

The Impact of Environmental Leadership on Entrepreneurial Success: The Moderating Role of Green Organizational Behavior

(Kesan Kepimpinan Alam Sekitar terhadap Kejayaan Keusahawanan: Peranan Penyederhana Tingkah Laku Organisasi Hijau)

Ali Abdulhassan Abbas
Hussein Hurajah Al Hasnawi
(College of Administration and Economics Department of Accounting, University of Kerbala)

ABSTRACT

The research aims at improving the employees' understanding about the moderating effect of green organizational behavior on the relationship between environmental leadership and entrepreneurial success, based for exploring opinions 874 employee, working at General Company for Southern Cement, Iraq. The results supported the hypotheses that entrepreneurial success is positively influenced by each environmental behavior that the leader adopts. The results also proved that the green organizational behavior exerted a positive effect on entrepreneurial success. In addition, the green organizational behavior exhibited a moderating effect on the nature of relationship between environmental leadership and entrepreneurial success. Thus, it can be inferred that this outcome contributes towards the improvement of giving importance to environmental behaviors which a leader should adopt. The research concluded with various insights that could create a great impact and pave the way for a sustainable future with regards to nature of relationship among the variables.

Key Words: Environmental leadership; green organizational behavior; entrepreneurial success.

ABSTRAK

Penyelidikan ini bertujuan untuk meningkatkan pemahaman pekerja mengenai kesan penyederhana tingkah laku organisasi hijau mengenai hubungan antara kepimpinan alam sekitar dan kejayaan keusahawanan. berdasarkan pendapat 874 orang pekerja, yang bekerja di General Company for Southern Cement, Iraq. Hasil kajian menyokong hipotesis bahawa kejayaan keusahawanan dipengaruhi secara positif oleh setiap tingkah laku alam sekitar yang diterima pakai oleh pemimpin. Ini membuktikan bahawa tingkah laku organisasi hijau memberi kesan positif terhadap kejayaan keusahawanan. Di samping itu, tingkah laku organisasi hijau mempamerkan kesan sederhana terhadap sifat hubungan antara kepimpinan alam sekitar dan kejayaan keusahawanan. Oleh itu, dapat disimpulkan bahawa hasil ini menyumbang ke arah peningkatan keutamaan kepentingan kepada tingkah laku alam sekitar yang harus diterima pakai oleh pemimpin. Kajian ini dirumuskan dengan pelbagai pandangan yang boleh mewujudkan impak yang besar dan membuka jalan untuk masa depan yang mapan dengan mengambilkira hubungan antara pembolehubah.

Kata kunci: Kepimpinan alam sekitar; tingkah laku organisasi hijau; kejayaan keusahawanan

INTRODUCTION

Environmental issues gained prominent attention in the recent years which triggered a series of actions by countries as well as environmental organizations to adopt various environmental-saving standards, policies and regulations in their respective countries (Huang 2016). The current era experiences a drastic shift in the way how countries started focusing their environments and supporting green behavior in order to reduce pollution (McKenzie & Sansone 2019). In order to succeed this, there must be an appropriate environmental leadership available which should be capable of understanding environmental activities, concepts of green behavior, linking its parts, and knowing the best means to overcome pollution (Xavier et al. 2017). In addition, companies that adopt these concepts must be able to achieve entrepreneurial success leaving aside the rest of the companies. When this objective is fulfilled, it will be an incentive for other companies to follow the same path. Thus the society can achieve a qualitative shift in the model of environmental leadership and green behavior (Berry & Gordon 1993).

Environmental leadership stimulates the interest of human resources upon environmental issues. It also identifies the most important problems, obstacles, solutions to overcome these and the best ways to apply environmental standards in place (Tu et al. 2012). Environmental leaders view environmental problems in light of their own experience and ethical values, They tend to apply their experience to achieve entrepreneurial success (Raine & Pandya 2019). Many researchers have pointed to green business and methods that determine how green activities are practiced (Wood et al. 2021; Klimecka-Tatar et al. 2021; Kim & Park 2020). Therefore, for an environmental leader to be successful, there must possess altruism, central commitment and ability to influence individuals to adopt green behavior so as to contribute towards the protection and achievement of environmental sustainability and entrepreneurial success. Green organizational behavior starts within the organization in the form of environmental-friendly behaviors (Luthans & Doh 2012). Such behavior contributes to the environment while at the same time helps in achieving entrepreneurial success through various aspects such as application of innovation in the organization, achieving profits and satisfaction for owners, efficient use of entrepreneurial capabilities, accomplishing financial returns and creating environmental-friendly products as well as Green behavior is among those several strategies that are followed by organizations to enhance their environmental performance and achieve sustainable targets (Wood et al. 2021). This visionary profile requires the environmental leaders to be entrepreneurs while at the same time adopt green behavior, The environmental leaders should possess the ability to achieve a fine balance between the risks of obtaining profits and success in introducing new environmental concepts, Finally, the leader should also make the society and rest of the organizations adopt it (Erbaşı 2019).

The aim of this research is to investigate the moderated role of green organizational behavior in the relationship between environmental leadership and achieving entrepreneurial success. Through this research paper, the author tries to fulfill the gap due to the lack of clarity in the relationship between environmental leadership and achieving entrepreneurial success in business. Further, the author also attempts at arriving at a model which includes testing all the hypotheses. The study explains the nature of relationship between these variables, in addition to meeting the demands of industrial sector in Iraq. Based on the studies conducted earlier and discussions made above, the author lists a number of questions related to the design of the study herewith.

1. How the behavior of an environmental leader affects the achievement of entrepreneurial success?
2. How the moderated variable, represented by green organizational behavior, affects the relationship between environmental leadership and entrepreneurial success?
3. How green organizational behavior affects the achievement of entrepreneurial success?

THEORETICAL BACKGROUND

ENVIRONMENTAL LEADERSHIP AND ENTREPRENEURIAL SUCCESS

In the recent years, a number of studies emphasized the importance of sustainability, role played by the organizations in preserving the environment, and also the role of leadership in this aspect (Norton et al. 2015). Based on this notion, the ideas of environmental leadership emerged as being responsible for imparting adequate organizational security while at the same time activating green behavior among workers (Redekop et al. 2018). The environmental leadership is represented by few qualities in the leader such as the ability to understand environmental activities and green behavior, linking its parts, sound knowledge about the methodology and tools involved in achieving environmental goals in compatibility and harmony, potential and knowledgeable about the nature, motives of individuals in their environment and how to direct them in a specified manner (Berry & Gordon 1993).

Environmental leadership also emphasizes on the ability to influence individuals and mobilize organizations to achieve a long-term vision of environmental sustainability. The role of environmental leadership has been linked with the implementation of various environmental practices and responsibilities of senior managers in driving the change (Mino & Hanaki 2013). Smith & Sarros (2004) emphasized that at present, environmental leadership is a global priority for almost all the governments, companies and organizations. The global capacity, to develop and deploy environmental leaders in beneficially-societal roles in both public and private organizations, should be a priority in our response. Further, there is a great need to focus strongly on environmental business management too. As far as entrepreneurial success is concerned, it represents the ability of an organization to efficiently and effectively utilize various entrepreneurial capabilities possessed by it, to achieve organizational goals such as effective time management, communication efficiency, business ethics and social responsibility (Chalab & AL-Jiboury 2015). McKenzie and Sansone (2019) pointed out that the entrepreneurial success is inclusive of a set of

factors that lead to entrepreneurial success. This occurs through a set of important processes, standards, or business components which become inevitable for any business or organization to be profitable and competitive in the market.

In line with this, Raine and Pandya (2019) emphasized the role of pioneering success in achieving profits and satisfaction for the owners, possible efficient use of entrepreneurial capabilities, achievement of financial returns, organizational sustainability and accomplishing on-time and efficient success in business. Brush (2008) identified three important qualities of a successful entrepreneur such as developing a clear vision, managing cash creatively, and social skills. Huang (2016) also indicated that successful entrepreneurs can take risks and ready to overtake projects which require high risks. The researchers (Ismail et al. 2016; Welsh & Kaciak 2019) mentioned that the entrepreneurial success improves the overall performance of an organization in terms of higher financial returns, income and wealth in general. Mooradian et al. (2016) indicated that persistence, risk-taking behavior, and passion are among the most important aspects that distinguish successful entrepreneurs. In line with this, Stoy (1999) identified the most important leadership features of a successful entrepreneur are taking responsibility and willpower to drive and create opportunities out of chaos. The most important factors that lead to entrepreneurial success are leadership, people, environment and even entrepreneurial teams too (Tu et al. 2012). The phenomenon of entrepreneurial success is complex which includes multiple criteria of financial and non-financial nature. In terms of motivation, the leadership component which provides full support and assistance to the success of entrepreneurs, cannot be ignored (Staniewski & Awruk 2019).

Leadership remains an important and necessary tool for success and sustainability of organizations (Al Hasnawi & Abbas 2020). Environmental leadership plays an important role in achieving the entrepreneurial success. Kim et al. (2019) cited that there is a set of personal values which an environmental leader must have such as altruism and a central commitment to environmental beliefs, philosophy and approaches. Steinberg et al. (2001) defined that environmental leader are those who view environmental problems in light of their own experience and ethical values. They are further committed to leverage their field of expertise so as to achieve sustainable development and entrepreneurial success. Boiral et al. (2014) indicated that environmental leadership has an important role in achieving entrepreneurship. In order to achieve this stature, the environmental leader must possess the characteristics of a structural leader, which is often associated with military power and involves in strengthening the economy, solving environmental problems, and being the one who enjoys cognitive leadership style.

Based on the above discussion, the following hypothesis is proposed .

H₁ Environmental leadership has a positive effect on entrepreneurial success

GREEN ORGANIZATIONAL BEHAVIOR AND ENTREPRENEURIAL SUCCESS

A prism of ideas emerge when it comes to protection of nature, prevent its exploitation and arrest the damage done to climate by excessive use of technology and the race among industrialized countries to control global markets (Anderson et al. 2013). So, organizations started seeking ideas to achieve sustainability by raising environmental awareness and changing production methods which can reduce pollution and increase the technological awareness (Klimecka-Tatar et al. 2021). Thus, green organizational behavior, within the organization, appears in the form of environmental-friendly behaviors practiced by employees (Kim & Park 2020). Based on the framed guidelines, the employees' behavior changes to adopt green organizational behavior while on the other hand, the presence of environmental leadership tend to have a positive impact on the green organizational behavior of human resources (Robertson & Barling 2015). Thus, green organizational behavior is one of the concepts through which environmental sustainability can be achieved without compromising the entrepreneurial success (Wiering et al. 2018). Green organizational behavior can be defined as a behavior which can protect the environment through the contribution made by management and employees within the organization. The important step in creating a strong green organizational behavior in companies is to examine the concept using appropriate tools (Luthans & Doh 2012). The measurement of green organizational behavior is one of the complex issues. This is because the concepts related to green issues are relatively recent and their merits are not agreed upon in various industries, in addition to the large number of activities and the breadth of details they contain (Darmanto et al. 2021). The existence of faithful environmental leadership and its dimensions helps in concentrating green concepts and how green behavior can be established while at the same time, it also prevents from getting diverted to other concepts considered important in different societies (Norton et al 2012).

Researchers (Anderson et al. 2013; Kim et al. 2019) placed arguments that there are various assertions in the literature which detail the initiatives implemented by companies such as environmental management systems, green

procurement, environmental design and Recycling and energy saving. A number of companies started following green organizational behavior because of its implications towards the performance achievement and entrepreneurial success (Yazicioğlu et al. 2019). At this stage, it becomes clear for the direct employees about the need to move towards green organizational behavior that falls under several categories: avoiding harm, conservation, sustainable working, influencing others, taking initiative for the environment, environmental awareness, technological awareness, economic awareness, environmental participation and green procurement (Kim et al. 2017; Norton et al. 2015). Few researchers, Plank (2011) and Vatansever et al. (2018) identified a set of barriers which prevent the implementation of green organizational behavior such as absence of traits such as control, knowledge, participation from others, resources, feedback, costs, nature of work, personal values and group values.

Anderson et al. (2013) emphasized that those companies with environmental sensitivity can accomplish high and successful results. So companies can include the environmental factor in their strategies and align this situation with business culture. This will in turn help to practice green behaviors within the organization in a tangible way. Amel et al. (2009) added that there exist laws to explore the environmental impact of companies and impose various obligations on it. However, these are not subjected to legislation while some employees' behavior in the organizations can contribute significantly towards the development of a sustainable environment. Further, the tremendous changes occurred in global economies, technology and emerging markets play a vital role in creating difficult dilemmas for the ongoing projects as well as shift the organizations towards the philosophy of green organizational behavior (Chen 2011). Therefore, entrepreneurs who succeed in this new environment master the art of 'entrepreneurship' a key strategy for successful entrepreneurship (Guo et al. 2019). This is confirmed in the study conducted by (Singh et al. 2019) in which it was mentioned that the organizations rely on environmental-friendly green practices in order to achieve entrepreneurial success. This ensures growth and contribution to society, experience personal satisfaction in their work for clients and meet societal needs, The results and the conclusions arrived in the studies conducted earlier prove that the concept of green organizational behavior is important in organizations (Akbaba 2019). This is because it turns an organization into a pioneer in the field of environmental conservation which can be understood once it achieves entrepreneurial success in future (Dumont & Deng 2017).

Based on the above discussion, the following hypothesis is proposed.

H₂ Green organizational behavior positively affects entrepreneurial success

ENVIRONMENTAL LEADERSHIP, GREEN ORGANIZATIONAL BEHAVIOR, AND ENTREPRENEURIAL SUCCESS

In spite of the abundant insights provided in the literature on environmental leadership with regards to importance, motivations and impacts of managers' involvement in turning organizations towards green behavior, the nature and scope of this engagement yet remains unexplored (Gouldson et al. 2015). The literary analysis of environmental leadership is often done from a theoretical perspective, Therefore, most of the studies on environmental leadership focus on the issues of integrating stakeholder expectations, promoting proactive measures, implementing environmental management system, and knowledge management among senior managers with respect to environmental issues in practice, especially within SMEs (Dechant & Altman 1994). From nineties, the European Union has surpassed the United States in the field of environmental leadership and established its foundations in the industrial community. The actions were implemented to support green organizational behavior of the industrial leaders, especially giant companies. Wiering et al. (2018) added that environmental leadership has an influential role in directing and guiding capabilities and efforts, studying and activating green behavior among workers. This is because it benefits the organization which can be built as an integrated green organizational unit, according to the concept of systems theory and its cognitive characteristics. Boiral et al. (2014) believed that if an organization has to be environment-friendly, then there must exist a consistent environmental leadership with green behavior towards human resources. The leadership should further possess the cognitive ability and ethical values that contribute to the sustainability of the organization's green behavior.

Researchers (Chen 2011; Gordon & Berry 2006) added that one of the objectives in environmental leadership is to stimulate the interest of followers towards environmental issues and problems and to clarify the most important obstacle faced during the implementation of environmental standards in organization. Further, the leader should know the potential of an organization to prepare the components of positive environmental intervention and create cooperation among its employees (Luthans & Doh 2012). The employees' dedication must be encouraged in different levels of the organization so as to promote green behavior at all levels and improve the present and future of the organization (Singh et al. 2019). Mino and Hanaki (2013) noted that environmental leadership presupposes the successful implementation of environmental practices (i.e., implementation of sustainability policy, pollution

prevention measures, strengthening of industrial economy, training programs, etc.) and active commitment of senior managers. The studies conducted upon the drivers behind environmental leadership and greening organizations inferred that the environmental commitment of managers is often driven by institutional pressure (Welsh & Kaciak 2019). Further, the employees implement the structures and practices which stakeholders consider legitimate. Some researchers believe that organizations must alter their organizational behavior according to global norms focusing environmental concerns (Mooradian et al. 2016). The influential role played by climate and environmental protection organizations and the emergence of numerous effective environmental leaders resulted in mounting pressure upon organizations in the recent years (Ones & Dilchert 2012). The success of environmental programs in organizations depends mostly on employee behavior and the presence of environmental leadership. It is important to encourage employees to display conscious environmental behaviors. In addition to that, the employees must be encouraged to be environmental-friendly such as recycling, environment protection and waste reduction within the organization (Lin et al. 2010). These activities not only contribute to increasing greening of organizations, but also have a positive impact on climate change, prevent further environmental degradation, achieve entrepreneurial success and finally the organization becomes a leader in its industry.

Based on the above discussion, the following hypothesis is proposed.

H₃ There is a moderating role for green organizational behavior in the relationship between environmental leadership and entrepreneurial success.

Based on the above hypotheses, this study proposes the conceptual model shown in the Figure 1, which illustrates the relationship between variables.

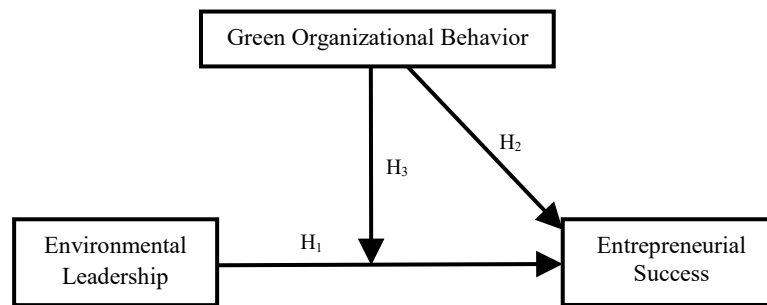


FIGURE 1. The conceptual model of research

METHODOLOGY

SAMPLE AND DATA COLLECTION

Southern General Cement Company was chosen to investigate the research objectives. The reason to choose the specific company is its importance on nation's economy and the possibility of conducting the study in different factories of the company. The author collected the data in April 2020 by selecting a random sample which consisted of a group of employees working under different departments of the company such as administration, technical, production, human resources, marketing, warehouse and quality departments. Data was collected using an electronic questionnaire (Google Form). A total of 874 complete-filled and valid questionnaires was collected for statistical analysis, representing 31% of the total employee population. Invalid, incomplete, or incorrectly-completed questionnaires were ignored. Employees were given 14 days to complete the survey. Table 1 shows the distribution of participants among different factories of the company.

TABLE 1. Distribution of questionnaires at different plants of the company

Factory name	Number of filled questionnaire	Number of invalid questionnaire	Number of valid questionnaire
Al- Kufa Cement Plant 4	198	5	193
Najaf Cement Plant 1	71	8	63

Kerbala Cement Plant 2	129	3	126
Al-Muthana Cement Plant 2	77	6	71
Al-Samawa Cement Plant 1	62	3	59
Babil Cement Plant 2	123	1	122
Al-Basra Cement grinding plant 2	102	0	102
Al- noora plant 2	141	3	138
Total	903	29	874

Out of the total samples, males formed (89%) while females accounted up to (11%). The respondents were in the age range of (26) to (60) years while the highest percentage of employees i.e., (47%) were in the age range of (35-45) years. With regards to nature of the activity, (33%) of the workers were in administrative department while the remaining (67%) employees were working in technical departments with different titles and job qualifications. Out of the total respondents, (9%) respondents secured a higher degree, (74%) completed their university studies while rest of the participants were illiterate.

MEASURES

Environmental Leadership The authors developed The Environmental Leadership Scale based on the literature (Kim et al. 2019) and was an authorized scale for use by (Mind Garden, Inc). The scale consists of six sub-dimensions such as environmental transformational leadership (5 items), social desire (4 items), Environmental belief (6 items), organizational environmental policy (13 items), environmental training (3 items), and organizational environmental support (3 items).

Green Organizational Behavior Erbas (2019) Scale was adopted in the current study which includes five dimensions such as environmental awareness (8 items), economic sensitivity (5 items), green procurement (4 items), environmental participation (7 items), and technological awareness (3 items).

Entrepreneurial Success This variable was measured based on (Juhdi et al., 2015) Scale, which includes four dimensions such as financial measures (3 items), entrepreneurial satisfaction (7 items), feeling grateful (5 items), and entrepreneurial readiness (4 items).

In all the scales, the ordered pentagonal Likert gradient was used from the phrase, 'strongly disagree' weighed with (1) to 'strongly agree' weighed with (5).

CONFIRMATORY FACTOR ANALYSIS (CFA) AND DESCRIPTIVE STATISTICS

This test confirms the relationship between dimensions and paragraphs. Since the paragraphs do not go to all dimensions, this test ensures that each dimension is represented by a clear and appropriate number of non-measured paragraphs. Further, this test also ensures the consistency of theoretical structure prepared by the standards, according to the responses provided by the sample (Al Hasnawi & Abbas 2020). When performing CFA analysis of the environmental leadership variable, it became clear that the estimates of the standard parameter were acceptable and all of them were significant ratios. The structural model had a high degree of conformity as the conformity indicators reached (RMSEA=.053, TLI=.937, IFI=.956, CFI=.953, GFI=.911, $\chi^2=1039.581$) as shown in the Figure 2.

When performing CFA analysis of the green organizational behavior variable, the results inferred that the estimates of the standard parameter were acceptable and all of them were significant ratios. The structural model had a high degree of conformity and the model matching indicators were acceptable (RMSEA=.071, TLI=.918, IFI=.927, CFI=.925, GFI=.909, $\chi^2=7443.749$) as shown in the Figure 3.

From CFA analysis of the entrepreneurial success variable, it is also inferred that the standard parameter estimates were all acceptable and remained significant ratios. The structural model had a high degree of conformity, which is as follows (RMSEA=.078, TLI=.939, IFI=.964, CFI=.961, GFI=.912, $\chi^2=184.789$) as shown in the Figure 4.

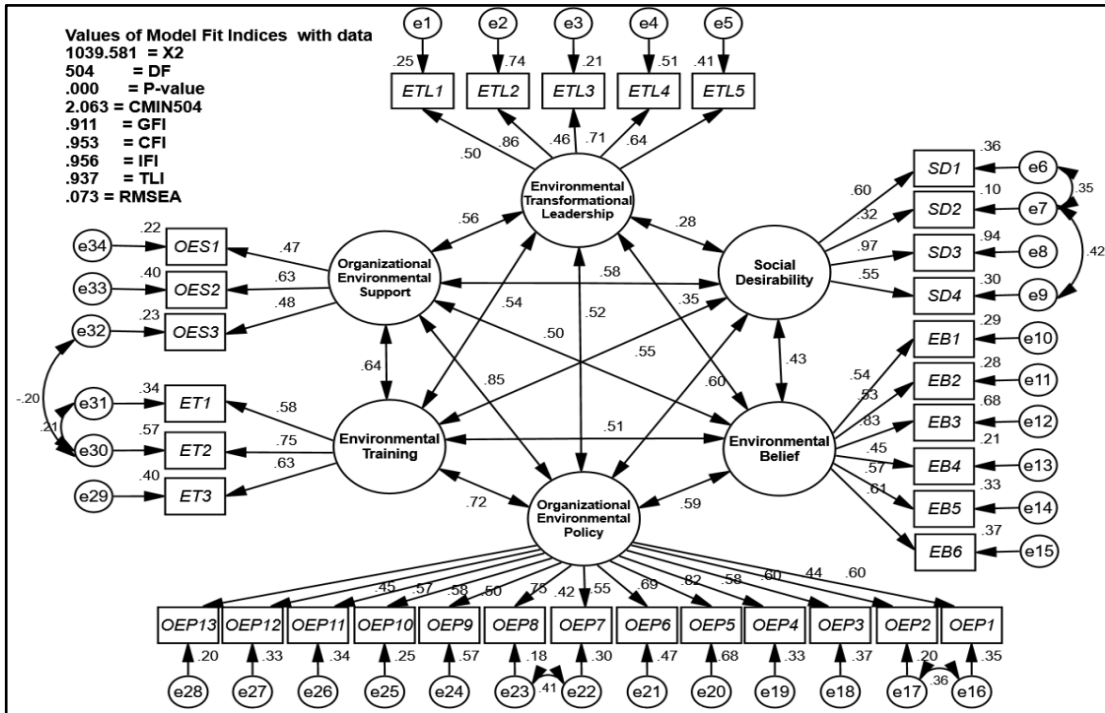


FIGURE 2. CFA of the environmental leadership

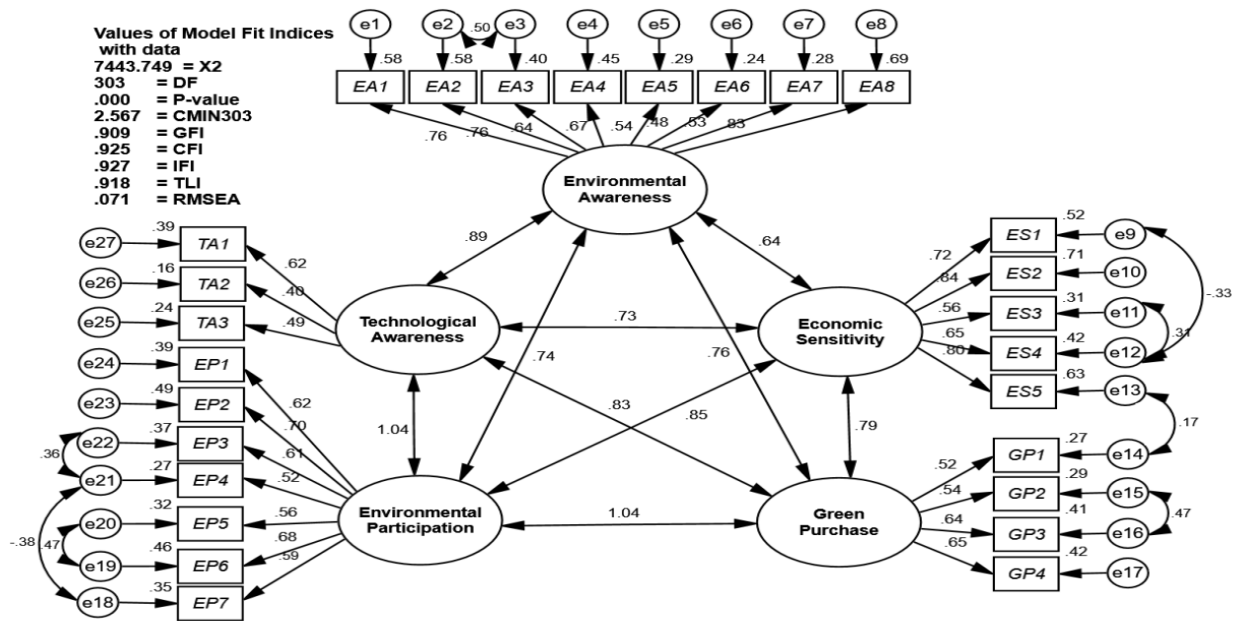


FIGURE 3. CFA of the green organizational behavior

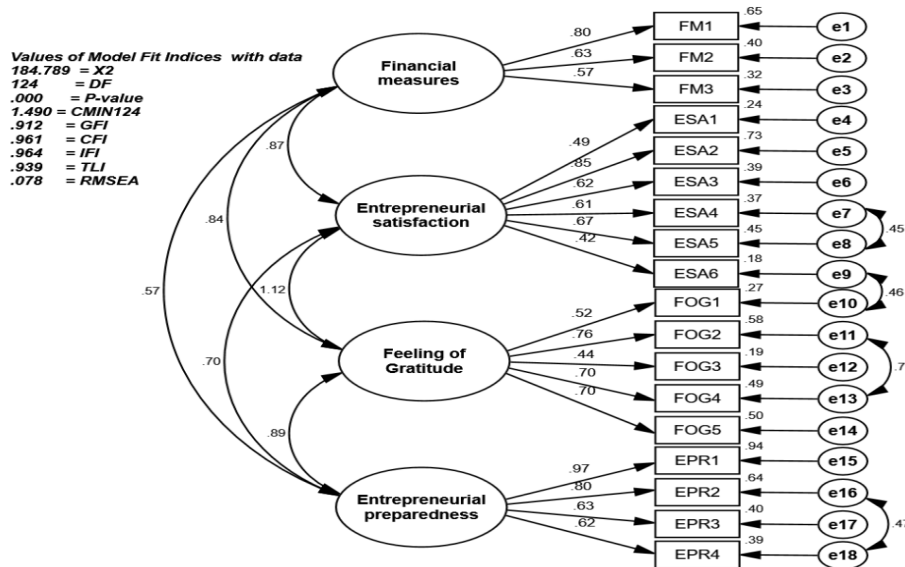


FIGURE 4. CFA of the entrepreneurial success

Table 2 shows the Cronbach's Alpha, descriptive statistics M = mean, SD = standard deviation and the correlation coefficient between variables at the level of the Southern General Cement Company.

TABLE 2. Descriptive statistics and the correlation coefficient among the variables

Variables	α	M	SD	1	2	3
1. Environmental Leadership	.901	3.512	.732	1		
2. Green Organizational Behavior	.883	3.082	.897	.315**	1	
3. Entrepreneurial Success	.866	3.213	.836	.567**	.392**	1

**Correlation is Significant at the .01 level, n=874.

HYPOTHESIS TESTING

The author tested the research hypotheses based on Structural Equation Modeling method to test the direct effect hypotheses and the moderation analysis to test the interactive effect hypothesis. Figure 5 shows the results of impact of environmental leadership on entrepreneurial success at company's factory level. From the study sample, it becomes clear that the value of standard parameter estimate reached (.57) a significant value. It is also evident that the value of determination factor reached ($R^2 = .32$). This infers that the changes in entrepreneurial success are due to environmental practice alterations which the leaders follow in their daily business practices.

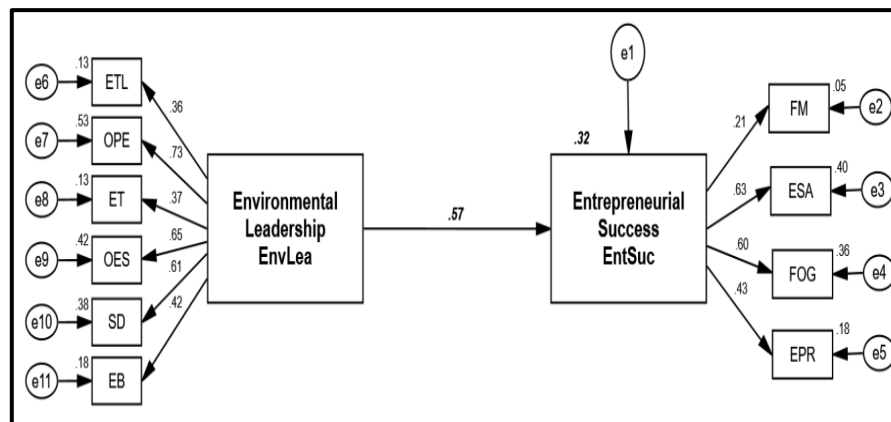


FIGURE 5. The structural model for testing the first hypothesis.

Figure 6 shows the results of impact of green organizational behavior on entrepreneurial success at different levels in the company's factories. From the study sample, it becomes clear that the value of standard parameter estimate reached (.39) a significant value. It is also evident that the value of determination factor reached ($R^2 = .15$). This denotes that the changes in entrepreneurial success are due to increased adoption of green organizational behavior by employees.

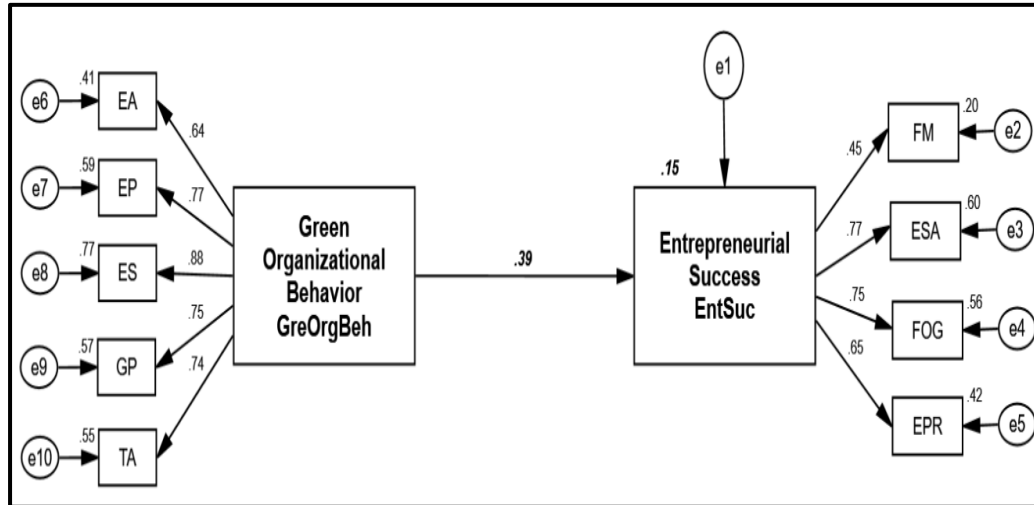


FIGURE 6. The structural model for testing the second hypothesis

Table 3 shows the parameters of graded multiple regression analysis for the third hypothesis. This analysis determined the moderating role of green organizational behavior in the relationship between environmental leadership and entrepreneurial success. The first model represents the regression model which includes the influence of only two variables such as environmental leadership and green organizational behavior on entrepreneurial success. The second model defines the regression model that includes an interaction variable present between the independent variable (environmental leadership) and the moderated variable (green organizational behavior) in addition to the variables of the first model.

TABLE 3. Parameters of the hierarchical multiple regression model for third hypothesis test

Model	Regression Coefficients		t	P-Value	R^2	Change of R^2	F
	Beta	Unstandard					
First	Environmental Leadership	.242	.171	6.811	.000	.469	--
	Green Organizational Behavior	.492	.370	13.843	.000		
Second	Environmental Leadership	.347	.246	9.561	.000	.513	.044
	Green Organizational Behavior	.320	.241	8.476	.000		
	Interaction Variable	.238	.136	5.064	.000		

It is clear from the Table 3 and through the value of (R^2) that the explanatory ability of the first regression model reached (.469) while the second regression model accomplished (.513). These results denote that there exists a positive difference between the two models in the (R^2) value of (.044). The difference might be due to the entry of interaction variable, as a third variable, in the second regression model. By following the parameters of the second regression model, it became clear that the model is significant. This is because the calculated value of (F) reached (293.90) which is a significant value. With regards to the role of interaction variable in the model, it is represented as non-standard regression coefficient value i.e., (.136). This remains a significant value because the calculated value of (t) of (5.064), which is a significant value. With the application of effect size equation (f^2), it can be inferred that the level of influence reached (.090) according to (Selya et al. 2012). The green organizational behavior introduced with environmental leadership practices greatly helped in achieving entrepreneurial success. Figure 7.

illustrates the interactive relationship among the research variables. There are three levels of green organizational behavior (low, medium, and high) shown in the figure which also illustrates how it moderates the relationship between environmental leadership and entrepreneurial success.

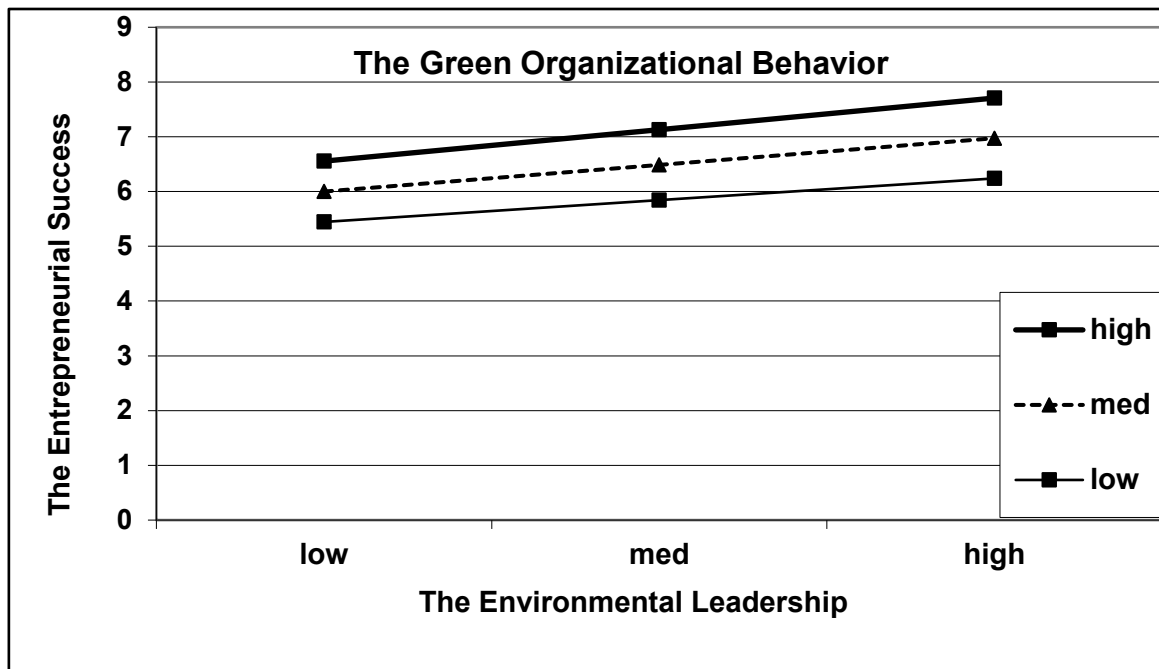


FIGURE 7. Interactive effect of environmental leadership and green organizational behavior on entrepreneurial success

DISCUSSION

The hypothesis testing results proved that environmental leadership has a clear impact on achieving entrepreneurial success, both at organizational level and individual level. This influence is embodied through the transformative role of the leader through his behaviors, extent of his interest in individual considerations of the followers, nature of his ideal influence upon the followers and motivating them to be attentive over environmental behaviors. All these characteristics together would improve the levels of individual and organizational performance and eventually results in entrepreneurial success. This is consistent with the opinion of (Kim et al. 2019) who indicated that an environmental leader possesses the desire to benefit from personal capabilities of their subordinates, from their own capabilities and professional experiences which altogether are used to influence the organizational processes, individual values, culture and behaviors of employees within the organization. This confirms that the environmental leadership depends on the methodology of stimulating individual and collective action so as to increase the environmental concern of individuals. These actions tend to impact the organization as a whole and triggers it to meet the requirements for achieving entrepreneurial success (Redekop et al. 2018).

In the study sample, it was understood that based on the interest of leaders in the company's laboratories to adopt environmental practices in terms of social desire, sincere dealing with individuals, implementation of bite from the leader to others, adherence to positive environmental beliefs, practicing them in all daily behaviors and dealings, encouraging followers to adopt environmental practices and place them among their priorities altogether would improve their level of environmental performance, maximize their sense of gratitude in the workplace, and achieve high level entrepreneurial success. This is consistent with the study findings confirmed by (Staniewski & Awruk 2018). This study referred two groups that help in achieving entrepreneurial success. The first group includes government support for organizations which includes government policies, official business plans, education, technical knowledge, organizational capital and work experience. The second group includes psychological factors that are motivated and raised through support and encouragement of organizational leadership. These factors are personal behavior, internal feeling of control, need for achievement, self-efficacy, self-confidence, cognitive factors, social factors, management skills and good relationships with customers.

The hypothesis-based investigations also showed that some factors such as followers' satisfaction, their sense of gratitude and the extent of their readiness to achieve pioneering performance got affected by the nature of environmental behavior in force, especially in the factory setting of the company. The study investigated the target population in terms of interest upon overall environmental awareness practices, environmental participation, promotion of environmental-friendly practices and urging the workers to adopt and pay attention to such policies. Further, it was inferred that when those individuals who deal with green behaviors, if given proper importance along with few other factors such as rationalizing the use of resources, conserving energy, consumption patterns, adopting green purchase practices for materials for producing environmental-friendly products and encouraging customers to support practices, all these scenarios would have a positive impact on improving the overall performance of the company and achieving entrepreneurial success. This result is consistent with the study findings of (Powell & Eddleston 2013). The main interest in entrepreneurship research lies in the reasoning process behind why entrepreneurs apply resources and exploit them with different levels of success. This in-depth understanding about the contribution of acquired resources and adoption of green and environmental-friendly behaviors can have a positive impact in achieving organizational success. This findings is also in line with the literature (Ortiz-Villajos & Sotoca 2013; Juhdi et al. 2015) which mentioned that among the important indicators to achieve entrepreneurial success, few are number of sectors in which the entrepreneurs participate significantly, extent of their desire, environmental awareness as well as the organizational capability to diversify in terms of production, capabilities and green practices.

The results also showed the moderated role played by green organizational behavior in the relationship between environmental behaviors, pursued by leaders and entrepreneurial success. This reinforces a basic fact that can be summarized in adopting green behaviors. Further the employees can be encouraged to become environmentally-aware and participate in the environmental activities inside the company's factories to disseminate information about green activities and friendly behaviors. For the environment, conservation of resources and the rationalization of energy use would enhance the nature of relationship between environmental leadership behaviors. This is also inclusive of encouraging the environmental awareness of the followers, supporting their environmental behavior, providing training programs for environmental-friendly activities, and disseminating information about organizational environmental policy and the level of entrepreneurial success achieved. This is in line with the study of (Rana & Punia 2014) who discussed the importance of leadership who can create ideas and turn them into environmental-friendly values, trends and practices. The study also discussed the importance of leadership towards the development of a common vision with its followers to implant the values of dialogue and mutual cooperation so as to achieve environmental goals and transform them towards green behaviors that contribute to entrepreneurial success.

CONCLUSIONS

The study results obtained, from a known sample size, clearly established that the environmental leadership behaviors are of great importance when it comes to implementation. This is especially important with a well-established company which seeks to implement its dimensions to enhance the level of environmental practices, achieve numerous benefits in terms of resource protection, reduction in waste generation, optimal manufacturing processes to reduce waste, leveraging the available space and achieving the best use of machinery and equipment. In addition, the provision of an environmental regulatory policy and the preparation of effective environmental training programs highlight the importance of environmental behaviors upon the performance level of dependents and achieving some of the factors such as satisfaction, commitment, belonging and loyalty to workplace. Green organizational behavior is also one of the basic requirements that workers should adopt to benefit from its positive results. This behavior is inclusive of increased environmental awareness, practicing environmental-friendly activities, mitigation of pollution, low level of harm to environment, leveraging organizational resources and dissemination of environmental information with others and sensing their green behaviors. The leaders should aim at enhancing the employees and transferring their environmental-friendly experiences to all co-workers. This practice would support the organization's ability to achieve advanced levels of entrepreneurial success and progress in the business community.

This study contributes an in-depth understanding about the relationship between environmental leadership and entrepreneurial success. It specifically inferred that the environmental leadership had a positively impact on the improvement of financial return, feeling of gratitude and satisfaction among the followers. It can be concluded that environmental leadership is the focus of attention among the followers who wish to achieve environmental goals. This is because it has a great influence in supporting the followers' approaches towards the adoption of green organizational behaviors and triggering them to conduct environmental-friendly activities that preserve

organizational resources. The employees' focus should be trained to ensure reduction in waste generation and avoid defamations in products, environmental pollution, exploiting nature of resources, indifference in their daily work behavior that may deplete the company's capabilities, and increased consumption of resources. These factors tend to negatively affect the ability of the organization to achieve its goals.

The results inferred that when the workers adopted green organizational behavior in their daily lives, the company's factories experienced a positive impact in achieving advanced levels of entrepreneurial success. This automatically increased the company's orientations towards the development of potential of the employees, maximizing their capabilities in achieving environmental goals and practicing all environmental-friendly operations. The results also revealed the existence of the moderated role of green organizational behavior in enhancing the relationship between environmental leadership and entrepreneurial success. This also confirmed the importance of benefits reaped, when encouraging workers to adopt green behaviors in their jobs, by using environmental-friendly equipment and machines, adherence to environmental rules, increased awareness and importance of their behaviors. These factors altogether reinforce the role of environmental leadership behavior in entrepreneurial success.

THE PRACTICAL AND FUTURE IMPLICATIONS

The literature and the field experience confirmed that environmental leadership helps in achieving entrepreneurial success. This inference was attained through the interest exhibited by company's management, study population, increasing the job awareness among workers, making them understand the importance of environmental activities and green organizational behaviors. Environmental leaders are interested in achieving entrepreneurial success with a goal of excellence. They tend to achieve goals from the sustainable development of the organization, sources of strength and transformative qualities which they possess in solving environmental problems and addressing weaknesses that negatively affect environmental practices within the organization (Kim et al. 2019). They also demonstrate a desire for immediate feedback so that they can learn from their mistakes. Further, they show high levels of energy and are driven to meet very high and self-imposed standards (Staniewski & Awruk 2018). The study further inferred that the behavior of some employees influence the behavior of others too, through the increased interest upon green environmental behaviors in organizations. This is because the environmental quality depends on strong human behavior patterns which can be achieved by sharing green activities while at the same time, the benefits from environmental information can be transferred from one individual to another (Erbaşı 2019). Here, importance should be given at appropriate places in order to achieve few things such as bringing a change towards environmental practices and green behaviors, mandatory preservation of technological resources involved in production, machinery and equipment such as furniture, supplies, stationery, backup materials and parts used in preventive and curative maintenance activities. Further, the emphasis should be on rationalizing the conduct of daily activities, consumption of electric energy, fuel operations for product lines, and adherence to occupational health and safety requirements since it supports environmental practices and green behaviors.

The current study results open new ways for further exploration in this research arena for the future researchers. First, though the current study findings showed that green organizational behavior has a moderating role in the relationship between environmental leadership and entrepreneurial success, this field of research needs to be further investigated empirically. For example, the current study covered entrepreneurial success as an organizational goal. It is possible to focus on its sub-dimensions especially financial dimension or other behavioral dimensions such as entrepreneurial satisfaction, gratitude, willingness towards entrepreneurship, or the orientation to study entrepreneurial performance as a useful variable in this aspect.

As the data was collected by means of self-reporting, the results could not be generalized for different common methods/sources. Thus the future studies should consider using multiple sources to collect data. Moreover, the data for this research was collected from the cement industry. The future studies are suggested to replicate these research ideas in other industrial settings such as textile, leather and food industries, as well as non-industrial (service) sectors to enhance generalization in other environments.

The third fact is that the current study excluded the comparison of environmental activities approved in the organization and left aside the effect of environmental leadership and green organizational behavior on the performance of individuals, organizational performance, and the performance of work teams. So it will be more useful, if future research investigations include these variables also and study the relationship among environmental-friendly activities, green organizational behaviors, employee performance and sustainable organizational performance. The author expresses a strong feeling that this idea is highly important for future leadership researchers to determine whether the current study results differ as a function of green behaviors.

REFERENCES

- Abbas, A.A. & Al Hasnawia, H.H. 2020. El papel del incumplimiento y la violación del contrato psicológico en la generación del agotamiento emocional: El papel mediador de la procrastinación del trabajo. *Cuadernos de Gestión*.
- Akbaba, M. 2019. Örgütsel adalet işgörenlerin yeşil örgütsel davranışını etkiler mi?. *Trakya Üniversitesi Sosyal Bilimler Dergisi* 21(2): 641-660.
- Al Hasnawi, H.H. & Abbas, A.A. 2020. Workplace ostracism as a mediating variable in the relationship between paradoxical leader behaviours and organizational inertia. *Organizacija* 53(2): 165-181.
- Amel, E.L., Manning, C.M. & Scott, B.A. 2009. Mindfulness and sustainable behavior: Pondering attention and awareness as means for increasing green behavior. *Ecopsychology* 1(1): 14-25.
- Andersson, L., Jackson, S.E. & Russell, S.V. 2013. Greening organizational behavior: An introduction to the special issue. *Journal of Organizational Behavior* 34(2): 151-155.
- Berry, J.K. & Gordon, J.C. 1993. *Environmental Leadership: Developing Effective Skills and Styles*. 2nd ed. University of Michigan: Island Press.
- Boiral, O., Baron, C. & Gunnlaugson, O. 2014. Environmental leadership and consciousness development: A case study among Canadian SMEs. *Journal of Business Ethics* 123(3): 363-383.
- Brush, C.G. 2008. Pioneering strategies for entrepreneurial success. *Business Horizons* 51(1): 21-27.
- Chalab, I.D. & AL-Jiboury, F.H.H. 2015. The role of absorptive capacity of knowledge in achieving entrepreneurial success. *Al-Qadisiyah Journal of Administrative and Economic Sciences* 17(2): 6-23.
- Chen, Y.S. 2011. Green organizational identity: Sources and consequence. *Management Decision* 49(3): 384-404.
- Darmanto, S., Alagappar, P.N. & Xavier, J.A. 2021. Women entrepreneurial career maturity towards success of business in Semarang, Indonesia. *Jurnal Pengurusan* 61: 43-55.
- Dechant, K. & Altman, B. 1994. Environmental leadership: from compliance to competitive advantage. *Academy of Management Perspectives* 8(3): 7-20.
- Dumont, J., Shen, J. & Deng, X. 2017. Effects of green HRM practices on employee workplace green behavior: The role of psychological green climate and employee green values. *Human Resource Management* 56(4): 613-627.
- Erbaşı, A. 2019. Yeşil Örgütsel davranış ölçeği: bir ölçek geliştirme çalışması. *Istanbul Management Journal* 86: 1-23.
- Gordon, J.C. & Berry, J.K. 2006. *Environmental leadership equals essential leadership: Redefining who leads and how*. Yale University Press.
- Gouldson, A., Carpenter, A. & Afionis, S. 2015. Environmental leadership? Comparing regulatory outcomes and industrial performance in the United States and the European Union. *Journal of Cleaner Production* 100: 278-285.
- Guo, F., Restubog, S.L.D., Cui, L., Zou, B. & Choi, Y. 2019. What determines the entrepreneurial success of academics? Navigating multiple social identities in the hybrid career of academic entrepreneurs. *Journal of Vocational Behavior* 112: 241-254.
- Huang, H.C. 2016. Entrepreneurial resources and speed of entrepreneurial success in an emerging market: The moderating effect of entrepreneurship. *International Entrepreneurship and Management Journal* 12(1): 1-26.
- Ismail, I., Husin, N., Rahim, N.A., Kamal, M.H.M. & Mat, R.C. 2016. Entrepreneurial success among single mothers: the role of motivation and passion. *Procedia Economics and Finance* 37(16): 121-128.
- Juhdi, N.H., Hong, T.S. & Juhdi, N. 2015. Market orientation and entrepreneurial success: Mediating role of entrepreneurial learning intensity. *Jurnal Pengurusan* 43: 27-36.
- Kim, A., Kim, Y., Han, K., Jackson, S.E. & Ployhart, R.E. 2017. Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management* 43(5): 1335-1358.
- Kim, W.G., McGinley, S., Choi, H.M. & Agmapisarn, C. 2019. Hotels' environmental leadership and employees' organizational citizenship behavior. *International Journal of Hospitality Management* 102375.
- Kim, J. & Park, T. 2020. How corporate social responsibility (CSR) saves a company: The role of gratitude in buffering vindictive consumer behavior from product failures. *Journal of Business Research* 117: 461-472.
- Klimecka-Tatar, D., Ingaldi, M. & Obrecht, M. 2021. Sustainable development in logistic—A strategy for management in terms of green transport. *Management Systems in Production Engineering* 29(2): 91-96.
- Lin, C.Y. & Ho, Y.H. 2010. The influences of environmental uncertainty on corporate green behavior: an empirical study with small and medium-size enterprises. *Social Behavior and Personality: An international Journal* 38(5): 691-696.

- Luthans, F. & Doh, J.P. 2012. *International Management: Culture, Strategy, and Behavior*. New York: McGraw-Hill.
- McKenzie, D. & Sansone, D. 2019. Predicting entrepreneurial success is hard: Evidence from a business plan competition in Nigeria. *Journal of Development Economics* 141: 102369.
- Mino, T. & Hanaki, K. 2013. *Environmental Leadership Capacity Building in Higher Education: Experience and Lessons from Asian Program for Incubation Of Environmental Leaders*. Springer Science+ Business Media.
- Mooradian, T., Matzler, K., Uzelac, B. & Bauer, F. 2016. Perspiration and inspiration: Grit and innovativeness as antecedents of entrepreneurial success. *Journal of Economic Psychology* 56: 232-243.
- Norton, T.A., Parker, S.L., Zacher, H. & Ashkanasy, N.M. 2015. Employee green behavior: A theoretical framework, multilevel review, and future research agenda. *Organization & Environment* 28(1): 103-125.
- Norton, T.A., Zacher, H. & Ashkanasy, N.M. 2012. On the importance of pro-environmental organizational climate for employee green behavior. *Industrial and Organizational Psychology* 5(4): 497-500.
- Ones, D. & Dilchert, S. 2012. Environmental sustainability at work: A call to action. *Industrial and Organizational Psychology* 5: 447-469.
- Ortiz-Villajos, J.M. & Sotoca, S. 2013. An approach to entrepreneurial success and its determinants: The case of Spain. In *Entrepreneurship and Growth*, 133-172. London: Palgrave Macmillan.
- Plank, R. 2011. *Green behaviour: Barriers, facilitators and the role of attributions*. In *Going Green: The Psychology of Sustainability in the Workplace*, edited by D. Bartlett, 47-58. Leichester: British Psychological Society.
- Powell, G.N. & Eddleston, K.A. 2013. Linking family-to-business enrichment and support to entrepreneurial success: do female and male entrepreneurs experience different outcomes? *Journal of Business Venturing* 28(2): 261-280.
- Raine, A.L. & Pandya, M. 2019. Three keys to entrepreneurial success: Curiosity, creativity, and commitment. *Entrepreneurship Education* 2(3-4): 189-198.
- Rana, H. & Punia, B.K. 2014. Management mechanisms and implications of workplace deviance for green organizational behavior. *International Journal of Advance Research in Computer Science and Management Studies* 2(8): 1-8.
- Redekop, B.W., Gallagher, D.R. & Satterwhite, R. 2018. *Innovation in Environmental Leadership: Critical Perspectives*. London: Routledge.
- Robertson, J.L. & Barling, J. 2015. *The Psychology of Green Organizations*. Oxford: Oxford University Press.
- Singh, S.H., Bhowmick, B., Eesley, D. & Sindhav, B. 2019. Grassroots innovation and entrepreneurial success: Is entrepreneurial orientation a missing link? *Technological Forecasting and Social Change*: 119582.
- Smith, A.K. & Sarros, J.C. 2004. Environmental leadership: Baseline surveys and lessons from Australia's leaders. *Australasian Journal of Environmental Management* 11(2): 164-176.
- Staniewski, M.W. & Awruk, K. 2018. Questionnaire of entrepreneurial success-Report on the initial stage of method construction. *Journal of Business Research* 88: 437-442.
- Staniewski, M.W. & Awruk, K. 2018. Systems approach to entrepreneurial success: The theoretical discussion on the significance of family factors for effective entrepreneurship. In *Inside the Mind of the Entrepreneur*, edited by A.T. Porcar & D.R. Soriano, 163-174. Cham: Springer.
- Staniewski, M.W. & Awruk, K. 2019. Entrepreneurial success and achievement motivation—A preliminary report on a validation study of the questionnaire of entrepreneurial success. *Journal of Business Research* 101: 433-440.
- Steinberg, P.F., Kraft, M.E. & Kamieniecki, S. 2001. *Environmental Leadership in Developing Countries: Transnational Relations and Biodiversity Policy in Costa Rica and Bolivia*. Cambridge: MIT Press.
- Stoy, D.B. 1999. The link between entrepreneurial success and advanced skills in organisation development. In *Educational Innovation in Economics and Business IV*, edited by J. Hommes, P.K. Keizer, M. Pettigrew & J.Troy, 229-238. Dordrecht: Springer.
- Tu, C., Hwang, S.N., Chen, J.S. & Chang, F.Y. 2012. The joint effects of personal and relationships characteristics on micro-entrepreneurial success. *Procedia Economics and Finance* 4(1): 365-372.
- Vatansever, Ç., Kiliç, N. & Dinler, G. 2018. Yeşil örgütsel davranış ölçeği: bir ölçek geliştirme çalışması. *Istanbul Management Journal* 29(85): 7-39.
- Welsh, D.H. & Kaciak, E. 2019. Family enrichment and women entrepreneurial success: The mediating effect of family interference. *International Entrepreneurship and Management Journal* 15(4): 1045-1075.
- Wiering, M., Liefferink, D. & Beijen, B. 2018. The internal and external face of Dutch environmental policy: A case of fading environmental leadership? *Environmental Science & Policy* 81: 18-25.

- Wood, B.P., Eid, R. & Agag, G. 2021. A multilevel investigation of the link between ethical leadership behaviour and employees green behaviour in the hospitality industry. *International Journal of Hospitality Management* 97: 102993.
- Xavier, R., Komendantova, N., Jarbandhan, V. & Nel, D. 2017. Participatory governance in the transformation of the South African energy sector: Critical success factors for environmental leadership. *Journal of Cleaner Production* 154: 621-632.
- Yazicioğlu, İ., Yayla, Ö., & Solunoğlu, 2019. *Current Issues in Tourism and Hospitality Management*. Lithuania: Strategic Researches Academy

Ali Abdulhassan Abbas (corresponding author)
Department of Accounting
College of Administration and Economics
University of Kerbala
56001 Kerbala, IRAQ.
E-Mail: fuhrer313@gmail.com
ali.abd.alhassan@uokerbala.edu.iq

Hussein Hurajah Al Hasnawi
Business Administration Department
College of Administration and Economics
University of Kerbala
56002 Kerbala, IRAQ.
Email: hussein.alhasnawi@uokerbala.edu.iq