competencies become standard across the hospitality sector.

Finally, both managers and policymakers should recognize that sustainability cannot be mandated in isolation from the broader work environment. Pro-environmental behavior thrives in organizational cultures that support fairness, engagement, and well-being. Efforts to institutionalize sustainability must therefore go hand-in-hand with initiatives that reduce workplace toxicity, promote psychological safety, and reward ethical governance—at both the organizational and national policy levels.

# 8. Limitations and future research

Despite its contributions, this study is not without limitations. *First*, its cross-sectional design restricts the ability to infer causality between organizational politics, psychological withdrawal, and non-green behavior. Longitudinal studies are needed to examine how these relationships evolve over time and whether interventions aimed at reducing politics or increasing self-efficacy produce sustainable changes in behavior. *Second*, the study relies on self-reported data, which may be susceptible to social desirability bias. Although this approach is common in organizational research, future studies could incorporate multi-source data—such as supervisor assessments or behavioral tracking of green practices—to validate the findings. *Third*, the research context is limited to Egypt's hospitality sector, which may limit generalizability. Cultural norms, economic conditions, and institutional environments may influence how politics are perceived and how green behaviors are enacted. Comparative studies across different countries or industries would provide a broader understanding of the mechanisms identified here. *Fourth*, the study did not explore other personal or organizational variables that might influence the politics–sustainability link, such as ethical climate, leadership style, or organizational support for the environment. Future research could integrate these variables to build a more comprehensive model. *Finally*, the concept of non-green behavior itself warrants further exploration. Differentiating between passive non-engagement (e.g., ignoring recycling practices) and active environmentally harmful actions (e.g., excessive resource waste) could help refine our understanding of employee responses to political environments.

Although NGB in this study is examined as a unified construct, conceptually it can encompass two distinct forms: passive non-green behaviors, which involve the omission of environmentally supportive actions (e.g., neglecting to recycle, ignoring conservation practices), and active environmentally harmful actions, which entail deliberate acts that damage the environment (e.g., wasteful resource use, improper disposal of hazardous materials). Our findings, particularly the mediating role of psychological withdrawal, suggest that much of the NGB observed may align more closely with passive inaction rather than intentional harm. Nevertheless, in highly politicized work environments, active harmful actions may also emerge. Future research could empirically test this differentiation to refine understanding and enable more targeted interventions.

Although this study did not explicitly investigate cultural influences, the findings are inevitably embedded within the Egyptian hospitality context. Cultural norms related to hierarchy, collectivism, and workplace interactions may shape how organizational politics, psychological withdrawal, and green self-efficacy interact. Future research could examine whether the observed patterns hold in other cultural settings or whether variations in cultural dimensions (e.g., power distance, individualism–collectivism) lead to different dynamics.

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## Conflict of interest

The author declares no conflict of interest

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**Appendix (A): Measurement Scales**

**Perceptions of Organizational Politics** [79]

PoP.1. In an institution, one group always gets its way.

PoP.2. In an institution, there is an influential group no one crosses.

PoP.3. In institutions, policy changes help only a few.

PoP.4. In an institution, some people build themselves up by tearing others down.

PoP.5. In an institution, favoritism not merit gets people ahead.

PoP.6. In an institution, I don't speak up for fear of retaliation.

PoP.7. In an institution, promotions go to top performers.

PoP.8. In an institution, rewards come to hard workers.

PoP.9. In an institution, I am encouraged to speak out.

PoP.10. In an institution, there is no place for ayes man.

PoP.11. In an institution, pay and promotion are based solely on merit.

PoP.12. In an institution, pay and promotion decisions are consistent with policies.

**Non-green behavior (NGB)** [80]

NGB.1. In the workplace, I do not care about the consumption of water or electricity.

NGB.2. At work, I let others worry about environmental protection.

NGB.3. In my work, ask my colleagues to prioritize productivity and not the environment.

NGB.4. Whenever I have the chance, I tell my coworkers that environmental performance is a waste of time.

NGB.5. I do not apply environmental standards that could slow my pace of work.

**Psychological withdrawal (PW)** [81]

PW.1. I have thoughts of missing work

PW.2. I talk to my colleagues about non-work-related topics

PW.3. I leave the workplace for unnecessary reasons

PW.4. I think about my dreams and desires while working

PW.5. I waste work time on personal matters

PW.6. I put in less effort at work than required

PW.7. I'm having thoughts about leaving my current job

PW.8. I let my colleagues do my work

**Employee Green Self-efficacy (EGSE)** [82]

EGSE.1. We feel we can succeed in accomplishing environmental ideas

EGSE.2. We feel we can succeed in accomplishing environmental ideas

EGSE.3. We feel competent to deal effectively with environmental tasks

EGSE.4. We can perform effectively on environmental missions.

EGSE.5. We can overcome environmental problems

EGSE.6. We could find out creative solutions to environmental problems

**Appendix (B): Model fit and quality indices**

| | Assessment | Criterion | Decision |
|---|---|---|---|
| Average path coefficient (APC) | 0.280, P<0.001 | P<0.05 | Supported |
| Average R-squared (ARS) | 0.201, P=0.004 | P<0.05 | Supported |
| Average adjusted R-squared (AARS) | 0.189, P=0.006 | P<0.05 | Supported |
| Average block VIF (AVIF) | 1.069 | acceptable if ≤ 5, ideally ≤ 3.3 | Supported |
| Average full collinearity VIF (AFVIF) | 1.553 | acceptable if ≤ 5, ideally ≤ 3.3 | Supported |
| Tenenhaus GoF (GoF) | 0.364 | small ≥ 0.1, medium ≥ 0.25, large ≥ 0.36 | Supported |
| Sympson's paradox ratio (SPR) | 1.000 | acceptable if ≥ 0.7, ideally = 1 | Supported |
| R-squared contribution ratio (RSCR) | 1.000 | acceptable if ≥ 0.9, ideally = 1 | Supported |
| Statistical suppression ratio (SSR) | 1.000 | acceptable if ≥ 0.7 | Supported |
| Nonlinear bivariate causality direction ratio (NLBCDR) | 1.000 | acceptable if ≥ 0.7 | Supported |