

Driving Management Change: Green Transformational Leadership as a Catalyst for Sustainable Management

A Systematic Literature Review

Leadership and Sustainable Management

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ABSTRACT

Research on Green Transformational Leadership (GTL) has gained increasing academic attention in recent years. However, a comprehensive synthesis of its development and role in driving organizational change remains limited. This study aims to systematically review the evolution of GTL and analyze its influence on change processes at both individual and organizational levels. A systematic literature review (SLR) approach was adopted, involving the selection and analysis of 25 journal articles published between 2013 and early 2025. The articles were primarily quantitative studies and mostly conducted in Asian countries. The findings reveal a growing shift in transformational leadership styles toward sustainable management, highlighting leaders' responsibilities in promoting environmentally friendly behaviors within organizations. GTL plays a pivotal role in shaping change initiatives by inspiring green behavior, enhancing green innovation, and fostering a culture of environmental responsibility. This review provides a structured analysis of the current state of GTL research, identifies dominant theoretical frameworks such as the Resource-Based View (RBV), and outlines future research directions for advancing sustainable leadership practices.

Keywords: Green Transformational Leadership; Change Management; Sustainable Management; Organizational Behavior; Environmental Leadership

ABSTRAK

Penelitian mengenai Green Transformational Leadership (GTL) semakin mendapat perhatian dalam beberapa tahun terakhir. Namun demikian, kajian yang secara komprehensif menganalisis perkembangan GTL serta perannya dalam mendorong perubahan manajemen organisasi masih terbatas. Artikel ini bertujuan untuk mengulas secara sistematis evolusi konsep GTL dan menganalisis pengaruhnya terhadap perubahan pada tingkat individu dan organisasi. Dengan menggunakan pendekatan systematic literature review (SLR), sebanyak 25 artikel ilmiah yang dipublikasikan antara tahun 2013 hingga awal 2025 dianalisis secara mendalam. Mayoritas studi menggunakan pendekatan kuantitatif dan banyak dilakukan di kawasan Asia. Hasil tinjauan menunjukkan adanya

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pergeseran gaya kepemimpinan transformasional ke arah keberlanjutan, dengan menekankan tanggung jawab pemimpin dalam mendorong perilaku organisasi yang ramah lingkungan. GTL terbukti memainkan peran penting dalam memfasilitasi perubahan manajemen melalui penguatan inovasi hijau, peningkatan kesadaran lingkungan, serta pembentukan budaya organisasi yang mendukung praktik berkelanjutan. Artikel ini memberikan gambaran struktural mengenai tren riset terkini, kerangka teori dominan seperti Resource-Based View (RBV), serta arah penelitian mendatang terkait kepemimpinan berorientasi lingkungan.

Kata kunci: Kepemimpinan Transformasional Hijau; Manajemen Perubahan; Keberlanjutan; Inovasi Hijau; Perilaku Organisasi

INTRODUCTION

The ongoing global environmental crisis has compelled organizations across sectors to reevaluate their operational models and adopt more sustainable management practices. Sustainability is no longer viewed as a peripheral concern, but as a strategic imperative that influences organizational performance, reputation, and long-term survival. To address environmental challenges effectively, organizations are increasingly integrating eco-friendly principles into their inputs, processes, and outputs (Sopiah et al., 2024; Eki & Ramli, 2024). As such, sustainable management demands not only technological adaptation but also a cultural and behavioral shift within organizations.

In this context, leadership plays a pivotal role in driving and embedding sustainability-oriented change. Traditional leadership styles that emphasize individual achievement and short-term goals may fall short in guiding organizations through environmental transitions. Instead, leadership that prioritizes collective interests, ethical decision-making, and environmental accountability is required (Aslam et al., 2011). Green Transformational Leadership (GTL) has emerged as a critical leadership paradigm aligned with these values. GTL represents an evolution of transformational leadership, emphasizing a leader's role in promoting environmental goals, stimulating eco-conscious innovation, and inspiring followers to engage in pro-environmental behavior (Akram et al., 2022; Ledi et al., 2024).

Recent studies show that GTL positively influences environmental innovation, organizational green culture, and employee motivation to adopt sustainable practices (Singh et al., 2020; Tian et al., 2023). Particularly in small and medium enterprises (SMEs), where resource constraints often limit large-scale sustainability efforts, the leadership style of top management becomes a key driver of environmental performance. Furthermore, GTL has been shown to foster the development of green capabilities and internal competencies, thereby strengthening the organization's ability to respond to external sustainability pressures (Younis & Hussain, 2023; Sampene et al., 2024).

Despite growing academic interest in GTL, there is still a lack of comprehensive analysis that synthesizes its development over time and evaluates its role in facilitating management change at various organizational levels. This study seeks to fill this gap by conducting a systematic literature review (SLR) that addresses two key research questions:

- **RQ1:** How has Green Transformational Leadership developed in recent years?
- **RQ2:** What is the role of Green Transformational Leadership in management change within organizations?

By addressing these questions, this review aims to provide a structured synthesis of GTL literature, explore its theoretical foundations, and identify its practical implications for sustainable management. It also aims to offer future research directions by mapping the trends, gaps, and evolving discourse surrounding green leadership in the academic field.

METHOD

This article uses a systematic literature review (SLR) methodology to analyze and conclude from the available literature on green transformational leadership and its role in change management within organizations. This article provides an analysis with a primary focus on green transformational leadership by explaining the impact of the role of GTL on organizations. In addition, this article also opens new avenues for further research that focuses on transformational leadership and change management.

The research method applied in this paper is derived from Hohenstein et al. (2014) and Yong et al. (2020) which divides it into four stages, namely time span, database selection, article selection and article grouping in PRISMA form.

Time Range of Article Selection

In the review process for article assessment, the years selected are the years between 2013-2025. The year of publication of the article was taken from 2013 because Chen & Chang (2013) discussed the impact of Green Dynamic and Green Transformational Leadership capabilities on green creativity and product development performance. From year to year, the development of research on green transformational leadership has begun to be widely glanced at by academics, especially to find out what its connections are with organizations. The last year was 2025 where the latest research on green transformational leadership was released.

Database Selection

The articles analyzed in this literature are taken from several different publishers but have relevant topics discussing green transformational leadership. The publisher data is stored and can be accessed in the Scopus online database. Although the author has tried to add all the articles contained in the online database to this literature, the author does not state that the literature review obtained is complete. Given that there are still gaps in the database that cannot be accessed by the author.

Article Selection

This systematic literature review uses the PRISMA rule where all articles are grouped according to the discussion and focus of the literature which is described narratively in Figure 1. The efforts made were in the form of filtering articles with the topic of green transformational leadership starting from 2013-2025. Furthermore, further filtering was carried out with the criteria using the subject area of *Business and Management* with the type of document being an article, then using English and articles that are *open access*. To deepen the filtering with a focus on green transformational leadership, the author uses several keywords including: *Green Transformational Leadership, Transformational Leadership, Green Human Resource Management, Leadership, Green HRM, Green Dynamic Capability, Green Dynamic Capabilities, Human Resource Management, Green Self-efficacy, Green Development, Green Transformational Leadership (GTL), Green Transformational Leadership (GTFL), Green Transformational, GTL* which are inputted into the data search text area and then the database displays all articles containing these keywords.

Article Grouping

From all articles, an evaluation stage was carried out to link articles that are relevant to green transformational leadership and management change. In compiling the evaluation, the articles were summarized into an excel file so that they could be analyzed and conclusions drawn from each article about the impacts of changes that occur in the organization caused by the implementation of green transformational leadership.

RESULTS

Article Selection

The selection of articles uses the PRISMA method where each article will be filtered using a certain sequence and steps. Articles that appeared in 2013-2025 related to green transformational leadership amounted to 197 articles. Furthermore, filtering was carried

out using the following criteria: subject area *Business Management and Accounting* with document type is articles and uses English and 103 articles were found.

The next step uses keyword filtering and obtained as many as 98 articles. Of these, articles were re-selected with the open access type and documents can be downloaded for further analysis.

Research Characteristics

Research on green transformation leadership has been started since 2013 when Chen & Chang (2013) found that green transformational leadership positively influences green creativity and green product development performance. This reveals that the role of green transformation leadership is able to create changes in green product development performance and also has an impact on the level of green management.

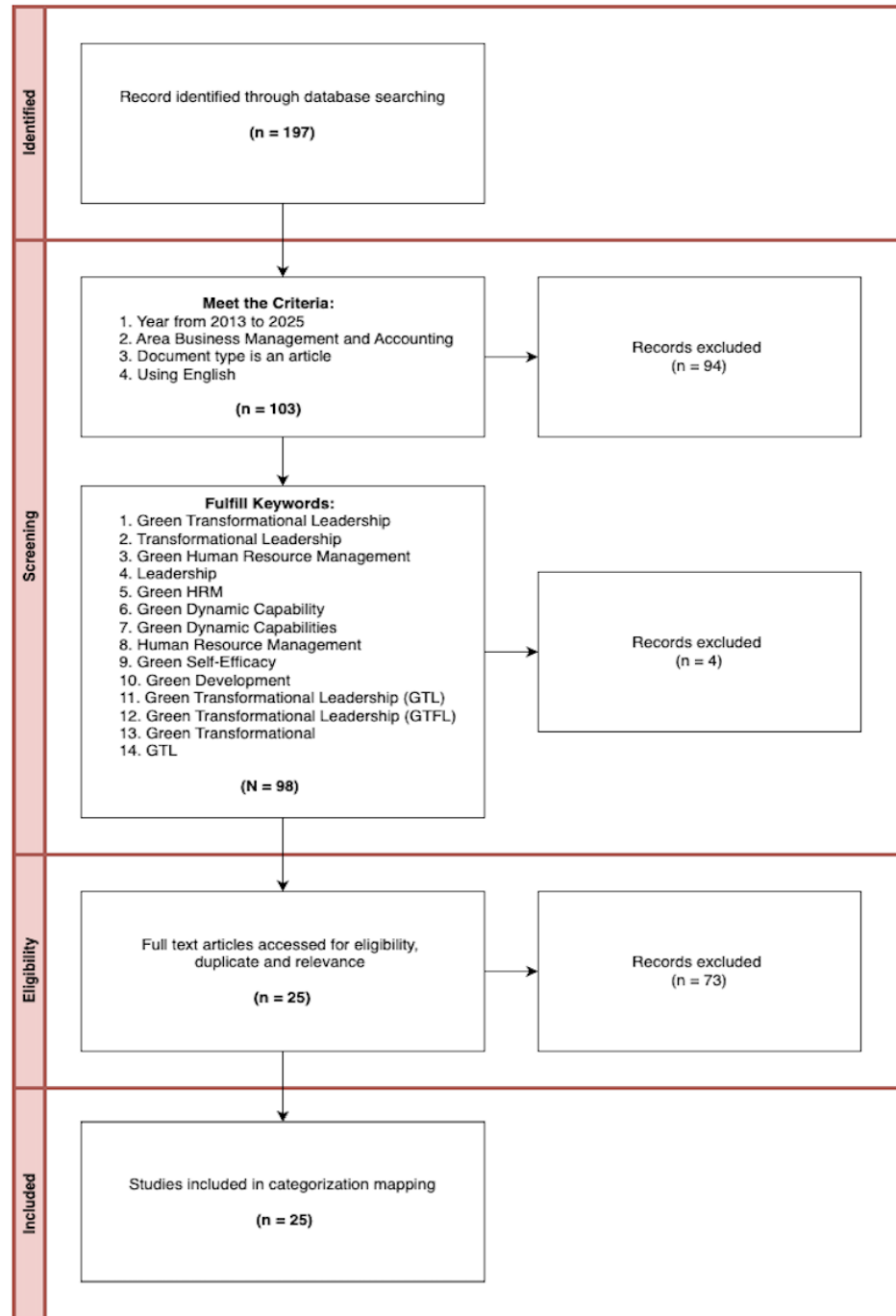


Figure 1. Summary of Article Selection Process

In recent years, research on green transformational leadership has increased, meaning that organizations have begun to pay more attention to the role of green transformational leadership in the change plans that will be carried out by the organization. This can be seen in the following graphic trend which shows the attention of international academics in general. continuously.

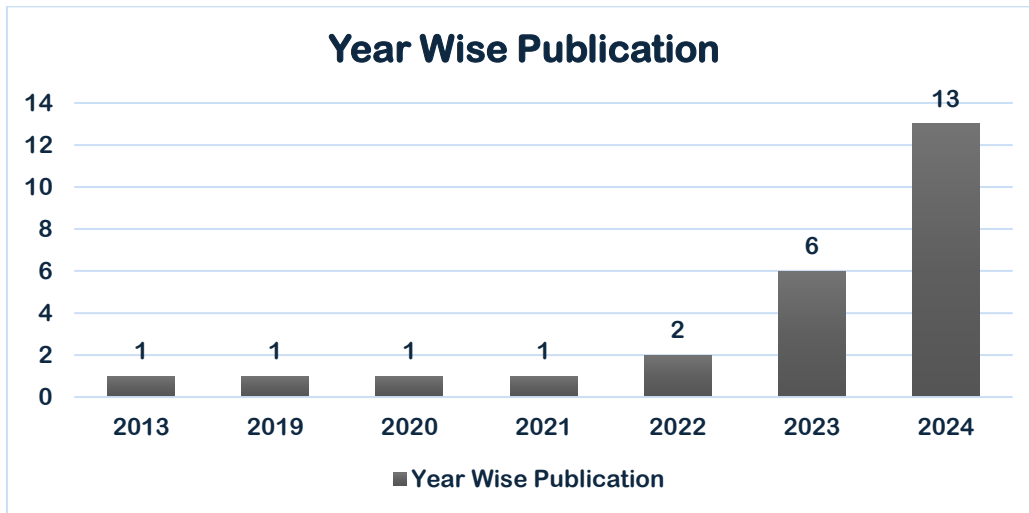


Figure 2. Publication Year

This article groups the country of origin of the research literature. The country of origin is taken from the country where the research sample was taken and implemented. From the figure below, it can be seen that research on green transformational leadership is predominantly carried out in the Asian continent. Tian et al. (2023) stated that there is still a strong understanding that leadership must strengthen predictions and control staff behavior in order to achieve common goals in companies in Bangladesh.

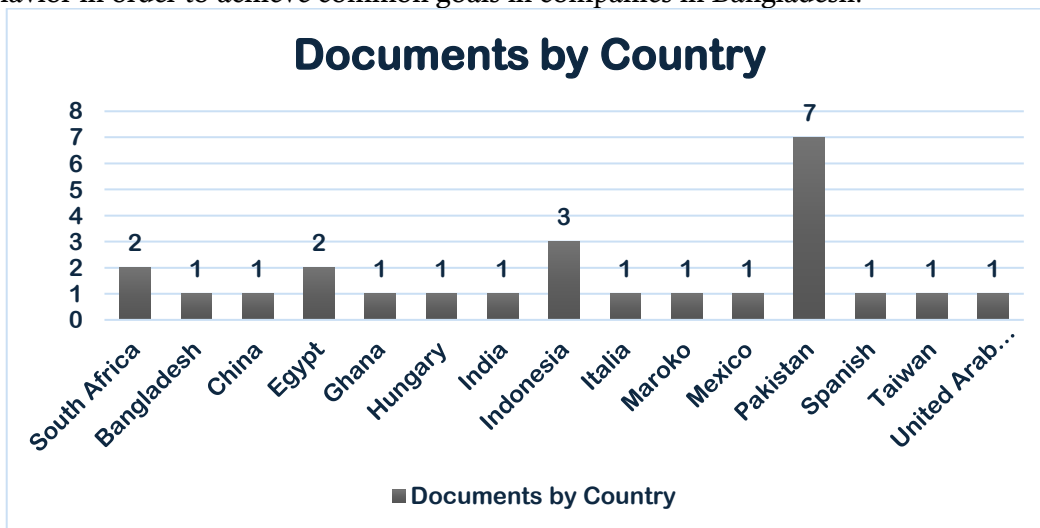


Figure 3. State of Literature in SLR

This literature also reviews 25 articles from the Scopus database which also indicates that there are differences in the publishers of the journals from which the research originated. From the graph below, there are 5 journals that discuss green transformational leadership, including: *Cogent Cogent Business & Management* (2), *Sustainable Futures* (2), *Administrative Sciences* (2), and then followed by *Business Process Management Journal* (1), *Journal of Cleaner Production* (1), *Academic Journal of Interdisciplinary Studies* (1), *Asia Pacific Management Review* (1), *Corporate Social Responsibility and Environmental Management* (1), *Entrepreneurial Business and Economics Review* (1), *Environmental Science and Pollution Research* (1), *Innovation and Green Development* (1), *International Journal of Economics and Management* (1), *International Journal of Innovation*

Studies (1), International Journal of Management and Sustainability (1), Journal of Business Ethics (1), Journal of Competitiveness (1), Journal of Innovation & Knowledge (1), Journal of Organizational Change Management (1), Journal of System and Management Sciences (1), Technological Forecasting & Social Change (1), Uncertain Supply Chain Management (1), Virtual Economics (1).

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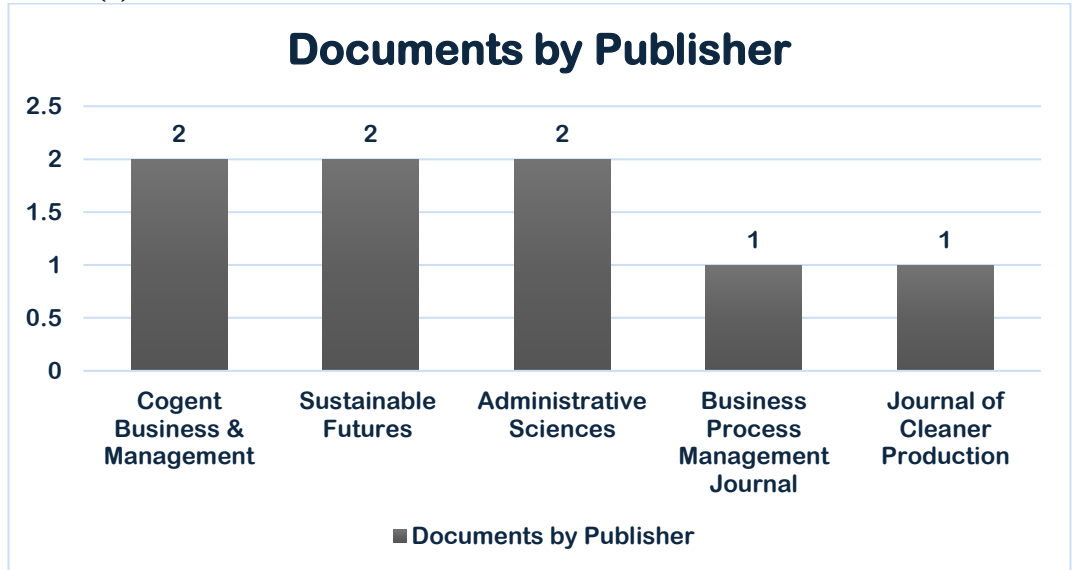


Figure 4. Journal of Selected Articles

In addition, this literature also groups articles based on the type of research used. Articles that discuss green transformational leadership use quantitative methods and mixed methods (quantitative and qualitative). The quantitative method empirically examines the factors that influence the implementation of green transformational leadership and the impact of the changes produced both at the organizational and individual levels. While the qualitative method provides in-depth analysis data through case studies, interviews and observations. Articles that use both methods are interpreted as mixed methods.

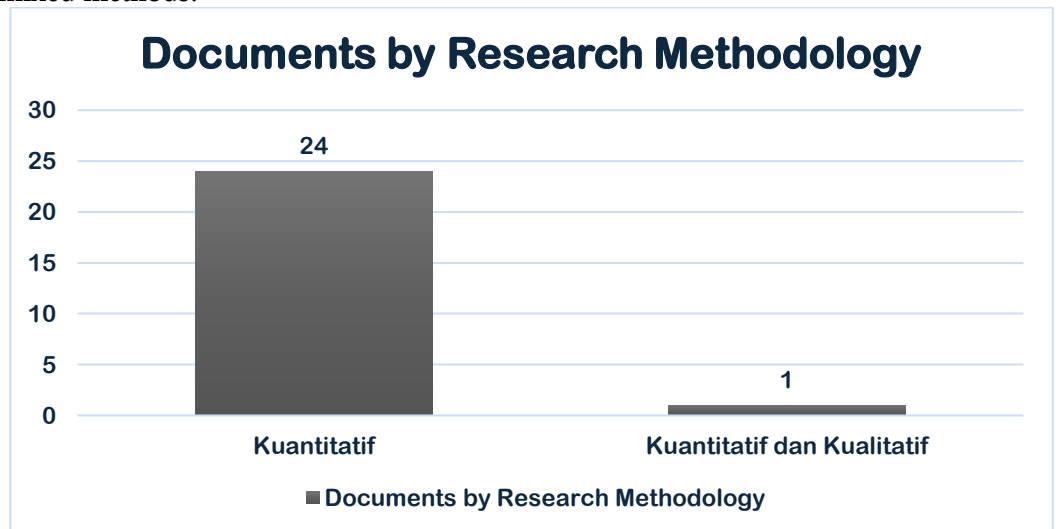


Figure 5. Research Methods Used

Research Theory

Based on the underlying main theory, all articles have a grand theory explaining the interaction of green transformational leadership and its contribution to management change. Most articles use *Resource-Based View (RBV)* as their underlying theory (9 out of 25 articles). RBV theory explains that an organization's ability to gain competitive advantage and deliver the best performance depends on how the organization functions valuable, uncommon, and challenging strategic resources for competitors to imitate in the

market. The article reviewing RBV theory states that green transformational leadership is one of the competitive advantages that can be utilized in changing the direction and orientation of the organization to be sustainable (Asad et al., 2024; Aslam et al., 2024; Bhat et al., 2024; Chen & Chang, 2013; Elshaer et al., 2024; Purnomo et al., 2024; Singh et al., 2020; Sopiah et al., 2024; Younis & Hussain, 2023).

The next theory most widely used by articles (6 out of 25 articles) is *the Natural Resource-Based View (NRBV)*. The NRBV concept explains the combination of pollution prevention, product management, and sustainable development and emphasizes pollution prevention, product management, and sustainable development policies for businesses (Akram et al., 2022; Cahyadi et al., 2023; Fatoki, 2023; Nadia Aslam et al., 2011; Niazi et al., 2023; Taleb & Pheniqi, 2023).

In the discussion of green transformational leadership, the next basic theory that is also often reviewed (5 out of 25 articles) is *the Ability, Motivation, and Opportunity (AMO) theory*. The AMO theory states that green transformational leadership can improve employee skills and motivation, providing opportunities for environmental management initiatives related to green innovation and companies (Purnomo et al., 2024; Singh et al., 2020; Sopiah et al., 2024; Surya et al., 2024; Tian et al., 2023).

In addition to the main theory outlined above, there are still other theories that underlie the relationship between green transformational leadership and management changes that occur within the organization discussed in the article. These theories include: *Social Exchange Theory* (Ansari & Khan, 2024), *Bass Diffusion Model* (Hussain et al., 2025), *Corporate Sustainability Theory* (Cahyadi et al., 2023), *Dynamic Capabilities Theory (DCT)* (Asad et al., 2024), *Ecological Modernization Theory (EMT)* (Tian et al., 2023), *Self-Determination Theory (SDT)* (Sánchez-García et al., 2024) *Social Cognitive Theory (SCT)* (Sampene et al., 2024), *Social Identity Theory* (Sánchez-García et al., 2024), *Social Identity Theory* (Sánchez-García et al., 2024), *Stakeholder Theory* (Ibarra-Cisneros et al., 2024), *Stimulus-Organism-Response (SOR)* (Yin et al., 2021), *Transformational Leadership Theory* (El Karim Srour et al., 2020), *Triple Bottom Line (TBL)* (Cahyadi et al., 2023), *Upper Echelons Theory* (Ledi et al., 2024).

Table 1. Key Findings from Article Analysis

Author	Findings
Surya et al. (2024)	These findings highlight the importance of green transformational leadership and green HRM practices in driving environmental innovation, especially in Bali's Tri Hita Karana philosophy. It also reveals that implementing transformational leadership and strong green HRM practices can improve environmental performance, ensure long-term sustainability and preserve Bali's cultural and environmental heritage for future generations.
Bhat et al. (2024)	Researchers confirmed that Corporate Social Responsibility directly affects Environmental Performance and GI, GC, ES, and GTL significantly function as mediators to promote sustainable practices so that organizations are able to reduce environmental impacts.
Elshaer et al. (2024)	This study shows that green transformational leadership positively influences GOS and various dimensions of EGB which highlights the importance of leaders supporting environmentally friendly actions among hotel employees.
El Karim Srour et al. (2020)	Research shows that all dimensions of Green Transformational Leadership are significantly influences OCB dimensions and contributes to understanding green leadership styles.
Aslam et al. (2024)	This study contributes to the knowledge by exploring the transformational impact of implementing Green Transformational Leadership (GTL) on Green Innovation (GI) in the hospitality sector in Italy.
Hussain et al. (2025)	This study found that the implementation of Green Transformational Leadership (GTRL) was able to contribute to fostering awareness of sustainable behavior among leaders in educational institutions.

Author	Findings
Purnomo et al. (2024)	The researchers showed that Green Transformational Leadership (GTL) significantly influences Green Resilient Supply Chain both directly and indirectly through Green Ambidexterity and Green Innovation which act as moderating factors.
Cahyadi et al. (2023)	This article highlights the mediating role of GHRM practices and effective leadership can enhance responsible behavior in environmentally friendly practices among employees.
Ansari & Khan (2024)	This study investigates the impact of Green Transformational Leadership (GTL) on Pro-Environmental Behavior (PEB) in the context of Pakistani manufacturing sector in promoting environmentally friendly practices amidst Pakistan's vulnerability to climate change.
Taleb & Pheniqi (2023)	The findings show that Green Transformational Leadership positively contributes to green innovation and sustainable competitive advantage.
Sánchez-García et al. (2024)	This study finds the importance of environmentally conscious Green Transformational Leadership in cultivating a culture to encourage green engagement among employees as policy makers in the context of environmental corporate governance.
Ibarra-Cisneros et al. (2024)	The findings of this study reveal that Green Transformational Leadership (GTL) significantly influence green entrepreneurial orientation and green market orientation.
Niazi et al. (2023)	This study identifies Green Transformational Leadership as a moderator capable of significantly enhancing the influence of green human resource management on green corporate social responsibility.
Asad et al. (2024)	The findings show significant effects of green entrepreneurial orientation and Green Transformational leadership on organizational performance with green product innovation mediating in these variables.
Fatoki (2023)	The importance of Green Transformational leadership in changing and shaping organizational climate is explained in this article, as well as how to improve environmental skills among employees.
Younis & Hussain (2023)	This study offers insights into how internal resources such as Green Human Resource Management and Green Transformational leadership can change and improve Environmental Performance in the healthcare sector.
Singh et al. (2020)	The findings of this study indicate that green transformational leadership is considered a strategic resource for shaping Green Human Resource practices.
Sampene et al. (2024)	This article's results contribute to deeper insights into the role of green transformational leadership in advancing green HR management and fostering low carbon practices.
Akram et al. (2022)	Green transformational leadership significantly contributes to developing individual green values (IGV) which ultimately also influences environmental performance.
Ledi et al. (2024)	Green dynamic capabilities are empirically examined in this study as a condition impacting the relationship between green transformational leadership and environmental outcomes.
Yin et al. (2021)	This study reveals that environmental corporate social responsibility (CSR) influences employees' environmental citizenship behavior, which is influenced by green transformational leadership style.
Sopiah et al. (2024)	This article explains how Green Transformational Leadership (GTL) influences the sustainable environmental performance of organizations through Green Human Resource Management (GHRM) practices.
Tian et al. (2023)	The findings show that fintech adoption is positively related to green innovation as well as environmental performance of SMEs with Green Transformational Leadership significantly influencing the interaction outcomes.

Author	Findings
Aslam et al. (2011)	This study contributes to the hospitality industry by explaining the factors that positively enhance green performance through Green Transformational Leadership, green creativity, and green organizational innovation.
Chen & Chang (2013)	This study found the impact of dynamic capabilities green and green transformational leadership on green creativity and product development performance.

Discussion

This literature review contributes by maintaining an objective approach to data collection. The data collected comes from reputable journals. The collected article data is then presented systematically and grouped into interrelated articles discussing green transformational leadership and the changes implemented by the role of a leader. From the evidence of the literature description from 2013 to 2025, it shows the importance of the role of green transformational leadership in bringing about change both at the organizational level and even at the individual level.

This shows that transformational leaders tend to be transparent about environmental issues and practices that occur so that they are able to trigger employee concern under their leadership.

From this systematic literature, there are 2 research questions raised. In relation to *RQ1*, the results in Figure 2 show that the topic of green transformational leadership has increased from year to year. This increase can be caused by the emphasis and evolution of organizational orientation that initially focused only on profit, and is increasingly tightened with regulations that require all business stakeholders to contribute to environmental sustainability.

From the theoretical review, it can be seen that the green transformational leadership style was born as a new leadership style adopting a transformational leadership style that tends to provide examples and practices to its followers to perform better because its followers believe that leaders are approachable in terms of environmental issues. In addition, its followers also tend to care about the environment by voluntarily taking part in environmentally friendly practices that are inspired and motivated by their leaders.

Furthermore, the systematic literature compiled from previous research articles answers the question *RQ2* about how the role of green transformational leadership affects management change within the organization. From table 1 it can be concluded that leaders who adopt an environmentally oriented transformational leadership style are able to change the perspective of stakeholders who initially did not emphasize the impact of their business on the environment to implementing environmentally friendly practices in organizational management, more precisely in the implementation of green human resource management.

When comparing the research findings across regions, a distinct contrast emerges between studies conducted in Asia and those from other parts of the world. The majority of articles reviewed originated from Asian countries, particularly from South and Southeast Asia, where organizational structures tend to be more hierarchical and collectivist. In these contexts, Green Transformational Leadership (GTL) is often framed as a top-down approach, where employees are expected to align with environmental values exemplified by their leaders. The emphasis is placed on role modeling, compliance, and alignment with organizational goals—often supported by cultural norms that value authority and social harmony. In contrast, studies from Western contexts, although fewer in this review, tend to highlight more participative, decentralized leadership approaches where GTL is associated with empowering employees, encouraging bottom-up green initiatives, and fostering individual environmental responsibility. This contrast suggests that while GTL is effective across cultural boundaries, its mechanisms and emphasis may differ depending on socio-cultural values and organizational maturity regarding

sustainability practices. Such insights underline the importance of contextualizing GTL strategies to align with cultural and institutional environments.

CONCLUSION

This systematic literature article explains openly how the role of green transformational leadership brings change into organizations from the results of literature analysis from 2013 to 2025. Based on the review of RBV theory which emphasizes that resources that are unique to organizations and are strategic can be maximized to achieve competitive advantage. Practitioners can benefit from this study's findings, which highlight the importance of green transformational leadership in driving environmentally responsible practices in organizational roles. If an organization wants to improve corporate performance at the individual level, especially its contribution to the environment and sustainability, then the organization should start initiating and implementing the concept of green transformational leadership at the managerial level and long-term environmental strategy in the strategic planning stage.

Furthermore, to achieve sustainable competitive advantage, organizations need to further train their leaders to set an example that leads to environmental performance and is aligned with the organization's strategic objectives when organizational resources such as electricity, water, paper, and other operational materials are used sustainably. This can also have a positive image impact on the organization such as reducing operational costs and improving business reputation.

Despite offering valuable insights into the role of Green Transformational Leadership (GTL) in driving sustainable management change, this study has several limitations. First, the review was limited to open-access journal articles published in English and indexed in the Scopus database, which may have excluded relevant literature from other regions or non-English publications. Second, the majority of the selected studies were conducted in Asian contexts, which may limit the generalizability of the findings to other cultural or organizational settings. Third, the predominance of quantitative approaches in the reviewed articles indicates a need for more qualitative investigations that explore micro-level leadership dynamics, such as the day-to-day interactions between leaders and followers in promoting green practices.

For future research, scholars are encouraged to examine the application of GTL across diverse industry sectors and conduct cross-cultural studies to draw comparative insights. Further exploration of the integration between GTL and digital green technologies in the context of organizational transformation also represents a promising direction. Moreover, longitudinal and experimental research designs could be employed to assess the long-term impacts of GTL on environmental performance and the development of sustainable competitive advantage.

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