© 2026 International Conference on Multidisciplinary Sciences and Innovations . All Rights Reserved.

GREEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYEE PRO-ENVIRONMENTAL BEHAVIOUR IN TASHKENT BUSINESSES: ORGANIZATIONAL MECHANISMS AND SUSTAINABILITY IMPLICATIONS

Rayimova Dilshoda Sharifovna
E-mail: rayimovadilsho@gmail.com
Research area: Management, Organizational Behaviour and Sustainable Business

Abstract

Green transformational leadership has become an important subject in sustainability-oriented management because organizational leaders can influence employees' environmental awareness, motivation, and workplace behaviour. This paper examines the mechanisms through which green transformational leadership may encourage employee pro-environmental behaviour in businesses operating in Tashkent, Uzbekistan. The study uses a conceptual literature-review approach based on peer-reviewed research on environmentally specific transformational leadership, green human resource management, environmental knowledge, and sustainable environmental performance. The reviewed literature suggests that leadership may influence employee environmental behaviour through role modelling, environmental awareness, employee motivation, and supportive organizational practices. Evidence from Uzbekistan further demonstrates the relevance of green human resource management to sustainable environmental performance in small and medium-sized enterprises. Building on these findings, the paper proposes a conceptual framework connecting green transformational leadership, environmental awareness, green human resource management, and employee pro-environmental behaviour. The framework offers practical implications for businesses seeking to integrate environmental responsibility into everyday organizational processes. Since no original field data were collected, the proposed relationships should be tested in future empirical research involving businesses in Tashkent.

Keywords: green transformational leadership, employee pro-environmental behaviour, green human resource management, environmental awareness, sustainable business, organizational behaviour, Uzbekistan.

1. Introduction

Environmental sustainability increasingly requires organizations to integrate responsible resource use, waste prevention, and environmental awareness into their operational activities. Although companies may introduce formal sustainability policies, their effectiveness partly depends on employees' willingness and ability to translate organizational objectives into everyday workplace behaviour.

Green transformational leadership refers to leadership that communicates an environmental vision, demonstrates commitment to ecological responsibility, encourages innovative thinking, and motivates employees to contribute to environmental objectives. Its significance lies in connecting organizational sustainability priorities with employee attitudes and practical actions.

Ren, Li, and Mavros [1] investigated environmentally specific transformational leadership and employee pro-environmental performance using data collected from 264 participants over three waves. Their findings indicated that environmental awareness mediated the relationship between leadership and employee pro-environmental performance. The study also identified emotional exhaustion as a condition influencing the strength of this relationship.

© 2026 International Conference on Multidisciplinary Sciences and Innovations . All Rights Reserved.

Farrukh et al. [2] examined the relationships between green transformational leadership, green human resource management, environmental knowledge, and employee pro-environmental behaviour. Their findings support the importance of combining environmentally oriented leadership with human resource practices and employee knowledge.

The Uzbek business environment provides an important setting for further investigation. Khamdamov, Tang, and Hussain [3] examined green human resource management and sustainable environmental performance among small and medium-sized enterprises in Uzbekistan. Their findings established the relevance of employee-related management practices, intrinsic motivation, and harmonious work passion to sustainable environmental performance.

However, evidence concerning green human resource management in Uzbekistan does not, by itself, establish the specific effects of green transformational leadership on employees in Tashkent.

The aim of this paper is to develop a conceptual framework explaining how green transformational leadership may encourage employee pro-environmental behaviour in Tashkent businesses and to identify organizational mechanisms that may support this relationship.

2. Methodology

This study employs a conceptual literature-review approach. It synthesizes selected peer-reviewed research on green transformational leadership, employee pro-environmental behaviour, environmental awareness, green human resource management, and sustainable environmental performance.

The sources were selected according to their relevance to the research problem, the availability of identifiable bibliographic information and DOI records, and their contribution to explaining the proposed relationships. Particular attention was given to recent international studies and research conducted in Uzbekistan.

The analysis involved identifying recurring theoretical relationships, comparing the proposed explanatory mechanisms, and developing a conceptual framework applicable to businesses operating in Tashkent.

No original survey, interviews, or company-level measurements were conducted. Therefore, the paper does not present new empirical findings or claim to establish causal relationships in the Tashkent business environment.

3. Results and Discussion

3.1. Green transformational leadership and environmental awareness

Green transformational leadership may influence employee behaviour by communicating clear environmental priorities and demonstrating how these priorities apply to workplace activities.

According to Ren et al. [1], environmental awareness is an important mechanism connecting environmentally specific transformational leadership with employee pro-environmental performance. This suggests that employees need not only managerial encouragement but also an understanding of the environmental consequences of their actions.

In practical terms, managers can explain the relevance of reducing unnecessary resource consumption, improving material efficiency, and following environmental procedures. They can also demonstrate these practices through their own decisions.

However, leadership communication is unlikely to be sufficient when employees lack the resources, authority, or knowledge needed to implement environmental improvements. Leadership should therefore be supported by appropriate organizational arrangements.

3.2. Green human resource management as an enabling mechanism

Green human resource management incorporates environmental considerations into employee training, performance management, participation, and recognition.

© 2026 International Conference on Multidisciplinary Sciences and Innovations . All Rights Reserved.

Farrukh et al. [2] demonstrate the importance of considering green human resource management and environmental knowledge when examining the relationship between green transformational leadership and employee pro-environmental behaviour.

These mechanisms can complement leadership in three ways. First, environmental training develops employees' knowledge of responsible workplace practices. Second, participation opportunities enable employees to propose practical improvements. Third, appropriate recognition can reinforce meaningful contributions to organizational environmental objectives.

Evidence from Uzbekistan further supports the relevance of these mechanisms. Khamdamov et al. [3], using survey data from 345 employees in small and medium-sized enterprises, found positive relationships between green human resource management practices and sustainable environmental performance. Intrinsic motivation and harmonious work passion were examined as mediating mechanisms.

These findings provide a national empirical foundation for further research, although they do not directly test the proposed leadership–behaviour relationship among employees in Tashkent.

3.3. Proposed framework for Tashkent businesses

Based on the reviewed literature, the paper proposes the following conceptual framework:

Green transformational leadership → Environmental awareness and motivation → Employee pro-environmental behaviour

Green human resource management and supportive organizational practices are proposed as complementary mechanisms that may strengthen the relationship.

In Tashkent businesses, potential employee pro-environmental behaviours may include reducing unnecessary electricity consumption, minimizing paper and material waste, following environmental procedures, and suggesting improvements in resource efficiency.

The specific relevance of these behaviours depends on the organization's sector, size, operational processes, and available resources. They are examples of potential applications rather than observations from a completed field study.

3.4. Practical implications

The conceptual analysis suggests four priorities for business managers.

First, leaders should demonstrate environmental responsibility through consistent decisions and workplace practices.

Second, organizations should provide relevant environmental training so that employees understand how their responsibilities relate to sustainability objectives.

Third, managers should establish opportunities for employee participation in identifying waste, improving resource efficiency, and developing practical environmental solutions.

Fourth, businesses should evaluate progress using observable indicators appropriate to their operations, such as resource consumption, waste generation, employee participation, and compliance with environmental procedures.

These measures can help connect leadership intentions with everyday organizational practices. Their effectiveness in Tashkent, however, requires empirical assessment.

3.5. Propositions for future research

The proposed framework generates three propositions for future empirical testing:

P1: Green transformational leadership is positively associated with employee pro-environmental behaviour in Tashkent businesses.

P2: Employee environmental awareness and motivation help explain the relationship between green transformational leadership and pro-environmental behaviour.

P3: Green human resource management practices strengthen the implementation of environmentally responsible workplace behaviour.

© 2026 International Conference on Multidisciplinary Sciences and Innovations . All Rights Reserved.

These propositions are theoretical expectations, not statistically verified findings of the present paper. Future research could examine them through employee surveys across manufacturing, retail, and service businesses in Tashkent.

4. Conclusion

Green transformational leadership provides a useful conceptual approach to understanding how managers may encourage employee pro-environmental behaviour. The reviewed literature indicates that environmental awareness, employee motivation, green human resource management, and organizational support are relevant mechanisms connecting leadership with sustainability-related workplace practices.

Research conducted in Uzbekistan confirms the importance of employee-related management practices for sustainable environmental performance. Nevertheless, the specific relationship between green transformational leadership and employee pro-environmental behaviour in Tashkent businesses remains an important subject for direct empirical investigation.

The principal contribution of this paper is a conceptual framework that connects environmentally oriented leadership with employee environmental awareness, organizational support, and pro-environmental behaviour. Its practical implication is that environmental leadership should be integrated into everyday management rather than limited to formal sustainability statements.

Future research should test the proposed relationships using data collected directly from businesses in Tashkent and should distinguish between employees' reported attitudes, observed workplace behaviour, and measurable environmental outcomes.

References

1. Ren, Q., Li, W., & Mavros, C. (2024). Transformational leadership and sustainable practices: How leadership style shapes employee pro-environmental behavior. Sustainability, 16(15), Article 6499. https://doi.org/10.3390/su16156499
2. Farrukh, M., Ansari, N., Raza, A., Wu, Y., & Wang, H. (2022). Fostering employee's pro-environmental behavior through green transformational leadership, green human resource management and environmental knowledge. Technological Forecasting and Social Change, 179, Article 121643. https://doi.org/10.1016/j.techfore.2022.121643
3. Khamdamov, A., Tang, Z., & Hussain, M. A. (2023). Unpacking parallel mediation processes between green HRM practices and sustainable environmental performance: Evidence from Uzbekistan. Sustainability, 15(2), Article 1434. https://doi.org/10.3390/su15021434