



## **Leadership for Sustainability: Examining the Role of Green-Transformational Leadership in Fostering Employee Adaptability and Performance**

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### **Abstract**

*Lime-transformational headship has gained more significance due to the growing use of sustainability-based processes in officialdoms and educational companies. Powerful individuals that advance ecological responsibility and support ecological ethics are actively involved in turning staff flexibility and ecological efficiency. Two hypotheses were formulated: to investigate how Lime-transformational headship influence the staff flexibility and performance within higher education companies. The study was conducted using a validated questionnaire as quantitative cross-sectional research. Multistage sampling was applied to obtain data among faculty and administrative personnel employed in Islamabad and Karachi, Pakistan, in HEC-recognized private and public universities. A total of 416 respondents were used to collect the data. Data analysis was conducted with the SPSS version 26 and SmartPLS 4. The results revealed that Lime-transformational headship has a wide scope of improving staff adaptive performance and ecological performance. When staff under headship develop good ecological commitment, vision and support, they will be better positioned to adjust to structural requirements and better placed to practice sustainable work. Lime-transformational direction is a real approach to ensuring sustainability and streamlining employee activity in the higher education companies. The toleration of this headship style may help the development of institutions, Lime work environment, and greater staff flexibility. Institutional leaders and officials are motivated to incorporate sustainable headship in order to be able to optimize productivity and environmental responsibility.*

**Keywords:** Lime transformational headship, staff, adaptability, performance.



## **Introduction**

The fast rate of global economic activity has reinforced the pressure on companies to act in a responsible and sustainable manner. With the growth of the business sphere, as well as the burning of resources, the ecological effect has become more obvious, and companies in all industries are forced to rethink their leadership strategies as well as their performance priorities (Begum, Ashfaq, et al., 2022a). In this context, Lime transformational has emerged as a vital style of headship that can direct companies on sustainable development and at the same time improve the flexibility and performance of the staff immediately. Headships integrating ecological values in their vision, decisions, and acts are increasingly regarded as the key to the resilience and sustainable growth of firms (Cop et al., 2021). Lime transformational headship builds on the core tenets of transformational headship insofar as it ingrains the environmental awareness of the headship practices. This kind of headship does not just focus on the traditional functions or productivity-focused approaches but instead it triggers staff to take ecologically responsible initiatives by inspiring them, modeling, and creating a sense of purpose (Lai et al., 2020). Lime transformational headship is very vocal about the strong ecological vision, the desire to adhere to the eco-friendly practices, and enables the staff to be innovative and adaptable in a way that promotes the sustainability goals (Sun et al., 2022a; Ahmad et al., 2022). Ended such actions, lime transformational headship cultivates the culture of the work where workers are not only motivated to meet firms objectives but are also encouraged to adjust their output to the wider environmental concerns (Begum, Ashfaq, et al., 2022a). An emerging literature is characterized by the correlation between the style of headship, staff flexibility and staff performance. In the current company environment, especially in the education, industry, and government sectors, employees have to react promptly to evolving requirements, embrace new practices, and to adapt to sustainability reforms (Alshihabat and Atan, 2020). Staff flexibility, consequently, has transformed an essential skill to handle the nature of diverse work environments in present times. Lime transformational headship is crucial in improving this adaptableness by developing awareness, competency, and readiness to change among the staff (Bosselut et al., 2020; Lai et al., 2020). Leaders who effectively convey environmental objectives and enable employees to engage in sustainability projects make the environment that reinforces adaptive behaviors (Ahmad et al., 2022). The employees become more willing to learn, experiment, and change their work behaviors based on the ecological and firms needs. Similarly, studies repeatedly validate that headship practices have tremendous impacts on the staff performance. Presentation is no longer judged by the effectiveness indicators, but present companies prioritize the performance that is ecologically oriented, innovative input, and behaviors aimed at sustainable solutions (Begum, Ashfaq, et al., 2022a). Lime transformational headship has the benefit of enhancing the performance of the staff through intrinsic motivation, shared responsibility, and a value-based engagement (Lai et al., 2020). On the one hand, a stronger sense of purpose leads to more performance above expectations as well as contributes to the growth of the firms and high-quality performance that meets the requirements of sustainability, as the staff perceives their leaders as ecologically responsible role models (Sun et al., 2022a). Institutions of higher learning are on the forefront of the sustainability debate. Being



the sites of knowledge creation and social development, academics are bound to be eco-responsible not only in completed programmes and research, but also in executive processes and leadership (Alshihabat and Atan, 2020). Transformational headship in higher education firms can consequently be decisive in the determination of staff behaviour, the reinforcement servant flexibility and the enhancement of total presentation impacts (Ahmad et al., 2022; Bosselut et al., 2020). Promoting a vision of lime and involving faculty and staff in sustainability-associated projects, the leaders of academic companies can move the world in which flexibility and high performance are the key tools of the administrative culture. These skeletons, notwithstanding accretive globalization, are essential to less experimental clarity on how worker flexibility and achievement in the influential setting are promoted by lime transformation, in particular. Although there is consensus on the impact of headship in enhancing the administrative performance of firms, flawed studies have examined the synergistic influence of lime transformational headship, adaptability, and performance, especially in the high education industry (Begum, Ashfaq, et al., 2022a; Sun et al., 2022a). It is significant to interpret this headship because companies should train employees to react to environmental issues and company transformations positively and maintain high efficiency. Thus, the current paper discusses the impact of lime transformational headship on the adaptability of staff and performance of staff in higher education companies. Through this relationship the study will add to sustainability headship literature and provide practical information to the institutional principals working to enhance the effectiveness of firms by ensuring their headship performance is ecologically consistent. The consequences of this study are supposed to guide policy makers, administrators and academic leaders adopt headship practices that facilitate flexibility, strengthen performance and enhance their sustainability in the long run (Lai et al., 2020; Ahmad et al., 2022).

## **Literature Review**

### **Introduction to green transformational headship**

Lime transformational headship has become a critical headship strategy because companies throughout the world are facing increased ecological demands, sustainability pressures, and performance pressures. Lime transformational leadership disseminates the conventional transformational headship through inculcating ecological values, Lime vision, and ecological responsibility in the behavior of headship (Begum et al., 2022b). The ability of heads to promote pro-ecological behavior, define sustainability goals, and promote innovation of Lime enable personnel to translate their functions into the ecological goals of the firm. This type of headship fosters ecological awareness and fosters personal flexibility and effectiveness and allows firms to stay competitive in the environments that are dynamic and sustainability oriented. The growing focus on Lime transformational headship is a demonstration of the growing expectations on firms to minimize ecological footprints, develop Lime processes and create a workforce that can adjust to changing ecological requirements. In this regard, the readings progressively narrow down to the influence of the lime transformational headship on two fundamental staff outcomes that are needed to develop a sustainable firm: staff adaptability and staff performance.



headship and Staff Adaptability.

### **Conceptual Association between Lime transformational headship and Adaptability.**

Staff adaptability is the capacity of an individual to change behaviors, acquire new processes and respond positively to the fluctuation of firms and ecological conditions. Lime transformational headship is a direct donation to such adaptability, in that it fosters a culture of continuous learning, inquiry and being open to change. Lime transformational headship encourages intellectual flexibility needed to adjust to ecological changes by fostering the concept of questioning the routines that are available and learning new environmental-friendly practices (Begum et al., 2022b).

### **Empirical Supporting Lime transformational headship to Adaptability.**

There is plenty of literature confirming this connection. According to the study conducted by Zhang et al. (2020), lime transformational headship improves Lime imagination and engagement in the creative process which indicated that employees that were under Lime leaders were better positioned to cerebrally and behaviorally adapt to sustainability requirements. Likewise, Hameed et al. (2022) concluded that workplaces led by lime transformational headship were more open to change because employees were willing to change and embrace new environmental-friendly practices. There are boost indicators that lime transformational headship-endorsed adaptability converts unconditionally into improved performance results. Convincing the staff to think differently and apply Lime-oriented problem solving, the staff acquires skills that enable them to work well in the varying ecological policies and operating conditions (Mansoor et al., 2021). These enhanced competencies like Lime analytical skills, eco-in novation ability and ecologically responsible task involvement are linked to enhanced individual and team output, especially in companies that are in the transition of Lime. Moreover, lime transformational headship facilitates in the creation of a psychologically secure environment in which employees are allowed to test out sustainable work practices without any fear of failure. Such an atmosphere of trust promotes adaptive performance as it enables employees to experiment with new ecological concepts, change work patterns, and improve procedures that result in ecological and operational achievements (Crucke et al., 2022). Consequently, employees will be more stretchy, competent and enthusiastic to perform better according to sustainability objectives of the firm.

### **Lime transformational headship and Adaptive Firms Contexts.**

Resilience studies of firms focus on the ability of lime transformational headship in preparing personnel with adaptive skills that are required during ecological turbulence. According to Madi Odeh et al. (2023), transformational headship also propels the adaptive cultures in times of crisis, which strengthens the staff to respond efficiently to the sudden occurrence or ecological changes. Likewise, ecologically specific headship practices, like those found by Crucke et al. (2022) prompt staff to assume active ecological encouragement roles that demand high levels of adaptability in communication, learning, and task performance. Elaborate on these findings, recent studies have



pointed out that lime transformational headship does not only equip the staff to react flexibly but also the anticipatory flexibility, the capability of the staff to foresee changes and to modify behaviors ahead of time before the disruptions arise. Through intellectual stimulation and creation of an innovation-driven mentality, Lime transformational leaders encourage employees to seek alternative solutions, challenge the old systems, and stay alert on sustainability-related issues (Mansoor et al., 2021). Such proactive orientation will increase the willingness of the staff to embrace lime work practices and their responsiveness to changing ecological requirements. Besides, the emphasis of lime transformational headship on the common ecological goal generates a feeling of collective duty that boosts compliance at the team level and cooperative performance. In the case of Lime norms promoted by headship and embraced by staff, teams justify greater coordination, ability to solve problems, and strength to achieve ecological performance objectives (Kardoyo et al., 2020). Such a shared flexibility makes certain that performance improvement is not localized but internalized throughout the organization. The fiction is consistent in demonstrating that lime transformational headship develops mental environments that foster flexibility, learning and sustainability-driven change preparedness. This makes lime transformational headship an important precursor of personnel flexibility in ecologically changing environments.

## **Lime Transformational Headship and Staff Performance**

### ***Headship as a Driver of Performance***

Transformational headship has long been linked with enhanced staff performance, as leaders motivate, inspire, and provide customized support to staff. Observed research shows that transformational headship meaningfully improves innovative work behavior (Bak et al., 2022) and overall job performance (Rezeki et al., 2023). These results propose that the motivational devices underlying transformational headship are equally pertinent within ecologically focused contexts.

### ***Performance Outcomes Under Lime transformational headship***

Lime transformational leaders have ecological awareness and encourage employees to present in a way that is consistent with sustainability objectives. Singh et al. (2020) derive the fact that companies embracing lime turn into transformational headship achieve superior performance in ecological aspects since employees are shown to have firmer commitment to ecological work. Similarly, Cop et al. (2021) found that lime transformational headship reinforces staff work pledge and improves performance results in friendliness firms, in which sustainability is increasingly becoming a part of operations. The Asian and European lessons also indicate that lime transformational headship enhances the capacity of the staff to complete ecologically responsible tasks positively. Khan and Khan (2023) stated that lime transformational headship is the best choice to improve task execution in a lime-oriented project, whereas Hussain et al. (2022) emphasized that lime transformational headship can lead to better ecological performance on the corporate level, and staff performance can be taken as the basis to achieve it.



### ***Lime Transformational Headship as an Agent of Innovation-based Performance.***

Research into creativity and knowledge-sharing also gives further evidence of the performance enhancing effect of lime transformational headship. Mansoor et al. (2021) discovered that Lime transformational headship fosters Lime creativity, which helps staff to come up with solutions that improve their performance in eco-inspired occupations. The researchers Son et al. (2020) determined that transformational headship facilitates the knowledge-sharing behavior, which leads to increased operational and financial performance. In addition, lime transformational headship has been reported to increase the sharing behaviors of staff, including cooperative problem-solving, active decision making, as well as participation in cross-functional sustainability creativities (Khan and Khan, 2023). Such performances make the presentation higher due to the adaptive response of the staff to the arising challenges, with the primary focus on the ecological obedience and the optimization of the processes. The signals of manufacturing and service industries further indicate that employees under lime transformational leadership are more inclined to go beyond the target of Lime performance measures, and in many cases, they perform higher than the standards of their firms because of the improved identification levels (Roscoe et al., 2019). In the situational contexts of firms, lime transformational headship allows employees to work on greater levels through developing motivation, environmental concern and innovative practices. This makes lime transformational headship central in headship constructs to increase performance of staffs in the sustainability-oriented companies.

### ***Constructs Integration***

The Interconnection between Lime Transformational Headship, Adaptability and Performance. The literature reviewed relates to the concept that Lime transformational headship does not only promote pro-ecological behavior, but also provides staff with flexibility and ability to perform

strongly. The adaptive staff with the backing of lime transformational headship is at a better position to react to ecological challenges, introduce Lime initiatives and produce better performance. The overall positive results in the service, manufacturing, education, and public sector indicate that the study has a solid theoretical background to explore the influence of lime transformational headship on adaptability and performance in Lime-oriented workplaces.

### ***Gap in Literature and Transition to Research Questions***

Though current research delivers extensive evidence on the relationship between lime transformational headship and various staff outcomes, the literature remains fragmented in terms of understanding:

- How lime transformational headship simultaneously shapes adaptability and performance,
- How these mechanisms operate in ecologically dynamic firms' contexts, and
- How staff adaptability may influence performance within Lime headship systems.





Therefore, the present study seeks to address these gaps by investigating the interplay between Lime transformational headship, staff adaptability, and staff performance.

## **Research Methodology**

### **Research Philosophy and Approach**

The study follows a quantitative research design derived on the pragmatist research philosophy. Pragmatism puts the emphasis on practical implications and permits researchers to choose the devices and methods that will fit the lecture of the investigation problem (Lancaster, 2007; Alghamdi and Li, 2013). The research does not reject a deductive method, which is priori with accepted theories to create hypotheses to gather empirical evidence and test the associations between variables, to protect objective authentication and practical relevance. It presented a cross-sectional survey of the employees of HEC-recognized universities, both public and private, in Karachi and Islamabad, Pakistan. The design will allow capturing data at a single time; this is suitable in examining the effects of Lime transformational headship on individual staff adaptability and performance. It is also cost-effective and is common in management research to fulfill the data of a large number of people through the use of the survey method (Saunders et al., 2018).

### **Research Design**

The research design used was an explanatory design that was given to test hypotheses and to establish a cause and effects relationship between the variables. Such research design is consistent with pragmatist philosophy, quantitative research, and deductive arguments, which will allow gathering and analyzing data systematically to arrive at actionable answers regarding Lime transformational headship, staff adaptability, and performance.

### **Population, sample and sampling technique.**

The sample population included faculty and administrative employees of universities HEC-recognized, which included approximately 12,000 employees (7,000 public, 5,000 private). The proportionate stratified random sampling method was used so that both sides of the industry were representative (Sekaran and Bougie, 2016; Creswell and Creswell, 2017). An online sample size calculator was consumed resulting in a minimum required sample of 384 at 95 percent confidence with a corresponding requirement of 416 as a result of non-responses. The number of public universities  $n = 215$  and private universities  $n = 201$  was used to gather data.

### **Data Collection and Data Instrument.**

An authenticated structured questionnaire was used to collect data through the online survey using Google Forms and WhatsApp. The questionnaire was in the English language and assessed Lime transformational headship (6 items,  $\alpha = 0.756$ ; Begum, Ashfaq, et al., 2022b), staff adaptability (8 items,  $\alpha = 0.7$ ; Marques-Quinteiro et al., 2015) and performance (ecological performance, 5 items,  $\alpha = 0.896$ ; Singh et al., 2020). Responses were measured using Likert scale.

### **Data Analysis**



SmartPLS 4 based on Structural Equation Modeling (SEM) was used to analyze data to test hypotheses and investigate correlation among Lime transformational headship, staff adaptability and performance. Descriptive statistics was performed through SPSS 26 to sum up the demographics and survey information providing a clear picture of the sample. 3.6 Ethical Considerations The study cast the shadow on the Declaration of the Helsinki principles in order to protect privacy, informed consent, and data protection (Goodyear et al., 2007). No personal identifiers were gathered, study members were notified concerning the use of data, and privacy was highly observed in the study.

## **Results and Discussion**

### **Demographic Profile of Respondents**

A total of 416 respondents were included in the research of all the private and public HEC-recognized universities in Pakistan. The gender ratio of the supporters showed that 57.5 percent ( $n=239$ ) were males, and 42.5 percent ( $n=177$ ) were females, which presented rather a higher number of male participants. The age distribution of the respondents was different in various categories. A small percentage of the members belonged to the 24-30 years group (5.3%,  $n=22$ ) and 31-36 years group (8.4%,  $n=35$ ). The large population of defendants was aged 37-43 years, that is 37.5% ( $n=156$ ) of the group. The proportion of the members in the age groups of 44-50 years was 25% ( $n=104$ ), age 51-56 years was 14.9% ( $n=62$ ), and age 57 and above was 8.9% ( $n=37$ ). This proliferation indicates a wide age group in which a great number of defendants are in middle of careers. Regarding the organization type, the defendants were nearly balanced between the public (49.3%,  $n=205$ ) and private (50.7%,  $n=211$ ) universities, which guarantees the balanced representation of both types of universities. Regarding their designation, the majority of the respondents held the title of Assistant Professor and this included 42.5% ( $n=177$ ) of the sample, then the title of Associate Professor (25.2%,  $n=105$ ), and finally the title of Professor (22.8%,  $n=95$ ). The lecturers took up a small percentage (2.9% = 12), and administrative staff a percentage of 6.5 ( = 27). Educational attainment of the members indicated that the majority of contestants had a Doctorate degree (71.2%,  $n=296$ ), 17.8 percent ( $n=74$ ) had a master degree and 11.1 percent ( $n=46$ ) had post-doctorate studies. This assigns a very competent sample, as it is in academic environments. In terms of work experience, the majority of the plaintiffs (44.7,  $n=186$ ) had over 12 years of working experience, the next group (31.3,  $n=130$ ) had 8-11 years of work experience, the next group (21.4,  $n=89$ ) had 4-7 years of work experience and the smallest group (2.6,  $n=11$ ) had less than 3 years of work experience. This suggests that the sample was mainly comprised of highly qualified faculty and administrative personnel, who were successful in providing informed knowledge in regards to Lime transformational headship, staff flexibility, and performance.

### **Statistical Analysis**

The analysis showed that Lime transformational headship has a significant positive relationship with adaptive performance by the staff ( $b=0.231$   $t=3.203$ ,  $p=0.05$ ). This implies that employees confirm increased flexibility with leaders who engage in Lime transformational behavior. Moreover, Lime transformational headship was initiated to play a significant positive role on the overall staff





performance, mostly in ecologically related tasks ( $b = 0.298$ ,  $t = 3.363$ ,  $p < 0.05$ ). Not only do staff working under such headship easily adjust to changing work stresses, but they also work more efficiently and coordinate their efforts with the sustainability objectives of firms. All in all, these results affirm that Lime transformational headship is critical in ornamental both employees adaptability and performance, secondary the role played by ecologically conscious headship in the environment of firms.

## **Discussion and Conclusion**

### **Discussion**

This study assesses that Lime transformational headship is significantly important in the ornamental staff flexibility and performance at higher education firms. Leaders who are front- runners but apply a Lime transformational approach will provide a sense of an environment that motivates staff to conform their practice to the sustainability objectives to create a culture of responsiveness and flexibility. Such a structure enables employees to adjust to the changes in the firms and environmental programs effectively, hence restoring overall employee performance. The implications affirm that employees who work in Lime transformational headship exhibition exhibit greater measures of flexibility, since executives give direction, drive and model roles that arouse sensible problem solving and innovative work practices. This flexibility, in its turn, translates into improved presentation implications, which means that the way of headship has a direct impact on the amount of adjustment to the changing environment and the capacity to provide quality outcomes. Moreover, Lime transformational headship facilitates the culture of a firm in which presentation is not only not in a hurry because of efficiency but also commitment to ecologically sustainable practices. Employees who show interest in such headship show greater activity, potential, and effectiveness in carrying out their duties, and this is causative to institutional development and sustainability. This research is timely as it presents empirical results that Lime transformational headship is an effective method of enhancing staff flexibility and presentation, supporting as well as collateral the crucial nature of ecologically conscious headship in academic enterprises. Higher education firms will benefit by using this type of headship to regain staff responsiveness, increase performance, and emulate the culture of a sustainable firm. In general, the responses prioritize the pragmatic stance of Lime transformational headship as a strategic measure towards fostering flexibility and leveraging employee performance, donation direction to institutional leaders and policymakers so as to incorporate sustainability-oriented headship behaviors.

### **Conclusion**

The study establishes that Lime transformational headship positively, but significantly, affects the adaptability of the staff and performance of the firm in general in institutions of higher learning. Participatory leaders who engage in ecological values in their operations would replace a culture which promotes flexibility of staff to adapt to change, innovate and perform well. Lime transformational headship not only reclaims individual staff expenditures but also gives away to the total developments, output and development of firms by supporting flexibility and promoting



sustainable and value-based work practices. These findings underscore the importance of an environmental friendly leadership in developing powerful, high-performance, and flexible workforces.

## Key Findings

**Lime transformational headship and staff adaptability:** The study established that there was a significant positive relationship between Lime transformational headship and staff adaptive performance, which implies that front-runners who legitimize ecologically conscious transformational actions have a significant positive influence on the ability of staff to adapt and adjust to shifting firms demands. **Lime transformational headship and staff performance:** The meaning of lime transformational headship significantly motivates the overall staff performance, which is representative of the fact that ecologically oriented headship does enhance the staff productivity, competence, and adherence to the sustainability strategies of companies. **Staff Adaptability as a Performance Driver:** Staff members that have a higher adaptive presentation with Lime transformational front-runners have better appointment, suppleness, and problem-solving competences, that is, better overall presentation results. **Firms Implications:** The responses establish that the adoption of Lime transformational headship among HEC-recognized firms fosters the culture of flexibility and high performance, which contributes to the official growth, sustainability, and long-term development. **Statistical Authentication:** PLS-SEM identified the positive, but significant, impact of Lime transformational headship on staff flexibility and performance, the significance of the ecologically conscious headship of the real world in improving the effectiveness of the workforce.

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