

Environmentally specific transformational leadership and pro-environmental behavior: A moderated mediation model of perceived corporate social responsibility and environmental consciousness

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Abstract

Environmentally specific transformational leadership (ETFL) is an emerging form of transformational leadership that focuses on environmental issues (Robertson, 2018). ETFL not only influence organizational level outcomes (Barling et al. 2002; Hannah et al., 2008) but also influences emerging individual level outcomes like environmental conscious behavior known as pro environmental behavior (PEB) (Robertson & Carleton, 2018; Li et al, 2020). Although literature supports the positive relation between ETFL and PEB but very little research has been directed towards examining the mechanism underlying and intervening the ETFL-outcomes relationship. According to transformational leadership theory, employees sees leaders as their role model and thus reproduces the similar behaviour by their sharing environmental values, communicating clearly the importance of environmental sustainability (Robertson & Barling, 2013). Based on this, the study examines a moderated mediation model of effects of environmental consciousness (EC) on the mediating role of perceived corporate social responsibility (CSR) in ETFL and PEB relationship. 320 self- reported questionnaire were collected from employees working in different Indian organizations across different sectors. All measures used in this survey were adopted from the well-established scales. To minimize the effects of common method variance arising (Podsakoff et al., 2003), the survey questionnaires were administered to the participants in two stages (with a gap of 14 days) with antecedents separated from outcomes. PLS-structural equation modelling was applied for testing the hypothesized model.

Results revealed that ETFL positively correlated with PEB. The hypothesized moderated mediation condition was supported as results suggest that perceived CSR mediated the ETFL-PEB relationship and EC moderated this mediating pathway, i.e. indirect effects of ETFL on employee PEB via perceived CSR were stronger for employees with high environmental consciousness.

In particular, our research provides implications for training and development of leaders. The study indicates the importance of environmental conscious leaders in enhancing perceived CSR and PEB of employees. Likewise, our finding found that perceived CSR mediates the ETFL and PEB relationship. Moreover, the indirect effect of ETFL on PEB through perceived CSR was moderated by environmental consciousness highlights the importance managing and ensuring effective leader- employee relationship that facilitate eco-friendly initiatives.

Keywords: Environmentally specific transformational leadership; pro-environmental behavior; perceived corporate social responsibility; environmental consciousness

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