

**GREEN TRANSFORMATIONAL LEADERSHIP AND GREEN
PERFORMANCE: THE MEDIATION EFFECTS OF GREEN
MINDFULNESS IN BANKING SECTOR IN HATTON AREA,
NUWARA-ELIYA DISTRICT**

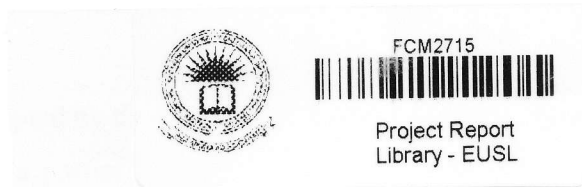


BY:

NIWAS FATHIMA NUSHRATH

EU/IS/2016/MS/59

MS 1909



A project report submitted to the Faculty of Commerce and Management, Eastern University, Sri Lanka as a partial fulfilment of the requirement for the Degree of Bachelor of Business Administration (BBA).

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRI LANKA**

2021

ABSTRACT

There is growing public concern about the environment and related protection issues that have occurred in recent years. Hence, the environmental concern has become an emerging topic in organization's human resource management strategy, especially in improving employee's environmental behaviour at work. Thus, the organizational citizenship behaviour toward the environment green performance has been currently attracting scholars in management. According to that, the purpose of this study is to investigate the impact of green transformational leadership on green performance with the mediating effect of green mindfulness.

The quantitative study was conducted based on primary data which were gathered from 224 employees from eight selected commercial banks through closed ended questionnaires. The collected data were analysed by using bivariate and multivariate analysis in a computer based Statistical Package for the Social Science 22th version software.

The results indicate that green transformational leadership positively influences green mindfulness and green performance. Moreover, this study demonstrates that the positive relationship between green transformational leadership and green performance is partially mediated by the one mediator: green mindfulness. It means that green transformational leadership can not only directly affect green performance positively but also indirectly affect it positively through green mindfulness. Therefore, firms need to raise their green transformational leadership and green mindfulness, to increase their green performance.

Thus, the research results suggest that, it is vital for practitioners to build the fit between employees and the organization's pro-environmental values so as to further promote their positive reaction to green transformational leadership and performance in pro environmental behaviours. Further, the present study marks the confluence between green transformational leadership and green performance research streams and provides a moderated mediation mechanism to shed light on such a relationship.

Key words: *Green Transformational Leadership, Green Mindfulness, Green Performance.*

TABLE OF CONTENTS

ACKNOWLEDGEMENT.....	i
ABSTRACT.....	ii
TABLE OF CONTENTS	iii
LIST OF TABLES	viii
LIST OF FIGURES	x
LIST OF ABBREVIATIONS	xi
Chapter- 1 INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Research Problem.....	2
1.3 Research Questions	4
1.4 Research Objectives	4
1.5 Significance of the Study	4
1.6 Scope of the Study	5
1.7 Chapter Organization	5
1.8 Chapter Summary.....	6
Chapter-2 LITERATURE REVIEW.....	7
2.1 Introduction.....	7
2.2 Green Transformational Leadership	7
2.3 Green Performance.....	9
2.4 Green Mindfulness	10
2.5 Relationship between Green Transformational Leadership and Green Performance	11
2.6 Relationship between Green Transformational Leadership and Green Mindfulness.....	13
2.7 Relationship between Green Mindfulness and Green Performance	14

2.8 The Mediation Effect of Green Mindfulness in the relationship between Green Transformational Leadership and Green Mindfulness.....	16
2.9 Formulation of Conceptual Model.....	17
2.10 Chapter Summary.....	18
Chapter-3 CONCEPTUALIZATION AND OPERATIONALIZATION.....	199
3.1 Introduction.....	19
3.2 Conceptualization.....	19
3.3. Conceptual Framework.....	19
3.4 Hypotheses of the Study.....	21
3.5 Variables Relevant to the Conceptual Model.....	21
3.5.1 Green Transformational Leadership.....	21
3.5.2 Green Performance.....	21
3.5.3 Green Mindfulness.....	22
3.6 Operationalization.....	23
3.6.1 Summary of Operationalization.....	23
3.7 Chapter Summary.....	25
Chapter-4 RESEARCH METHODOLOGY.....	26
4.1 Introduction.....	26
4.2 Research Philosophy.....	26
4.3 Research Approach.....	27
4.4 Research Strategy.....	28
4.5 Methodological Choice.....	28
4.6 Time Horizon.....	29
4.7 Research Site/ Area Selection.....	29
4.8 Population of the Study.....	29
4.9 Method of Data Collection.....	31
4.10 Research Instrument.....	32

4.10.1 Part A- Demographic Information.....	32
4.10.2 Part B- Research Information.....	32
4.11 Method of Measurement.....	33
4.11.1. Method of Measuring the Personal Information.....	33
4.11.2 Method of Measuring Research Information.....	34
4.12 Source of Measurement.....	34
4.13 The Pilot Study.....	34
4.14 Validity and Reliability of Instrument.....	35
4.15 Unit of Data Analysis.....	36
4.16 Method of Data Analysis.....	36
4.16.1 Bivariate Analysis: Objective 1.....	36
4.16.2 Mediation Analysis: Objective 2.....	37
4.16.3 Hypothesis Testing.....	38
4.17 Method of Data Evaluation.....	39
4.17.1 Decision Rule for Correlation Analysis.....	39
4.17.2 Decision Rule for Hypothesis Testing.....	39
4.18 Method of Data Presentation.....	39
4.19 Ethical Consideration.....	40
4.20 Chapter Summary.....	40
Chapter-5 DATA PRESENTATION AND ANALYSIS.....	42
5.1 Introduction.....	42
5.2 Analysis of Reliability.....	42
5.3 Frequency Analysis of Personal Characteristics.....	43
5.3.1 Gender.....	43
5.3.2 Marital Status.....	44
5.3.3 Age Group.....	44
5.3.4 Name of the Bank.....	45

5.3.6 Educational Qualification.....	47
5.4 Data Presentation and Analysis of Research Information.....	47
5.4.1 Bivariate Analysis: Objective 1.....	48
5.4.2 Multivariate Analysis – Mediation Analysis: Objective 2.....	50
5.5 Chapter Summary.....	61
Chapter-6 DISCUSSIONS	62
6.1 Introduction.....	62
6.2 Discussion about Personal Information	62
6.2.1 Gender	62
6.2.2 Marital Status.....	62
6.2.3 Age Group	63
6.2.4 Name of the Bank.....	63
6.2.5 Work Experience	63
6.2.6 Educational Qualification.....	63
6.3 Discussion for Objective One	64
6.3.1 Relationship between the Green Transformational Leadership and Green Performance.....	64
6.3.2 Relationship between the Green Transformational Leadership and Green Mindfulness	64
6.3.3 Relationship between the Green Mindfulness and Green Performance	65
6.4 Discussion for Objective Two.....	65
6.4.1 Step 1- Simple Regression of Green Transformational Leadership and Green Performance.....	65
6.4.2 Step 2: Simple Regression of Green Transformational Leadership and Green Mindfulness	66
6.4.3 Step 3: Simple Regression of Green Mindfulness and Green Performance	66

6.4.4 Step 4- Multiple Regression of both Green Transformational Leadership and Green Mindfulness on Green Performance	67
6.5 Hypothesis Testing.....	68
6.7 Chapter Summary.....	68
Chapter-7 CONCLUSIONS AND RECOMMENDATIONS	70
7.1 Introduction	70
7.2 Conclusions of the Research Objectives	70
7.2.1 Objective One	70
7.2.2 Objective Two	71
7.3 Contribution of the Study.....	71
7.4 Recommendations.....	72
7.5 Limitations of the Study.....	73
7.6 Directions for Future Research	73
LIST OF REFERENCES.....	75
APPENDIX – I	84
APPENDIX – II.....	89