Green Transformational Leadership and Sustainable Employee Behavior: Integrating the Roles of Green Psychological Capital and Green Culture – A Conceptual Analysis

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Abstract. This study develops a comprehensive theoretical framework to explain how green transformational leadership promotes sustainable behaviour among manufacturing sector employees via the use of green culture and green psychological capital. Drawing on Dynamic Capabilities Theory, the article argues that environmental sustainability requires more than green technologies and formal policies; it also depends on leadership, employee psychological resources, and organizational values that support ecological responsibility. This conceptual literature study incorporates all four components of a green model: green transformational leadership, green psychological capital, green culture, and sustainable employee behaviour. According to the study, green transformational leaders motivate their teams to do the right thing for the environment by setting a positive example, offering a compelling future vision, and rewarding people who participate in green activities. Green psychological capital, which encompasses optimism, hope, resilience, and green self-efficacy, serves as a mediator in this interaction. This is achieved by providing staff with the authority to make environmentally conscious decisions. Green culture further supports this process by embedding environmental values, norms, and routines in daily work. The framework contributes to sustainability-oriented organizational behavior literature and provides practical insights for manufacturing firms seeking to develop long-term environmental commitment amid increasingly competitive regulated industrial environments

Keywords: Dynamic Capabilities Theory, Green Culture, Green Psychological Capital, Green Transformational Leadership, Sustainable Employee Behavior.

1 Introduction

The intensifying global environmental crisis has shifted the development paradigm toward a balance among economic, social, and environmental goals [1]. Climate change, carbon emissions, natural resource degradation, and industrial waste show that modern

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organizations, particularly manufacturing firms, contribute substantially to environmental problems [2]. It is therefore imperative that companies integrate sustainability principles into their operations and the way their employees behave, in addition to focusing only on operational efficiency [3] [4].

Manufacturing companies face a dilemma between productivity and ecological responsibility. Market competition requires higher output and cost efficiency, while regulations and public expectations demand lower environmental impact ([5] [6]. Many firms have adopted green technologies and sustainability policies, yet implementation often remains ineffective when employees do not support these initiatives [7]. This situation emphasises the significance of sustainable employee behaviour, which is defined as the desire of workers to embrace sustainability principles and incorporate them into their daily job tasks [8].

In practice, many manufacturing organizations experience low ecological awareness, limited participation in environmental programs, and a gap between formal policies and workplace practices [9]. Employees may perceive environmental initiatives as additional tasks rather than integral parts of their roles [10]. Moreover, weak integration of green values into organizational culture can prevent sustainable behavior from developing consistently [11]. These challenges indicate that technological and structural approaches alone are insufficient. Organizations need leadership and psychological mechanisms that transform employee mindsets and behavior.

A new strategy for aligning environmental regulations with employee behaviour is green transformational leadership. This leadership style emphasizes inspiration, motivation, role modeling, and shared environmental values [12]. Green transformational leaders can create a strong sustainability vision, strengthen collective environmental commitment, and encourage sustainability-oriented innovation [13]. Green transformational leadership, when paired with environmentally conscious human resource practices and a green workplace, has the ability to significantly improve workers' pro-environmental behaviour, according to past research [14] [15].

Employees' internal psychological resources have been understudied in contrast to the external organisational factors that have received the bulk of prior study [16], [17]. Green psychological capital explains how positive psychological capacities, such as green hope, self-efficacy, optimism, resilience, and pro-environmental initiative, encourage sustainable behavior [12]. Green culture, reflected in shared values and practices supporting sustainability, can strengthen behavioral consistency within organizations [11] [19].

Based on this gap, this study develops an integrative model linking green transformational leadership, green psychological capital, green culture, and sustainable employee behavior. Using the idea of dynamic capabilities as its foundation, green transformational leadership aims to assist organisations in identifying environmental needs, capitalising on sustainability opportunities, and influencing cultural and psychological changes in employee behaviour [20], [21]. This study enriches sustainability-oriented organizational behavior literature and offers practical implications for manufacturing firms in designing leadership and HR strategies that support long-term sustainability.

2 Literature Review

2.1 Dynamic Capabilities Theory

According to dynamic capabilities theory, organisations can adjust to their surroundings by constantly reconfiguring their resources, identifying and capitalising on strategic opportunities, and detecting and responding to dangers [22], [23]. In the context of sustainability, this theory is relevant because organizations must respond to increasing ecological pressures, regulatory demands, and stakeholder expectations. Sustainability-oriented organizations are not only required to possess green resources, but also to integrate and transform these resources into effective practices.

In According to this research, green transformational leadership may help in sensing and seizing opportunities by pointing out threats to sustainability and guiding organisations to achieve their environmental objectives. Green psychological capital represents an intangible individual resource that strengthens employees' readiness to support green initiatives. Meanwhile, green culture supports the reconfiguring process by aligning values, norms, and work practices with sustainability objectives [24]. Leadership, psychological resources, culture, and long-term employee behaviour may all be explained with the help.

2.2 Sustainable Employee Behavior

Sustainable employee behaviour is defined as the ways in which workers contribute to an organization's capacity to remain environmentally, socially, and economically viable in the long run [25]. This behavior is reflected not only in compliance with environmental policies but also in proactive efforts to integrate sustainability principles into daily work activities [26]. Examples include reducing waste, saving energy, using resources efficiently, and participating in environmental programs.

In modern organizations, sustainable employee behavior is a manifestation of ecological awareness and social responsibility. When workers buy into sustainability principles, they increase their chances of making a positive impact in areas like resource efficiency, environmental preservation, and shareholder value generation in the long run [27]. In industrial organisations, whose operational activities can have major environmental implications, sustainable employee behaviour is crucial for organisational sustainability goals to succeed.

2.3 Green Transformational Leadership

Inspiring, motivating, and guiding people to accomplish organisational objectives while promoting environmental sustainability is the essence of green transformational leadership [28]. This style of leadership focuses on the importance of top-level buy-in to environmental sustainability goals, including raising staff environmental consciousness and fostering environmentally responsible habits in the workplace [29]. Green

transformational leaders set an example for their followers by being environmentally conscious themselves and sharing their ideas for a sustainable future.

Blending an emphasis on the environment with the four cornerstones of traditional transformational leadership idealized impact, inspiring enthusiasm, stimulating thought, and individualised concern theoretically constitutes green transformational leadership [30]. Leaders may inspire green innovation and increase staff dedication to environmental causes by focusing on these areas. A key factor in promoting environmentally responsible actions among workers is green transformational leadership.

2.4 Green Psychological Capital

The term "green psychological capital" describes people's optimistic mental capability with regard to ecological preservation [18]. It is developed from the concept of psychological capital and integrates environmental values into employees' psychological resources. Among the many components of green psychological capital are pro-environmental efforts, confidence, belief, resilience, and the capacity to overcome environmental obstacles and engage in sustainability-related activities [31].

A high amount of green psychological capital is associated with an optimistic outlook on sustainability efforts, self-confidence in one's capacity to do the right thing, and perseverance in the face of adversity [32]. People are able to internalise environmentally friendly concepts and integrate them into their everyday work practices with the help of this psychological resource. Accordingly, green psychological capital may act as a moderator between green transformational leadership and environmentally responsible actions taken by employees.

2.5 Green Culture

When a company's core principles centre on minimising their impact on the environment, this is known as "green culture." [33]. How well an organization's processes, rules, and employee behaviour incorporate environmental concepts is reflected in this [34]. A strong green culture encourages employees to view sustainability not as an additional task, but as an essential part of their work responsibilities.

Additionally, green culture acts as a type of informal management by encouraging staff to act in an environmentally conscious manner [35]. Employees are more inclined to willingly embrace sustainable practices and support environmental initiatives when green principles are ingrained in organisational culture [36]. Furthermore, green culture serves as a sort of informal management, encouraging employees to operate in an ecologically sensitive manner.

3 Methodology

This research builds on previous work by employing a conceptual technique to define key theoretical ideas and provide a cohesive foundation for further investigation. This method is suitable because it facilitates the discovery of knowledge gaps, the

clarification of interrelationships between variables, and the development of a testable model for use in subsequent empirical investigations. Green transformational leadership, green psychological capital, green culture, and sustainable employee behaviour are all topics included in the literature that this research reviews. Here are some research problems that the suggested framework hopes to address: Is there a correlation between Green Transformational Leadership and More Sustainable Practices in the Workplace? (2) Is Green Psychological Capital improved by Green Transformational Leadership? (3) Is there a correlation between Green Psychological Capital and Sustainable Behaviour in the Workplace? (4) How does Green Psychological Capital mediate the relationship throughout Green Transformational Leadership and Employee Sustainability Behaviour? (5) In an environmentally conscious environment, is there a stronger correlation between green transformational leadership and green psychological capital? (6) Is Green Transformational Leadership more successful in influencing sustainable behaviour among employees when Green Culture is present? (7) Does a Green Culture make Green Psychological Capital have a stronger impact on environmentally conscious actions taken by employees?

4 Results & Discussion

4.1 The Impact of Green Transformational Leadership on Sustainable Employee Behavior

A style of management known as "green transformational leadership" encourages and facilitates positive behavioural changes among followers in an effort to reduce their impact on the environment. Green leaders communicate a clear sustainability vision and shape employees' values, attitudes, and actions through role modeling and inspirational communication [37] [38]. Organisations benefit from this kind of leadership because it helps them adapt to changing conditions by enhancing their own sustainability capabilities, according to dynamic capabilities theory [22], [23].

Green transformational leadership, according to the available empirical evidence, encourages more environmentally responsible actions from staff members. Green leaders are more likely to encourage their staff to participate in ecologically beneficial actions, such as reducing pollution, increasing resource efficiency, and implementing green projects at work, according to previous study [30], [39], [40], [41]. As a result, green transformational leadership may inspire workers to do their part to reduce their environmental impact. When green leadership is effectively implemented, people are more likely to demonstrate sustainable conduct.

4.2 The Impact of Green Transformational Leadership on Green Psychological Capital

To boost morale and trust among workers in the face of environmental crises, green transformational leadership is crucial. Through inspiration, support, and empowerment, green leaders can strengthen employees' self-efficacy, hope, optimism, and resilience

toward sustainability practices [42] [37]. Based on *dynamic capabilities theory*, these psychological resources are important internal capabilities that help organizations adapt to environmental demands [31], [43]

Previous studies show that environmentally oriented transformational leadership significantly enhances employees' green psychological resources. Green leaders can improve green self-efficacy, intrinsic motivation, and psychological readiness to face sustainability challenges [44], [45], [46] [30] [37]. Therefore, it appears that green transformational leadership will boost green psychological capital among workers. Leaders who provide a strong green vision, support, and encouragement can increase employees' confidence, optimism, hope, and resilience in contributing to environmental sustainability.

4.3 The Influence of Green Psychological Capital on Sustainable Employee Behavior

Green psychological capital refers to the optimistic, hopeful, resilient, and environmentally conscious mental capacities of an organization's workers. Employees with strong green psychological capital are more confident in implementing environmentally friendly practices and more resilient in facing challenges related to sustainability [18] [47]. From the perspective of *dynamic capabilities theory*, this psychological capital helps employees reconfigure their work behavior toward sustainability [31], [48].

Empirical evidence shows that green psychological capital supports sustainable employee behavior. Employees that exhibit a high level of optimism and green self-efficacy are more proactive in their attempts to save energy, control pollution, and apply green innovation in the workplace [49]. Other studies also confirm that psychological factors help translate sustainability values into real employee actions [50]. Therefore, sustainable employee behaviour is more common among workers with greater levels of green psychological capital. Their confidence, optimism, hope, and resilience encourage them to engage consistently in sustainable workplace practices.

4.4 The Mediating Role of Green Psychological Capital in the Relationship between Green Transformational Leadership and Sustainable Employee Behavior

Green psychological capital posits that green transformational leadership may impact staff behaviour over the long run. While green leaders inspire and excite their staff, their workers' green psychological capital acts as an internal psychological resource to help them put green leadership concepts into practice in a sustainable way [18]. From the perspective of *dynamic capabilities theory*, green leadership develops employees' psychological capabilities, which then support the reconfiguration of work behavior toward sustainability [31], [51].

According to empirical study, psychological characteristics affect the link between leadership and employee conduct. Green leadership, according to earlier studies, boosts workers' psychological capability, which in turn increases their involvement in sustainable and ecologically good activities [18], [31], [47] [30] [52]. Therefore, green

psychological capital mediates between environmentally conscious transformational leadership and long-term sustainable practices in the workplace. Executives that place a premium on sustainability may inspire their staff to educate themselves and develop their values in a way that reduces their impact on the environment.

4.5 The Moderating Role of Green Culture in the Relationship between Green Transformational Leadership and Green Psychological Capital

Green culture defines the beliefs, attitudes, and practices of an organisation that places an emphasis on the preservation of the environment. A strong green culture creates a supportive context where employees can more easily accept and internalize the environmental values communicated by green leaders [33]. An organization's ability to utilise and reorganise its own resources, such as the psychological resources of its employees, is made simpler by a green culture, according to dynamic capabilities theory [53].

A more eco-conscious company culture amplifies the positive psychological effects of green transformational leadership, according to earlier studies. This is because the alignment between leadership values and organizational culture helps employees internalize sustainability values more effectively [54]. Consequently, green leadership and green psychological capital are fostered by green cultures. Optimism, resilience, and joy are traits that are more commonly exhibited by executives in environmentally conscious companies.

4.6 The Moderating Role of Green Culture in the Relationship between Green Transformational Leadership and Sustainable Employee Behavior

Green culture establishes an organisational framework that facilitates the internalisation of sustainability principles and practices. The presence of a robust environmental culture at work embeds environmental standards into the collective conduct of workers, highlighting the importance of leadership in shaping their sustainable behaviours [34]. From the perspective of *dynamic capabilities theory*, green culture supports the reconfiguration of employee behavior by providing consistent green values and practices [55], [56].

Empirical evidence suggests that a green corporate culture strengthens the bond between management and staff actions. By making sure that the standards of the company and the leaders' goals are congruent, a robust green culture increases the impact of transformational leadership on eco-conscious conduct [54] [50]. The effect of green transformational leadership on environmentally responsible actions taken by workers is, however, mitigated by environmentally conscious cultures. Green leadership will be more effective in encouraging sustainable behavior when the organization provides a culture that supports environmental responsibility.

4.7 The Moderating Role of Green Culture in the Relationship between Green Psychological Capital and Sustainable Employee Behavior

Through green psychological capital, we can encourage sustainable practices and inspire our staff to live a greener lifestyle [57]. The organisational setting determines the extent to which this psychological resource is useful, however. Green culture promotes a positive work atmosphere where people feel safe expressing their green self-efficacy, optimism, hope, and resilience via sustainable conduct [29].

Based on *dynamic capabilities theory*, employees' psychological resources become more effective when supported by a compatible organizational culture. Previous studies show that employees with strong psychological capacity are more consistent in demonstrating sustainable behavior when they work in organizations with strong green culture [31], [53] [49]. As a result, green culture strengthens the connection between sustainable employee behaviour and green psychological capital. Green psychological resources, such as optimism, hope, and resilience, increase the likelihood that workers in an environmentally conscious company would act sustainably on the job.

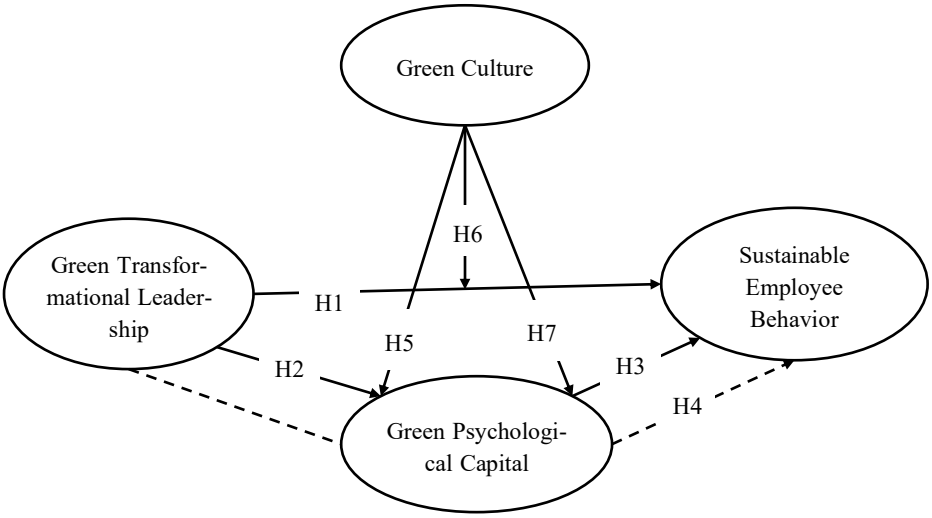


Fig. 1. Conceptual framework

Applying the theoretical framework, this study shows that green transformational leadership has both immediate and secondary impacts on sustainable employee behaviour through the mediating variable of green psychological capital. In addition, green culture functions as a moderating variable that fortifies the connections between sustainable employee behaviour, green psychological capital, and green transformational leadership. Consequently, a combination of green leadership, green psychological competence, and a sustainability-focused corporate culture may encourage sustainable behaviour among employees.

5 Conclusion

The study's overarching goal is to lay the groundwork for a theory that explains how green transformational leadership, green psychological capital, and green culture help manufacturing company workers become more ecologically conscious. Organisations may tackle environmental difficulties with the help of green transformational leadership's strategic capacity, which is rooted on dynamic capabilities theory. This skill encourages sustainability-oriented behaviour, strengthens green values, and motivates people.

The proposed framework shows that green transformational leadership can directly promote sustainable employee behavior and indirectly influence it through green psychological capital. Employees that possess strong green psychological abilities, such as belief, confidence, resiliency, and green sense of self-worth, are more likely to engage in ecologically responsible conduct. In addition, by instituting standards and principles that encourage environmental stewardship inside a company, green culture strengthens the links between sustainable conduct, psychological capital, and leadership.

Overall, this study highlights that sustainable employee behavior can be developed through the combination of green leadership, positive green psychological resources, and a supportive green organizational culture. The framework contributes to sustainability-oriented organizational behavior literature and provides practical insights for manufacturing firms in designing leadership development, human resource practices, and cultural strategies that support long-term environmental sustainability. Future empirical research is recommended to test the proposed relationships and validate the framework in different organizational and industrial contexts.

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