



PROMOTING EMPLOYEES GREEN PASSION THROUGH GREEN TRANSFORMATIONAL LEADERSHIP: MEDIATING ROLE OF GREEN HRM AND MODERATING ROLE OF INDIVIDUAL GREEN VALUE

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ABSTRACT

*Green transformational leadership style is an effective to achieve environmental goals by inspiring followers at work place. The basic purpose of this study is to examine the impact of green transformational leadership on employee green passion with green human resource management practices as mediator and individual green value as moderator. In this study a deductive approach with cross-sectional research design was used. The proposed model was tested through PLS-SEM. Three hundred twelve employees from manufacturing sector in Punjab, Pakistan participated in the study using survey questionnaire. In this study the response rate was 84.75%. . The results of this study reveal that green transformational leadership has a positive significant relationship with employee green passion. Moreover, green human resource management practices mediated the relationship between green transformational leadership and employee green passion. Whereas, individual green values moderates the relationship between green human resource management practices and employee green passion. **Originality/value:** This study is novel in examining the mediating role of green HRM practices between green transformational leadership and employee green passion. Further, the study also investigates the moderating role between green HRM and employee green passion.*

KEY WORDS: *Employee Green Passion (EGP), Green Transformational Leadership (GTL), Green Human Resource Management (GHRM) and Individual Green Value (IGV).*



INTRODUCTION

Climate changes have become a crucial subject for individuals, businesses and societies. In last few years, the rapid degradation of the environment has questioned the corporate practices which have negatively impacted the environment (Yu, 2020). It has become an important issue that all sectors are paying attention towards the protection of environment (Luu, 2019). The rapid environmental degradation forced organizations to launch those activities that would save the ecosystem and incorporate environmental protections policies (Zsoka, 2013) (Zibarras, 2015). The employees play a crucial role in obtaining corporate green objectives by performing several ecofriendly activities at work (Lulfs, 2013).

The manufacturing companies have renovated their production processes that were once aimed at dropping the wastage and devising safe means of disposal (Melnyk, 2003) (Kim, 2019). Green HRM practices are essential for a company to achieve environmental sustainability. Transformational leadership plays a critical role for the growth of innovation (Elkins, 2003) “Green transformational leadership” is defined as “behaviors of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of environmental performance (Chen & J., The determinants of green product development performance: Green dynamic capabilities, green transformational leadership, and green creativity, 2013). There has been limited research in Pakistan to evaluate the green HRM activities are organizational environmental performance (Saeed, 2019) (Gilal, 2019).

In this study, we argue that green transformational leadership is an important determinant of employee green passion. There is no previous research exploring the relationship between green transformational leadership and employee green passion mediating effect of green HRM and moderating effect of individual green values. The objectives of this study are:-

- I. To investigate the impact of green transformational leadership on employee green passion
- II. To investigate the mediating effect of green human resource management between green transformational leadership and employee green passion
- III. To investigate the moderating effect of individual green values between green human resource management and employee green passion

This study contributes to existing literature in the field of GHRM by employing ability-motivation-opportunity theory. In this paper, first we introduce concepts of variables and then hypothesis developed. Second, illustrates the applied method through research design, participants and procedures along with measure, sample size. Third, data are analyzed through SEM and finally author concludes this study providing implications and limitations.

Theorization and Hypothesis Development

THEORIZATIONS

In the literature on strategic HRM, (Boxall & Pucell, 2007) (B Gerhart, 2015) the ability-Motivation-Opportunity theory (E Appelbaum, 2000) is a key theoretical model. Its central aspect stresses the effect of HR systems on improved workforce behavioral performance at the corporate level. According to one common HR model performance “(employees’ ability, motivation and opportunity to participate)”, states that HR framework that seeks continue providing adequate resources and forums for professional workers serves the best interests of the



company (P Boselie, 2005). According to the AMO theory Employee abilities, motivations, and opportunities all play a role in workplace success; this is an integrating viewpoint that explains when and how leadership and strategic HRM practices foster organizational value. Individuals in an organizational setting stimulate new, innovative, and interesting ideas, which are referred to as workplace creativity (E Appelbaum, 2000) (Colbert, 2004).

Workplace creativity may play crucial role in improving organizational performance, in other words, workforce creativity considered the basic step of innovation process which later enhance firm growth (Shalley & Zhou, 2004) (J Zhou, 2011). Skilled and motivated employees do not ensure positive behavioral performance; however, having the appropriate stimuli and resources cannot be overlooked. Individuals' green creativity can be viewed as a similar mechanism to that of workplace creativity (Boselie & Dietz, 20005). The key distinction is that green creativity among workers is more conscious about the environment. As per this argument, AMO factors would naturally affect the creation of innovative and useful environment related idea produced by the collaboration of employees and situational factors (Hennessey & Amabile, 2009) . Thus, we used AMO theory to examine employee's green creativity in an organizational setting.

HYPOTHESIS DEVELOPMENT

Green Transformational Leadership

In today's disruptive and evolving market, transformational leaders have a strong view of the corporation's existing and anticipated goals (Avolio, 1995). The author explained that green transformational leadership is the trait of a leader who encourages his subordinates to achieve environmental objectives and motivates them to perform beyond the anticipated environmental output (Chen, Y.S.; Chang, C.H.J., 2013). Green performance, on the other hand, can be described as *"the performance of software and hardware that are included in the process of innovation that a firm employs in green process and products that involve the transformation of technologies such as environmental protection, energy conservation, recycling and reuse, and commercial environment administration"* (Chen, Lai, & Wen, 2006).

Transformational leaders use stimulating motivation and reasoned reinforcement, which are challenging for a firm's innovation (Teri Elkins, 2003). Transformational leadership style has a positive impact on organizational creativity because it allows people to create new ideas and energize their advocates for revolution (Dong I Jung, 2003). Transformational leadership facilitates the expansion of new ideas throughout the innovation process; that is, to contemplate all the issues of new strategies, a transformational leader acts as a promoter through inspiring followers (David A. Waldman, 1991)

Transformational leaders actually communicate their vision, illustrate how and when to accomplish it, show trust and confidence, effectively convey norms and values to their followers, and inspire their teams to accomplish ambitious milestones (Chen Y.-S. , 2014)

Furthermore, transformational leaders must provide reasonable reference and potential points for followers to help them feel that they can effectively solve current obstacles and influence their behavior to successfully engage in task-related work (Bass, 1990). Moreover, transformational leaders can encourage their employees to go above and beyond what is required of them (Sosik & Avolio, 1998).



According to the resource-based paradigm, leadership is an essential internal resource and capability in corporate environmental management (Stephan A. Boehm, 2015). Extant literature has shown that transformational leadership has a direct and powerful exclusive effect on developing a creative environment by empowering members of the team, which eventually affects organizational success (Obed Pasha, 2017). Green transformational leadership seems to be the outcome of transformational leadership in the field of environmental management (Ng, 2017).

Green Human Resource Management

The green HRM defined as “HRM activities, which enhance positive environmental outcomes”. (Renwick, 2013). Moreover, the authors explained that HR activities do not have a direct impact on employee performance; they do have an indirect impact on psychological and social aspects. Furthermore, HRM practices have an effect on organizational success, as well as employee attitudes and actions. Green recruiting, training and development, performance improvement and evaluation, and compensation are all examples of green human resource practices (Guest, 2011) (Kehoe, 2013).

It is the synthesis of conventional human resource management and environmental management (Bombiak, 2018). Green HRM is the use of HR policies to encourage sustainability. It may also apply to policies and activities that can help to build a green environment for the good of people, enterprises, and the natural habitat. The researcher developed a framework that includes HR activities such as recruiting and selection, training and development, a reward system, a performance appraisal system, and employee engagement, which are regarded as important tools for connecting workers with organizational environmental strategy (Renwick, 2013).

Green human resource management with organizations transforming their business models and efforts toward a more environmentally responsible agenda, HR must change its mission and extend its reach to include environmental management in order to improve how it conducts its core HR tasks (Angel Del Brio, 2008). The author explained that HR has the potential to quantify and influence employee sustainability-related actions, behaviors, awareness, and enthusiasm (Boudreau, 2005). The authors explained that dedication from management, encouragement from superiors, and HR practices are needed to elicit pro-environmental behavior in the workplace. These components, they added, are just as critical as overall creativity and innovation (Orovasnek, 2017) (Saeed, 2019). Green HRM activities encourage the responsible use of resources, which increases employee understanding and engagement (Tang, 2018). Recruiters may use green recruiting techniques to attract applicants who are passionate about environmental issues (Saeed, 2019).

Furthermore, according to (Jose Chiappetta Jabbour)2011 stated that firms can accomplish environmental goals by inspiring staff to learn about environmental problems and how to deal with them. In addition, emphasis was placed on delivering supporting facilities, such as green culture training and learning programs. The author reveals that connects the philosophy of green training with green appraisal systems, stating that companies should adopt green



appraisals and performance management systems because it provides a more environmentally sustainable atmosphere on both sides (Renwick, 2013).

EMPLOYEE GREEN PASSION

Green passion is a powerful perception that motivates a person to participate in environmental practices on a voluntary basis. Green passion among employees is a positive attitude toward the environment resulting from favorable organizational circumstances and appraisals (Jia, 2018). When workers are aware of the advantages and disadvantages of environmental conservation and depletion, engagement in environmental practices will inspire green passion.

Organizational scholars have paid close attention to the idea of green behavior in the workplace in recent years (Renwick, 2013; Unsworth, 2013; Sharma, 2014; Norton, 2012). Perhaps the attention paid to green behavior at work stems from the need for workers to make wise and responsive use of resources; preserve the environment; and remove the contaminants that affect people at work (Alfred, 2009).

GHRM AND GREEN PASSION

GHRM puts an emphasis on the environmental characteristics of HRM practices that push workers to participate in Greening initiatives with full dedication. Green training encourages workers to work for improved environmental efficiency. Green compensation and incentive inspire the enthusiasm of workers for more efforts to support environmental protection. The author claimed that green management allows workers to engage in green practices. It might play an important role in creating the green passion among employee (Jia, 2018).

INDIVIDUAL GREEN VALUES

The importance of individual values in understanding human attitudes and actions has been stressed in modern values research (Davidov, 2008). “The value-belief-norm (VBN) theory (Paul C. Stern, 1999) and the supplies-values match theory (Edwards, 1996) primarily explain the aspects in which persons' values influence their actions. According to the VBN theory, personal values, beliefs, and norms influence employee job behavior (Paul C. Stern, 1999).

Empirical research, such as (Andersson, 2005) (Schultz, 2005) (Chou, 2014) have shown that individual behavioral values have a substantial effect on individual environmentally friendly behavior. All this evidence suggests a strong correlation between green personal values and green behavior of individuals. The hypothesis that personal values comply with those provided by the company has a positive impact on employee behavior and attitude as suggested by the supplies-values fit theory (Edwards, 1996).

Although it is self-evident that certain opposing values may exist between a person and the organizations for where he or she works, it is in an organization's best interests to aim for common, congruent values (Paarlberg, 2007). A common philosophy that integrates individual beliefs with those of the company is expected to generate optimal employee results, such as improved organizational recognition and sense of work, as well as positive work attitudes and actions (Edwards, 1996) (Cable, 2009). The deeper an individual's connection with his or her workplace, as shown by common values and recognition, the more likely the employee will contribute to achieving organizational goals and objectives (Cohen & Liu, 2011).” Therefore, as

recognized by (Day, 1991). The interplay between the individual and the environment is employee behavior. Thus, after reviewing the literature the following hypotheses are formed:-

H1: Green transformational leadership positively influenced on employee green passion.

H2: Green HRM mediates the association of green transformational leadership and employee green passion.

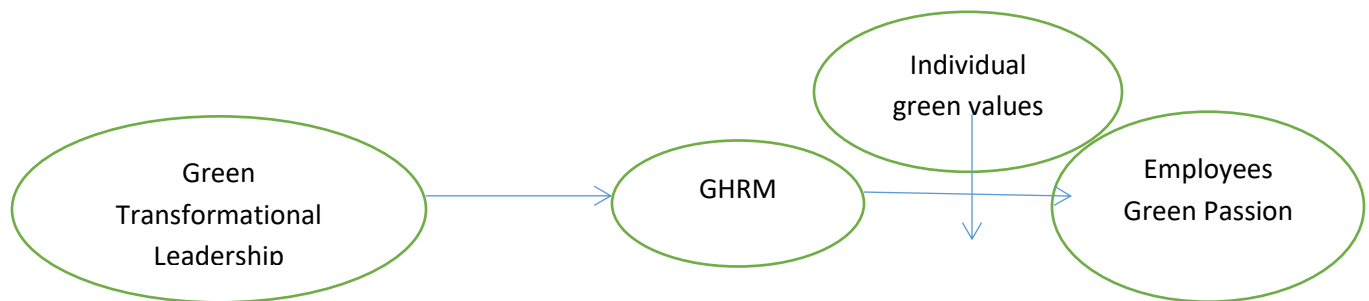
H3: Individual green values moderate the relationship between green HRM and employee green passion.

Methodology

Research Model

The conceptual model of this study is represented in Fig-1. It consists on green transformational leadership and employee green passion through GHRM. Moreover, moderating role of individual green values is added to in-depth analysis of the manufacturing sector employees in Punjab, Pakistan.

Conceptual Model Fig-1



Data Collection and Instrumentation

A quantitative approach was used to collect the data through survey questionnaire. The original questionnaire was developed in English based on literature. The questionnaire was based on 5-point Likerts scale from strongly disagree (1) to strongly agree (5). The questionnaire consists of two sections one is demographic of the participants and second is on variables questions. The questionnaire was adapted from previous studies. The questions of GHRM was used of (Dumont, 2017) developed a 6-item scale. The sample item is “my organization sets green goals for its employees”. To measure the Green transformational leadership (GTFL) the researcher adopted six items scale from (Chen Y. , 2013). The item sample is “my supervisor inspires subordinates with the environmental plan”. Employee’s green passion was measured using 10 items scale developed by (Robertson, 2013). The sample item include: “I am passionate about the environment” “I enjoy engaging in environmentally-friendly behavior” etc. Individual green values were measured using 6 items from (Chou, 2014). A sample item is “I feel a personal obligation to do whatever I can to prevent environmental degradation.”

Sample Size and Population

The data was collected from the employees working in manufacturing sector (cement, sugar, pharmaceutical, food & beverages, textile and power production) Punjab, Pakistan. The convenience sampling approach was utilized for data collection. The 368 questionnaires were



distributed while only 312 useful responses were received back. The unit of analysis is individual employee. The response rate is 84.5%.

Analysis and Results

Table-1: Profile of Respondents

| Variable | F | (%) | Variable | F | (%) |
|-----------------------|-----|-------|---------------------------------|-----|-------|
| Gender | | | Industry (Manufacturing) | | |
| Male | 227 | 72.75 | Cement | 87 | 27.88 |
| | | | Sugar | 35 | 11.22 |
| | | | Pharmaceutical | 88 | 28.21 |
| | | | Power production | 27 | 8.65 |
| | | | Textile | 50 | 16.03 |
| Food & Beverages | 25 | 8.01 | | | |
| Female | 85 | 27.25 | Total Job Experience | | |
| Age | | | 1-3 | 273 | 87.50 |
| 21-25 | 129 | 41.00 | 3-5 | 35 | 11.22 |
| 26-30 | 107 | 34.00 | 5-8 | 04 | 1.28 |
| 31-35 | 76 | 25.00 | Above 8 | 0 | 0.00 |
| Marital Status | | | Qualification | | |
| Single | 174 | 55.77 | Bachelor | 124 | 39.74 |
| Married | 138 | 44.23 | Master | 153 | 49.04 |
| | | | M.Phil. | 35 | 11.22 |
| | | | | | |

Table-1 shows that Out of 312 questionnaires, 72.75 % of the respondents are male and 27.25 % 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 degrees.



Table-2: Descriptive, Reliability and Correlation Analysis:

| Variables | Mean | SD | Alpha | 1 | 2 | 3 | 4 |
|-----------|------|------|-------|-------|-------|-------|---|
| GTL | 3.24 | 0.91 | .813 | 1 | | | |
| GHRM | 3.36 | 0.89 | .734 | .42** | 1 | | |
| IGV | 3.42 | 0.92 | .878 | .16** | .06** | 1 | |
| EGP | 3.22 | 0.87 | .754 | .33* | .20* | .721* | 1 |

“Note GTL= Green Transformational Leadership, GHRM= Green Human Resource Management, IGV= individual Green Values, EGP = Employees Green Passion ** $p < .001$ ”

Table-2 shows means values of TL, GRHM, IGV, EGP is 3.24, 3.36, 3.42, 3.22 respectively. The standard deviation of TL, GRHM, IGV, EGP is .91, .89, .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 |
|------------|-----------------|---------------|----------|-----------|
| H1 | 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 Mediating effect of GHRM

| Hypotheses | Regression path | Effect type | SWR | Remarks |
|---------------------------|-----------------|-------------|------|-----------------|
| Mediating effects of GHRM | | | | |
| GTL → GHRM → EGP | | | | H2 is supported |
| Direct path | 0.15 | | 0.02 | |
| Indirect path | 0.11 | | 0.03 | |

“Note GHRM= Green Human Resource Management, EGP= Employee Green Passion, GTL= Green Transformational leadership

** $P < 0.01$ * $p < 0.05$ ”



Table -4 shows the results of mediating impact of green human resource management between green transformational leadership and employee green passion.

Table-5 Moderating Role of Individual Green Values

| Hypotheses | Regression path | Effect type | SWR | Remarks |
|------------|-----------------|---------------|----------|-----------|
| H3 | GHRM → EGP | Direct effect | 0.702*** | Supported |
| | | | | |

“Note GTL= Green Human Resource Management, EGP= Employee Green Passion”

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

Table 8 shows the results of the moderating role of individual green values between green human resource management practices and employee green passion.

DISCUSSION

In present study, three hypotheses are generated on the basis of theoretical proposed relationship. The results of the analyses are discussed in details. All hypotheses are explained individually along with the support of past studies. The results of first hypothesis shows positive and significant relationship between green transformational leadership and employee green passion as $\beta=0.709$, $p<0.01$). The results are consistent with the past studies (Adnan Zafer, 2017) (Kura, 2016) (Ching-Hsun, 2014) (Huanxin Liu, 2018). It shows that the employees of the manufacturing sector (cement, sugar, pharmaceutical, food & beverages, textile and power production) have green behavior/passion for environmental activities. It also reveals that the management of the organization such as supervisor (transformational leadership) is much concerned about the environmental. It develops the emotional attachment of the organization and betterment of the whole nation.

The second path shows the mediating effect of green human resource management practices between green transformational leadership and employee green passion a positive and significant relationship as $\beta=0.316$, $p<0.1$). A few researches argued the similar result that green human resource practices mediates the relationship between GTL and EGP (Huanxin Liu, 2018). The GHRM practices mediate the relationship of GTL and EGP, so the organization should invest more on the environmental practices to encourage the employees.

The third path shows the moderating effect of individual green values between green HRM practices and employees green passion. The results reveal that individual green values moderates the relationship between green HRM practices and employee green passion as $\beta=0.364$, $p<0.1$). The results are consistent with the past studies (Shunyi Zhou, 2018). It shows that individual green values are important for achieving organization green goals. The employees with interest of protection of environmental so eventually they prioritize to perform better the environmental related activities at workplace. It observed that individual green values are first step towards for enhancing the performance of the organization as well as protection of environment.



Conclusion

The present study is designed to investigate the green behavior of the employee at workplace by investigating the green transformational leadership impact on employee green passion mediating effect of green human resource management and moderating effect of individual green values. The result shows the significant and positive impact of green transformational leadership on green employee passion. The green human resource management practices mediate the relationship between green transformational leadership and employee green passion. The individual green values strengthen the relationship of green HRM and employee green passion.

Theoretical and Practical Implications

The main theoretical contribution of this study is to provide the body of knowledge about GHRM practices and their important roles by investigating the relationships between GHRM practices and employee green passion especially moderating effect of individual green values. The finding indicate that it is essential for manufacturing industry to apply the environmental practices in order to make the employee directly involved in the environmental management of the manufacturing industry. It is recommended for the HR managers to devise the core values for HRM policies with the aim to protect the environment. The organization should formulate the job descriptions and design to incorporating environmental concerns of the organization.

Employees who engage successfully in green initiatives should be granted monetary and non-monetary incentives and display good ecofriendly behavior to motivate others as well. These GHRM practices will increase their contribution to the manufacturing sector green management objectives and ensure that organizational green initiatives are implemented effectively.

Limitations and Future Directions

This study collected data from the employee of manufacturing sector. Hence, it is suggested to target other industries such as banks, educational institutions and mall as well to develop the understanding of Green Human Resource Management practices. The future researcher may add environmental consciousness and environmental knowledge as a moderator. This study used cross-sectional investigation the future endeavors should focus on longitudinal studies. Lastly, it is recommended that the sample size may be increase to produce different outcomes.

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