

## PROMOTING EMPLOYEE GREEN PASSION THROUGH GREEN TRANSFORMATIONAL LEADERSHIP: A MODERATED MECHANISM

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### ABSTRACT

*Green transformational leadership is recognized as an effective approach for achieving environmental objectives by inspiring and motivating followers in the workplace. The primary aim of this study is to explore the influence of green transformational leadership (GTL) on employee green passion (EGP) and to investigate the moderating role of individual green values (IGV) in this relationship. This study adopts a cross-sectional and deductive approach. Partial Least Squares Structural Equation Modeling (PLS-SEM) was used to assess the suggested model. An 84.75% response rate was obtained from 312 workers in Punjab, Pakistan's industrial sector who completed survey questionnaires. The findings revealed a significant positive relationship between GTL and EGP. Furthermore, IGV were found to moderate this relationship, enhancing the impact of GTL on EGP.*

**KEY WORDS:** *Employee Green Passion (EGP), Green Transformational Leadership (GTL), Individual Green Value (IGV)*

### 1. INTRODUCTION

Sustainable development has become a critical focus in modern business practices. With the release of the Brundtland Report, commonly referred to as Our Common Future, by the United Nations in the late 1980s, the idea became well-known. "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs" is how this report defines sustainable development (p. 41, Vallance et al., 2011). The increasing degradation of the environment has raised concerns about corporate practices that contribute to ecological harm (Yu et al., 2020). Organizations have increasingly prioritized sustainable outcomes by addressing the environmental impacts of their activities (Koberg&Longoni, 2019). Environmental protection has become a critical issue across all sectors (Luu, 2019). The alarming rate of environmental degradation has compelled organizations to implement activities aimed at

preserving ecosystems and adopting environmental protection policies (Zsoka et al., 2013; Zibarras and Coan 2015). As a result, many organizations have shifted their processes to align with environmental initiatives, recognizing the benefits in terms of employee job satisfaction, recruitment, and retention.

According to Kautish et al. (2020), environmentally friendly organizations have a significant impact on fostering pro-environmental behavior among employees and environmentally conscious consumers. Employees play a pivotal role in achieving corporate green objectives by engaging in various eco-friendly activities in the workplace (Lulfs, 2013). Attributes such as social values, perceptions, judgments, and individual attitudes are essential in supporting the implementation of environmental initiatives (Roscoe et al., 2019). Furthermore, employees' harmonious ecological passion acts as a powerful motivator, inspiring individuals to participate in and commit to voluntary environmental activities (Vallerand et al., 2007). Passion generates a range of positive experiences, such as pride and happiness, which promote engagement in specific behaviors (Anne, 2013). Employees tend to exhibit greater passion for activities with significant social importance (Robertson and Barling, 2013). Employee green passion is defined as the positive emotional state that enhances an individual's willingness to engage in environmentally friendly and pro-environmental behaviors (Afsar et al., 2015). Employees with a heightened awareness and extensive knowledge of environmental degradation are more likely to develop green passion for workplace contributions (Kollmuss et al., 2002).

Moreover, Kuhnert and Lewis (1987) suggest that transformational leadership facilitates shifts in the needs, values, and beliefs of followers, motivating them to exceed expectations despite challenges. The actions of leaders that inspire followers to surpass predicted levels of environmental performance and encourage them to accomplish environmental goals are known as green transformational leadership (GTL) (Chen et al., 2013). Prior research has looked at how leadership affects workers' green practices (Kim et al., 2019; Robertson & Barling, 2013). Leaders' green behaviors play a critical role in demonstrating strategic environmental objectives and helping employees understand corporate environmental goals (Elrehail et al., 2018). Additionally, intellectual stimulation encourages employees' environmental enthusiasm and engages them actively in addressing environmental protection issues (Chen et al., 2015; Jung et al., 2003). Despite the numerous studies conducted in this area, scant attention has been given to exploring the mechanisms through which green transformational leadership influences employees' green attitudes. In this paper, we address the call from Jia et al. (2018) to integrate broader perspectives in exploring the mechanisms of leadership—specifically green transformational leadership—and its influence on employees' green behaviors and personal characteristics, such as green self-efficacy, green attitudes, and individual values in the workplace.

However, its conditional relationship between green transformational leadership and employee green behavior is still poorly understood. Gilal et al. (2019) looked at the role of individual green values as a moderator between green HRM and environmental enthusiasm. Personal level variables are important because they can either increase or decrease the results of organizational initiatives, according to Hameed et al. (2020). This study makes three contributions. It first looks at how employees' green passion is linked to green transformational leadership and how individual green values might act as a moderator. This study intends to improve employers' comprehension of the elements influencing employees' green behaviors by integrating individual level aspects, hence promoting a unified and stimulating workplace culture focused on environmental activities. Second, the study contributes to the existing literature on green transformational leadership by employing the supplies–values fit theory, offering a novel perspective in this area of research.

Finally, this study empirically tests the hypothesized model within the context of a developing country, focusing on the manufacturing sector, including industries such as sugar, cement, pharmaceuticals, power production, food and beverages, and textiles. The researcher begins by explaining the theoretical linkages between GTL, EGP and IGV. Next, the research hypotheses are developed, followed by an outline of the applied methods used to collect data, aiming to empirically explore how and when green transformational leadership can enhance employee green passion in the workplace. The hypotheses are tested using structural equation modeling, and the findings are interpreted. Finally, the study concludes with a discussion of the results, along with their implications and limitations.

## **2. THEORIZATION AND HYPOTHESIS DEVELOPMENT**

### **2.1. Green Transformational Leadership and Employee Green Passion**

In today's disruptive and rapidly evolving market, transformational leaders possess a clear vision of their organization's current and future goals (Avolio, 1995). According to Chen et al. (2013), green transformational leadership is the capacity of a leader to encourage followers to surpass predetermined environmental performance standards and inspire them to accomplish environmental goals. Green performance, in contrast, can be defined as the effectiveness of software and hardware integrated into a firm's innovation processes. This includes green processes and products involving the adoption of transformative technologies aimed at environmental protection, energy conservation, recycling, reuse, and sustainable environmental management (Chen et al., 2006). Transformational leaders employ stimulating motivation and reasoned reinforcement, which present unique challenges and opportunities for a firm's innovation (Elkins et al., 2003). This leadership style positively impacts organizational creativity by fostering an environment where individuals can generate new ideas and energize their advocates for revolutionary change (Jung et al., 2013). Throughout the innovation process, transformational leadership also makes it easier for new ideas to be developed and shared. In particular, by motivating their followers and addressing the complex facets of novel tactics, transformational leaders foster innovation (Waldman et al., 1991).

Transformational leaders effectively communicate their vision, outline how and when it can be achieved, demonstrate trust and confidence, convey organizational norms and values, and inspire their teams to achieve ambitious goals (Chen et al., 2014). They also provide practical guidance and reference points, enabling followers to overcome challenges and feel capable of addressing obstacles effectively. This influences their behavior, motivating them to successfully engage in task-related activities (Bass, 1990). Furthermore, transformational leaders can inspire employees to exceed expectations and go beyond their formal responsibilities (Sosik&Avolio, 1998). Green passion refers to a strong, intrinsic motivation that drives individuals to voluntarily engage in environmental practices. Among employees, green passion reflects a positive attitude toward environmental conservation, shaped by favorable organizational conditions and evaluations (Jia et al., 2018). When employees understand the benefits and consequences of environmental conservation versus depletion, their engagement in green practices fosters greater green passion.

In recent years, organizational scholars have increasingly focused on green behavior in the workplace (Renwick et al., 2013; Norton, 2012; Sharma, 2014). This attention likely arises from the growing need for employees to use resources wisely and responsibly, contribute to environmental preservation, and mitigate workplace pollutants that negatively affect people and processes (Alfred, 2009). According to the resource-based paradigm, leadership is a critical internal resource and capability in corporate environmental management (Boehm et al., 2015).

Existing literature indicates that transformational leadership exerts a direct and significant effect on fostering a creative environment by empowering team members, which ultimately enhances organizational success (Pasha et al., 2017). Green transformational leadership (GTL) can be viewed as an extension of transformational leadership specifically applied to environmental management (Ng, 2017). Based on the above discussion, we posit that the relationship between green transformational leadership and employee green passion is positive. Accordingly, we propose the following hypothesis:

**H<sub>1</sub>:** GTL positively influenced on EGP.

## 2.2. The Moderating Role of Individual Green Values

According to Yong et al., (2019) green human resource management practice had gained much attention in recent years and they claimed that more studies have investigated individual and organizational level outcomes of green human resource management. In other words, they made it necessary to investigate these variables: Employees play a role in determining whether corporate environmental management activities are successful or not. In order to assist policymakers and upper management in creating green HRM practices that promote green behavior in the workplace, it is necessary to ascertain other ways that green HRM practices impact employees' green behavior and work lifestyles. (page 17). In order to forecast the effectiveness of green transformational leadership in the form of increased employees' green passion, this study examines individual values, as recommended by Yong et al. (2019). Modern values research has emphasized the significance of individual values in comprehending human attitudes and behaviors (Davidov et al., 2008). The main ways that people's values impact their behavior are explained by the value-belief-norm (VBN) theory (Stern et al., 1999) and the supplies-values match hypothesis (Edwards, 1996). The VBN hypothesis states that employee job behavior is influenced by personal values, beliefs, and norms (Stern et al., 1999). Empirical studies have demonstrated that individual behavioral values significantly influence environmentally friendly behavior (Andersson et al., 2005; Chou, 2014; Schultz et al., 2005). All of this data points to a significant relationship between people's green activity and their green personal values.

An organization should strive for shared, congruent values, even while it is obvious that some people and the organizations they work for may hold opposite values (Paarlberg et al., 2007). It is anticipated that a shared philosophy that combines personal convictions with corporate values will produce the best possible outcomes for employees, including enhanced organizational recognition and job satisfaction as well as favorable attitudes and behaviors at work (Edwards et al., 2009). Employees are more likely to contribute to the accomplishment of organizational goals and objectives if they have a stronger bond with their workplace, as evidenced by shared values and recognition (Cohen and Liu, 2011). Individual values played a significant role in explaining the connection between green activities and attitudes, according to Hameed et al. (2020). They emphasized how insights were converted into actions and behaviors because of value congruence. Therefore, a person's identity and values can improve their behavior. According to the aforementioned empirical investigation, the researcher thought that a person's green values may either significantly influence their attitudes and behaviors or lessen them. Low (2013) and Hameed et al. (2020). The employees at individual level behave in accordance of organizational objectives, strategies and policies. According to Rupp et al. (2006) the employees with high value congruence demonstrative according to organizational green values for developing progressive environmental behavior. Edward's (1996) S-V fit theory, which postulates that an organization's values are best

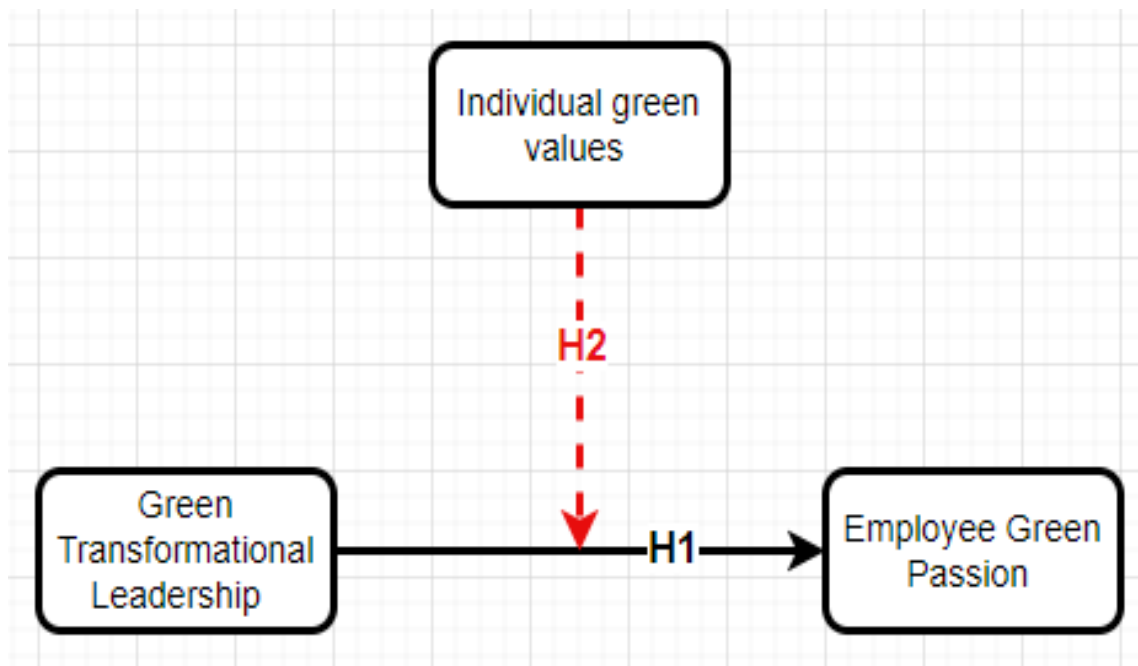
suited for those who place a high value on a sustainable environment (green value) and organizational citizenship behavior, is used to assume the suggested relationship (i.e., green transformational leadership positively correlates with green employee passion with a moderated effect of individual green values). Likewise, a company with lower values (such as subpar green HRM practices) demotivates workers with higher green values, which eventually affects ecological considerations. Therefore, the existence of green values develops and increase employee green behavior. Based on reviewing the literature and after mentioned arguments the following hypothesis is formulated:

**H<sub>2</sub>:** IGV will strengthen the relationship between GTL and EGP.

### 3. METHODOLOGY

#### 3.1. Research Model

The conceptual model of this study is illustrated in Figure 1. It includes GTL and EGP as key variables. Additionally, the moderating role of IGV is incorporated to provide a deeper analysis of employees in Pakistan's manufacturing sector.



**Figure-1: Conceptual Framework**

#### 3.2. Data Collection and Instrumentation

Data was gathered using a survey questionnaire and a quantitative methodology. The initial English-language questionnaire was created using knowledge from the body of existing literature. From "strongly disagree" (1) to "strongly agree" (5), it employed a 5-point Likert scale. The questionnaire was divided into two sections: the first asked about the demographics of the participants, and the second asked about the research variables. To guarantee validity and reliability, every questionnaire item was modified from earlier research. A six-item scale modified from Chen et al. (2013) was used to quantify GTL. "My supervisor motivates subordinates with the environmental plan" is an example. Robertson and Barling (2013) designed a 10-item scale to



measure the EGP variable. "I am passionate about the environment" and "I enjoy engaging in environmentally friendly behavior" are two examples. A six-item scale that was modified from Chou et al. (2014) was used to measure the IGV construct. "I feel a personal obligation to do whatever I can to prevent environmental degradation" is an example object.

### 3.3. Population and Sample Size

This study employed a multistage sampling technique. In the first stage the sampling frame consisted of manufacturing sector companies listed on the Pakistan Stock Exchange. In second stage six sub-sectors within the manufacturing sector—cement, sugar, pharmaceuticals, food and beverages, textiles, and power production—were selected. These sub-sectors were chosen due to their significant contribution to the manufacturing sector and their substantial environmental impact. In the last data were collected from employees working in these six sub-sectors using convenience sampling. A total of 368 questionnaires were distributed, out of which 312 usable responses were received, resulting in a response rate of 84.5%.

### 3.4. Analysis and Results

**Table-1: Profile of Respondents**

Variable	F	(%)	Variable	F	(%)
<b>Gender</b>			<b>Industry (Manufacturing)</b>		
Male	236	75.64	Cement	90	28.80
			Sugar	38	12.20
			Pharmaceutical	74	23.70
			Power production	40	12.80
			Textile	39	12.50
			Food & Beverages	31	9.90
Female	76	24.35	<b>Total Job Experience</b>		
<b>Age</b>			1-3	273	87.50
21-25	129	41.00	4-5	39	12.50
26-30	107	34.00			
31-35	76	25.00			
<b>Marital Status</b>			<b>Qualification</b>		
Single	174	55.77	Bachelor	91	29.20
Married	138	44.23	Master	155	49.70
			M.Phil.	66	21.20

Table-1 shows that Out of 312 questionnaires, 75.64 % of the respondents are male and 24.35 % are female. The highest percentage of the employee experience is between 1-3 years which is 87.50%. Respondent's majority age is between 21 to 30 years. The 44.23% respondents were married while 55.77% were single. Highest percentage of the respondents with 49% have an educational level of master, 51.00% have bachelor and M.Phil. qualification.

<b>Table-2: Descriptive analysis and Reliability</b>						
Variables	Mean	SD	Alpha	GTL	IGV	EGP
GTL	3.24	0.91	.853	1	.438**	.470**
IGV	3.42	0.92	.818	.438**	1	.473**

EGP	3.22	0.87	.782	.470*	.473**	1
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\*\* $p < .001$

Table-2 shows means values of GTL, IGTV, EGP is 3.24, 3.42, 3.22 respectively. The standard deviation of GTL, IGTV, EGP is .91, .92, .87 respectively. The Cronbach's alpha was above the threshold of all variables. The correlation analysis shows that variables are highly positive associated.

Table-3 Path Analysis					
Hypotheses	Regression path	Effect type	SWR	Remarks	
H <sub>1</sub>	GTL → EGP	Direct effect	0.062***	Supported	

"Note GTL= Green Transformational Leadership, EGP= Employee Green Passion"

Notes: SRW = Standardized regression weight \*\*\* $p < 0.01$ , \*\* $p < 0.1$

Table -3 depicts the results of direct impact of green transformational leadership on green employee passion.

Table-4 Moderating Role of Individual Green Values					
Hypotheses	Regression path	Effect type	SWR	Remarks	
H <sub>2</sub>	GTL → EGP	Direct effect	0.702***	Supported	

"Note GTL= Green transformational leadership, EGP= Employee Green Passion"

Notes: SRW = Standardized regression weight \*\*\* $p < 0.01$

Table 4 shows the results of the moderating role of IGTV between GTL and EGP.

## 5. DISCUSSION AND CONCLUSION

On the basis of the theoretically suggested links, two hypotheses were developed for the current investigation. The results of the analyses are discussed in detail, with each hypothesis explained individually and supported by relevant past studies. In the first hypothesis results indicate a positive and significant relationship between green transformational leadership and employee green passion ( $\beta = 0.709$ ,  $p < 0.01$ ). These findings align with previous studies (Nisar et al., 2017) and suggest that employees in the manufacturing sector—including cement, sugar, pharmaceuticals, food and beverages, textiles, and power production—exhibit green behaviors and passion for environmental activities. The results also highlight that organizational management, particularly supervisors demonstrating transformational leadership, are highly committed to environmental management. This commitment fosters employees' emotional attachment to their organization and contributes to the broader goal of national betterment. The second approach looks at how individual green values affect the interaction between employee green passion and green transformational leadership. The findings show that this association is considerably moderated by individual green values ( $\beta = 0.364$ ,  $p < 0.1$ ), which is in line with other studies (Dumont et al., 2017; Zhou et al., 2018; Gilal et al., 2019; Unworthy et al., 2013). These results highlight how crucial personal green values are to accomplishing corporate green objectives. Strong environmental preservation beliefs increase an employee's likelihood of prioritizing and excelling in work-related environmental tasks. This suggests that fostering individual green values are a crucial first step toward enhancing organizational performance and environmental conservation.

### 5.1. Conclusion

By examining the influence of GTL on EGP and the moderating effect of IGV, the current study sought to understand how employees behaved environmentally in the workplace. The findings show that GTL significantly and favorably affects EGP. Additionally, it was discovered that IGV improved the correlation between GTL and EGP.

### 5.2. Theoretical and Practical Implications

By examining the connections between green transformational leadership and employee green passion—specifically, the moderating influence of individual green values—this study adds to the body of knowledge on the individual-level role of employees, which is its primary theoretical contribution. The results highlight how crucial it is for the manufacturing sector to implement environmental policies in order to involve workers directly in environmental management initiatives. It is recommended that HR managers design recognition programs for employees actively participating in environmental protection activities. Organizations should cultivate a work environment that integrates both employees' and organizational environmental concerns. Employees who successfully engage in green initiatives should be rewarded with both monetary and non-monetary incentives to further encourage eco-friendly behaviors. These behaviors can serve as a model to inspire others, increasing overall contributions to green management objectives in the manufacturing sector. This approach will ensure that organizational green initiatives are implemented effectively and sustainably.

### 5.3. Limitations and Future Directions

This study collected data from employees in the manufacturing sector. It is recommended that future research target other industries, such as banking and educational institutions, to broaden the understanding of green transformational leadership and employee green behavior in various workplace contexts. Future researchers could also explore the inclusion of environmental consciousness and environmental knowledge as moderators to further test and refine the explanatory mechanism underlying these relationships. As this study employed a cross-sectional design, future research should consider adopting a longitudinal approach to capture dynamic changes over time and provide more comprehensive insights. Lastly, it is suggested to increase the sample size in future studies to enhance the reliability and generalizability of the findings.

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