

## THE GREEN LEADERSHIP PARADOX: PASSION, ATTITUDE AND CITIZENSHIP

Asma Sabir<sup>1</sup>, Rimsha Riaz<sup>1</sup>, Shah Kazim Ali Latif<sup>2</sup>, Arslan Arshad<sup>3</sup>, Soban Ali<sup>3</sup>

<sup>1</sup>Capital University of Science and Technology Islamabad

<sup>1</sup>Islamic International University Department of Management Sciences

<sup>2</sup>Lecturer Alhamd Islamic University Islamabad

<sup>3</sup>Lecturer Alhamd Islamic University Islamabad

<sup>3</sup>Capital University of Science and Technology Islamabad

<sup>1</sup>asmasabir224466@gmail.com, <sup>1</sup>rimshakhan1zero1@gmail.com, <sup>2</sup>kazimtrimzy@gmail.com,  
<sup>3</sup>Khanarslan8523@gmail.com

### ABSTRACT

*Green transformational leadership fosters employees' green passion, motivating them to engage in environmentally responsible behaviors. This research explores how green transformational leadership can inspire environmentally responsible behaviors within organizations. By examining the roles of green passion as a mediator and green attitude as a moderator, it offers insights into how leadership and personal values drive pro-environmental organizational citizenship behaviors, contributing to sustainability goals. A key gap in this research is the limited exploration of how individual traits like green passion and green attitude interact with leadership styles to influence pro-environmental behaviors. The objective of this research is to investigate the impact of green transformational leadership on organizational citizenship behavior for the environment (OCBE), with a focus on understanding how green passion mediates this relationship and how green attitude moderates the effect, ultimately aiming to enhance sustainable practices within organizations. Data was collected from employees by convenience sampling technique. Online Questionnaire was distributed among the employees through social media. The analysis revealed that green transformational leadership has significant positive impact on organizational citizenship behavior for the environment. The relationship between green transformational leadership and organizational citizenship behavior for the environment may be partially mediated by green passion and moderated by green attitude. The findings suggest that adopting green transformational leadership may be an effective strategy for promoting organizational citizenship behavior for the environment. The findings of the study may have important implications for organizations and leaders who are interested in promoting environmental sustainability and responsible behavior among employees.*

**Keywords:** Green transformational leadership, Green passion, Green attitude, Organization citizenship for environment.

### INTRODUCTION

The environment serves as a common meeting ground, uniting us all with a shared interest. As rapid economic development continues, the severity of resource consumption and environmental issues escalates, making

environmental protection a pressing global priority (Ones and Dilchert, 2012; Imbrogiano and Nichols, 2021). Undoubtedly, employee organizational citizenship behavior for the environment (OCBE) plays a crucial role in achieving environmental

sustainability (Khan and Khan, 2022). OCBE, and voluntary green behavior, may not be explicitly rewarded by official systems but contributes to effective environmental management within organizations (Boiral, 2009). By delving into OCBE research, organizations gain deeper insights into how employee behavior can enhance overall organizational effectiveness. Pro-environmental actions undertaken by employees, such as resource conservation, waste reduction, and promotion of environmentally-friendly practices, leads to cost savings, improved efficiency, and an enhanced reputation. According to Ali et al. (2022), Robbins (2008) defines OCB as voluntary behavior that enhances an organization's ability to function but does not directly relate to a worker's official job requirements. According to Azam et al. (2022), OCBE emphasizes charitable deeds based on environmental engagement outside of work-related responsibilities inside an organization.

Numerous studies have examined the association between green transformational leadership (GTL) and OCBE, focusing on how leadership behaviors that foster environmental sustainability can influence employee engagement in pro-environmental behaviors. Leadership plays a pivotal role in shaping employee attitudes and behaviors. E. Nurwahdah and Muafi (2022) have indicated a significant impact of green transformational leadership on employee green organizational citizenship behavior. It is worth noting that some scholars argue that transformational leadership surpasses transactional leadership and other leadership styles in promoting employee organizational citizenship behavior (Podsakoff et al., 1990, 2003). Likewise, the merits of environmental transformational leadership are evident in the green leadership literature (Egri and Herman, 2000; Robertson and Barling, 2017). Green transformational leadership extends the principles of transformational leadership into the realm of environmental protection, motivating subordinates to exceed environmental goals (Chen and Chang, 2013). This leadership style holds significance for fostering pro-environmental behaviors among employees in the workplace (Robertson and Barling, 2013).

No official definition exists for the term 'green' (Shrum et al., 1995). 'Green' is commonly

understood to refer to environmentally friendly, ecological, or pro-environmental concepts (Shamdasani et al., 1993; Shrum et al., 1995; Tseng and Hung, 2013). Green passion pertains to an individual's enthusiasm, commitment, and emotional connection to environmental sustainability. It generates positive emotional experiences such as happiness, pride, and a sense of accomplishment, which, in turn, drive behavioral engagement (Gousse-Lessard et al., 2013). Individuals are more likely to be passionate about endeavors with social significance (Robertson, J.L.; Barling, J, 2013). Green passion is also associated with a positive emotion that increases an individual's willingness to engage in pro-environmental behaviors (Afsar, P.; Cortez, P.; Santos, 2016). A sense of calling and workplace belongingness can invoke green passion when employees possess extensive knowledge and awareness of environmental degradation (Kollmuss, A.; Agyeman, J, 2002), while a feeling of optimism can also stimulate environmental passion (Robertson, J.L.; Barling, J, 2013).

Green attitude refers to employees' general inclination and beliefs regarding environmental sustainability. It suggests that employees with a positive green attitude are more likely to respond favorably to GTL and demonstrate higher levels of OCBE. Green Values focus on taking personal responsibility for our own impact on the environment and adopting a new mindset that embraces positive social and environmental changes. The moderating role of green attitude implies that employees' environmental attitudes can influence the relationship between GTL and OCBE.

Future research could explore how GTL, green passion, green attitude, and OCBE manifest and interact at various organizational levels, considering the dynamics of leadership and environmental behavior throughout the organization. The overarching aim of this research is to comprehend how green transformational leadership influences employees' engagement in environmentally sustainable behaviors within the organizational context. By examining the mediating role of green passion and the moderating role of green attitude, this research seeks to provide insights into the mechanisms through which

leaders can foster OCB for the environment and promote sustainable practices in the workplace.

**The Self-Determination Theory (SDT)** offers a robust theoretical framework that supports the relationship between green transformational leadership, organizational citizenship behavior (OCB) for the environment, and the mediating role of green passion, as well as the moderating role of green attitude. According to SDT, when individuals' psychological needs for autonomy, competence, and relatedness are fulfilled, they tend to engage in behaviors that are self-motivated and driven by personal choice. Green transformational leadership, by fostering employees' autonomy and competence in environmental sustainability, creates an environment that promotes a sense of ownership and intrinsic motivation. This intrinsic motivation, referred to as green passion, serves as a mediator by which green transformational leadership positively influences OCB for the environment, as it stimulates employees' involvement in environmentally friendly actions. Additionally, individuals' green attitude, which reflects their personal beliefs and values regarding environmental sustainability, plays a moderating role in the relationship between green transformational leadership and OCB for the environment. Employees with stronger green attitudes are more receptive to the influence of leadership and more inclined to exhibit OCB for the environment. In essence, SDT provides a theoretical perspective that helps us understand how the interplay among green transformational leadership, green passion, and green attitude influences employees' engagement in environmentally responsible behaviors within organizations.

#### **Literature Review:**

#### **Organizational Citizenship Behavior for Environment:**

Organizational citizenship behavior for the environment (OCBE) entails the active involvement of environmentally conscious employees. By engaging employees in Eco-Initiatives, Eco-Civic engagement, and Eco-Helping, organizations inspire fresh perspectives on ecological practices, encourage employees to align with the organization's environmental

priorities, and establish effective environmental management systems for sustainable performance (Paillé, P., & Boiral, O., 2013). OCBE represents proactive actions taken by employees within the organization, leading to environmental improvements even in the absence of explicit requests or recognition from the organization itself (Daily BF, Bishop JW, Govindarajulu N., 2009). Consequently, when employees are empowered to contribute their insights and recommendations on environmental matters, they exhibit a greater interest in volunteering for environmental programs (Pinzone, M., Guerci, M., Lettieri, E., & Redman, T., 2016). OCBE goes beyond employees' work tasks and responsibilities, encompassing voluntary behaviors that contribute to environmental well-being (Ehrhart and Naumann, 2004).

#### **Green Transformational leadership and Organizational Citizenship Behavior for Environment:**

Transformational leaders play a crucial role in redirecting employees' attention towards long-term organizational development goals, and as a result, employees can internalize the values espoused by these leaders (Asrofi et al., 2020). When a transformational leader genuinely embraces green values, there is a strong likelihood that they will inspire and guide green behaviors among their subordinates (Buil et al., 2019). Green transformational leadership influences employees' voluntary pro-environmental behaviors by tapping into their internal motivations and emotional states (Graves et al., 2013; Robertson, 2017). Nurwahdah and Muafi (2022) have found significant evidence indicating the impact of green transformational leadership on employee green organizational citizenship behavior. It should be noted that some scholars have emphasized that transformational leadership is more effective in promoting employee OCB compared to transactional leadership or other leadership styles (Podsakoff et al., 1990, 2003).

Transformational leadership effectively fosters organizational citizenship behavior for the environment (OCBE), although the specific dimensions of transformational leadership exert different pathways and strengths in influencing OCBE. Transformational leaders possess the



ability to inspire their followers to go above and beyond expectations. Leaders who serve as role models can initiate substantial changes within an organization. Given the growing attention to environmental concerns amidst changes in the natural environment, the influence of green transformational leadership (GTL) within a company can set an example for employees to adopt a working system that prioritizes environmental care (Srouf et al., 2020). In order to achieve an environmentally friendly organization that values nature, it is essential to enhance employees' green OCB and therefore requires leaders who can foster employee motivation (Mittal & Dhar, 2016). A transformational leadership style that specifically focuses on the environment is well-suited for achieving this goal (Chen et al., 2014; Chen & Chang, 2013). The success of environmental conservation efforts depends on the collaboration between leaders and employees (Podsakoff et al., 1990). To be compact in protecting the natural environment (Robertson, 2017).

According to Mi et al. (2019), transformational leadership may improve workers' OCBE behavior and has a favorable effect on OCBE. Similarly, transformative leadership has a good impact on OCBE, according to Elshaer et al. (2022). Then the hypothesis is formulated as follows:

**H1.** Green transformational leadership has a positive and significant effect on green organizational citizenship behavior.

### **Mediating role of green passion between green transformational leadership and organizational citizenship behavior for environment:**

Work passion refers to a psychological state characterized by experiencing intense positive emotions and recognizing the intrinsic motivation and meaningful connection between individuals and their work (Vallerand et al., 2003; Perttula and Cardon, 2011; Ho et al., 2018). Similarly, environmental passion is defined as the strong emotional experience employees have towards environmentally friendly activities in the workplace. It represents a positive inclination of individuals to voluntarily engage in practices that consider the environment (Jia et al., 2018). Employees' green passion is a favorable attitude

towards the environment that arises from supportive organizational conditions and evaluations (Jia et al., 2018). When employees possess knowledge about the benefits and drawbacks of environmental protection and degradation, their participation in environmental practices can evoke a sense of green passion. A person who is passionate about environmental protection not only adopts environmentally friendly behaviors but also identifies themselves as an environmentalist (Afsar et al., 2016).

Transformational leadership can foster employees' passion for the environment by providing a compelling vision and creating a supportive climate that encourages environmental values and behaviors. Transformational leaders inspire and motivate employees to align their values and behaviors with environmental sustainability, thereby cultivating a sense of purpose, enthusiasm, and commitment towards green initiatives. Firstly, transformational leaders with a specific focus on the environment demonstrate the organization's determination and confidence in environmental protection, which can generate positive emotional expectations among employees regarding environmental activities (Walumbwa et al., 2008). Secondly, environmentally specific transformational leaders, who exhibit high levels of inspirational motivation and intellectual stimulation, encourage employees to address environmental problems innovatively. They guide employees to transcend their self-interests for the sake of organizational social responsibility and environmental sustainability, thereby enhancing employees' intrinsic motivation to engage in environmental protection activities (Xie and Zhang, 2012). Conversely, when employees have limited opportunities to observe leaders exhibiting or encouraging environmentally friendly behaviors, their work passion for environmental issues is likely to be diminished. Hence it is hypothesized that:

**H2:** Green transformational leadership has a significant positive impact on green passion. According to Vallerand et al. (2007), employees' harmonious environmental passion is an invigorating experience that inspires individuals to make a difference and motivates them to participate in voluntary activities. A favourable

relationship between employees and their companies can be facilitated by the presence of green passion, claim Chen, Liu, and He (2015). Passion, being an emotional state characterized by intense enthusiasm and a strong inclination towards an activity, is influenced by positive emotions such as happiness and joy, which in turn can impact organizational citizenship behavior (OCB) (Russell, 2010). Emotional attachment serves as a powerful motivational force for employees to engage in environmental behaviors (Vining, 1992). Both negative and positive emotions can play a strategic role in evoking passion and influencing the adoption of environmental behavior (Fineman, 1996). In this context, it is expected that green passion would serve as a facilitator (Chen et al., 2011). According to other studies, passion can act as a mediator between employees' green outcomes and other leadership philosophies (Li et al., 2020). Based on above findings green transformational leadership leads to green passion and green passion leads to organizational citizenship behavior for environment.

**H3:** Green Passion mediates the relationship between green transformational leadership and organizational citizenship behavior for environment

### **Moderating Role of green attitude between green transformational leadership and green passion**

Previous studies have not explored the relationship regarding the moderating role of green attitude between green transformational leadership and green passion. However, green values center around the concept of taking personal responsibility for our impact on the environment. It involves cultivating a new mindset that embraces positive and rewarding social and environmental changes. The moderating role of green attitude refers to how an individual's level of environmental consciousness and concern influences the connection between green transformational leadership and green passion. The importance of employees' eco-friendly attitudes and actions, as well as their organizational citizenship behavior for the environment (OCBE), is becoming more widely recognized (Yuriev et al., 2018). This

suggests that pro-environmental attitudes and actions by employees are becoming more widely acknowledged as playing a significant strategic role in resolving environmental issues at work (Biswas et al., 2022). Employees' pro-environmental passion is sparked by their organizations' ECSR initiatives. Environmental passion is a good emotion.

People are passionate about activities that provide social value, according to Robertson and Barling (2013). A related good emotion is environmental enthusiasm (Robertson & Barling, 2013). Additionally, Vallerand et al. (2007) claimed that people are inspired, motivated, and energized to make a difference when they are enthusiastic about something. The moderating role of green attitude suggests that individuals with a high level of green attitude will experience a more pronounced relationship between green transformational leadership and green passion. Based on findings it is hypothesized that:

**H4:** Green Attitude has a positive significant impact on green passion

Individuals with a limited green attitude may not experience a substantial impact from green transformational leadership in terms of cultivating green passion. Passion, pride, and a sense of success are just a few of the good emotional experiences that passion produces and lead to behaviours (Gousse-Lessard et al., 2013). An individual is predisposed to care about environmental concerns when they have a green mentality. According to Afsar et al. (2016), green passion is also defined as a pleasant emotion that increases a person's willingness to take part in pro-environmental activities. When workers have a deep understanding of environmental deterioration, a sense of purpose and belonging at work can evoke green passion (Kollmuss & Agyeman, 2002). A sense of optimism can also elicit environmental passion (Robertson and Barling, 2013).

Leaders have a significant role in helping staff members better grasp the social significance of corporate environmental goals as their green actions frequently reflect a company's strategic environmental objectives (Elrehalet et al., 2018).

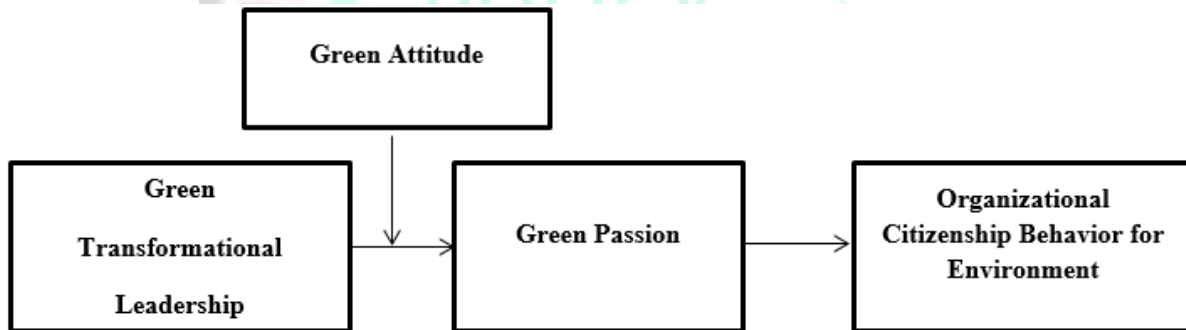
**Green attitude** moderates the impact of **transformational leadership** by influencing how

effectively leaders inspire and engage employees in environmental initiatives. In addition to successfully carrying out this type of function, transformational leadership a significant determinant of leader follower value congruence can also actively mobilize employees' positive emotions and foster an upbeat environment (Carton et al., 2014). Last but not least, intellectual stimulation increases employees' confidence, optimism, and readiness to actively participate in resolving environmental protection challenges by inspiring initiative awareness and providing them with opportunity to question conventional values and ideas (Chen, Chang & Cheng, 2015).

This process increases their confidence and optimism, fostering a stronger green attitude. All of these factors can motivate employees' environmental enthusiasm. Overall, the moderating role of green attitude implies that individuals with a robust green attitude are more susceptible to the influence of green transformational leadership, resulting in higher levels of green passion. Based on above findings it is hypothesized that:

**H5:** Green attitude moderates the relationship between Green Transformational Leadership and Green Passion in such a way that this relationship is strong when Green Attitude is high.

**Conceptual Framework:**



**Methodology:**

**Participant and Procedure/ Sample and Procedure:**

We collect data from employees by convenience sampling technique and data were collected through a cross sectional method. Online Questionnaire was distributed among the employees through social media. Data was collected from the employees who have some experience of working part-time or full time job. This study was not limited to a particular industry or sector. Rather the respondents were selected randomly and were associated with customer service or managerial positions in their respective organizations. Online Questionnaire was formed

using Google doc, and was forwarded to the potential respondents. The respondents were contacted through completely personal and professional contacts. Respondents were ensured of their voluntary participation also their consensus was taken. Respondents were ensured the anonymity and confidentiality of their responses. The sample size for this research was 201.

The sample comprised of 51.7% male and 48.3% female respondents. The majority of the respondents were between the age of 18 and 25 years, and the remaining were between 25 to 40 years of age. 74.1% of respondents are married. 62.1 % respondents had full time employment while 37.9% were part time employees. 51.7% of



respondents had managerial roles, 12.1 % were in a maintenance role and 25.9% were in the customer service roles. 74.1% of the total respondents had between 0-5 years of experience, 15.5 % had between 6 to 10 years of experience, 5.2% had more than 20 years of experience

**Measures Used/ Scale used/ Instruments used:**

Original English language was used. English is well understood here so no need of translation. All study variables were measured on 5 likert scale where 1 mean strongly disagree and 5 means strongly agrees.

**Green Transformational leadership:**

The research scale of green transformational leadership was adopted from Robertson and Barling (2013), who used a research scale with 10 items. A sample item is “My supervisor inspires me to be environmentally responsible.” The Cronbach’s alpha of this scale was .922

**Organizational Citizenship Behavior for Environment:**

The research scale of this variable was adopted from Paillé & Boiral (2013). Who used a research scale with 10 items. A sample item is “Gives suggestions to improve the work environment” The Cronbach’s alpha of this scale was .869

**Green Attitude:**

The research scale of this variable was adopted from Osbaldiston, & Schott (2012), who used a research scale with 8 items. A sample item is “I believe that protecting the environment is important.” The Cronbach’s alpha of this scale was .913

**Green Passion:**

The research scale of this variable was adopted from Chen, Y.S.; Chang, C.H. (2013), who used a research scale with 10 items. A sample item is “I am passionate about the environment” .The Cronbach’s alpha of this scale was .870

**Control Variable:**

One way ANOVA was carried out to identify the control variables of our dependent variable that is Organization Citizenship Behavior for Environment and the result of One way ANOVA are given below in table 1

Table 1: One- Way ANOVA

**Table 1: Organization Citizenship Behavior for Environment**

	F value	P value
<b>Gender</b>	2.4	.12
<b>Age</b>	.76	.46
<b>Marital Status</b>	.39	.06
<b>Work Status</b>	2.3	.13
<b>Position</b>	.85	.47
<b>Job Experience</b>	1.2	.35

N= 201

Based on the results on table 1 it is clear that there is no significant difference was found in One Organization Citizenship Behavior for Environment on the basis of their gender( F= 2.4, P= .12), Age(F=.76, P=.46), Marital Status ( F=.39, P= .06),Work Status (F= 2.3, P= .13), Position (F= .85 ,P= .47), Job Experience ( F=1.2

,P= .35)so these variables were not required to be control in the Regression Analysis.

**Results:**

The scales were validated using validity and reliability. The reliability criteria for Cronbrash's alpha coefficient were determined to be adequate for each study variable. Convergent validity of the

measuring items was assessed with Amos 22 software and confirmatory factor analysis (CFA). The results of the measurement model (see table 1) demonstrated that the data from the study, including CMIN/DF 2.1, had exceptional fit statistics. Tucker Lewis Index (TLI) equals 0.88,

whereas the Comparative Fit Index (CFI) is 0.93. The Root Mean Square Approximation Error (RMSEA) is 0.09, and the Relative Fit Index (IFI) is .92. So we took action to test our hypothesis

**Table No:2 Measurement Model**

Models	CMIN/DF	RMSEA	CFI	TLI	IFI
<b>4 Factor Model</b>	<b>2.1</b>	<b>0.09</b>	<b>0.93</b>	<b>0.88</b>	<b>.92</b>

**Table 3: Descriptive Stats and Correlation**

	Mean	SD	1	2	3	4
1. GTL	3.7	.74	.922			
2. GA	4.1	.63	.469*	.913		
3. GP	3.9	.54	.560*	.637*	.870	
4. OCBE	3.9	.57	.625*	.654*	.621*	.869

N=201, GTL= green transformational leadership, GA= green attitude, GP= green passion, OCBE= organizational citizenship behavior for environment, \*p<.05

Table 3 presents descriptive statistics and correlation coefficients of the study variables. The results revealed that Green transformational leadership is positively associated with the OCBE (r = .625, p< 001). The results further revealed that Green transformational leadership has a positive association with Green Passion (r = .560, p< 001).

It was also found that the GTL is positively associated with the Green Attitude of the employees towards environment (r= .469, p< 001). All the correlation coefficients are in accord with our hypothesized relationships.

**Table 4: Regression Analysis:**

	B	t-value	p-value	
GTL>OCBE	.48	9.09	<.001	accepted
GTL>GP	.37	5.63	<.001	accepted
GTL>GP>OCBE	1.38	7.7	<.001	accepted
GA>GP	.738	11.6	<.001	accepted
GTL>GA>GP	.110	1.99	.04	accepted

The above table shows that all of the hypotheses were accepted which means that green transformational leadership has a positive and significant effect on green organizational citizenship behavior. Green transformational

leadership has a significant positive impact on

green passion. Green Passion mediates the relationship between green transformational leadership and organizational citizenship behavior for environment. Green attitude has a positive significant impact on green passion. Green attitude moderates the relationship between green transformational leadership and green passion.

**Discussion and Results:**



The uniqueness and novelty of this research lie in the integration of green transformational leadership, the focus on organizational citizenship behavior for the environment, the inclusion of green passion as a mediator, and the incorporation of green attitude as a moderator. These elements set this topic apart from past research by emphasizing the role of leadership in driving environmentally responsible behavior and providing insights into the underlying mechanisms and boundary conditions that influence employee engagement in green initiatives.

**H1:** Green transformational leadership has a positive and significant effect on green organizational citizenship behavior. Nurwahdah and Muafi (2022) have found significant evidence indicating the impact of green transformational leadership on employee green organizational citizenship behavior. Green transformational leadership influences employees' voluntary pro-environmental behaviors by tapping into their internal motivations and emotional states (Graves et al., 2013; Robertson, 2017).

**H2:** Green transformational leadership has a significant positive impact on green passion. Emotional attachment serves as a powerful motivational force for employees to engage in environmental behaviors (Vining, 1992). Both negative and positive emotions can play a strategic role in evoking passion and influencing the adoption of environmental behavior (Fineman, 1996).

**H3:** Green Passion mediates the relationship between green transformational leadership and organizational citizenship behavior for environment. Passion, being an emotional state characterized by intense enthusiasm and a strong inclination towards an activity, is influenced by positive emotions such as happiness and joy, which in turn can impact organizational citizenship behavior (OCB) (Russell, 2010). According to other studies, passion can act as a mediator between employees' green outcomes and other leadership philosophies (Li et al., 2020).

**H4:** Green attitude has a positive significant impact on green passion. Employees with a high green attitude are more inclined to perceive the leader's actions as genuine and authentic, fostering a sense of trust and dedication to environmental

sustainability. It is becoming more widely acknowledged that employees' environmental attitudes and actions play a crucial strategic role in resolving environmental issues at work (Biswas et al., 2022).

**H5:** Green attitude moderates the relationship between green transformational leadership and green passion in such a way that this relationship is strong when green attitude is high. The moderating role of green attitude implies that individuals with a robust green attitude are more susceptible to the influence of green transformational leadership, resulting in higher levels of green passion. Leaders have a significant role in helping staff member's better grasp the social significance of corporate environmental goals as their green actions frequently reflect a company's strategic environmental objectives (Elrehaillet et al., 2018). **Green attitude** moderates the impact of **transformational leadership** by influencing how effectively leaders inspire and engage employees in environmental initiatives.

The findings of this research have implications for leadership development, employee engagement, attitude alignment, organizational culture, and overall sustainability performance. By embracing green transformational leadership and nurturing green passion while considering employees' green attitudes, organizations can promote a sustainable work environment and foster a collective effort towards environmental responsibility.

#### **Practical Implications:**

There is significant evidence indicating the impact of green transformational leadership on employee green organizational citizenship behavior. (Nurwahdah and Muafi ,2022). Green passion is also associated with a positive emotion that increases an individual's willingness to engage in pro-environmental behaviors (Afsar, P.; Cortez, P.; Santos, 2016).

Organizations should invest in leadership development programs that focus on developing green transformational leaders. These programs can provide training and coaching to leaders on how to inspire and motivate employees towards environmental sustainability. Organizations should promote environmental awareness among employees by conducting training sessions,

workshops, and educational programs. This can enhance employees' understanding of environmental issues, their role in addressing them, and the potential positive impacts of their actions. Organizations should provide opportunities for employees to actively participate in environmental initiatives. Organizations should regularly evaluate and monitor the progress of their environmental initiatives and the impact of green transformational leadership on organizational citizenship behavior for the environment.

#### Limitation:

The use of convenience sampling restricts the generalizability of the findings. Convenience sampling introduces the potential for sampling bias. Participants who are readily available or easily accessible may differ from the overall population in terms of their characteristics, attitudes, or behaviors. This could lead to an unrepresentative sample that may not accurately reflect the larger population, reducing the internal validity of the study. A small sample size reduces the diversity and variation within the sample. This can limit the ability to capture a comprehensive range of perspectives, experiences, or behaviors related to the study.

#### Future Direction:

Future studies could examine the influence of other moderators that may interact with Green Transformational Leadership to further enhance organizational citizenship behavior for the environment. For instance, variables such as organizational climate, employee empowerment, or individual differences in environmental values could be explored to determine how they may influence the relationship between leadership and citizenship behavior. Given the limitation of a small sample size in the current study, future research could aim to recruit a more diverse and representative sample. This would enhance the generalizability of the findings and allow for a more comprehensive understanding of how green transformational leadership influences organizational

citizenship behavior for the environment across different industries, organizational sizes, and cultural contexts.

#### References:

- Afsar, B., Badir, Y., and Kiani, U. S. (2016). Linking spiritual leadership and employee pro-environmental behavior: the influence of workplace spirituality, intrinsic motivation, and environmental passion. *J. Environ. Psychol.* 45, 79–88.
- Afsar, P., Cortez, P., Santos, H. (2016) Automatic Human Action Recognition from Video Using Hidden Markov Model. In Proceedings of the International Conference on Computational Science and Engineering, *Porto, Portugal*, 105–109.
- Ali, H., Sastrodiharjo, I., Saputra, F. (2022). Pengukuran Organizational Citizenship Behavior: Beban Kerja, Budaya Kerja dan Motivasi (Studi Literature Review). *Jurnal Ilmu Multidisiplin*, 1 (1).
- Asrofi, M., Hidayatulloh, M. A. V., Jatisukamto, G., Sutjahjono, H., & Sakura, R. R. (2020). The effect of temperature and volume fraction of mahoni (*Swietenia mahogani*) wood charcoal on SS400 steel using pack carburizing method: Study of hardness and microstructure characteristics. *AIMS Materials Science*, 7(3), 354–363.
- Azam, T., Malik, S., Y., Ren, D., Yuan, W., Mughai, Y., H., Ullah, I., Flaz, M. & Riaz, S. (2022). The Moderating Role of Organizational Citizenship Behavior Toward Environment on Relationship Between Green Supply Chain Management Practices and Sustainable Performance. *Frontiers in Psychology*, 13, 876516.
- Biswas, S. R., Uddin, M. A., Bhattacharjee, S., Dey, M., & Rana, T. (2022). Ecocentric

- leadership and voluntary environmental behavior for promoting sustainability strategy: The role of psychological green climate. *Business Strategy and the Environment*, 31(4), 1705-1718.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64–75.
- Carton, A.M.; Murphy, C.; Clark, J.R. A (blurry) vision of the future: How leader rhetoric about ultimate goals influences performance. *Acad. Manag. J.* **2014**, 57, 1544–1570.
- Chen, X.-P., Liu, D., & He, W. (2015). Does passion fuel entrepreneurship and job creativity? A review and preview of passion research. In C. E. Shalley, M. A. Hitt, & J. Zhou (Eds.), *The Oxford handbook of creativity, innovation, and entrepreneurship*. Oxford University Press, 159–175.
- Chen, Y. S., and Chang, C. (2013). The determinants of green product development performance: green dynamic capabilities, green transformational leadership, and green creativity. *J. Bus. Ethics* 116, 107–119.
- Chen, Y.S.; Chang, C.H.; Yeh, S.L.; Cheng, H.I., (2015). Green shared vision and green creativity: The mediation roles of green mindfulness and green self-efficacy. *Qual. Quant*, 49, 1169–1184.
- Daily BF, Bishop JW, Govindarajulu N. (2009). A Conceptual Model for Organizational Citizenship Behavior Directed Toward the Environment. *Business & Society*. Vol. 48, 243-256.
- Egri, C. P., and Herman, S. (2000). Leadership in the North American environmental sector: values, leadership styles, and contexts of environmental leaders and their organizations. *Acad. Manag. J.* 43, 571–604.
- Ehrhart, M. G., and Naumann, S. E. (2004). Organizational citizenship behavior in work groups: a group norms approach. *J. Appl. Psychol.* 89, 960–974.
- Elrehailet, H.; Alsaad, A.; Alzghoul, A. The impact of transformational and authentic leadership on innovation in higher education: The contingent role of knowledge sharing. *Telemat. Inform.* **2018**, 35, 55–67.
- Elshaer, I., A., Abdelrahman M., A., Azazz, A., M., S., Alrawad, M., Fayyad, S. (2022). Environmental Transformational Leadership and Green Innovation in the Hotel Industry: Two Moderated Mediation Analyses. *International Journal of Environmental Research Public Health*, 19 (24), 16800.
- Gousse-Lessard, A.S., Vallerand, R.J., Carbonneau, N., Lafreniere, M.A.K. (2013). The role of passion in mainstream and radical behaviors: A look at environmental activism. *J. Environ. Psychol*, 35, 18–29.
- Graves, L. M., Sarkis, J., and Zhu, Q. H. (2013). How transformational leadership and employee motivation combine to predict employee pro-environmental behaviors in China. *J. Environ. Psychol.* 35, 81–91.
- Khan, A. N., and Khan, N. A. (2022). The nexuses between transformational leadership and employee green organizational citizenship behavior: role of environmental attitude and green dedication. *Bus. Strateg. Environ.* 31, 921–933.
- Kollmuss, A., Agyeman, J. (2002). Mind the gap: Why do people act environmentally and what are the barriers to pro-environmental behavior? *Environ. Educ. Res.* 8, 239–260.
- Kollmuss, A.; Agyeman, J. ( 2002) Mind the gap: Why do people act environmentally and what are the barriers to pro-environmental behavior? *Environ. Educ. Res.* 8, 239–260.
- Li, Z., Xue, J., Li, R., Chen, H., & Wang, T. (2020). Environmentally specific transformational leadership and employee’s pro-environmental behavior:



- The mediating roles of environmental passion and autonomous motivation. *Frontiers in Psychology*, 11, 1408.
- Mathew, M., & Gupta, KS (2015). Transformational Leadership: Emotional Intelligence. *SCMS Journal of Indian Management*, Vol. 12 (2) 75.
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., & Zhu, H., (2019). A New Perspective to Promote Organizational Citizenship Behavior for the Environment: The Role of Transformational Leadership. *Journal of Cleaner Production*, 239, 118002.
- Mi, L., Gan, X., Xu, T., Long, R., Qiao, L., Zhu, H. (2019). A New Perspective to Promote Organizational Citizenship Behaviour for the Environment: The Role of Transformational Leadership. *Journal of Cleaner Production*, 239.
- Mittal, S., & Dhar, R. L. (2016). Effect of Green Transformational Leadership on Green Creativity: A Study of Tourist Hotels. *Tourism Management*, 57, 118-127.
- Nurwahdah, A., and Muafi, M. (2022). The influence of green transformational leadership and green attitude on green organisational citizenship behaviour mediated by emotional intelligence. *Int. J. Res. Bus. Soc. Sci.* 11, 2147–4478.
- Ones, D. S., and Dilchert, S. (2012). Environmental sustainability at work: a call to action. *Ind. Organ. Psychol.* 5, 444–466.
- Paillé, P., & Boiral, O. (2013). Pro-Environmental Behavior at Work: Construct Validity and Determinants. *Journal of Environmental Psychology*. 36, 118-128.
- Pinzone, M., Guerci, M., Lettieri, E., & Redman, T. (2016). Progressing in the change journey towards sustainability in healthcare: The role of “Green” HRM. *Journal of Cleaner Production*. 122, 201–211.
- Podsakoff, P. M., Mackenzie, S. B., Lee, J. Y., and Podsakoff, N. P. (2003). Common method biases in behavioral research: a critical review of the literature and recommended remedies. *J. Appl. Psychol.* 88, 879–903.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R., (1990), Transformational Leader Behavior and Their Effect on Followers 'Trust in Leader', Satisfaction, Organizational Citizenship Behavior. *Leadership Quarterly*, 1(2),107-142.
- Robbins, S. P., Sanghi, S. (2006). Organizational Behavior (11th Ed.). *Delhi: Dorling Kindersley (India) Pvt. Ltd.*
- Robertson, J. L., & Barling, J. (2013). Greening organizations through leaders' influence on employees' pro-environmental behaviors. *Journal of Organizational Behavior*, 34(2), 176–194.
- Vallerand, R. J., Blanchard, C., Mageau, G. A., Koestner, R., Ratelle, C., Leonard, M., et al. (2003). Les passions de l'âme: on obsessive and harmonious passion. *J. Pers. Soc. Psychol.* 85, 756–767.
- Vallerand, R. J., Salvy, S. J., Mageau, G. A., Elliot, A. J., Denis, P. L., Grouzet, F. M. E., & Blanchard, C. (2007). On the role of passion in performance. *Journal of Personality*, 75(3), 505–534.
- Walumbwa, F. O., Avolio, B. J., and Zhu, W. (2008). How transformational leadership weaves its influence on individual job performance: the role of identification and efficacy beliefs. *Pers. Psychol.* 61, 793–825.
- Xie, S., and Zhang, W. (2012). The relationships between transformational leadership, LMX, and employee innovative behavior. *J. Appl. Bus. Econ.* 13, 87–96.
- Yuriev, A., Boiral, O., Francoeur, V., & Paillé, P. (2018). Overcoming the barriers to pro-environmental

behaviors in the workplace: A systematic review. *Journal of Cleaner Production*, 182, 379-394.

