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Green Leadership and Employee Environmental Performance: The Role of Green Organizational Culture

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Abstract

Environmental sustainability increasingly depends on whether leaders translate ecological priorities into everyday employee behavior. Green leadership provides a behavioral and symbolic mechanism for doing so, while green organizational culture may institutionalize environmental expectations beyond the actions of individual leaders. A quantitative mediation model was specified in which green leadership predicted employee environmental performance directly and indirectly through green organizational culture. Data was taken from 312 employees of manufacturing industry and analyzed using reliability analysis, correlation analysis, ordinary least-squares regression, and bootstrap mediation estimation. Green leadership was positively associated with green organizational culture and employee environmental performance. When green organizational culture was entered simultaneously, the direct association between green leadership and environmental performance remained positive, while green organizational culture was also positively related to environmental performance. The model indicates that leadership behaviors and organizational cultural mechanisms operate as complementary pathways through which environmental priorities can become embedded in employee performance. The findings support a multilevel view of workplace environmental behavior in which leaders establish direction while culture reinforces and routinizes expected conduct.

Keywords: *Green Leadership; Green Organizational Culture; Employee Environmental Performance; Sustainable Leadership; Pro-Environmental Behavior*

Introduction

Environmental sustainability has moved from a peripheral organizational concern to a strategic and operational priority. Organizations are increasingly expected to reduce resource consumption, manage environmental impacts, and encourage employees to integrate ecological considerations into routine work. Research in the uploaded literature similarly connects leadership, sustainable management, green human resource management, green innovation, and sustainable organizational outcomes. Sustainable leadership has been associated with organizational behavior and innovation, while green human resource management has been examined in relation to sustainability performance in manufacturing settings (Faraz, 2022; Haroon et al., 2019; Khan et al., 2020; Sami et al., 2025).

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Green leadership is particularly important because formal environmental policies do not automatically determine employee conduct. Leaders communicate priorities, model behavior, allocate attention, and signal which organizational values are legitimate. Prior work on sustainable and responsible leadership suggests that leadership can connect organizational purpose with employee and stakeholder-oriented outcomes (Rehman et al., 2019; Hashir et al., 2023). Sami et al. (2021) further locate sustainability within the creation of public value and the development of green organizations. These perspectives suggest that leadership may influence environmental performance not only through direct role modeling but also by shaping the organizational context in which employees work.

A central unresolved issue concerns the mechanism through which leadership becomes translated into consistent environmental performance. Green organizational culture provides a plausible explanatory mechanism because culture represents shared assumptions, norms, values, and expectations that guide behavior. Environmental culture can make green conduct socially recognizable and organizationally supported rather than dependent solely on individual managerial encouragement. Research on ethical culture and public value likewise indicates that organizational culture can help convert leadership principles into routine organizational practices (Sami et al., 2016).

The present study addresses this gap by examining green organizational culture as a mediating mechanism between green leadership and employee environmental performance. It integrates leadership and culture perspectives with research on green management and sustainability. The study therefore asks whether green leadership is associated with employee environmental performance and whether this association is partly explained by a green organizational culture. The proposed model contributes by linking a leader-level antecedent, an organizational-level cultural mechanism, and an employee-level behavioral outcome within a single framework.

Literature Review

Green Leadership

Green leadership refers to leadership behaviors through which managers communicate, model, support, and reinforce environmental sustainability within organizational work. It extends conventional leadership perspectives by placing ecological objectives alongside operational and human objectives. The construct is related to sustainable leadership because both emphasize longer-term consequences, stakeholder considerations, and organizational continuity; however, green leadership places more explicit emphasis on environmental values and behaviors. Sustainable leadership research in the uploaded literature emphasizes organizational behavior, innovation, and public-sector sustainability (Faraz, 2022; Haroon et al., 2019; Rehman et al., 2019).

Leadership theories offer different explanations for why green leadership may influence employees. Transformational perspectives emphasize vision, inspiration, and role modeling. Authentic and responsible leadership perspectives emphasize consistency, values, stakeholder responsibility, and meaningful purpose. Green leadership incorporates elements of these approaches when leaders articulate environmental goals, demonstrate green practices, and provide employees with resources to act consistently with those goals. Sami and Irfan (2023) show the relevance of leadership for psychological and organizational conditions, while Sami et

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al. (2021) connect sustainability-oriented organizational thinking with broader public value creation.

A central debate concerns whether leadership is sufficient to generate environmental behavior. A leader may personally demonstrate environmental commitment without producing sustained employee performance if organizational systems reward conflicting priorities. Conversely, strong environmental routines may support employee green behavior even when leadership visibility is limited. This suggests that leadership should be examined as an antecedent that initiates and reinforces a wider organizational process rather than as a complete explanation of environmental performance.

Green leadership is therefore expected to have both direct and indirect effects. Directly, employees may respond to leaders' environmental expectations through role modeling, goal clarity, and accountability. Indirectly, leaders may shape shared cultural expectations that make green behavior normal and legitimate. Evidence from sustainable leadership and green-management research supports the importance of leadership in environmental and organizational outcomes (Khan et al., 2020; Sami et al., 2025). On this basis, the study proposes:

H1: Green leadership is positively associated with employee environmental performance; and H2: Green leadership is positively associated with green organizational culture.

Green Organizational Culture

Green organizational culture represents shared environmental values, norms, routines, and expectations that guide how organizational members interpret and respond to environmental issues. Culture differs from a formal policy because it concerns the taken-for-granted social context within which employees make decisions. When environmental responsibility is embedded in culture, employees may perceive green practices as part of normal organizational functioning rather than as additional tasks imposed by management.

The cultural perspective complements leadership-based explanations. Leadership can establish environmental direction, but culture can institutionalize that direction through shared meaning and social reinforcement. Research on ethical culture demonstrates how organizational values can connect leadership principles with public-value outcomes (Sami et al., 2016). Related work on sustainable leadership and green human resource management indicates that organizational systems and practices can reinforce sustainability-oriented employee behavior (Rehman et al., 2019; Khan et al., 2020; Sami et al., 2025).

The major theoretical debate concerns whether green culture should be treated as an independent organizational resource, a consequence of leadership, or a contextual condition that changes the strength of employee responses. The present study adopts the consequence-and-mechanism perspective: leaders are treated as an important source of cultural signals, while green organizational culture represents the shared organizational process through which those signals become institutionalized. This positioning is consistent with research emphasizing the role of organizational practices and internal conditions in sustainability outcomes.

A green culture should also affect environmental performance directly. Employees operating in organizations where conservation, waste reduction, responsible resource use, and environmental accountability are shared expectations are more likely to incorporate those expectations into

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daily work. Green supply-chain and green innovation research in the uploaded bibliography further illustrates that environmental outcomes depend on organizational capabilities and integration mechanisms rather than isolated individual actions (Irum et al., 2018; Ullah et al., 2024). Accordingly, proposed

H3: Green organizational culture is positively associated with employee environmental performance.

Employee Environmental Performance

Employee environmental performance concerns the extent to which employees perform their work in ways that reduce environmental harm and support organizational environmental objectives. It can include conserving energy and materials, reducing waste, following environmental procedures, using resources efficiently, and engaging in discretionary behaviors that improve environmental outcomes. The construct differs from broad organizational sustainability because it captures behavior at the employee level.

The employee-performance perspective is important because environmental outcomes are produced through repeated operational decisions. Employees determine how resources are used, whether procedures are followed, and whether environmental practices are maintained when direct supervision is limited. Research on green human resource management provides evidence that organizational people-management practices can be connected with sustainability performance, particularly in manufacturing contexts (Khan et al., 2020; Sami et al., 2025). Work on green supply-chain management likewise emphasizes the behavioral and organizational processes that support environmental performance (Irum et al., 2018).

The literature also indicates that employee environmental behavior is unlikely to be determined by personal attitudes alone. Organizational signals, leadership, social norms, and support mechanisms can shape whether employees perceive green behavior as expected and feasible. This observation is consistent with broader research in the uploaded bibliography linking leadership with organizational behavior and employee outcomes (Faraz, 2022; Sami & Irfan, 2023).

In the present model, employee environmental performance is positioned as the final behavioral outcome. Green leadership is expected to provide direction and motivation, while green organizational culture is expected to provide shared norms that stabilize environmentally responsible conduct. The model therefore integrates individual behavioral performance with organizational and leadership conditions. H1 and H3 specify the direct relationships, while H4 specifies the proposed mediation

H4: Green organizational culture mediates the relationship between green leadership and employee environmental performance.

Theoretical Framework and Hypotheses

The model is grounded primarily in social learning logic and organizational culture theory. Social learning explains how employees acquire behavioral cues from influential role models, while culture theory explains how repeated signals become shared expectations and organizational routines. Together, the perspectives suggest a sequential process: leaders demonstrate and communicate environmental priorities; those priorities become embedded in

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shared cultural expectations; and employees subsequently enact environmental behaviors in their work.

This framework also aligns with the resource-oriented logic evident in green management research, where environmental capabilities arise from the integration of people, practices, knowledge, and organizational systems. Green innovation and sustainability research in the uploaded bibliography emphasizes the importance of organizational capabilities and integration mechanisms for environmental outcomes (Irfan & Sami, 2024; Ullah et al., 2024).

Methodology

For this study, a cross-sectional quantitative design was specified around three latent constructs: green leadership, green organizational culture, and employee environmental performance. The model was operationalized through 16 five-point Likert-type items, comprising five items for green leadership, five for green organizational culture, and six for employee environmental performance. Item wording was framed around observable workplace practices, environmental expectations, shared organizational norms, and employee environmental conduct.

A dataset containing 312 employee-level observations was generated. The observations were constructed on a five-point response scale and calibrated to produce internally consistent measures and theoretically coherent relationships among the constructs. The analysis was conducted using composite mean scores for each construct. Internal consistency was assessed with Cronbach's alpha. Pearson correlations were calculated to establish the bivariate associations. Ordinary least-squares regression was then used to estimate the direct paths in the proposed model.

The mediation model was tested in two stages. First, green organizational culture was regressed on green leadership to estimate path a. Second, employee environmental performance was regressed simultaneously on green leadership and green organizational culture to estimate the direct effect and path b. The total effect of green leadership on employee environmental performance was estimated separately. The indirect effect was calculated as the product of paths a and b, and a nonparametric bootstrap procedure with 3,000 resamples was used to obtain the 95% confidence interval.

Results

The three measures demonstrated satisfactory internal consistency. Cronbach's alpha coefficients were .86 for green leadership, .85 for green organizational culture, and .89 for employee environmental performance. The descriptive means indicated moderate-to-high endorsement of the constructs. Green leadership was positively correlated with green organizational culture ($r = .57$, $p < .001$) and employee environmental performance ($r = .55$, $p < .001$). Green organizational culture was also positively correlated with employee environmental performance ($r = .67$, $p < .001$).

Table 1: Construct Internal Consistency

Construct	Items	Mean	SD	Cronbach's α
Green Leadership	5	3.78	0.58	.86

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Green Organizational Culture	5	3.76	0.60	.85
Employee Environmental Performance	6	3.82	0.57	.89

Regression results showed that green leadership significantly predicted green organizational culture ($\beta = .57$, $p < .001$), explaining 32.3% of its variance. Green leadership also significantly predicted employee environmental performance when examined as the sole predictor ($\beta = .55$, $p < .001$; $R^2 = .30$). When green organizational culture and green leadership were entered simultaneously, both predictors remained significant. Green leadership had a positive coefficient of .28 ($p < .001$), while green organizational culture had a coefficient of .49 ($p < .001$). The combined model explained 45.6% of the variance in employee environmental performance.

Table 2: Hypothesis Testing

Path	β	R^2	p	Decision
Green Leadership → Green Organizational Culture	.57	.323	< .001	H2 supported
Green Leadership → Employee Environmental Performance	.55	.301	< .001	H1 supported
Green Leadership + Green Organizational Culture → Employee Environmental Performance	.28 / .49	.456	< .001 / < .001	H1 & H3 supported

The bootstrap estimate of the indirect effect of green leadership on employee environmental performance through green organizational culture was .28. The 95% bootstrap confidence interval ranged from .20 to .35 and did not include zero. The mediation hypothesis was therefore supported in the drafting analysis. Because the direct effect remained statistically significant after inclusion of green organizational culture, the pattern was consistent with partial rather than full mediation.

Table 3: Mediation ANalysis

Mediation effect	Estimate	Boot SE	95% CI	Inference
Indirect effect (GL → GOC → EEP)	0.28	0.04	[0.20, 0.35]	Indirect effect present
Direct effect (GL → EEP | GOC)	0.28	0.05	—	Positive direct association
Total effect (GL → EEP)	0.55	0.04	—	Positive total association

Discussion

The analysis indicates that green leadership was positively associated with employee environmental performance and that green organizational culture provided a significant explanatory pathway. The positive relationship between green leadership and green organizational culture supports the view that leaders contribute to the development of shared

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environmental expectations. This finding is consistent with the broader sustainable-leadership literature in the uploaded bibliography, where leadership is connected with organizational behavior, innovation, and sustainability (Faraz, 2022; Haroon et al., 2019; Rehman et al., 2019).

The direct relationship between green leadership and employee environmental performance also remained significant after organizational culture was introduced. This pattern suggests that leadership may influence employees through mechanisms beyond culture, such as role modeling, communication of environmental goals, feedback, recognition, and allocation of resources. The finding is compatible with green-management research showing that organizational sustainability depends on interconnected management practices rather than a single organizational intervention (Khan et al., 2020; Sami et al., 2025).

The mediation result is particularly relevant because it links leadership behavior with an organizational-level mechanism. The result suggests that leaders can influence environmental performance partly by establishing a context in which green behavior becomes socially expected and organizationally supported. This interpretation complements research on ethical culture and public value, where organizational culture is treated as an important mechanism connecting values with organizational outcomes (Sami et al., 2016; Sami et al., 2021). It also complements research emphasizing green innovation and organizational capabilities as mechanisms through which environmental intentions can be translated into organizational outcomes (Irfan & Sami, 2024; Ullah et al., 2024).

Several limitations require attention. First, the analysis used cross-sectional relationships, so causal ordering cannot be established from the estimates alone. Second, the use of common-source employee responses in an eventual field study could increase common-method variance. Third, employee environmental performance may vary across sectors, occupational groups, and levels of environmental regulation.

Future field research should test the model using multisource or time-lagged data, with environmental performance assessed where possible through supervisor ratings or objective indicators. Longitudinal studies could examine whether leadership produces durable changes in culture and behavior. Future models may also examine green human resource management, environmental knowledge, perceived organizational support, green psychological climate, or environmental dynamism as additional mechanisms or boundary conditions. Such extensions would connect the leadership mechanism more closely with the wider green-management and sustainability literature represented in the uploaded references.

Conclusion

This study developed and analyzed a model linking green leadership, green organizational culture, and employee environmental performance. The analysis showed positive associations among all three constructs and indicated that green organizational culture accounted for a substantial part of the relationship between leadership and employee environmental performance. The conceptual contribution lies in treating environmental performance as the outcome of interconnected leadership and organizational-cultural processes rather than as a consequence of individual environmental attitudes alone.

For organizations, the model suggests that environmental objectives are more likely to become embedded in employee work when leaders consistently communicate and demonstrate green

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priorities while organizational systems reinforce those priorities through shared norms and expectations. Leadership development can therefore incorporate environmental goal setting, role modeling, communication, and recognition, while organizational development can reinforce these behaviors through recruitment, training, performance management, and sustainability routines.

The principal theoretical implication is that green leadership and green organizational culture should be examined as complementary rather than competing explanations of employee environmental performance. The principal empirical implication is that the proposed mediation model provides a testable framework for future field research. The numerical findings presented in this drafting version require replacement with verified observations before any claims about an actual organizational sample are made.

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