


Chapter 3


Green Transformational Leadership: A Systematic Literature Review and Future Research Suggestion

Zeinab Afsharbakeshlo

 <https://orcid.org/0009-0005-7813-103X>

Kharazmi University, Iran

Mohammadsadegh Omidvar

 <https://orcid.org/0000-0003-3304-2656>

Kharazmi University, Iran

Iza Gigauri

 <https://orcid.org/0000-0001-6394-6416>

St. Andrew the First-Called Georgian University, Georgia

ABSTRACT

Along with environmental concerns and sustainability trends, green transformational leadership (GTL) has gained the attention of scholars and practitioners. In response to the increasing environmental challenges, the need for companies to adopt responsibility strategies and management systems is growing. Therefore, this chapter presents a comprehensive and integrated review of research on GTL. A systematic literature review explores various definitions and theories of GTL, explains its behavioral, attitudinal, and performance outcomes, and illuminates the future of green transformational leadership. The conducted analysis covers all the relevant works indexed in the Scopus and Google Scholar databases throughout the period from 2013 to 2023. The research results demonstrate an emergent interest in GTL. The research contributes to leadership and sustainability literature by completing

DOI: 10.4018/979-8-3693-3439-3.ch003

the theory of green transformational leadership. It provides a practical implication to introduce green transformational leadership in organizations to respond to environmental challenges effectively.

INTRODUCTION

In the last decade, research related to environmental policy has indeed become an interesting subject. Environmental deliberation has become a commonly used concept for global environmental change, thereby challenging more organizations to pay greater attention to avail green services such as green transformational leadership (GTL) (Chen & Chang, 2013). In response to the increasing pressures coming from national and international regulations, and from society in general, corporations are gradually pushed towards the adoption of principles of both social and environmental responsibility within their strategies, structures and management systems (Giovannoni & Fabietti, 2013; Apostu & Gigauri, 2023). The value of leaders shapes the value of organizations when they are paired with policies and actions. The way in which leaders influence the values of the company is by setting out their mission, however, their actions display the organizational values (Ciulla, 2020). Besides, leaders play a critical role in enhancing environmental performance (Mittal & Dhar, 2016; Akkaya, 2020). Although the leadership literature has paid exhaustive attention to various leadership styles, there has not been a comprehensive review on green transformational leadership to delineate its aspects in detail.

Green transformational leadership is the product of transformational leadership in the field of environmental protection (Zhou et al., 2018). Based on previous theories, different degrees of cultural endorsement can lead to different kinds of transformational leadership (Muralidharan & Pathak, 2018). Since the idea of green transformational leadership is consistent with the need for social green development, it can also be seen as a kind of culturally endorsed transformational leadership (Zhou et al., 2018). If a transformational leader happens to have green values, we have reason to expect that he/she will exert an influence on his/her subordinates' green behaviors (Robertson & Barling, 2013). A green transformational leader can raise subordinates' concerns about environmental issues by establishing good relations with them and then convey them his/her own green values (Wang et al., 2018). Moreover, green transformational leadership plays a significant role in the social, economic and environmental traits, which consist of sustainability (Afzal et al., 2017).

There is a need for a comprehensive and integrated review of research on GTL for two main reasons. First, despite the increasing academic interest in green transformational leadership, there is still a lack of coherence and clarity in this field. While it has been more than a decade for GTL, this research field is fragmented

26 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/green-transformational-leadership/352724

Related Content

Green Brand Personality: Its Relevance to the Green Marketing Practices

Anitha Acharya and Manish Gupta (2018). *Driving Green Consumerism Through Strategic Sustainability Marketing* (pp. 155-168).

www.irma-international.org/chapter/green-brand-personality/191867

Inland Saline Wetlandscapes: The Missing Links for 4th Ramsar Strategic Plan (2016-2024) in India

Laxmikant Sharma, Rajashree Naik and Alok Raj (2022). *Research Anthology on Measuring and Achieving Sustainable Development Goals* (pp. 1062-1083).

www.irma-international.org/chapter/inland-saline-wetlandscapes/290957

Sustainable Tourism and Cultural Preservation in Uttarakhand: A Case Study of Community-Managed Ecotourism Initiatives in an Indian Himalayan Region State

Chandramauli Dhaundhiyal, Nulaa Dhaundhiyal, Surender Singh Bisht and Siddhi Vinayak (2025). *Balancing Mountain Tourism, Cultural Heritage, and Environmental Stability* (pp. 495-512).

www.irma-international.org/chapter/sustainable-tourism-and-cultural-preservation-in-uttarakhand/378866

A Survey on Techniques Used for De-Speckling of SAR Images

Bibek Kumar, Ranjeet Kumar Ranjan and Arshad Husain (2022). *International Journal of Social Ecology and Sustainable Development* (pp. 1-14).

www.irma-international.org/article/a-survey-on-techniques-used-for-de-speckling-of-sar-images/298331

Analyses and Retrospectives for a Profitable Agriculture: The Effects of Soil Fertilization Practices in the Context of Climate Change

Adela Sorinela Safta and Lavinia Popescu (2022). *International Journal of Social Ecology and Sustainable Development* (pp. 1-17).

www.irma-international.org/article/analyses-and-retrospectives-for-a-profitable-agriculture/293240