



NEAR EAST UNIVERSITY
INSTITUTE OF GRADUATE STUDIES
DEPARTMENT OF BUSINESS ADMINISTRATION

**THE EFFECT OF ENVIRONMENTAL TRANSFORMATIONAL
LEADERSHIP ON ORGANISATIONAL PERFORMANCE**

MBA THESIS

SHAHZRAD RADMANESH

Nicosia

January, 2025

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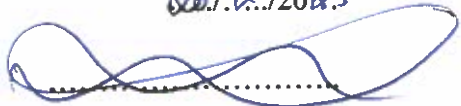
Nicosia
January, 2025

Approval

We certify that we have read the thesis submitted by Shahrzad Rdamanesh titled "The Effect Of Environmental Transformational Leadership On Organizational Performance" and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Business Administration Sciences.

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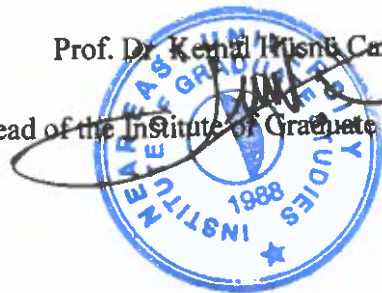
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Declaration of Ethical Principles

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

Shahrzad Radmanesh

22/01/2025

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God continue to bless you all.

Shahrzad Radmanesh

Abstract**The Effect Of Environmental Transformational Leadership on Organization
Performance****Shahrzad Radmanesh****Supervisor: Asst.Prof.Dr. Özlem Ercantan****MBA/ Department of Business Administration.****January 2025, 72 pages**

The main purpose of this study is to investigate the effect of environmental transformational leadership on organisational performance. This study is applicable in terms of purpose, and descriptive-survey in terms of data collection. Environmental transformational leadership was measured using the 12-item scale developed by Chibuike et al., (2023) and also organisational performance was measured using the 6-item scale developed by Zainon et al., (2020). The statistical population of this study was 350 employees, among which a sample including 300 employees was selected by Morgan table. SPSS v26 software and regression analysis was used to analyze the data and hypothesis testing. The results showed that the sub-hypotheses were accepted. So we can conclude that the environmental transformational leadership has a high effect size on organizational performance.

Key Words: Environmental Transformational Leadership, Organizational performance, Regression analysis.

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List of Abbreviations

ETL:	Environmental transformational Leadership
OP:	Organizational performance

CHAPTER I

Introduction

Global climate change is an urgent matter, posing significant threats to human health and natural ecosystems (Kura, 2016). Scientists and researchers observe alarming environmental transformations, including increasing ocean heat, glacial melt, and rising sea levels (Ballantyne, 2013). Additionally, the global population's rapid growth and heightened consumption of natural resources threaten the planet's reserves. This issue is vital for everyone, necessitating a collective effort to find ways to utilize natural resources efficiently and preserve the environment (Anwar, 2018). A key step toward achieving environmental sustainability involves recognizing the factors that jeopardize it and implementing measures to mitigate their effects. Consequently, environmental concerns have become a global responsibility that extends to all, including organizations (Adriana et al., 2021). Undoubtedly, organizations are key to environmental sustainability. They are accountable to both the community and their stakeholders. While engaging in technological advancements, they often fail to deliver sustainable ecological results (Gouldson Sullivan, 2017). To foster a healthy and sustainable environment, organizations need to educate and inspire their employees to adopt environmentally friendly practices (Russell McIntosh, 2015).

The success or failure of decision-making in environmental management systems largely depends on the organization's human resources and its leaders (Zibarras & Coan, 2018). Additionally, the actions of both employees and their leaders play a crucial role in how well organizations adapt to environmental challenges. To combat climate change, employees should be encouraged to adopt green practices. Consequently, individuals at every level, from leadership to staff, should engage in sustainable practices and work towards achieving success. Recognizing the significance of green behavior in organizations, we aim to identify factors that can enhance the prevalence of these practices. Leadership, which is the art of guiding

others to influence followers toward reaching organizational objectives, appears to be a key element in motivating employees to adopt green behaviors.

Among various leadership approaches, the emerging environmental transformational leadership style—which has not been extensively explored in management literature—seems particularly effective in fostering such behaviors. Green transformational leadership is identified as a process that motivates followers to achieve higher levels of environmental performance (Chen et al., 2017). Different from general transformational leadership, green transformational leadership prioritizes environmental goals.

Generally, because the core of the organization is formed by its leaders and employees and the interactions between them, altering the approach of leaders and employees to become greener can unquestionably improve the organization's environmental performance and facilitate achieving green goals for the organization. Previous studies indicate that green transformational leadership positively influences a company's environmental performance (Farhadinejad et al., 2021).

Statement of the Problem

Global concern about the environment and social pressures to preserve the environment and resources for the next generations have created conditions that have forced organizations to consider their environmental performance by adopting procedures (Guerci et al., 2018). In the past, investing in environmental activities was a waste of resources. Conversely, environmental legislation and standards have changed the rules and competitive organizational structures today. Today, technologies and products that lead to energy conservation, pollution reduction, waste minimization, or environmental management in organizations improve resource efficiency in organizations. Such products and technologies can increase the value of organizations' products and services, thereby compensating for the costs of environmental investments. Therefore, these environmental approaches in organizations can be a balanced approach to economic growth and environmental preservation and increase performance. It is also argued that such approaches are not only an important means of gaining a competitive advantage in the future for organizations but also a fundamental condition for maintaining the legitimacy of the organization (Saunila et al., 2020).

One of the most important actions of the organization in implementing such approaches in organizations is the presence of transformational leadership in the organization. Issues related to leadership in any organization and its human capital are the greatest resources of organizations (Della Peruta et al., 2019). Leadership concentrates on understanding, managing, and directing both human behavior and social interactions on people's influence on each other to reach shared objectives (Northouse, 2022). Transformational leaders encourage innovation within the organization and affect business success, and advancement in items and administrations by inspiring motivation and intellectual stimulation of employees to select the assignments they need to work towards and achieve desired result, managerial encouragement, especially support, monitoring, promotion of environmental actions of employees, environmentally friendly product design through resource reduction and pollution reduction (mazzelli et al., 2020), which, if innovation occurs, can affect the performance and achievement of the organization's environmental goals. This relationship has also been proven in previous research (Singh et al., 2021). Green transformational leaders have a comprehensive view of the prevailing trends of organizations and the development of the future path (Arshad et al., 2020). Green transformational leadership reflects the worth and convictions of beat management and contains a noteworthy effect on human resource management within the organization and performance. Hence, green transformational leadership is crucial for the organization in formulating green approaches carrying out green innovations, and improving productivity and performance. Green transformational leaders model and encourage desired behaviors. Transformational leaders are known for their exceptional performance and for going beyond expectations (ng, 2017). Such leaders have exemplary behavior and an approach that encourages people to follow them and act on their words. Green transformational leadership encourages employees to regard environmental subjects in innovative ways and communicate with groups through the use of environmental practices. In addition, green transformational leadership of employees improves the environmentally friendly behavior of employees. Therefore, sales transformational leadership has a broad role in human resource management methods such as instruction and progress, hiring and choosing, and outcome-based incentives and leads to the achievement of the desired goals of organizations. Therefore, green transformational leadership applies green approaches to improve employee capabilities and motivate and develop opportunities related to environmental

management practices to enhance organizational performance (Sun et al., 2023). However, transformational leadership holds an influential and important position in increasing employee creativity and increasing organizational innovations and subsequently improving the performance and survival of the organization (Mittal, Dhar, 2018). According to Nofal & Jaradt (2021), green transformational leadership seeks to support employees in their vision of the organization and help their capabilities to collaborate in achieving the goal, by increasing teamwork and fostering group work, it seeks to increase innovation, organizational productivity, and improve organizational performance.

Studies show it may be stated that green transformational leaders not only reassure employees during challenges but also enhance their problem-solving abilities. In other words, green transformational leaders apply intellectual challenges to encourage employees to address environmental issues and use their opinions or solutions to upgrade efficiency and protect resources. In this way, green transformational leaders motivate employees to efficiently use their wit or knowledge to address environmental issues, view the organization's environmental issues from diverse perspectives, become skilled problem-solvers, and identify the optimal solution to improve the organization's green efficiency and performance. This suggests that leaders can provide employees with sufficient resources, such as physical, passionate, or mental, to undertake modern solutions for green approaches within the organization. This may lead to increased employee engagement and ultimately improved organizational performance (Novitasari et al., 2021).

Additionally, various organizations are consistently striving to be more environmentally responsible, yet many still encounter substantial obstacles in minimizing their negative effects on the planet. In this context, encouraging employees to adopt environmentally friendly habits can be instrumental in lessening the detrimental consequences organizations have on the environment. Moreover, these behaviors can potentially lead to cost reductions, improved operational effectiveness, enhanced financial and organizational outcomes, and a competitive advantage. (Javed et al., 2024).

Significance of The Study

Iran currently faces significant environmental challenges, including water scarcity, resource depletion, pollution, soil erosion, deforestation, inefficient

management, and industrialization have forced most Iranian cities, especially large industrial cities, to adopt green measures, including clean production, green processes, green innovation, green products and green management. The country's air quality is a critical concern, leading to frequent holiday closures and power outages to mitigate pollution primarily caused by industrial activities. Given these environmental pressures and resource constraints, urgent action is needed to implement green innovation and improve environmental performance.

Therefore, organizational leaders are valuable resources that motivate employees to improve organizational performance. The main concern of the researcher is to find the effect of environmental transformational leadership in the organization and its impact on their performance so that by understanding the factors affecting this relationship, appropriate solutions can be presented to increase green performance and ultimately the performance of the organization. To put it another way, an organization needs transformational leadership to achieve high organizational performance. Organizational leaders must know how to direct the behavioral patterns, beliefs, attitudes, and motivations of their employees in a direction that will have a positive response to green approaches. Therefore, considering the importance of the issue, this study attempts to examine the job of environmental transformational leadership in improving organizational performance.

Theoretically, developing and reinforcing environmentally friendly behaviors in employees is of great importance and value. Recently, in studies in the field of organizations (Nofal & Jaradt (2021), sun et al., (2023), Singh et al (2021) the environmental consequences of organizations have been widely studied. The outcomes of these studies show that environmental transformational leadership in organizations leads to innovative behaviors and active participation of employees in work and ultimately improves organizational performance, and this study also seeks to investigate this issue in organizations. As previously mentioned, understanding organizational performance is crucial, and it requires a comprehensive analysis of the factors that influence it. Furthermore, existing research highlights a significant gap in knowledge regarding the relation between environmental transformational leadership and organizational function, indicating a need for further exploration in this area. Thus, these aspects underscore the innovative nature of this research.

Practically, this research offers valuable insights and recommendations that can significantly benefit organizations. These include strategies for enhancing

environmental responsibility, establishing a framework for eco-friendly practices, mitigating the negative environmental impact of human and organizational actions, and ultimately fostering innovative, high-performing organizations.

Given the importance of this topic, numerous studies have been conducted. One key finding is the vital role of leadership in organizational performance. environmental transformational leadership, in particular, can empower organizations with the skills and capabilities to overcome environmental challenges and improve both individual and organizational performance. By harnessing the potential of employees, organizations can achieve sustainable growth and success.

Research Question

Main Question

RQ1: Does environmental transformational leadership affect Organizational Performance?

Accordingly, the following questions are formed:

RQ1a: Does the idealized influence of leadership affect Organizational Performance?

RQ1b: Does inspirational motivation of leadership affect Organizational Performance?

RQ1c: Does intellectual stimulation of leadership affect Organizational Performance?

RQ1d: Do individualized consideration of leadership have an effect on Organizational Performance

Research Hypotheses

Main Hypotheses

H1: Environmental transformational leadership has a positive influence on Organizational Performance

H1a: Idealized influence significantly and positively affects Organizational Performance.

H1b: Inspirational motivation significantly and positively affects Organizational Performance.

H1c: Intellectual stimulation significantly and positively affects Organizational Performance.

H1d: Individualized consideration significantly and positively affects Organizational Performance.

Limitations

Research limitations refer to various factors that are outside the researcher's control but can influence a study's outcomes and findings. It is essential to clearly and openly acknowledge these limitations in any research endeavor (Mann, 2003).

One primary limitation pertains to the study's statistical population, consisting solely of employees from commercial organizations in Qazvin. As a result, the findings may not apply to other cities or types of organizations, such as those in the service or public sectors. Another limitation comes from the cross-sectional framework of the research; since the study was performed in 2024, its results may not be relevant for future contexts. Additionally, accessing employees proved challenging due to their demanding work schedules and the geographical expanse of Qazvin. This busy environment also affected the accuracy of employees completing the questionnaires and responding to inquiries. Another limitation was the lack of similar studies to compare results in research within and outside Iran.

Definition of Terms

Environmental Transformational Leadership (ETL)

The environmental transformational leadership style is defined as a method that not only seeks to gain environmental goals by encouraging and motivating followers but also seeks to reach higher levels of environmental performance from followers (Zafar et al., 2018). Accordingly, Environmental transformational leadership can be characterized as a leadership approach aimed at defining a clear vision, motivation, and inspiration for employees, and promoting the improvement requirements of employees to gain the organization's environmental goals, which assists organizations in ameliorating their environmental activity while supplying green services or products to the public (Singh et al., 2021).

The ideal influence of this leadership style is that leaders act as role models for environmental sustainability. In this style, leaders demonstrate their passion and interest in environmental sustainability issues and the challenges they face by

encouraging their followers to be concerned about environmental issues. Leaders in the transformational environmental leadership style encourage their followers to consider the organization's environmental matters and provide creative solutions. Furthermore, they foster personal connections with their team members, providing opportunities for learning and skill development necessary to tackle environmental challenges (Chibuike et al., 2023).

Organizational Performance (OP)

Performance, as noted by Alrubaiee (2013), refers to the result of various activities and encompasses the actual outcomes of the management process. It reflects how well an organization fulfills the tasks assigned to its workforce. Essentially, organizational performance is demonstrated through the success in reaching its objectives. This concept encompasses all actions related to the organization's goals and is influenced by the level of employee engagement within the organization (Rajabifarjad Nazari, 2021). In simpler terms, organizational performance evaluates the quality, effectiveness, and efficiency of actions taken in the past. Based on this perspective, performance can be categorized into two components: efficiency, which pertains to how resources are utilized to deliver services, and effectiveness, which relates to the extent to which an organization meets its goals (Andalibeardakani Rostami, 2018).

CHAPTER II

Literature Review

Research-related conceptual definitions, descriptions, and information related to the subject that already exists in the literature are given in this chapter.

Theoretical Framework

Environmental Transformational Leadership

ETL is widely acknowledged as a key framework for understanding the behaviors of leaders that motivate team members to participate in green activities and enhance the overall environmental performance of organizations. While environmental transformational leadership and general transformational leadership are interconnected, they are distinct concepts. Environmental transformational leadership focuses on specific objectives and has a more pronounced effect on achieving targeted results in environmental matters than general transformational leadership. Research examining both general transformational leadership and its environmental-specific counterpart has demonstrated that each type of leadership contributes to the sustainability efforts of organizations (Robertson Barling, 2018).

Environmental Transformational Leadership Theory

According to Bass's (1985) theory of Environmental transformational leadership, these leaders motivate and inspire their employees, transforming them in various ways. This includes enhancing their values, inspiring them, raising their knowledge of core values and significance, addressing higher-level human needs like love and affection, motivating them to prioritize organizational goals over personal interests, and looking beyond job outcomes. Such leaders often instill the organization's beliefs, values, and goals in their employees, leading them to achieve exceptional performance levels. Bass (1985) identifies four key components of

Environmental transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

In Environmental transformational leadership, leaders shape the identity of their employees and foster innovative behaviors. This leadership style involves promoting commitment to corporate missions and providing resources for employees' success. This new leadership paradigm seeks to address the limitations of bureaucratic mechanisms and traditional authority by leveraging values, stimulating emotions, and strengthening employees' individual and social identities. Ultimately, it aims to guide today's organizations toward desired levels of perfection and success (Jamil & Obeidat, 2020).

Environmental Transformational leaders are experts at creating a clear and inspiring vision for the future. Their capacity to effectively guide the transformation process enables organizations to swiftly adapt to evolving competitive landscapes. For organizations to thrive, they require leaders who possess the foresight to determine the right direction and future trajectory while inspiring employees to embrace change. The initiatives undertaken by transformational leaders empower organizations to enhance their performance in challenging and unpredictable environments. In fact, without strong Environmental transformational leadership, the chances of an organization achieving exceptional or even satisfactory performance despite global economic obstacles diminish significantly. Environmental Transformational leaders are crucial in reshaping organizational culture and structure to align with management strategies aimed at fulfilling organizational objectives. They motivate employees to reach high levels of engagement and enthusiasm, addressing their needs as outlined in Maslow's hierarchy. Additionally, the effectiveness of Environmental transformational leadership is often assessed based on its influence on employees. Those who work under transformational leaders typically experience feelings of trust, loyalty, and respect, often finding themselves inspired to exceed expectations.

As shown in table 2-1, various authors have proposed different characteristics of Environmental transformational leadership, with Bass's (1985) framework being particularly prominent in subsequent research.

Table 2-1. Characteristics of Environmental transformational leadership

Conger (1989)	Nadler& Tushman (1989)	Howell & Frost (1989)	Ticky & Devanna (1986)	bass (1985)	Bennis & nanus (1985)
<ul style="list-style-type: none"> • Revealing Undiscovered Opportunities • Showing the Tools to Reach the Vision 	<ul style="list-style-type: none"> • Setting the Vision • Energizing • Empowering • Structuring • Controlling • Rewarding 	<ul style="list-style-type: none"> • Inspiring Toward a Shared Vision • Empowering Individuals • Acting as a Role Model • Capturing Hearts 	<ul style="list-style-type: none"> • Recognizing the Need for Renewal • Creating a New Vision • Institutionalizing Change 	<ul style="list-style-type: none"> • Idealized Influence • Inspirational Motivation • Intellectual Stimulation • Individualized Consideration 	<ul style="list-style-type: none"> • Creating a Shared Vision • Giving Meaning Through Communication • Building Trust Between Leader and Follower • Self-Development

Environmental Transformational leaders employ several key strategies to enhance their effectiveness:

- Idealized influence, acting as role models to demonstrate the behaviors they wish to see in their employees.
- inspirational motivation, engaging their team members in envisioning a shared future and inspiring them to strive towards that vision.
- they promote intellectual stimulation, encouraging followers to question existing ideas and fostering creativity and innovation, which also helps expand their knowledge.
- they provide individual consideration to meet the specific needs of each team member and nurture their potential within the organization. By fostering an environment that encourages mental engagement and stimulates thought, transformational leaders aim to create a dynamic organizational culture that inspires employees to pursue new and elevated perspectives within the workplace.

Dimensions of Environmental Transformational Leadership

– Idealized Influence

Environmental Transformational leadership provides a role model that followers accept and trust. This is because these leaders sacrifice their interests for the interests of the group and organization, and as a result, their followers respect them. Idealistic influence is the pride, generosity, respect, and unquestioning loyalty of followers to the leader that conveys a sense of idealism. Idealistic influence allows transformational leaders to serve as role models and role models for followers.

– Inspirational Motivation

All people need a strong sense of purpose in their lives and work. Environmental Transformational leaders motivate their followers by challenging them and giving them meaning in their work. This leadership fosters team spirit. It is especially managed with empathy and focus on potential, engaging team members in articulating future goals and holding them to high standards. In inspirational motivation, the transformational leader motivates his followers with the help of emotions and focuses more on internal forces and motivations than on the relationships and exchanges between the leader and the follower.

– Intellectual Stimulation

Environmental Transformational leaders challenge their followers' old ideas and encourage them to discover better ways to solve their problems, and they also encourage creativity and innovation among them. Mental stimulation is the leader's motivation of followers to discover new solutions and rethink how they solve organizational problems.

– Individual Consideration

Environmental Transformational leaders develop a one-on-one relationship with each follower to understand their unique needs, skills, and aspirations. These

leaders act like coaches or teachers, continually developing their followers to achieve higher levels of their potential. Grown followers continually raise their potential levels. These leaders may spend considerable time nurturing, training, and coaching. In this dimension, leaders are mindful of the unique growth and improvement opportunities of their followers and provide the necessary support and mentoring for them.

Strengths and Weaknesses of Environmental Transformational Leadership

Environmental Transformational leadership strengths:

1. Environmental Transformational leadership has been broadly examined and researched from various points of view, which includes studies of the characteristics of outstanding leaders and CEOs in vast, famous organizations.

2. In Environmental transformational leadership theory, leadership is considered a process that is not solely the responsibility of the leader but instead comes out from the interaction between them and their followers.

3. The Environmental transformational method offers a wider view of leadership that goes beyond previous views of leadership. Many leadership styles first concentrate on the way leaders exchange rewards with followers to reach goals. The transformational perspective offers a wider view of leadership which includes both the exchange of rewards and the leaders' attention to the needs and progress of followers.

4. Environmental transformational leadership focus on the needs, values, and morals of followers. Environmental Transformational leadership involves leaders' efforts to instill high standards of moral responsibility in followers.

Environmental Transformational leadership weaknesses:

- Environmental Transformational leadership theory needs conceptual clearness. Since this leadership encompasses a broad spectrum that includes creating vision, encouraging, being a change agent, creating trust, nurturing, and acting as a social engineer, it is difficult to provide a clear definition.

- Another problem is that Environmental transformational theory conceives of leadership as a personal trait or personal state, rather than seeing it as a behavior that individuals can be trained to do.

- Another criticism is that there is potential for misapply in Environmental transformational leadership. Environmental Transformational leadership concentrates on changing people's values and creating a new perspective on them. Now who confirms whether this new perspective is good and beneficial to the employees and the organization as a whole?

It seems that the emergence of Environmental transformational leadership theory is a new approach to the theory of leadership characteristics that has been explained and proposed. Environmental Transformational leadership focus on the needs and growth of its followers and cultivates relationships among employees in such a way that employees feel that they have an exciting job and motivation through the creation of a promising vision stimulates the minds of employees to create new ideas and, as a result, create innovation in the organization and notable consideration is given to innovation.

Environmental Transformational Leadership (ETL)

Environmental transformational leadership is a style of transformational leadership in which leadership behaviors based on idealistic influence, inspirational motivation, intellectual stimulation, and personal attention all emphasize pro-environmental innovations in the organization. Specifically, idealistic influence is a manifestation of environmental transformational leadership behaviors in which leaders act as role models for environmental sustainability. Inspirational motivation requires environmental transformational leaders to encourage followers to achieve environmental goals by demonstrating their passion and interest in the environment. The intellectual stimulation of transformational environmental leaders also encourages followers to think about environmental issues, thereby generating environmental innovation and creativity in employees. Individual attention also creates deep relationships between leaders and individual employees, thus providing them with opportunities to learn and develop capabilities to address environmental issues.

The relationship between environmental transformational leadership and employees' environmental behaviors

While organizational outcomes are crucial to achieving environmental sustainability, individual employee behaviors are also of considerable importance. In a recent study carried out by Peng et al. in 2022, individual employee behavioral patterns in organizations are very important for improving the environmental situation. Individual consumption causes 60% of greenhouse gas emissions (Ivanova et al., 2017). On the other hand, individuals use a lot of energy for heating and cooling, and if left unmanaged, greenhouse gas emissions will reach a record 90% by 2050 (United Nations, 2023). This statistic shows that individual behavior are main factors in sustaining or damaging the environment. In addition, this trend of studies also shows that research has recently switched its attention to individual-level behaviors (Kim et al., 2018). Therefore, considering the recent trend of studies in this field, an attempt is made to discuss the relationship between transformational leadership style and the environmental behaviors of employees in this study. Numerous studies indicate a strong connection between the effectiveness of organizational sustainability approaches and employee voluntary behaviors that extend beyond their formal job duties (Jahanshahi et al., 2022).

Many studies like Dong et al., 2023, Shah et al., 2021, Zafar et al., 2022 showed that the environmental performance of many organizations is related to the environmental behaviors of their employees because the occurrence of such behaviors can lower the negative impacts of environmental pressures.

According to Ramus & Steger (2000), employee environmental behaviors are defined as any action taken by employees that leads to an improvement in the environmental activity of the organization. Behaviors aimed at reducing pollution, minimizing waste generation and hazardous waste disposal, and recycling are examples of these behaviors. Graves et al., (2014) also consider employee environmental behaviors like a wide set of environmental activities such as learning about the environment, developing and presenting creative plans to reduce the environmental impact of the organization's activities, developing green products and behaviors, recycling and reusing products, and preventing other people's aggressive behaviors towards the environment. According to Graves and Sarkis (2019), these behaviors can be categorized into two groups: basic and advanced. Basic behaviors involve straightforward, everyday actions like conserving energy and reusing

materials, while advanced behaviors entail more complex and less frequent actions aimed at environmental protection, such as devising innovative solutions for ecological challenges.

Additionally, leadership plays a crucial in shaping employee attitudes in the workplace and driving innovative practices. When organizational leaders cultivate an environmentally friendly mindset among their teams, the likelihood of employees engaging in eco-conscious behaviors increases significantly. Environmental attitudes can vary across different levels within an organization (Anwar, 2018):

- **Firm Level:** At this level, external factors such as regulatory pressures, legal requirements, established standards, customer expectations, and the prevailing market culture have a significant role in creating environmental attitudes.

- **Organizational Level:** Here, attitudes are influenced by the organization's environmental approaches, strategies, and norms. It is important to recognize and reward employees who actively engage in environmentally friendly initiatives.

- **Leadership Level:** Leaders who demonstrate a commitment to environmental issues tend to gain greater support from their teams, which in turn motivates followers to adopt similar eco-friendly behaviors. Consequently, this fosters a positive environmental outlook among team members.

- **Team Level:** When existing team members exhibit a strong commitment to environmental values and uphold positive group norms, new members joining the team are likely to adopt these same attitudes.

- **Employee Level:** Employees who are concerned about environmental issues typically develop a favorable attitude towards sustainability, which drives their intrinsic motivation to participate in related activities and influences their engagement in environmental initiatives.

The effectiveness of pro-environmental actions within an organization is largely dependent on the active involvement of its workforce, which is closely tied to leadership influence. Consequently, research has focused on identifying leadership

styles that best inspire employees to engage in environmentally responsible behaviors. Findings indicate that transformational leadership is most strongly linked to promoting such behaviors among employees (Mittal Dhar, 2017; Peng et al., 2022; Robertson, 2018), followed by ethical leadership (Saleem et al., 2021), empowering leadership (Jiang et al., 2020), and responsible leadership styles (Zhao Zhou, 2019) (Javed et al., 2024).

Meanwhile, the transformational leadership style in the organization causes the internalization of the values, goals, and beliefs of the leadership and the organization in employees, thereby creating voluntary motivation in employees and self-expression in their duties. Similarly, in green transformational leadership, leaders inspire employees by modeling the organization's environmental beliefs, purposes and principles. This internalization of values leads to voluntary motivation in employees (Yuriev et al., 2019). According to self-determination theory, the self-expressive nature of employees' voluntary motivation facilitates employees' environmental behaviors and performance. Therefore, voluntary motivation is recognized as one of the factors that foster environmental behaviors in employees.

Several other studies have also shown a positive relation between the environmental transformational leadership style and the voluntary motivation and environmental behaviors of employees. For example, in the study of Graves et al., (2014), it was shown that the environmental transformational leadership style has a direct and strong effect on the environmental behaviors of employees. This style of leadership increases the voluntary motivation of employees, which in turn causes them to exhibit environmental behaviors. Graves & Sarkis (2019) also showed that employees who perceive an environmental transformational leadership style in their managers show more voluntary motivations, leading to more environmental behaviors. Recently, Li et al. (2021) also showed that environmental transformational leadership style predicts environmental behaviors in employees through the mediation of voluntary motivations. Therefore, voluntary motivation is recognized as a fundamental and underlying mechanism in the relationship between environmental transformational leadership style and environmental behaviors in employees (ndunesekow & Harder, 2023).

Social Learning Theory

Social learning theory can be used to examine the methods through which transformational leadership influences employees' environmental behaviors. According to Bandura's social learning theory, people shape their social behaviors by observing the social behaviors of others (Bandura & McClelland, 1977). To explain why people behave in certain situations, early behavioral theorists relied on social learning theory (Tekleab et al., 2022). A transformational leader values the environment by taking steps to save the environment and the biosphere and conveys this to his or her team. It can be defined with the help of social learning theory based on leader-follower interactions. When employees see their leaders have environmental preferences, this inspires them to have these preferences themselves. Therefore, they also direct their behaviors in a way that has the most positive impact on the environment (Peng et al., 2022).

According to the study (Vila-Vazquez et al., 2022), pro-environmental actions can be divided into three groups: eco-civic engagement, eco-helping, and eco-initiatives. Meanwhile, the results of various studies have prove that different leadership styles, including transformational leadership, can have an impact on all three environmental actions. Meanwhile, evidence has shown that the transformational leadership style is one of the most efficient styles that has many consequences for the organization in the short term. This style of leadership provides the necessary resources for employees to carry out pro-environmental actions, and its impact on employee behavior is much more visible than other leadership styles (Wengang et al., 2023).

By promoting a culture of environmental responsibility, a transformational leadership style is a leadership approach in which an executive in an organization prioritizes their environmental commitments over financial gains. Gu & Liu (2022) examined how employees' environmental behaviors are related to transformational leadership style in a study emphasizing social learning theory. Social learning theory states that individuals shape their behavior by modeling and absorbing the behaviors of their role models. The results of various studies have shown that employees' environmental actions are also influenced by transformational leaders who have environmental principles (Yuan & Li, 2023). In other words, employees take pro-environmental actions in the organization when they see their leaders doing the same and thus are motivated by the processes explained in social learning theory to take such actions. According to a study by Fatoki (2021), if employees in an organization

see their leaders as environmentally conscious individuals who sustainably protect the environment, they typically demonstrate positive emotional reactions toward the environment. Thus, the focus of leaders in the organization on environmental actions leads to motivation in employees for environmental actions.

Organizational Performance (OP)

The term "performance" refers to the condition or quality of how something operates. One of the most recognized definitions comes from Neely et al. (2002), who describe performance as the process of assessing the effectiveness and efficiency of actions taken in the past. This definition breaks performance down into two key aspects: efficiency, which pertains to how well an organization utilizes its resources to deliver products or services, and effectiveness, which measures how well the organization meets its goals. Tangen (2004) adds that performance represents the quantifiable outcomes of decisions and actions made within an organization, reflecting its level of success and achievement. Costs play a crucial role in evaluating performance, but it also encompasses various competitive objectives and intangible qualities such as reliability, flexibility, quality, and speed. A review of existing definitions highlights essential characteristics of performance: it must be quantifiable, and it involves actions taken with a specific purpose, such as generating value. Taticchi (2010) describes performance as the outcome of an action that creates measurable value; the capacity to achieve results is also referred to as performance. For example, customer satisfaction can point to the organization's future sales potential. Performance is often assessed by comparing outcomes against chosen internal or external benchmarks. It reflects how results align with expectations and can be expressed in psychological terms as observable behavior. Additionally, performance is evaluated by competitors' judgments. Thus, performance encompasses both the actions taken and the results achieved. In essence, it signifies current actions that lay the groundwork for generating future output value. Some consider performance to be how assigned tasks and responsibilities are carried out, which includes the process and the outcome of things. Performance can be assessed at three levels: 1- At the individual level; 2- At the group level; and 3- At the organizational level.

Organizational performance is a commonly used concept within organizational studies, which different researchers have provided different definitions of. According to the definition of Cho & Dansereau (2012), organizational performance indicates the performance of an organization by comparing its predetermined goals with the organization's achievements. Organizational performance is the degree to which the organization gains scheduled goals missions and strategic objectives. According to Joseph & Kibera (2020), organizational performance indicates the extent to which the organization is successful in achieving achievements after implementing a set of approaches and indicates the efficiency of all members and units in an organization.

In general, organizational performance is a multidimensional concept that is measured and evaluated according to the productivity and success of quantification processes and other actions of competitors (Zhao et al., 2019). Organizational performance is measured qualitatively and with indicators such as financial, operational, environmental, and commercial performance to efficacy for the organization (Nguyen & Vien, 2023).

The relationship between transformational leadership and organizational performance

Previous studies such as Garcia Morales et al., 2012, Nguyen & Luu, 2019 and Wang et al., 2010 have introduced leadership style as a strategic factor affecting organizational performance. Among them, transformational leadership has received more attention than any other style. Several researches show that transformational leadership style is intensely related to organizational productivity than other leadership styles. Transformational leadership has a direct relationship with organizational innovations. In addition, these studies have prove that transformational leadership increases performance in unpredictable situations and affects organizational performance through organizational learning and novelty (Bagga et al., 2023). While the results of some studies show a positive impact of transformational leadership on organizational performance and organizational excellence, this impact can be negative when companies operate in a changing environment (such as high technology/low demand and uncertainty).

Few studies have specifically analyzed how the different dimensions of transformational leadership individually affect organizational performance. Avolio et al., (1999) demonstrated a significant relationship between transformational leadership

and performance in a predictable environment. Even though all dimensions of transformational leadership are positively related to organizational performance, the inspirational motivation dimension has the greatest influence on organizational performance, and the ideal impact dimension has the least impact. Similarly, individual attention has a positive impact on employee performance, thereby leading to enhanced organizational performance (Kim & Chang, 2020). Nevertheless, the ideal influence of leaders makes employees aware of the organization's expectations and creates the basis for better organizational performance (Jensen et al., 2021).

In unpredictable environments, merely subjective motivation can affect organizational performance. Therefore, it is likely true that not all dimensions of transformational leadership can noticeably predict organizational performance (Jensen et al., 2021). Alsayyed et al., 2021 showed that among the four dimensions of transformational leadership, two dimensions of inspirational motivation and individual attention have little impact on organizational performance.

Theories on the relationship between environmental transformational leadership and organizational performance

The relationship between environmental transformational leadership and organizational performance can be examined based on the ability-opportunity-motivation theory and the resource-based perspective theory.

Ability-Opportunity-Motivation Theory

Based on the ability-opportunity-motivation theory, managing employees for green performance is based on three possible elements: ability, motivation, and opportunity. When talking about ability, it is necessary to confirm that employees have the essential proficiency to implement the leadership goals in the organization. Motivation is also defined based on performance assessment and financial or non-financial incentives used to motivate individuals to achieve performance goals. Finally, opportunity also refers to a set of policies that encourage employees to participate in several activities by increasing participation, information exchange, and individual freedom. Therefore, expanding the capacity of employees to train and be aware of green performance is necessary to increase cooperation with customers and suppliers of any organization (ding et al., 2022).

Appelbaum et al., (2000) state that based on the ability-opportunity-motivation theory, it can be said that transformational leaders, by using approaches such as training, hiring, selecting, and encouraging employees, increase their ability and motivation and creating opportunities for pro-environmental, innovative, and green actions (Haddock-Millar et al., 2017).

Resource-Based View

The resource-based perspective theory states that the performance and competitive advantage of organizations are rooted in how companies draw inspiration from their own valuable strategic resources that cannot be used by competitors. From the perspective of resource-based theory, leadership and employees are important resources of the organization during environmental actions. With the help of leadership and employees, green approaches can be planned in the organization, create the necessary motivation in employees, and provide opportunities for better performance for employees, thus achieving competitive advantage and high organizational performance. Therefore, according to resource-based theory, leadership and employees, who are part of the organization's human resources, are contributing factors to creating better performance and achieving sustainable advantage. The organization's multi-layered social system is rooted in its human capital, a capital that allows the organization to achieve unique characteristics compared to its competitors in the marketplace (khan et al., 2021).

Theoretical Framework of the Research

As stated by Bass & Avolio (1993), the future and current direction of a company depends on the transformational leadership of the organization in dynamic markets. When leaders in the organization believe in their vision for the organization, they provide opportunities for innovation and creativity in the organization for employees and communicate their vision to their employees; in this way, employees also gain faith in this vision. Environmental transformational leadership encourages employees to achieve environmental goals (goals beyond job expectations). Transformational leadership in an organization leads to increased organizational

performance, such as through innovation and creativity in the use of technologies to predict air pollution, save energy, recycle waste, and manage the environment.

Zhu et al., (2005) stated that transformational leadership motivates the creation of a high level of inspiration, belief, confidence, sustainability, and performance in the organization. According to the results of some studies, transformational leadership based on knowledge and awareness inspires talented employees in the organization. Environmental transformational leadership creates goals in the organization that lead to the achievement, production, inspiration, and sustainability of the organization to carry out green behaviors in the organization. To put it differently, green transformational leadership has an important part in the creation and implementation of sustainability and environmental care policies and helps the organization to act according to its visions and strategies and achieve the desired performance (jia et al., 2018).

Environmental transformational leadership emphasizes specific characteristics of employees and encourages them to implement green and sustainable policies to influence those around them. In this way, transformational leadership uses approaches such as training, hiring, selecting, and motivating employees to reach the desired goals in the organization.

In general, the effect of leadership style on organizational performance alone and without any intermediary or mediator has a strong and significant impact on organizational performance, because transformational leadership uses human resource management methods that lead to increased innovation in the organization and ultimately increased organizational performance. In other words, transformational leadership leads to the development of the relationship between human resource management, innovation, and achievement in the organization. The encouragement and support of senior managers in the organization cause employees to use methods in their work that produce the least pollution and waste for the organization, thus preventing the loss of organizational costs and resources. Therefore, it can be argued that environmental transformational leadership, by establishing green human resource management approaches and policies, affects the performance of individual employees, and their efficiency, and redesigns organizational policies and goals based on their green goals, thus enhancing their organizational image in front of the organization's main stakeholders (arici & uysal, 2022).

In this way, environmental transformational leadership can impact organizational performance in various ways, such as employee behavior and attitudes, motivating employee participation and economic well-being, green performance, and psychological performance. Research indicates that green transformational leadership significantly boosts employee participation in environmentally friendly practices, which can lead to improved organizational outcomes (Cop et al., 2021).

Based on the concept and the relationships introduced above the researcher developed the following hypotheses:

H1: Environmental transformational leadership has a positive influence on Organizational Performance

H1a: Idealized influence significantly and positively affects Organizational Performance.

H1b: Inspirational motivation significantly and positively affects Organizational Performance.

H1c: Intellectual stimulation significantly and positively affects Organizational Performance.

H1d: Individualized consideration significantly and positively affects Organizational Performance.

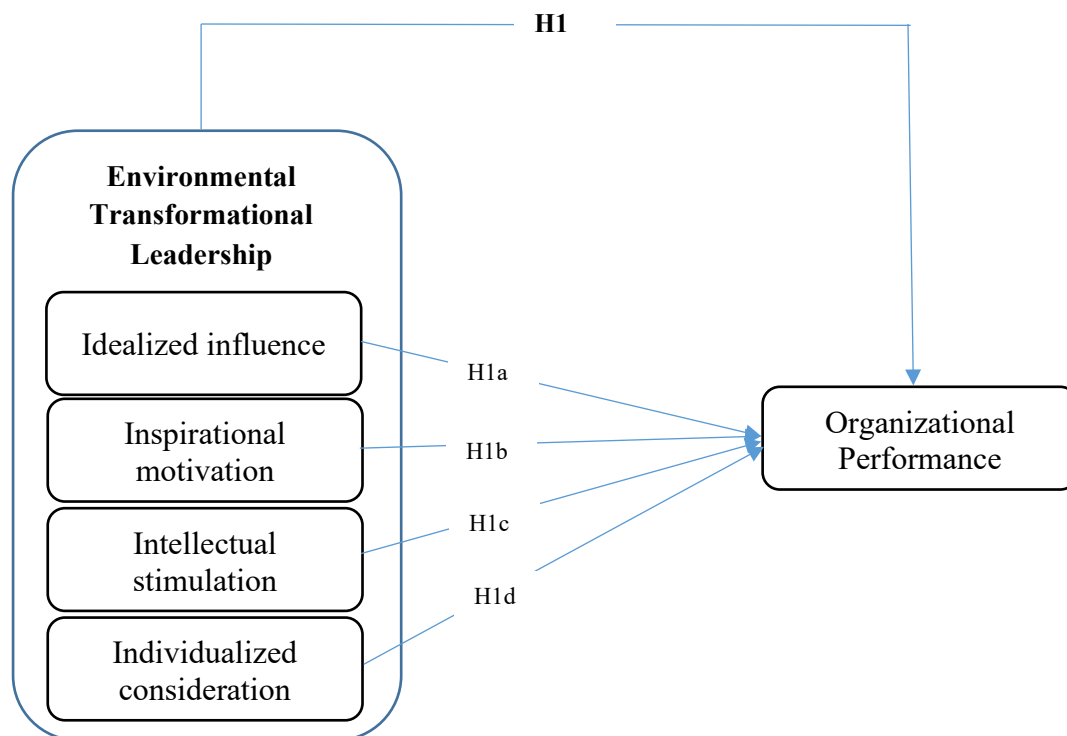


Figure 2-1. Research Model

CHAPTER III

Methodology

Research Design

To explain about the methodology of this study we consider different dimension of the study base on Saunders onion model (Saunders et al., 2003):

Philosophy:

It is a positive study (this study tests a phenomena)

Approach:

It is a deductive study (this study design hypothesis base on literature review and then test them)

Strategy:

It is a survey research (this study use the questionnaire to collect data)

Choices of methods:

It is a mono-method study (this study choos quantitative mothodology).

Time horizons:

It is a cross-sectional study (the data collect at a single point of time)

Data collection and analysis:

It is a quantitative study (we use Structural equation modeling to test the hypothesis)

Participants/Population and Sample

Research Participants is a group of people who have at least one trait (Creswell, 2005). The employees of business organizations from the city of Qazvin, Iran, who are over 18 years of age and from both genders participate in the present study.

Sampling Method

The questionnaires were distributed with convenience sampling method. Because the employees are present in their workplace and the researcher conveniently acquiring these employees.

Data Collection Tools/Materials

As mentioned in the methodology section, for collecting data the questionnaire was used. Creswell (2005) state that the questionnaire is a proper tool to collect reliable and good information.

The employee asked to participate voluntarily. they will not be paid for time and effort. The information sheets and questionnaires provided to participants over the Internet, using Google Form. The participants will be given a letter explaining the confidentiality and the care of their privacy asking their consent together with the questionnaire forms. Before employees are asked to answer the questionnaire, the researcher explain about the confidentiality and the care of their privacy asking their consent with the questionnaire forms.

The procedur of distributing the questionnaires is as below:

- First, 350 questionnaires were distributed.
- Second, but only 318 questionnaires were returned.
- Third, as we use Morgan table, only 300 questionnaires were good to analyse the data.

Table 3-1. The Distribution of The Questionnaire

	Number	Ration
Distributed questionnaires	350	100%
Non-response questionnaires	32	9%

The number of questionnaire that were analysis	300	86%
------------------------------------------------	-----	-----

Measures

The questionnaire includes three parts: demographic questions, Environmental Transformational Leadership (ETL) scale and Organizational Performance scale. As the most respondents were irainian, the english version of it was translated to farsi.

The demographic questions consist of 5 items and the question of variable consist of 17 items. 5-point Likert scale was used to evaluate the level of of agreements of the respondents.

Table 3-2. 5-point-likert degrees

Strongly agree	5
Agree	4
Neutral	3
Disagree	2
Strongly Disagree	1

Table 3-3 shows the items of each variables.

Table 3-3. The Study Variables and items in the questionnaire

Study Variables	dimensions	Code of each item	Ref
Environmental Transformational Leadership (ETL)	Idealized influence	IINF1	Robertson (2017) & Chibuike et al., (2023)
		IINF2	
		IINF3	
	Inspirational motivation	IMOT1	
		IMOT2	
		IMOT3	
	Intellectual stimulation	ISTI1	
		ISTI2	
		ISTI3	
	Individualized consideration	ICON1	
		ICON2	
	-	OP1	

Organizational Performance (OP)		OP2	Zainon et al., (2020)
		OP3	
		OP4	
		OP5	
		OP6	

Validity of the Questionnaire

To evaluate the validity of the questionnaire content method was used. For this purpose, the researcher send the questionnaire to her universtiy professor by email. After reviewing it, the professor approve the accuracy and validity of the items. Because misunderstandings or any mistake can cause unuseful and uncredile data collecting. Ofcourse some editing was done according to the feedback of the professor.

Reliability of the Questionnaire

For testing it we use Cronbach's alpha test. This test is used to assess the internal consistency of survey. Many experts like Sekaran and Bougie (2016) state that the value must reach at least 0.7 or higher to confirm consistency. Table 3-4 shows the coefficient alpha of the variables of this study.

Table 3-4. Cronbach's alpha

Variables		Number of Items	Cronbach's alpha
Organizational Performance	-	6	0.915
Environmental Transformational Leadership	Idealized influence	3	0.886
	Inspirational motivation	3	0.842
	Intellectual stimulation	3	0.860
	Individualized consideration	2	0.827
Total		17	0.964

As we can see in the table 3-4, the coefficient alpha of each variable and the questionnaire is higher than 0.7. so we can say that the questionnaire is reliable and we can do the analysis of the hypotheses (Clave, 2002).

Data Analysis Procedures

For analyzing data we have two parts: descriptive and inferential statistics.

In both part the analysis was done with SPSS v26.

Descriptive Statistics

In this part first of all the demographic characteristics of employee was done. Then the descriptive statistics of each variables is analysed.

After that the distribution of data was checked to make it clear whether it is normal or not. Jnr et al. (2007) state that befor analysing the hypothesis, it is important to chekc the normality of distribution. According to Munro (2005), for checking normaliy the values of skewness and kurtosis is important. The range of - 2 to +2 are acceptable.

Inferential Statistics (Hypothesis Testing)

In this part first of all the Pearson correlation was used. This test is done to know that whether there is a positive or negative relationship between the variables or not. Table 3-5 shows the correlation coefficient scale.

Table 3-5. The scale of Pearson correlation (Selvanathan et al., 2020)

Correlation Scale	Description
$0 < r < 0.19$	Very low correlation
$0.2 < r < 0.39$	low correlation
$0.4 < r < 0.59$	Moderate correlation
$0.6 < r < 0.79$	high correlation
$0.8 < r < 1$	Very high correlation

In the second part regression analysis was used. This analysis was done to predict the value of enviromental transformational leadership on the value of organizational performance. With this analysis we can predict the relationship between enviromental transformational leadership and organizational performance.

CHAPTER IV

Findings

In this chapter the results of the analysis was presented.

Demographic of Respondents

Gender

As chart 4-1 shows, 62.3% of employees are male and only 37.7% are women.

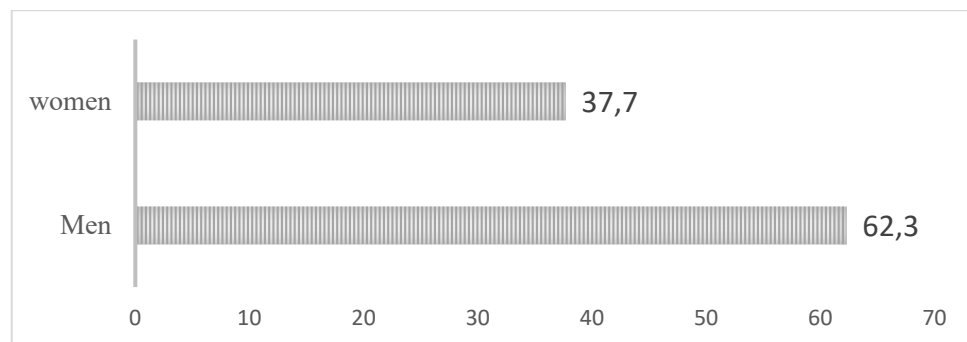


Chart4-1. gender

Marital Status

The employees who are married 36.7% and who are single 63.3%. chart 3-2 summarize the sample distribution by marital status.

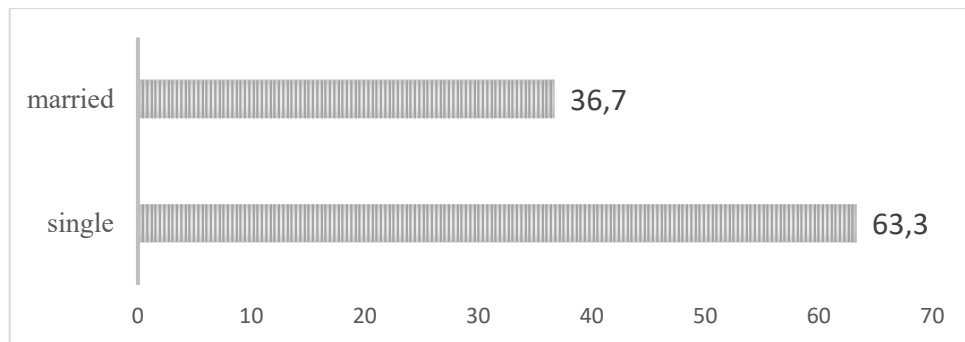


Chart4-2. marital status bar chart

Age

As shown in chart 4-3, most of the employees (54/7%) are above 36 years old.

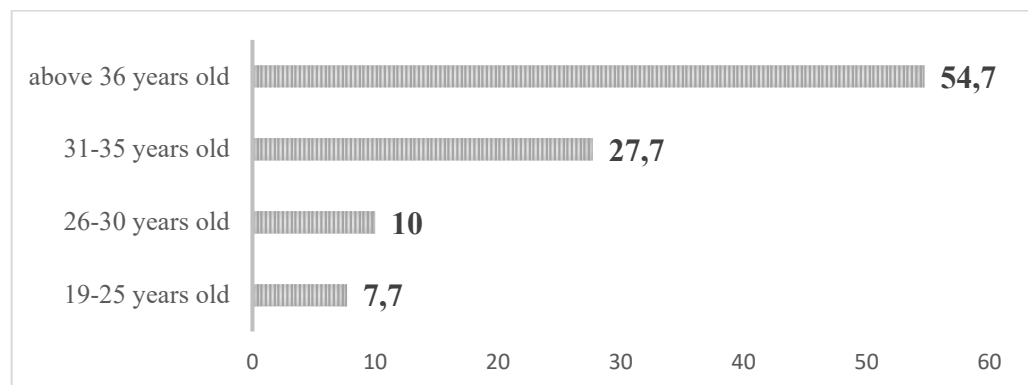


Chart4-3. age bar chart

Education level

The chart 4-4 shows that 50/3% of employees have bachelor degree.

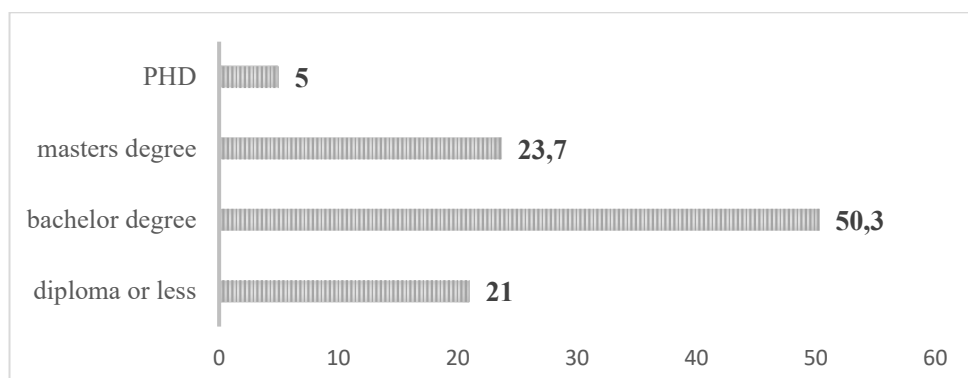


Chart4-4. education level bar chart

Level of experience

The chart 4-5 shows that the 68.3%, of employees have 5 or more years old experience.

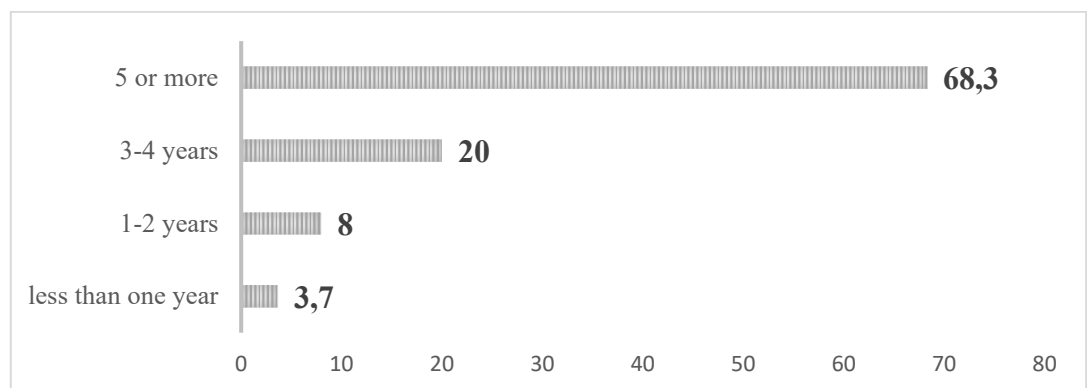


Chart4-5. level of experience bar chart

Descriptive Statistics of The Variables

For quantitative analysis, we should translate the responses scale to quantitative scale according to 5 Likert-scale. The classification of this translation is consistent with the study of Idek et al (2014).

Table 4-1 shows the descriptive statistics of each variables. We analyze mean, standard deviation, variance and also the degree of approval. SPSS26 was used in this section.

Table 4-1. Descriptive statistics of the variables

Study Variables	dimensions	Code	mean	STD.Deviation	Variance	Degree of Approval
Environmental Transformational Leadership	Idealized influence	IINF1	4.07	0.858	0.737	Agree
		IINF2	4.16	0.855	0.732	Agree
		IINF3	4.09	0.860	0.740	Agree
	Inspirational motivation	IMOT1	4.13	0.831	0.691	Agree
		IMOT2	4.03	0.904	0.818	Agree
		IMOT3	4.03	0.882	0.778	Agree
	Intellectual stimulation	ISTI1	4.02	0.865	0.748	Agree
		ISTI2	3.99	0.918	0.843	Agree
		ISTI3	4.00	0.916	0.839	Agree
	Individualized consideration	ICON1	3.99	0.894	0.799	Agree
		ICON2	3.90	0.975	0.951	Agree
Environmental Transformational Leadership		ETL	4.04	0.728	0.531	Agree
Organizational Performance	-	OP1	3.94	0.834	0.696	Agree
		OP2	4.02	0.874	0.765	Agree
		OP3	4.00	0.792	0.629	Agree
		OP4	4.07	0.856	0.734	Agree
		OP5	4.07	0.832	0.693	Agree
		OP6	4.24	0.827	0.685	Strongly Agree
Organizational Performance		OP	4.06	0.700	0.491	Agree

According to descriptive statistics, the highest mean value is related to the Organizational Performance, which indicates that the employees selected higher-than-

average options to the questions, meaning that they agreed more with the questions about Organizational Performance. Below, a bar chart is drawn to show the average value of each variable.

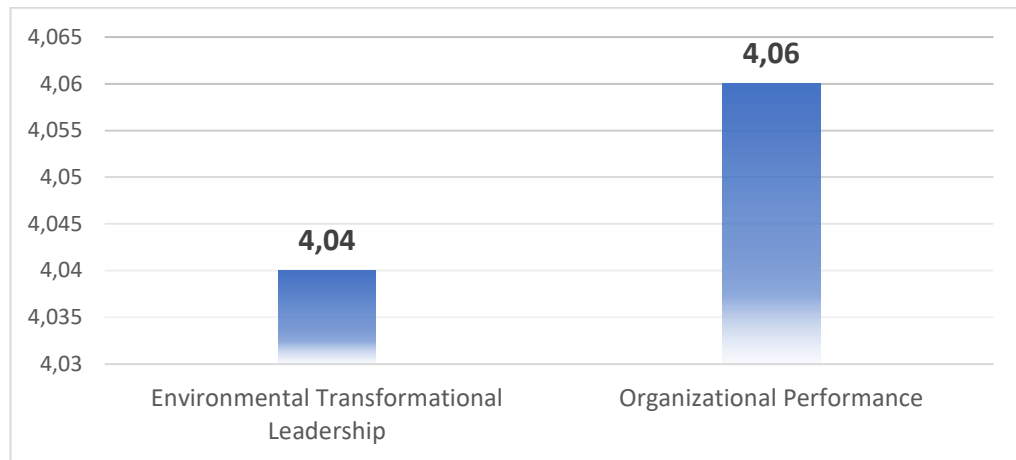


Chart 4-6. Mean bar chart

Normality test

For analyzing hypothesis, we should check the normality distribution of data. As it is mentioned, skewness and kurtosis was used. If the value is within range of -2 to +2, the distribution of data is normal.

Table 4-2. the skewness and kurtosis values

Items	skewness	Kurtosis	maximum	minimum
IINF1	-1.195	1.974	5	1
IINF2	-1.255	1.832	5	1
IINF3	-1.227	2.043	5	1
IMOT1	-1.133	2.062	5	1
IMOT2	-1.096	1.414	5	1
IMOT3	-0.941	0.703	5	1
ISTI1	-0.863	0.629	5	1
ISTI2	-1.031	1.148	5	1
ISTI3	0.952	0.756	5	1

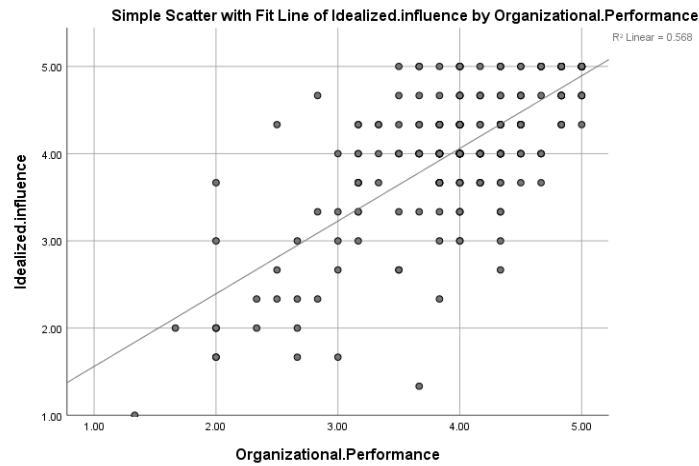
ICON1	-0.998	1.277	5	1
ICON2	-0.882	0.515	5	1
OP1	-0.903	1.296	5	1
OP2	-1.132	1.777	5	1
OP3	-0.782	0.794	5	1
OP4	-0.970	0.928	5	1
OP5	-1.055	1.524	5	1
OP6	-1.578	3.675	5	1

Pearson Correlation Analysis

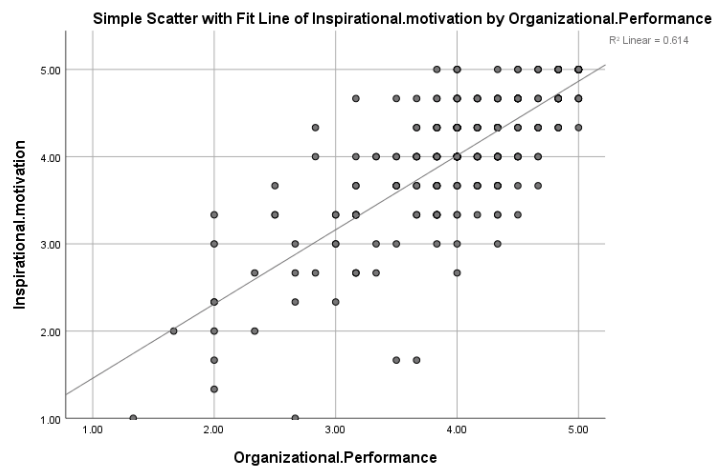
The first step to analyse the hypothesis, is to evaluate the correlation of variables with each other. As it is obvious both in table and plots, the relationship between all the five variables with organizational performance is considered as a significant and high positive correlation with 0.01 significance.

Table 4-3. Pearson Correlation

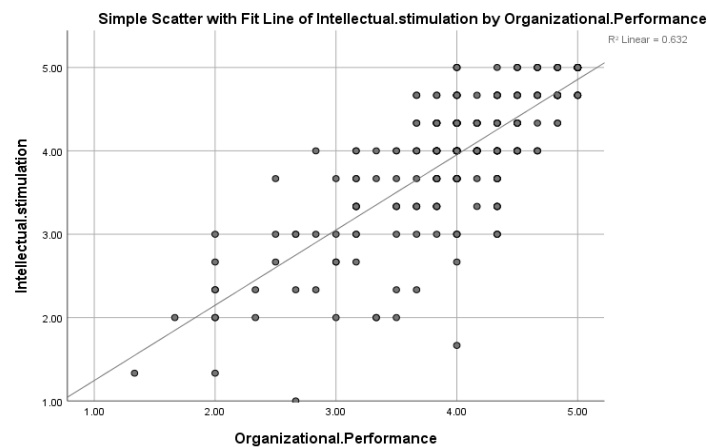
		Idealized influence	Inspirational motivation	Intellectual stimulation	Individualized consideration	Organizational Performance	ETL
Idealized influence	Pearson correlation sig	1					
Inspirational motivation	Pearson correlation sig	0.823 0.000	1				
Intellectual stimulation	Pearson correlation sig	0.798 0.000	0.817 0.000	1			
Individualized consideration	Pearson correlation sig	0.739 0.000	0.749 0.000	0.808 0.000	1		
Organizational Performance	Pearson correlation sig	0.754 0.000	0.784 0.000	0.795 0.000	0.757 0.000	1	
ETL	Pearson correlation sig	0.919 0.000	0.925 0.000	0.935 0.000	0.883 0.000	0.840 0.000	1



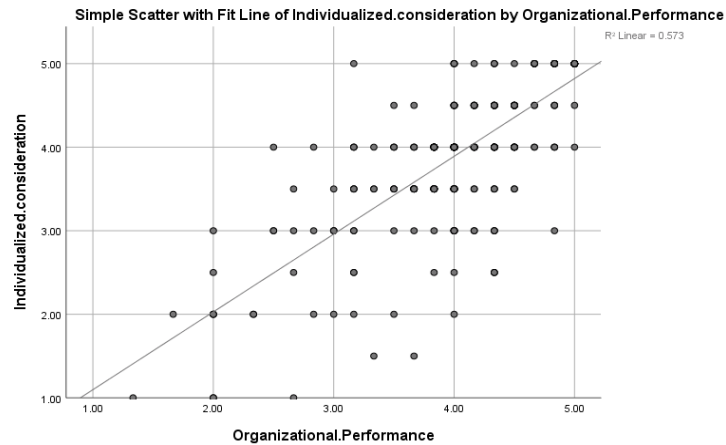
Plot 4-1. Scatter plot between idealized influence and organizational performance



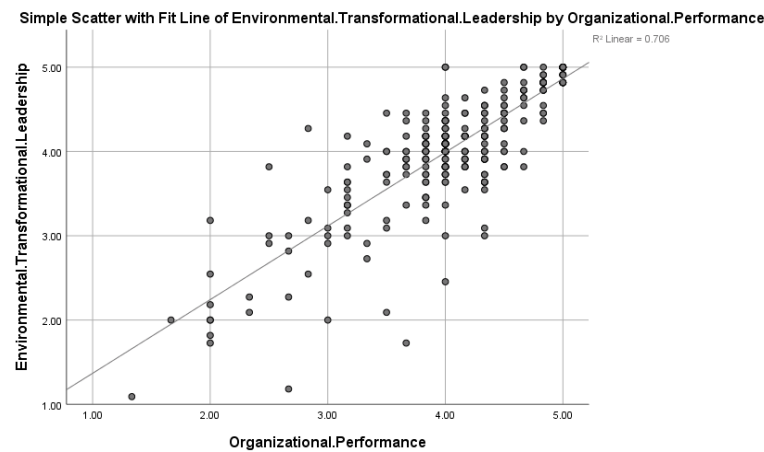
Plot 4-2. Scatter plot between inspirational motivation and organizational performance



Plot 4-3. Scatter plot between intellectual stimulation and organizational performance



Plot 4-4. Scatter plot between individualized consideration and organizational performance



Plot 4-5. Scatter plot between Environmental Transformational Leadership and organizational performance

Linear Regression Analysis

Finally, we came to test the hypothesis. When we identify that the five variables are correlated, we can model this correlation. For this purpose, regression analysis with SPSS v.26 was used. One main hypothesis and four sub-hypotheses was analyzed in this study:

H1a: Idealized influence significantly and positively affects Organizational Performance.

Table 4-4. Regression analysis of idealized influence on Organizational Performance

Model	R	R ²	Adjusted R ²
1	0.754 ^a	0.568	0.567

a. Predictors: (constant), idealized influence

Table 4-5. ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	83.385	1	83.385	392.130	0.000 ^b
	Residual	63.368	298	0.213		
	Total	146.753	299			

a. Dependent Variable: organizational performance

b. Predictors: (constant), idealized influence

As shown in Table 4-4 and 4-5 the path estimates between idealized influence on Organizational Performance was significant ($F(1,398) = 392.130, p < 0.05, R^2 = 0.568$).

Table 4-6. Coefficients^a

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	constant	1.258	0.144		8.734	0.000	0.974	1.541
	idealized influence	0.682	0.034	0.754	19.802	0.000	0.614	0.750

a. Dependent Variable: organizational performance

According to Table 4-6, given that the significance level of the model is less than 0.05, it can be said that 75% of the organizational performance can be predicted by the idealized influence dimension. Therefore, hypothesis H1a is accepted.

H1b: Inspirational motivation significantly and positively affects Organizational Performance.

Table 4-7. Regression analysis of inspirational motivation on Organizational Performance

Model	R	R ²	Adjusted R ²
1	0.784 ^a	0.614	0.613

a. Predictors: (constant), inspirational motivation

Table 4-8. ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	90.144	1	90.144	474.529	0.000 ^b
	Residual	56.609	298	0.190		
	Total	146.753	299			

a. Dependent Variable: organizational performance

b. Predictors: (constant), inspirational motivation

As shown in Table 4-7 and 4-8 the path estimates between inspirational motivation on Organizational Performance was significant ($F = 474.529$, $p < 0.05$, $R^2 = 0.614$).

Table 4-9. Coefficients^a

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	constant	1.128	0.137		8.236	0.000	0.858	1.397
	inspirational motivation	0.721	0.033	0.784	21.784	0.000	0.656	0.787

a. Dependent Variable: organizational performance

According to Table 4-9, given that the significance level of the model is less than 0.05, it can be said that 78% of the organizational performance can be predicted by the inspirational motivation dimension. Therefore, hypothesis H1b is accepted.

H1c: Intellectual stimulation significantly and positively affects Organizational Performance.

Table 4-10. Regression analysis of intellectual stimulation on Organizational Performance

Model	R	R ²	Adjusted R ²
1	0.795 ^a	0.632	0.631

a. Predictors: (constant), intellectual stimulation

Table 4-11. ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	92.750	1	92.750	511.804	0.000 ^b
	Residual	54.004	298	0.181		
	Total	146.753	299			

a. Dependent Variable: organizational performance

b. Predictors: (constant), intellectual stimulation

As shown in Table 4-10 and 4-11 the path estimates between intellectual stimulation on Organizational Performance was significant ($F = 511.804$, $p < 0.05$, $R^2 = 0.632$).

Table 4-12. Coefficients^a

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	constant	1.254	0.126		9.917	0.000	1.005	1.503
	intellectual stimulation	0.700	0.031	0.795	22.623	0.000	0.639	0.761

a. Dependent Variable: organizational performance

According to Table 4-12, given that the significance level of the model is less than 0.05, it can be said that 79% of the organizational performance can be predicted by the intellectual stimulation dimension. Therefore, hypothesis H1c is accepted.

H1d: Individualized consideration significantly and positively affects Organizational Performance.

Table 4-13. Regression analysis of individualized consideration on Organizational Performance

Model	R	R ²	Adjusted R ²
1	0.757 ^a	0.573	0.571

a. Predictors: (constant), individualized consideration

Table 4-14. ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	84.029	1	84.029	399.222	0.000 ^b
	Residual	62.724	298	0.210		
	Total	146.753	299			

a. Dependent Variable: organizational performance

b. Predictors: (constant), individualized consideration

As shown in Table 4-13 and 4-14 the path estimates between individualized consideration on Organizational Performance was significant ($F = 399.222$, $p < 0.05$, $R^2 = 0.573$).

Table 4-15. Coefficients^a

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	constant	1.633	0.124		13.131	0.000	1.388	1.877
	Individualized consideration	0.615	0.031	0.757	19.981	0.000	0.554	0.676

a. Dependent Variable: organizational performance

According to Table 4-15, given that the significance level of the model is less than 0.05, it can be said that 75% of the organizational performance can be predicted by the individualized consideration dimension. Therefore, hypothesis H1d is accepted.

H1: Environmental transformational leadership has a positive influence on Organizational Performance.

Table 4-16. Regression analysis of environmental transformational leadership on Organizational Performance

Model	R	R ²	Adjusted R ²
1	0.840 ^a	0.706	0.705

a. Predictors: (constant), environmental transformational leadership

Table 4-17. ANOVA^a

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	103.556	1	103.556	714.387	0.000 ^b
	Residual	43.197	298	0.145		
	Total	146.753	299			

a. Dependent Variable: organizational performance

b. Predictors: (constant), environmental transformational leadership

As shown in Table 4-16 and 4-17 the path estimates between environmental transformational leadership on Organizational Performance was significant ($F = 714.387$, $p < 0.05$, $R^2 = 0.706$).

Table 4-18. Coefficients^a

Model		Unstandardized Coefficients		Unstandardized Coefficients	t	Sig.	95% confidence interval for B	
		B	Std. Error	Beta			Lower bound	Upper bound
1	constant	0.796	0.124		6.411	0.000	0.551	1.040
	environmental transformational leadership	0.808	0.030	0.840	26.728	0.000	0.748	0.867

a. Dependent Variable: organizational performance

According to Table 4-18, given that the significance level of the model is less than 0.05, it can be concluded that 84% of the organizational performance can be predicted by the environmental transformational leadership. Therefore, hypothesis H1 is accepted.

Overview of Hypotheses Testing

Finally, the results of all the hypothesis are in the table below. All the main hypothesis and four sub-hypotheses are accepted.

Table 4-19. Overview of hypotheses testing

Hypothesis path		R ²	P	β	Result
H1	ETL on OP	0.706	0.000	0.808	Accepted
H1a	Idealized influence on OP	0.568	0.000	0.682	Accepted
H1b	Inspirational motivation on OP	0.614	0.000	0.721	Accepted
H1c	Intellectual stimulation on OP	0.632	0.000	0.700	Accepted
H1d	Individualized consideration on OP	0.573	0.000	0.615	Accepted

Final Research Model

According to the confirmed hypotheses, the final research model is presented in Figure 4-1.

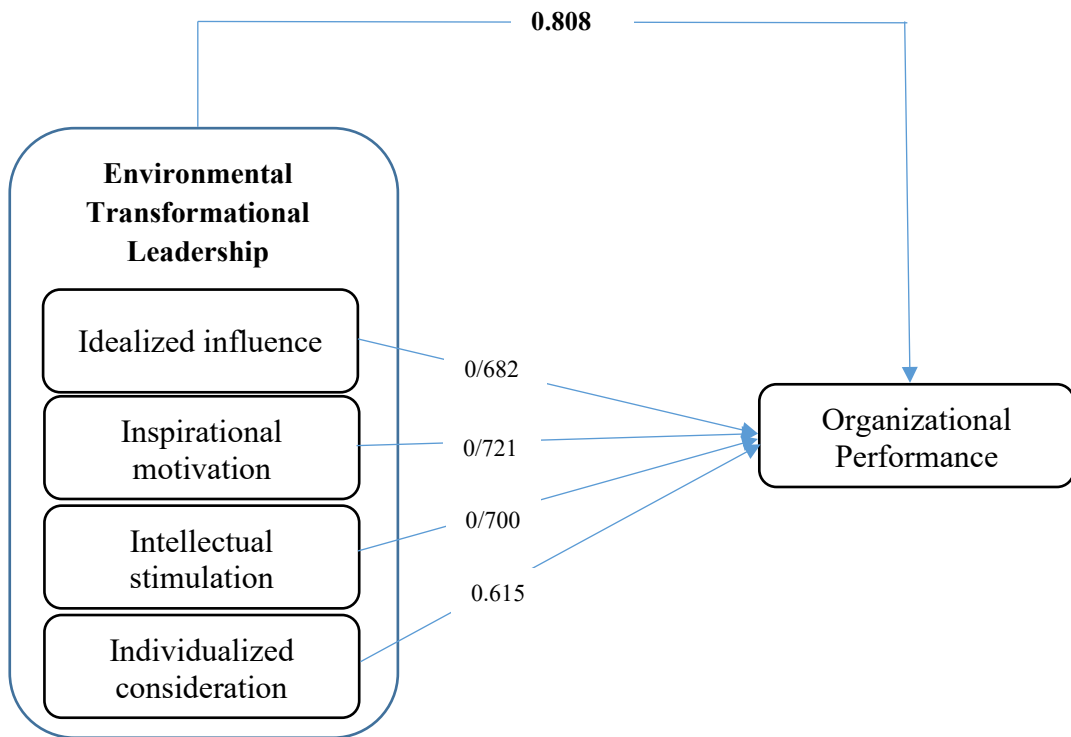


Figure 4-1. Final research model

CHAPTER V

Discussion

The main goal of this study was to evaluate the influence of environmental transformational leadership on organizational performance. To evaluate this influence the linear regression analysis was used. The results of the analysis indicated a direct and positive effect of environmental transformational leadership on organizational performance.

The regression analysis showed that implementing environmental transformational leadership has positive and significant influence on organizational performance ($\beta=0.808$, $R^2= 706$, $P=0.000$), hence, confirming H1. Idealized influence has shown significant influence on organizational performance and confirmed H1a ($\beta=0.682$, $R^2= 568$, $P=0.000$). H2b conveyed that Inspirational motivation has significant influence on organizational performance ($\beta=0.721$, $R^2= 614$, $P=0.000$). Intellectual stimulation has shown significant influence on organizational performance and confirmed H1c ($\beta=0.700$, $R^2= 632$, $P=0.000$). and finally, H1d conveyed that individualized consideration has significant influence on organizational performance ($\beta=0.615$, $R^2= 573$, $P=0.000$).

As all 4 sub-hypotheses were accepted, the main hypothesis is also accepted. the coefficient of influence of environmental transformational leadership on organizational performance is positive and equal to 0.808, so we can say the environmental transformational leadership has a high effect size on organizational performance.

The findings we obtained are consistent with the results of some of the studies discussed below. For instance, Farez et al., 2021 show that there is a relationship between servant leadership and pro-environmental behaviors of employee in the workplace. The result of Javde et al., 2024 study also show that environmentally specific servant leadership can affect organizational support, and workplace eco-friendly behaviors among employees. Graves et al., 2015 showed that for green performance of organizations the implementation of environmental transformational leadership is important. Because it motives employee to show eco-friendly behaviors.

This finding is exactly consistent with the result of this study that show there is a relationship between inspirational motivation and organisational performance.

The finding of this study is similar to the finding's studies like Peng et al., 2022; Yuan and Li, 2022; Aboramadan et al., (2021); Pattanasing et al., 2022; Cesarion et al., 2022), which shows that environmental transformational leadership focus more on environmental aspects of their organizations. Therefore, these leaders develop environmental values among their employees to save the resources and promote the performance of their organization. Because enhancing such capabilities of employee can improve performance of the organization.

The results of the hypotheses indicate that if organizations consider themselves responsible for the environment and their leaders design programs aimed at the proper use of resources and reducing activities that are destructive to the environment, they can encourage their employees to adopt green behaviors in the organization, use resources properly, and reduce process time in the organization (sanyal, 2018).

The findings also show that environmental transformational leadership has an important and influential role in encouraging employees to adopt environmentally friendly behaviors and thereby improve the performance of their organization by increasing productivity and efficiency. Because such leaders encourage employees to provide new and innovative solutions, establish close relationships with them, and make the organization successful in achieving its goals.

In general, transformational leaders establish good relationships with their employees and create a creative environment in the organization. environmental transformational leaders also seek to motivate employees to exhibit green behaviors. Such leaders, through openness, trust, and open relationships, increase dialogue and cooperation between employees in the organization, and thus improve learning and knowledge sharing in the organization. What is certain is that learning and knowledge sharing in the organization is one of the main factors of high organizational performance and competitive advantage.

CHAPTER VI

Conclusion and Recommendations

Nowadays, many organizations have tried to develop eco-friendly policies to foster their performance through economic advantage (Ardito & Dangelico, 2018). Nevertheless, the results of various studies have shown that strict laws and standards not only do not help governments to force organizations to develop green performance but also show various ways for organizations to circumvent these laws and standards. Therefore, factors other than these laws and standards, such as the style of leadership, encourage organizations to develop eco-friendly behaviors and improve their performance (Kim et al, 2017). The environmental transformational leadership in an organization encourages employees to adopt environmental behaviors. Such behaviors affect environmental performance and the performance of the organization in general (Lu et al, 2017).

The results of this study showed that if environmental transformational leaders behave in organizations in a way that inspires employees to exhibit green behaviors in the organization, influences them, and encourages them to achieve green goals in the organization, they can improve the performance of their organization. In other words, it can be said that environmental transformational leadership is a strong bridge for leaders to influence their employees in the organization.

If there are leaders in the organization who are interested in the environment, they will inspire their employees to exhibit environmental behaviors. Therefore, it can be concluded that by introducing a new leadership style called environmental transformational leadership in the organization, we can improve the performance of organizations in an era where the environment is facing danger. Therefore, it seems that organizations can improve their performance by cultivating environmental leadership and influencing the environmental attitudes and behaviors of employees.

Organizational managers should know that because environmental transformational leaders encourage employees to think in new and innovative ways and also establish close relationships with employees, they can lead organizations to success in achieving goals. Environmental transformational leadership should show their environmental attitude to employees and have a positive impact on their attitude towards the environment. Just as leadership is defined as the process of influencing

individuals to encourage them to achieve goals, transformational leaders try to influence individuals' attitudes towards the environment with their environmental attitude and thereby strengthen the emergence of green behaviors by followers.

Transformational leaders create a culture in their organization in which employees prefer to act beyond their self-interest, so they focus on the goals of the organization and don't care about their interests. These leaders provide a new version, motivate their employees, and give them an intellectual stimulation. In such a situation the leaders facilitate creativity and break old thinking patterns, making new connections and gaining fresh perspectives in their organization. By implementing environmental transformational leadership programs, organizations can strengthen employees's green behaviors, fostering an eco-friendly culture that minimizes environmental impact and creates a green environment. Green employee behaviors can significantly reduce environmental costs both at the organizational level and on a broader societal scale. The cultivation of green behaviors within an organization can lead to various benefits, including competitive advantage, cost saving, increased employee satisfaction, and ultimately improved organizational performance.

Finally, it should be said that according to the results of this research, it can be concluded that environmental transformational leaders should motivate their employees to minimize greenhouse gas emissions, waste segregation, and save energy in the organization. In such a case, organizations can have an environmentally friendly environment that helps reduce negative impacts on the environment and, as a result, have a green environment. Such leaders can reduce environmental costs for organizations and at a macro level for society.

Recommendations According to Findings

According to the results of this study, organizations first need to educate their leaders about environmental issues and provide them with the necessary training. It is suggested that environmental experts be used in these training courses to ensure that the training is done properly. When leaders become aware of environmental issues, they are encouraged to contribute to environmental sustainability as much as possible and try to base their influence on environmental protection and change the employees' view of the environment towards its protection, ultimately achieving the benefits and increasing organizational performance.

It is essential that managers and leaders of organizations choose an appropriate leadership style and, with careful planning, pay special attention to implementing environmental transformational leadership, as it is a common leadership used by most managers who care about the environment to strengthen organizational performance.

Organizations should reward their employees for working according to their environmental goals. This will motivate them to work harder and promote their performance.

Environmental transformational leaders must behave in their organizations in a way that inspires employees to exhibit green behaviors in the organization, influences them, and encourages them to achieve goals in the organization. In other words, such leaders have a great influence on their employees in achieving sustainable goals through their behavior.

Organizations can implement regulations to encourage the manager to show environmental transformational leadership in their organization. For example, they can design some reward programs for their managers. On the other hand, policymakers in government should also design some framework that trains the managers in environmental transformational leadership.

Recommendations for Further Research

First of all, this study was done in Iran and the findings can't compare with the studies that are done in other countries. So we propose to the future research to concentrate on other countries.

Second, in this study we focus on business organization, so we can't generalized the findings to other organization like service organizations. So we propose to the future research to pay attention on other organization and then compare with this study.

The other limitation is due to the lack of interest and non-responsiveness of some employees in collecting information. So we propose for future research to use other collecting tools like interviews with managers.

The next limitation is due to the Time horizons of the study. So we can't evaluate the dynamic changes in the organization which cannot be ignored. A qualitative approach with a smaller sample size or longitudinal study to evaluate the differences in organizational performance in different stages is proposed for future

research. Maybe they can provide interesting results about the implementation the environmental transformational leadership in organizations.

And finally, Because this study is done in 2024, the application of these results is limited to this time and in the future we can't use these results. In addition, the respondents of this research included employees of business organizations from the city of Qazvin. Therefore, the results of this study cannot be applied to a wider population and in relation to other organizations. So we propose for future research to collect the responses of managers in their study and then compare it with the employee.

For the future study, it is suggested that the role of environmental transformational leadership in influencing other business indicators except performance should also be reviewed. Employee satisfaction, competitive advantage, and some other business indicators.

Environmental transformational leadership can affect organizational performance directly and indirectly. We propose that future researchers evaluate this relationship through some other variables like green mindfulness or organizational culture.

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Appendices

Questionnaire

This questionnaire aims to explore how the Environmental Transformational Leadership (ETL) effects on Organizational Performance (OP). Your honest responses are vital for this study. Participation is voluntary. Your identity will remain confidential, and data will be used solely for academic purposes. You may withdraw at any time, and your data will be deleted if you do.

Thank you for your time.

Demographic questions

Gender:

- ☐ Male
- ☐ Female

Age:

- ☐ 19-25
- ☐ 26-30
- ☐ 31-35
- ☐ 36 – Above

Marital status:

- ☐ Single
- ☐ Married
- ☐ Education level

Diploma or less:

- ☐ Bachelor
- ☐ Master
- ☐ Ph.D.

Level of experience:

- ☐ Less than one-year
- ☐ 1-2years
- ☐ 3-4years
- ☐ 5 or more

Environmental Transformational Leadership (ETL)

Please indicate your level of agreement with the following statements about your organization's leadership style.

1. My leader acts as an environmental role model.(Idealized influence)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

2. My leader shows that (s)he values the natural environment. (Idealized influence)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

3. My leader shows a commitment to improving our organization's environmental performance. (Idealized influence)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

4. My leader motivates me to work in an environmentally friendly manner. (Inspirational motivation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

5. My leader is optimistic about the future of our organization's environmental performance. (Inspirational motivation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

6. My leader is passionate about improving the future state of the natural environment.
(Inspirational motivation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

7. My leader encourages me to think about environmental issues in different ways.
(Intellectual stimulation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

8. My leader urges me to think creatively about improving our organization's environmental performance. (Intellectual stimulation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

9. My leader is open to my ideas about ways to improve our organization's environmental performance (Intellectual stimulation)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

10. My leader recognizes my ability to improve our organization's environmental performance (Individualized consideration)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

11. My leader takes note of my individual contributions to the organization's environmental performance (Individualized consideration)

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

Organizational Performance (OP)

Please indicate your level of agreement with the following statements about your organization's performance.

12. Management has achieved organization goals.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

13. I feel the performance of this organization over the past three years has been excellent in meeting its goals.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

14. I feel the organization can clearly measure the benefits it provides to employees or stakeholders.

- ☐ Strongly Disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly Agree

15.Objectives set in the performance appraisal are aligned to the organizational objectives.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

16.The firm has a reputation of having high performing employees.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

17.The firm is perceived as a successful business.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

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SCIENTIFIC RESEARCH ETHICS COMMITTEE

18.11.2024

Dear Shahrzad Radmanesh

Your application titled “**The effect of environmental transformational leadership on organizational performance**” with the application number NEU/SS/2024/1880 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

A handwritten signature in blue ink, appearing to read 'A. KIRAZ'.

Prof. Dr. Aşkın KİRAZ

The Coordinator of the Scientific Research Ethics Committee