

## The Impact of Expatriates Using Authentic Leadership Style on Organizational Going-Green Approach

Abir El Fawal<sup>1</sup>, Najib Bou Zakhem<sup>2</sup>, Allam Mawlawi<sup>3</sup>, and Amira Daouk<sup>4</sup>

*This is a quantitative study aiming at investigating whether expatriates in organizations can contribute to the successful implementation of an organizational going-green approach. This paper examines the impact of expatriation on corporate going-green behavior since expatriates are among the factors which define the structure of an organization and its market philosophy especially in the presence of an authentic leadership style.*

*This paper will inspect if expatriates being authentic leaders can be considered as an input for an organizational going-green approach and if expatriates can be considered as contributors to this approach without applying the authentic leadership style.*

*This study will confirm if expatriates can contribute to external organizational objectives like going green approach that matters to stakeholders other than motivating, leading and enhancing employees' productivity and efficiency. It is to mention that the idea of expatriates contributing to going green approach is not the main objective of INGOs behind hiring them in Arab countries' organizations precisely in Lebanon (Motivation behind the study).*

*This paper proposed four research objectives, four research questions, one problem statement and two hypotheses; it followed the quantitative deductive methodology. A questionnaire of 10 Likert scale and 4 descriptive questions was distributed to 100 senior expatriates in international non-governmental organizations (INGOs) randomly selected among the Lebanese territories to define how they can influence and impact a going-green organizational approach, and data was treated on SPSS to generate results and conclusions. This paper also suggested a conceptual model of three variables; expatriation is the independent variable, the authentic leadership style is the mediator variable and the organizational going green approach is the dependent variable.*

*Results of this investigation confirmed that expatriation is linked to the authentic leadership style applied in organizations but it can't directly or indirectly affect the organizational going-green approach of these non-governmental organizations; expatriation is in anyway not related to a going-green organizational approach in Lebanon.*

**Key words: Expatriation-Authentic Leadership style-Going Green Approach**

### 1. Introduction

Public concerns related to and dealing with environmental damage and degradation is growing, this is due to the fact that the quality of life is being slowly ruined. Worldwide humans and organizations are urgently required to move on and react toward this concern before it is too late, everyone is urged to be proactive in this regard and apply individual and organizational eco-friendly plans and strategies as a way to save the

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<sup>1</sup>Assistant Professor of Management at the Lebanese University, Faculty of Business

<sup>2</sup>Instructor, School of Business, The International University of Beirut

<sup>3</sup>Assistant Professor of Marketing at Jinan University, Faculty of Business

<sup>4</sup>Instructor, School of Business, The International University of Beirut

planet; this has substantially raised awareness about sustainability practices. Sustainability, eco-friendly plans and going-green approaches are gaining significant importance over time; these concepts are not fully applicable in all countries yet specifically in the Middle Eastern zone where awareness to such topics is still low (Issa and Al Abbar, 2015).

If going-green approaches are not going to be worldwide applied, humans will continue to live in an obsolete world. Going-green approaches and strategies will help humans and organizations to reach sustainability that is considered to be a social responsible behavior reflecting a public virtue; this virtue demonstrates the human ability to develop environmental friendly plans and strategies that can satisfy the existing usability resources needs without sacrificing future generations resources needs and compromising it (Kim, *et.al*, 2017).

A going green approach is always impacted by organizational characteristics and factors that can play major role in shaping it; these factors can effectively contribute to this approach or slow it down (Delmasand Pekovic, 2018).

The going green philosophy is considered to be a challenge for seniors and managers. This philosophy can't be applied unless through authentic leaders who can by their cross functionality and cultural capabilities reach this aim. Authentic leaders are well known by their pre-scheduled agenda, creativity, punctuality, relational behavior and future objectives construction. Authentic leaders are used for authentic, challenging and up to date projects like the going green approach. Authentic leaders are well known for their positive values and ethical behaviors and they lead from all of the heart (Ryfman, 2007). A most common example of authentic leaders is expatriation. Expatriates are well identified as being authentic leaders, they always reach organizational objectives applying the highest level of morality and ethics and they always go beyond individual interest to reach the well-being of the organization. Authentic leadership style allow expatriates transmitting positive values, diffusing trust, motivating people and accomplishing challenging tasks like the implementation of a going green approach (Shirey, 2009).

Few articles and researches discussed how expatriates can contribute in the application and spreading of a going green approach, this fact was enough to begin looking and investigating how expatriates being authentic leaders can accomplish organizational goals related to public interest while increasing employees' efficiency, enthusiasm and ensuring the credibility of the work (past studies).

### **1.1. Research Contribution and Significance**

This study and its results will be of a great value for all organizations hiring and using expatriates to know if they can be reliable in the execution of a going green approach in the market where they operate.

For profitable and non-profitable organizations, this research will basically help in understanding that expatriates can always contribute in accomplishing monetary and

non-monetary objectives. Expatriates are not always used to increase the organizational profitability but also to spread awareness about social responsibilities related to how to go green in the market and help in improving the life quality, especially that the attempt toward taking sustainable actions and applying eco-friendly practices are urgently needed.

Academically, this study will be considered as being novel and will offer a new educational contribution since this kind of topics is not commonly treated precisely in a third world country like Lebanon suffering from a high level of pollution.

This paper can also be useful and important to all governmental parties to know how to take advantage of expatriates to accomplish eco-friendly aims in a country like Lebanon.

## **1.2. Research Objectives**

Research objectives of this paper are four, they are as following:

**RO1:** Examining the impact of expatriation on the organizational going green approach.

**RO2:** Exploring the relationship between expatriation and the authentic leadership style.

**RO3:** Exploring the relationship between the authentic leadership style and the going green approach.

**RO4:** Determining if an authentic leadership style applied by expatriates can influence the organizational going green approach.

## **1.3. Research Questions**

Almost none of the past studies have related hiring and using expatriates being authentic leaders to the implementation of a going green approach in Lebanese organizations; this is from where the problem statement and the research questions have started (Problem Statement and Research Questions gap).

**RQ1:** Is expatriation linked to the authentic leadership style?

**RQ2:** Can an authentic leadership style facilitate an organizational going green approach implementation?

**RQ3:** Can Expatriation directly contribute in the organizational going green approach implementation?

**RQ4:** Can Expatriation facilitate the implementation of the organizational going green approach through an authentic leadership style?

## **1.4. Problem Statement**

Rare are the past studies that verify a link between expatriates and the implementation of a going green approach; this study will clarify if expatriates are able to help INGOs in a going green approach application when they act as authentic leaders.

Based on what have been explained above, the problem statement of this paper is as below.

Is expatriation able to contribute in the implementation of an organizational going green approach through an authentic leadership style?

This paper is divided into five parts, they are: the introduction, the literature review, the research methodology, results and analysis and finally conclusions and recommendations.

## **2. Literature Review**

### **Expatriation**

Expatriation in the Middle East has become one of the crucial elements which determine the future of the organization and its direction and objectives (Ryfman, 2007). Expatriates enjoy cross-cultural differences and international experience; they are employed by organizations for top management and senior positions due to their high performance, credibility, transparency and professional accomplishments (Suutari, *et.al*, 2018).

Furthermore, different studies tried to examine the link between cultural differences and the leadership style adopted by organizations (Shamir and Eilam, 2018).

Expatriates are relocated employees from a country to another because they are well known for their capabilities to respect and apply international standards, laws and regulations regardless their nationalities and origins (Loeve, 2014). Expatriates are assigned to work in different countries for the objective of spreading their organizational experiences, helping employees to develop their managerial skills and roles and improving the ability to succeed accomplishing personal and organizational objectives (Naeem, Nadeem and Khan, 2015).

Many organizations employ expatriates in the Middle Eastern countries where they especially occupy critical senior managerial positions due to the presence of a discrepancy between the vacancies and the pool of local qualified candidates (Ryfman, 2007). Expatriates are employees who do not belong to the citizenship of the host country where the business operates, but are residing in the host country as migrant employees where local employees work as subordinates or co-workers for those expatriates (Toh and DeNisi, 2005).

There are several views on the impact of expatriation and its effectiveness on the hosting organization. From one side, some studies assure the positive influence of expatriation by stating that expatriates presence in the host organization is found effective under the condition that cross-cultural differences are viewed and understood successfully (Salgado and Bastida, 2017). In this regard, McNulty and Brewster (2018) similarly discuss that many companies view hiring expatriates rather than local talent to perform cardinal functions in the foreign subsidiaries helps them better achieve their goals and objectives (Yamazaki and Kayes, 2004). .

However, other minor studies shed light on certain negative aspects of expatriation including the suffering of loneliness, stress and inability to cope with cultural differences. Expatriates are usually assimilated to the authentic leadership style since they can be adaptive to all organizational circumstances and they can professionally work on challenges (Walumbwa, Avolio, Gardner, Wernsing, and Peterson, 2008). Expatriates are usually considered to be professional, punctual, creative, reliable and authentic leaders even when organizational challenges are related to eco-friendly objectives and going green approaches (Tudor and Dutra, 2018).

### **Authentic Leadership**

The recent environmental challenges force managers to undertake new leadership approaches; the authentic leadership approach is one the newest (Avolio and Gardner, 2005).

Authentic leadership is a form of leadership which is based on the leader's ethical and transparent behavior (Avolio, Walumbwa, and Weber, 2009). It aims to develop relationships that promote a healthier workplace by encouraging a culture of transparency, trust and honesty (Wong and Cummings, 2009). Furthermore, Avolio and Gardner (2005) assure that authentic leadership is concerned with the enhancement of moral values and the achievement of authenticity. Walumbwa et al (2008) discussed that there are four dimensions of authentic leadership which are self-awareness, balanced processing, relational transparency and internalized moral perspective. Moreover, Avolio, Gardner, Walumbwa, Luthans and May (2004) are concerned with the character of authentic leaders assuring that they are hopeful leaders who have future prospects and an ethical nature. Compared to other forms of leadership, authentic leaders have a tendency toward being highly engaged with their subordinates, highly sensitive and aware to the circumstances within the organizational context (Murphy, 2012).

As for the consequences of authentic leadership, the majority of the studies associate authentic leadership with positive organizational outcome in terms of performance, creativity and work commitment (Alicia *et al.*, 2005). For instance, Ali & Tang (2016) ascertain that authentic leaders positively enhance employee's creativity and commitments. Similarly, Monzani, Braun, and Dick (2016) argue that authentic leaders have a great influence on their subordinates since they seek to spread their inner values in the workplace (Kader Ali and Tang, 2016).

Moreover, Walumbwa *et al* (2008) accentuate that authentic leadership is considered one of the constructive and positive approaches adopted by corporations to tackle the current organizational challenges. Further, Yuriev, Boiral, Francoeur, & Paillé (2018) argue that sustainability is one of the professional environmental challenges encountered by organizations that authentic leaders should be engaged to.

In addition, the concept of leadership authenticity is not understood in the same way in all organizations, it always depends on the way organizations apply this concept. Understanding the concept of leadership authenticity varies from an organization to

another based on the applied organizational culture (Shamir & Eilam, 2018). For instance, Azanza, Moriano, and Molero (2013) argue that the perception of authentic leadership style is viewed differently depending on the level of cultural flexibility where the business operates.

Authentic leadership is one of the leadership approaches that is adopted by leaders who have a high moral character and are highly sensitive to their transparent behavior and its impact on others (Avolio and Gardner, 2005). Authentic leadership is deemed a positive approach followed by organizations to confront the current organizational challenges (Walumbwa, *et.al*, 2008), where eco-friendly behavior is one of these organizational relatively recent challenges (Tudor & Dutra, 2018).

### **Organizational Going-Green Approach**

It is needless to clarify that the deterioration of the global ecological context has been caused by humans; this deterioration has caused a lot of natural disasters and made us immobilized, where no one knows from where to start to minimize the effect of what humans have done to the earth and how the globe has been damaged. The problem is not about knowing that the earth is facing a huge natural damage, it is about developing an environmental culture to be able to make good decisions about how can next human generations survive the future (Tudor and Dutra, 2018).

Due to environmental disasters the earth is facing, going green approaches and eco-friendly plans should be applied in all organizations; this will never be applied until organizations recognize the importance of following and applying a corporate social responsibility strategy (Delmas and Pekovic, 2018).

Abusive commercial actions committed by organizations and individuals against the environment and its resources have raised the attention toward going green approaches. These increasingly irresponsible actions have threatened the human quality of life and made it urgent to humanly and organizationally react in a green way, to do so it is important to study organizations' characteristics that can help in applying or hindering a going green approach. Going green approach is considered to be a voluntary approach that organizations should incorporate at will in all organizational managerial leveling (Delmas and Pekovic, 2018).

Going green is still a new concept although many green and eco-friendly campaigns and movements are applied. Going green does not only lead to save the planet, it helps in generating economic benefits, following governmental and environmental legislations, applying the best managerial environmental practices and satisfying organizational stakeholders through sustainability (Hartmann and Vachon, 2018) .

A lot of studies mentioned that a going green approach would be effective when managers and seniors are expatriates since they can operate efficiently in cross cultural challenges and they are professional enough to deal with any type of challenges even when these challenges are environmental and related to sustainability (Walumbwa *et al*, 2008).

Sustainability has become critical since it is hard to reach it. In an organizational context where green management is considered as a major challenge, authentic leaders are needed. In order to become more sustainable, Hartmann and Vachon (2018) negotiated that it is no longer sufficient for these organizations to address environmental concerns through compliance plans only. Instead, they emphasize the importance on initiating environmental management systems where eco-friendly operations heavily rely on the implementation of long-term strategic changes (Yurie et al, 2018). The utilization of environmental management requires these organizations to plan, implement, measure, evaluate and then review and improve their new environmental management systems (Schaltegger, Burritt and Petersen, 2017).

Sustainability is defined as a selected behavior derived from a civic responsibility through which people initiate and implement environmentally friendly green activities so that current needs are successfully fulfilled without infringing the rights of future generations or depleting the available resources (Kim *et al*, 2017). Similarly, Boiral (2009) defines sustainability from a corporate aspect as a professional social behavior which aims at conserving resources so that environmental and business continuity are maintained.

A study conducted on over 6,000 eco-friendly attempts in 635 organizations shows that the majority of the green initiatives are shown to be based on “voluntary” personnel participation (D’Mello, *et.al*, 2011).

Several scholars aimed to examine the social and the psychological motives behind going green. For instance, according to Aguilera et al., 2007, employees’ voluntary green behavior is considered a reflection for the personal underlying motives to satisfy certain psychological needs. Similarly, Gibbons & Rupp (2009) argue that voluntary green behavior in the workplace is affected by the employees’ internal characteristics. This idea is also accentuated by other researchers who claim that the personality traits and characteristics are the major motive behind going green (Chiaburu *et al.*, 2014).

Since Delmas & Pekovic (2018) in their study on corporate green behavior, they tested how the characteristics of the organization might impact its green strategies and since expatriation is one of the practices that define an organization’s characteristics it will help it overcoming its challenges and improving its working patterns (Cangià and Zittoun, 2018).

Organizations tend to go green in the market to increase their ecological responsiveness, to responsibly use resources, to insure clean and healthy manufacturing and processing, to apply ethical environmental standards, to spread an ecological culture and an environmental philosophy in the community and rationally manage the environment (Cangià and Zittoun, 2018).

Going green has a lot of advantages and disadvantages on the organizational level and this is shown in the table below (Feinberg and Willer, 2013).

**Table 1: Advantages and Disadvantages of Going Green in Organizations**

Advantages of Going Green	Disadvantages of Going Green
<ul style="list-style-type: none"> <li>• Less organizational waste</li> <li>• A healthier workplace</li> <li>• Lower costs</li> <li>• Tax exemptions</li> <li>• Efficient Public Relation</li> <li>• Higher consumer demand</li> <li>• Resource sustainability</li> <li>• Reinforced reputation</li> <li>• Higher customers trust</li> <li>• Strengthen market positioning</li> <li>• Competitive advantage</li> </ul>	<ul style="list-style-type: none"> <li>• It takes time to be fully</li> <li>• Used resources in such approach are costly</li> <li>• It requires a complicated and professional business models</li> <li>• It needs effort and dedication</li> </ul>

### 3. Research Methodology

This study is a quantitative study using the deductive approach and a questionnaire of 10 Likert scale and 4 descriptive questions. A total of 100 questionnaires were distributed in international NGO's (INGO) only; local NGO's were excluded since expatriation is not always used by these organizations in senior levels. International NGO's were randomly selected regardless their domain of work, number of employees and geographical location. INGO's are one the most organizations using expatriation in senior leveling; seniors expatriates were asked to answer the questionnaire regardless the type of the department they are working in; INGO's and expatriates names will remain confidential. Questionnaires' distribution and data collection were done by hand through NGO's receptionists and data was treated using SPSS. The data collection took almost 1 month as an interval of distributing and collecting 100 questionnaires.

This paper proposed three variables that will be displayed below in the conceptual model.

#### 3.1. Research Hypotheses

This paper will be proposing two main hypotheses, these hypotheses are as following:

**H<sub>1</sub>:** Expatriation can contribute in the implementation of the organizational going green approach through the authentic leadership style.

**H<sub>2</sub>:** Expatriation can directly contribute in the implementation of the organizational going green approach without using the authentic leadership style.

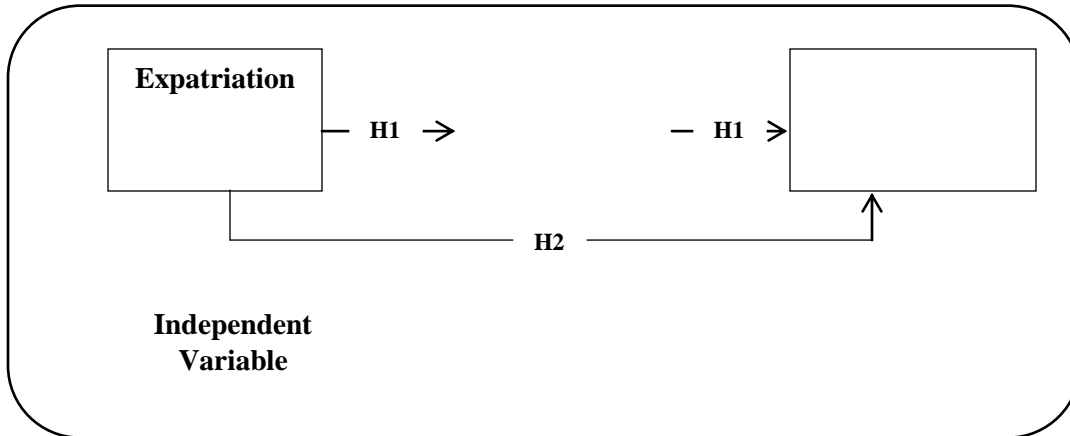
#### 3.2. Research Conceptual Model and Variables

The following figure shows the conceptual model of this paper; this model includes three types of variables, the expatriation that is identified as an independent variable, the



organizational green behavior that is identified as being the dependent variable and the authentic leadership being the mediator variable.

**Figure 1: Conceptual Model**



The model above displays three variables that are related as following, expatriation is considered as being an independent variable that can through using an authentic leadership style that is considered as a mediator variable help in applying a going green organizational approach that is considered to be the dependent variable, this is shown in H1.

Expatriation can directly help in implementing an organizational going green approach and this is shown in H2.

To sum up, expatriation can contribute in implementing the going green approach directly or through mediation that is done by the application of the authentic leadership style.

#### 4. Results and Analysis

Results of this paper will be divided into three parts; the first part will display an Alfa Cronbach table, the second part will go over some descriptive demographic statistics about the conducted sample and the third part will show the results of the linear regression used to test how expatriation can impact the going green organizational approach in INGO’s in Lebanon.

##### 4.1. Alfa Cronbach

**Table 2: Alfa Cronbach’s Value**

Alpha Cronbach's ( $\alpha$ )	N of Items
.881	15

The table above showed that  $\alpha=0.881$ , this certifies that this study is reliable and its generated results are trustable.

**4.2. Demographic Descriptive Statistics**

The table below showed some descriptive statistics related to the conducted sample. It indicates that 70% of investigated expatriates are females, 65% of them are aged between 30 to 35 years, 75% of them have between 5 to 8 years of experience as being expatriates and 78% of them have accomplished Masters or MBA level of studies.

**Table 3: Demographic Descriptive Statistics**

			Frequency	Percent
Valid	Gender	Female	70	70%
		Male	30	30%
		Total	100	100%
Valid	Age	25-30	2	2%
		30-35	65	65%
		35-40	25	25%
		40-45	6	6%
		Above 45	2	2%
		Total	100	100%
Valid	Years of Experience as expatriates	2-5 years	10	10%
		5-8 years	75	75%
		More than 8 years	15	15%
		Total	100	100%
Valid	Education Level	BS Level	22	22%
		Masters/MBA Level	78	78%
		Higher Studies	0	0%
		Total	100	100%

**4.3. Linear Regression**

This part of the results will display three different linear regression values and this will help in validating hypotheses, answering the problem statement and the research questions.

**4.3.1. Linear Regression between the expatriation (independent variable) and the authentic leadership style (mediator variable) to check if authentic leadership style is affected by expatriation in organizations.**

In this section of linear regression testing, the expatriation will be considered as being the independent variable and the authentic leadership style will be considered as being the dependent variable.

**Table 4: Model Summary-Expatriation-Leadership**

Model	R	R Square (R <sup>2</sup> )	Adjusted R Square	Std. Error of the Estimate
1	.821 <sup>a</sup>	.894	.848	.488

**Table 5: ANOVA-Expatriation-Leadership**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	282.361	5	55.712	205.152	.000 <sup>b</sup>
	Residual	48.861	204	.258		
	Total	385.253	208			

**Table 6: Coefficients-Expatriation-Leadership**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.853	.157		5.628	.000
	Expatriation	.237	.059	.258	5.180	.000

Table 6 shows that the Sig = 0.000 < 0.05, that means the authentic leadership style is impacted by expatriation. In other words, expatriates can influence the organization by their authentic style of leadership.

**4.3.2. Linear Regression between and the authentic leadership style (mediator variable) and the organizational going green approach (dependent variable).**

In this section, the authentic leadership style will be considered as being the independent variable and the organizational going green approach will be considered as being the dependent variable for the linear regression testing.

**Table 7: Model Summary-Leadership-Going Green**

Model	R	R Square (R <sup>2</sup> )	Adjusted R Square	Std. Error of the Estimate
1	.895 <sup>a</sup>	.680	.668	.720

**Table 8: ANOVA-Expatriation-Going Green**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	150.153	5	25.531	38.756	.0752 <sup>b</sup>
	Residual	148.943	215	.950		
	Total	384.097	286			

**Table 9: Coefficients-Expatriation-Going Green**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.112	.461		2.559	.089
	Authentic Leadership Style	.356	.054	.540	5.255	.089

Table 9 shows that the Sig = 0.089 > 0.05, this means that applied authentic leadership style in organizations can't contribute in the implementation of an organizational going green approach.

**4.3.3. Linear Regression between the expatriation (independent variable) and the organizational going green approach (dependent variable).**

In this part of the linear regression testing, the expatriation will be considered as being the independent variable and the organizational going green approach will be considered as being the dependent variable.

**Table 10: Model Summary-Expatriation-Going Green**

Model	R	R Square (R <sup>2</sup> )	Adjusted R Square	Std. Error of the Estimate
1	.983 <sup>a</sup>	.851	.985	.750

**Table 11: ANOVA-Expatriation-Going Green**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	255.150	5	48.020	88.954	.096 <sup>b</sup>
	Residual	142.997	281	.512		
	Total	378.097	256			

**Table 12: Coefficients-Expatriation-Going Green**

		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.428	.200		12.210	.983
	Expatriation	.247	.083	.216	3.872	.983

Table 12 shows that the Sig = 0.983 > 0.05, that means an organizational going green approach can't be impacted by the expatriation process; using expatriates in organization can't facilitate the implementation of an organizational going green approach.

## 5. Conclusions and Recommendations

Results of this paper showed that most of the conducted sample of expatriates are females, most of them are aged between 30 to 35 years old, most of them have been expatriates for 5 to 8 years and most of them accomplished a high degree of education; all of this can help in concluding that the conducted sample of expatriates is young and has seniority. This indicates that they are professional, committed to their jobs and educated and this can help in being adaptive, challenged and cooperative with the work circumstances and objectives.

The first linear regression results indicated that expatriation as a strategic choice is related to the authentic leadership style; expatriates in organizations are most of time used because of their capabilities to practice this type of leadership and because they have all human functions, skills and roles that make them worthy their senior positions. The second linear regression results showed that the authentic leadership style can't contribute in the implementation of an organizational going green approach, this means that even if expatriates use the authentic leadership style, it can't contribute in the implementation of such approach; this help in rejecting the first hypothesis H1 since expatriates using authentic leadership style can't help in implementing an organizational going green approach.

Results of the third linear regression showed that expatriates and when they are not using and applying an authentic leadership style can't also contribute in the implementation of the organizational going green approach; this helped in rejecting the second hypothesis H2.

All of this shows that the problem is not mainly related to the style of used leadership by expatriates since expatriates can't facilitate the implementation of such an approach with or without being an authentic leader in the organization.

After all these conclusions, answers for the problem statement and the research questions are now clear, using expatriates in organizations has nothing to deal with an organizational going green approach highlighting that expatriation is linked to the authentic leadership style, but this style would not facilitate any going green implementation.

All what have been explained above help in understanding that in Lebanon expatriates are knowledgeable, qualified and dedicated employees with high level of motivation and can positively contribute to the environment where they operate but within the organizational strategy. When organizational strategies do not specify any clause, plan, or tactic related to any environmental social responsibility, expatriates will not be able to be active toward this matter. This explains that corporate strategies employed expatriates for their skills, authentic leadership style and experience in order to succeed in the global market and reach pre-planned objectives related to profitability and employees' competitiveness and don't employed them to reach any green aims. If corporate strategies set green plans to be applied, expatriates will certainly be responsible to implement them like other organizational objectives, but when there is an absence for this type of plans expatriates won't be able to reach such purposes. The problem about going green implementation in Lebanon is not related to expatriation or to their leadership style; it is related to the adopted corporate culture and strategy. Expatriates will certainly be able to contribute in an organizational going green approach when this approach becomes a strategic organizational priority. Going Green plans are permissible when organizations set them as priorities in their daily routine and this should be supported by governmental laws, regulations and continuous follow up. Organizations should incorporate such plans in their corporate culture and increase such initiatives even when local employees are employed for senior positions. Going green approaches in Lebanon should be integrated in every strategy; these approaches do not need expatriates only to be implemented. Going green is a business strategy needing full organizational key elements to be applied like budget, materials, tools, skilled and educated labor force, authentic leaders and corporate culture; it should be able to create value for the organization and the stakeholders. Executing such approaches would help organizations to get more involved in social responsibilities through their corporate culture; it also would help in achieving competitive advantage and supporting the organization brand name and market image.

All what have been stated before help in generating the following recommendations:

- The Lebanese government should enforce going green rules and laws to ensure long run resources sustainability and push organizations to intensely and seriously respect them where no violation should be allowed.
- The Lebanese government should impose applying sustainable strategies in all organizations; this would be considered as a huge environmental contribution.
- Corporate going green awareness in the Lebanese community should be transmitted through visible and tangible actions for all stakeholders.
- All organizational boards in all organizations' sizes, domains and sectors should assign a part of their strategies to some going green objectives, even if they are minor objectives.

- Allowing expatriates being authentic leaders or not to be more active toward such a topic and integrate all managerial levels in this subject.

## 5.1 Study Limitations

This study has been through a lot of limitations; the most important is that the concept linking the expatriates' usability in organizations to the implementation of organizational going green approach is not commonly treated yet especially in Arab countries, this explains the shortage of Arabian citations and references. Additionally to this, finding expatriates in regular Lebanese organizations to answer the questionnaire was hard, this is why INGO's had been chosen as a sample since they surely adopt the strategy of expatriation in some of their senior managerial levels. Delivering questionnaires to expatriates in these INGO's requested a prior permission that took a lot of time because of the bureaucratic hierarchical managerial decision making in these organizations.

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