

# Chapter 17

## The Role of Impression Management in the Impact of Ethical Leadership on Green Organizational Behavior: A Study on Nurses

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### **ABSTRACT**

*Green behaviors of employees create value for organizations by improving their environmental performance. Ensuring sustainability is an important issue in health-care organizations, which have a devastating impact on the environment with their remarkable consumption of resources and generation of waste. The purpose of this study is to examine the mediating role of impression management in the relationship between ethical leadership and green organizational behavior. The sample of the study is 418 nurses working in a public hospital in Afyonkarahisar, Turkey. The results were obtained as a result of descriptive statistics, explanatory factor analysis, reliability analysis, correlation analysis, and mediation analysis. The mediation analysis revealed that ethical leadership negatively affects impression management ( $\beta = -0.11, p < 0.05$ ), ethical leadership positively affects green organizational behavior ( $\beta = 0.18, p < 0.05$ ), and impression management negatively affects green*

DOI: 10.4018/979-8-3693-5298-4.ch017

*organizational behavior ( $\beta = -0.20, p < 0.05$ ). It was concluded that the mediating effect of impression management on the effect of ethical leadership on green organizational behavior was statistically significant ( $\beta = 0.022$ ). Social learning theory was used to support the findings and discuss implications for research and practice.*

## **INTRODUCTION**

The Sustainable Development Goals (SDGs-Global Goals), goal 3, good health, well-being, focuses on ensuring healthy lives and promoting well-being for all at all ages. The healthcare sector, which has primary responsibility for fulfilling this mission and an important position among the world's industries (Zamparas et al., 2019), has devastating impacts on the environment with its remarkable level of resource consumption and waste generation (biomedical, chemical, plastic, water and energy). As healthcare workers are busy saving lives and providing treatment, they are least concerned about greenhouse gas emissions, waste quantities or excessive resource consumption and often see these issues as outside their area of responsibility. In addition, environmental issues are often overlooked by employees as they are perceived to have long term consequences compared to immediate health issues such as infectious diseases and complications arising from chronic health conditions. However, it should not be forgotten that the success of any environmental management initiative depends on the human factor. Therefore, the success of organizations in environmental management initiatives is possible with the pro-environmental behaviour of employees (Mateen et al., 2020). The situation is no different for healthcare institutions and the adoption of pro-environmental behaviours by healthcare professionals is essential for the development of more sustainable societies (Teixeira et al., 2023). This limited interest of healthcare workers in environmental issues can only be overcome by leaders transferring the values of organizational culture to their employees. Here, leaders can motivate and influence employees for a more sustainable health sector through their behaviours that emphasise the importance of environmental issues. Studies in the field of social psychology also show that individuals learn by observing the behaviours of others and then initiate and maintain similar behaviours themselves. These studies also show that organizational cultures can be transferred to employees by leaders and that leaders influence ethical and pro-social behaviours. Leaders are ideal role models because of their position, status and power. Therefore, by displaying a consistent model of pro-environmental behaviour, they can signal to employees that such behaviour is valued and expected. Subordinates, in turn, learn that performing such behaviour will lead to desirable outcomes and are therefore motivated to perform the same behaviours themselves (Robertson and Barling, 2013). This is supported by the social learning theory that

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