The Impact of Organisational Communication and Transformational Leadership on Employee Green Behaviour and Organisational Effectiveness

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ABSTRACT

Effective leadership necessitates proficient communication skills, as successful communication within an organisation can yield benefits for both the leader and their subordinates. Efficient work environments are most effectively established in organisational structures with transformational leadership through the cultivation of harmonious relationships between employees and leadership. The study was carried out in five telecommunication industries in India and particularly focused on white-collar personnel. This particular group was selected due to their elevated status and the demanding nature of their work environment. The research conducted a survey study with 338 employees in 2022 and utilised the Smart PLS 3.2 programme for analysis, all within the defined scope of the research's purpose. The analysis has led to the conclusion that organisational communication and transformational leadership have a positive impact on EGB and organisational effectiveness, and their transformational leadership has a mediating impact on the relationship between organisational communication and organisational effectiveness and also employee green behaviour.

Keywords: Organisational communication, effectiveness, employee green behaviour, transformational leadership.

1. Introduction.

Organisational communication refers to the procedure of generating, transmitting, and decoding messages that encompass all forms of communication, including verbal, non-verbal, and written, within the parameters of an organisation (Ewing et al., 2019). Daft (1997) defined Organisational Communication (OC) as "the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour." This process involves the engagement of all stakeholders, including both internal and external stakeholders, employees, and management at all levels (Al-Tokhais, 2016).

Enhancing one's communication abilities is paramount to achieving success (Kalogiannidis, 2020a). Possessing this skill is crucial for individuals to attain social and professional recognition (Stacho et al., 2019) therefore when examining an organisation, it is crucial to recognise the importance of effective communication for its overall success. Clear communication facilitates comprehension of employees' roles and responsibilities, the organisation's goals and objectives, and its culture (Hanna et al., 2022), and it also contributes to the improvement of employee values, engagement, and job satisfaction. The efficacy of communication is contingent upon the utilisation of suitable communication channels and techniques that are appropriate for varying audiences and situations. Additionally, it involves active engagement in listening to others, furnishing feedback, and ensuring that messages are lucid, succinct, and pertinent (Meier et al., 2022; Sharma, 2020).

Organisations can employ various tools and techniques to enhance their communication, including but not limited to, convening periodic staff meetings, disseminating email updates, publishing newsletters, utilising intranet platforms, leveraging social media, and conducting employee surveys. The provision of training and support for employees is imperative in enhancing their communication proficiencies and fostering a culture of transparent communication, thereby creating an environment where employees are at ease to express their opinions and provide feedback (Ali et al., 2021; Hameed & Anwar, 2018). Effective organisational communication is crucial for promoting employee well-being and shaping the patterns, objectives, and trajectories of communication dynamics within the organisation. The level of employee satisfaction in an organisation is influenced by the working environment in which they operate (Molina-Hernández et al., 2021). The harmonious relationship among employees enhances their dedication to the organisation during the management process, leading to a rise in job satisfaction (Benitez et al., 2023; Kammerhoff et al., 2019). Transformational Leadership (TL) is an essential component for organisations to improve their performance in dynamic business environments as this leadership approach involves the active involvement of subordinates, which can enhance their morale and ultimately contribute to the success of the organisation (García-Morales et al., 2012). Therefore, the establishment of a management framework that fosters participation is instrumental in highlighting the significance of TL (Afsar & Umrani, 2020). To actively contribute in achieving the objectives of an organisation, the involvement of TL is one of the best practises, as it encompasses the participation of both employees and the organisation (Stazyk & Davis, 2020) as Bass (1985) defined a "transformational leader as one who motivates followers to do more than they originally expected to do". Effective problem-solving in organisations requires a conducive communicative atmosphere, where all members can freely and comfortably engage in dialogue with the aim of identifying and implementing solutions (Han & Yang, 2021). Therefore, it is imperative that all organisations strive towards the mutual objective of ensuring that communication and leadership models have a positive impact on both organisational commitment and employee satisfaction (Rajab & Saputra, 2021). TL including pro-environmental aspects has a positive impact on the green behaviour of employees and the overall performance of the organisation (Niazi et al., 2023; Sobaih et al., 2022). Ones & Dilchert (2012) defined Employee Green Behaviour (EGB) as "scalable actions and behaviours that employees engage in that are linked with and contribute to or detract from environmental sustainability". TL has a significant impact on team members' pro-environmental goal clarity, pro-environmental harmonious passion, and subsequent pro-environmental behaviours (Peng et al., 2021). Subsequently, the effectiveness of an organisation is influenced by factors such as employee empowerment, team orientation, and capability development therefore, it is recommended that business organisations promote employee engagement and cultivate enduring, favourable relationships with their workforce (Mahfar et al., 2023). Venkatraman & Ramanujam (1986) defined Organisational Effectiveness (OE) as "an indicator which measures how well an organisation achieves its goals effectively." The implementation of these measures will facilitate efficient management of business organisations and the attainment of corporate goals and objectives.

The study was conducted on individuals employed in the telecommunications sector who hold professional or managerial positions. The purpose of conducting research in the telecommunications industry like Bharti Airtel Limited, BSNL, MTNL, Reliance Jio Infocomm Ltd, and Vodafone Idea was to investigate the attitudes and behaviours of white-collar individuals who experience high levels of stress due to their demanding work schedules and responsibilities. Furthermore, with the continual progression of technology and the need for highly skilled labour, it is imperative to reduce attrition rates in order to maintain competitiveness in the current era. Therefore, investigate the impact of effective communication and leadership on subordinates who bear significant responsibility for customer service and sales. The study aimed to examine how higher management addresses these challenges and leads their subordinates in a manner that enhances OE. The study explored the role of organisational communication in shaping EGB and OE and also the attitudes and behaviours of leaders' towards their subordinates on EGB and OE.

Organisational communication is a crucial aspect of the telecommunications industry, as it serves to prevent potential issues. The present study was designed to investigate the interrelationships among the variables of organisational communication, TL, EGB, and OE, as outlined in the research model.

1.1 Aim
The present investigation endeavours to examine the degree and scope to which transformational leadership serves as a mediator in the relationship between Organisational Communication (OC) and both Organisational Effectiveness (OE) and Employee Green Behaviour (EGB). This inquiry specifically targets white-collar employees within the telecommunications industries of India who maintain a hectic work schedule while striving to fulfil their responsibilities. In light of these 2 research questions are being examined in further study:

- *RQ1. How transformational leadership acts as a mediator in the relationship between organisational communication and organisational effectiveness in telecommunication industry among white-collar employees.*

- *RQ2. How transformational leadership acts as a mediator in the relationship between organisational communication and employee green behaviour in telecommunication industry among white collar employees.*

The present investigation is composed of five distinct sections. The subsequent section pertains to the existing body of literature. The third segment of this investigation formulates hypotheses grounded in the existing literature. The fourth section of the research pertains to the methodology employed in the present investigation. The fifth section pertains to the outcomes and entails an analysis and interpretation of said outcomes. Ultimately, the final section succinctly summarises the research and offers recommendations for significant strategic initiatives in the future.

2. Literature Review.
2.1 Organisational Communication (OC)
Communication serves as a means for individuals to engage in interpersonal interactions in their daily lives (Shonubi & Akintaro, 2016). Daft (1997) defined organisational communication as "the process by which information is exchanged and understood by two or more people, usually with the intent to motivate or influence behaviour". OC plays a crucial role in facilitating the preservation of an organization's objectives and promoting their long-term viability through the engagement of employees (Syazani & Rosian, 2020). According to Al-Alwan et al (2022) business management requires efficient communication as the workforce drives organisational change therefore organisations must address the issues of employees by reducing employment instability and create a community to increase employee responsibility.

The leadership style plays a crucial role in maintaining the desired level of OC (Lee & Kim, 2021; Ruben & Gigliotti, 2021) and if communication channels are lacking within an organisation, it has been noted that employees experience job dissatisfaction, feelings of insecurity, heightened stress levels, increased absenteeism, subpar job performance, and a propensity to seek alternative employment opportunities (Handayani & Mahendra, 2022). The significance of OC quality has been established in managing uncertainty and crises, such as the organisational reactions to

the COVID-19 outbreak (Argenti, 2020). Moreover, effective communication has the potential to enhance employee commitment to the organisation and their job satisfaction (Hanna et al., 2022). Therefore, the success of an organisation is contingent upon effective communication within its structure, as it fosters collaboration, coordination, and comprehension among various individuals and groups (Mutua et al., 2023).

2.2 Transformational Leadership (TL)

According to Com et al (2018) a leader is a person who offers direction, guidance and establishes objectives for their followers or subordinates to attain the objectives of the organisation. Mwaisaka & Ouma (2019) stated leadership that is transformational demonstrates concern for its subordinates and followers and offers them opportunities for training and development that can enhance their future career prospects. In addition, it facilitates the alteration of subordinates' perspectives through the impartation of knowledge, as necessary, in order to enhance the efficiency and productivity of colleagues (Tian et al., 2020). Transformational leaders may impact creative engagement by providing individualised attention and assistance to their followers (Chaubey et al., 2019) and these leaders encourage intellectual engagement by persistently questioning and critiquing their subordinates' ideas and mental processes.

Leaders that can successfully explain the corporate vision and match it with individual goals may inspire their employees (Bednall et al., 2018; Shafi et al., 2020). This leadership style uses efficient communication to spread the company's message and create a productive workplace (Eisenberg et al., 2019; Santoso et al., 2022a). This method boosts team members' productivity and efficiency, helping them finish projects on time and on budget (Malik et al., 2020). Moreover, a visionary leader also creates ways to attain organisational objectives (Dubey et al., 2023). This leader inspires others and conserves resources by being cheerful thus, transformational leaders are expected to inspire employees by connecting their futures to the organization's and to encourage innovative work behaviours by creating a strong sense of shared vision and belonging (Kani, 2023).

2.3 Employee Green Behaviour (EGB)

Employee Green Behaviour (EGB) is the term used to describe the conduct of employees that aligns with an organization's environmental initiative, as stated by (Zhang et al., 2019). The paramount factor for the successful implementation of an environmental management system is EGB. Research has indicated that employee engagement is a crucial factor in achieving an effective Environmental Management System (EMS) within an organisation (Mazzi et al., 2016). According to Ones & Dilchert (2012) research, EGB can be defined as "scalable actions exhibited by employees that aid in achieving environmental sustainability objectives within the organisational setting." Organisations promote the involvement of EGB to facilitate the effective implementation of an Environmental Management System (EMS) within the organisation, thereby enhancing the organization's environmental performance (Jabbour & De Sousa Jabbour, 2016; Roscoe et al., 2019). According to Dubey et al. (2023); Hossain et al (2022) the adoption of EGB can confer a competitive edge to an organisation in relation to its environmental performance. Organisations might gain a competitive advantage by adopting eco-friendly practices. Environmental sustainability promotes social responsibility in employees and helps build a sustainable society (Abbas & Dogan, 2022). Thus, green training and development, performance management, empowerment, and involvement are essential to encouraging green behaviour among workers as the incorporation of these GHRM practises such as reward and compensation with performance management could be implemented by the organisation to ensure that employees are suitably remunerated for their efforts in reducing waste and optimising resource utilisation in operational activities (Ojo et al., 2022) and therefore improvement of environmental performance may be achieved through prioritising environmental competencies during recruitment and selection procedures, as well as providing avenues for employee engagement in the development of environmental initiatives.

2.4 Organisational effectiveness (OE)

According to Akpa et al (2021); Ślusarczyk et al (2019) perspective, performance pertains to the attainment of objectives that align with an organization's expectations. This suggests that

performance is not solely determined by the outcome, but rather by its alignment with the objectives established by the organisation (Iselin et al., 2008). The concept of OE encompasses various aspects, including the financial position, market demand for the organisation's products and services, and the returns generated for investors(Gupta et al., 2020). According to Daft (2007) the concept of OE refers to the actual results achieved by an organisation in comparison to the anticipated outcomes, which represent the desired results envisioned by the organisation. The impact of lean management principles can be most effectively evaluated across all three dimensions of sustainability pertaining to OE (Sajan et al., 2017) as the implementation of lean management practices, which include leadership support and employee involvement, focus on internal customers, long-term thinking, community service value, waste elimination, and continuous improvement, has been found to have a favourable impact on organisational performance (Klein et al., 2023). A sound leadership in the organisation has a positive impact on the overall OE as it boosts the morale in employees and push them towards the success of the organisation (Liu et al., 2022).

3. Hypotheses Framing

3.1 Organisational communication and Organisational effectiveness

Effective employee communication helps management guide confused workers and inspire flexible ones (Cakula & Pratt, 2021). Downward communication helps workers execute management choices, improves teamwork, confidence, interpersonal relationships, efficiency, and eliminates rumours and misunderstandings while as upward communication helps managers comprehend organisational and personal concerns that influence employees, promoting stability and employee dedication (Kalogiannidis, 2020a). The implementation of a targeted strategy execution, coupled with a well-defined communication plan, resulted in improved overall OE (Siam, 2017). The attainment of success by managers in contemporary workplaces is significantly linked to the proficiency of employees and managers in effectively communicating with one another hence OE is deemed to be significantly influenced by this factor

(Chanana & Sangeeta, 2021). Upward communication is a contemporary method utilised for the purpose of fostering participation and augmenting performance (Ogundipe & Abisola, 2022). The important function that communication plays in facilitating the free flow of information and ideas within an organisation (Kalogiannidis, 2020). Communication and the effectiveness of an organisation are intimately related to one another as achieving organisational objectives and enhancing the effectiveness of the organisation as a whole are both contingent on having strong lines of communication (Li et al., 2021).

3.2 Organisational Communication and Employee Green Behaviour

The significance of environmental sustainability can be communicated to employees through OC, which can facilitate the promotion of EGB (Tsalis et al., 2020). This can be achieved by imparting knowledge and resources to employees, as well as fostering a culture of environmental responsibility within the organisation (Chaudhary, 2020). Z. Li et al (2023) offering environmental education and training to employees can enhance their awareness and comprehension of the environmental implications of their individual and collective actions. This may encompass the dissemination of knowledge pertaining to areas such as energy efficiency, waste minimization, and environmentally-friendly modes of transportation and communicating the sustainability goals (Muisyo et al., 2022) and targets of an organisation can foster a shared sense of accountability among its workforce and motivate them to undertake measures that align with the organization's ecological aims (Jerónimo et al., 2020). Moreover, granting feedback and recognition for sustainable practices may incentivize workers to persist in executing behaviours that uphold ecological sustainability. This may represent the acknowledgement of both individual and collective accomplishments, commemorating triumphs, and acknowledging the contributions of staff members towards sustainability endeavours (Shou et al., 2020).

3.3 Organisational Communication and Transformational Leadership

The ability to communicate effectively is a critical element of effective leadership (Kelly &

MacDonald, 2019). Effective communication skills are essential for leaders to articulate their vision, strategies, and objectives to their team members, and to establish trust and credibility with them (Ansari, 2021). Effective communication of vision and objectives by leaders can motivate their team members to strive towards their attainment (Reidhead, 2021). The work attitudes of employees are notably impacted by their communication skills and leadership styles that are focused on tasks and relationships (Dasgupta et al., 2013). Specifically, their contentment with the communication dynamics with their immediate supervisors and their job satisfaction are crucial factors (Wikaningrum & Yuniawan, 2018). Leaders who possess effective communication skills have the ability to establish a favourable work atmosphere and cultivate a culture that promotes transparent communication, cooperation, and ingenuity (Barrett, 2006b). OC is crucial for successful leadership, and those that place a high priority on it may improve their organization's performance as well as the connections they have with their team members (Hackman & Johnson, 2013).

Drawing from the presented arguments, the hypotheses can be formulated as

- *H_a1: Organisational communication has a positive impact on organisational effectiveness.*
- *H_a2: Organisational communication has a positive impact on employee green behaviour.*
- *H_a3: Organisational communication has a positive impact on transformational leadership*

3.4 *Transformational Leadership and Organisational effectiveness*
A key component of TL is inspiring and encouraging subordinates to achieve outstanding levels of performance (Santoso et al., 2022; Udin, 2020). An essential and effective part of innovation is an organization's leadership style is by setting both short- and long-term strategic goals, offering internal and external incentives, and supporting the organization's intellectual capital via attention and supervision, TL promotes innovation inside organisations (Alrowwad et al., 2020). This type of leadership encourages workers to become more adaptive and creative in their thinking, TL has been proven to be beneficial in a workplace that is always changing (Alrowwad et al., 2020; Rahmatullah et al., 2022). In a

stable corporate environment, the leadership of transactions has the ability to promote innovation and may inspire businesses to develop when their goals and activities stay constant (Hoai et al., 2022; Suwanto et al., 2022). Organisations must embrace the behavioural patterns of transformational leaders in order to encourage creativity among their followers and workers (Mi et al., 2019). As a result, the use of TL may strengthen workers' creative capacities, resulting in the invention of effective solutions for organisational problems (Hilton et al., 2023). The improvement of the organisational environment, the availability of enough resources, the offering of incentives and rewards for new ideas, and time-saving techniques may all be used to promote and facilitate employee creativity (Mirzani, 2023). The implementation of strategies aimed at enhancing employee motivation has been found to yield a range of positive outcomes in organisational settings (Ince, 2023; Purwanto, 2022). These outcomes include increased employee engagement, heightened levels of creativity and innovation, improved decision-making, enhanced OE, better employee retention rates, and the cultivation of a positive organisational culture (Luo et al., 2023; Tianingrum, 2022).

3.5 *Transformational Leadership and Employee Green Behaviour*
The implementation of TL has the potential to yield positive outcomes for the long-term viability of a workplace (Passakonjaras & Hartijasti, 2020). TL is a leadership style that involves motivating and inspiring team members to achieve their maximum potential and effect positive changes(Mansoor et al., 2021; Quan et al., 2022). This leadership style is frequently linked with favourable consequences, such as increased employee productivity and job contentment (Nugroho et al., 2020). Transformational leaders can inspire their teams to embrace environmentally sustainable practices by emphasising the importance of sustainability and motivating their staff to take action (Moin et al., 2020). TL may involve providing employees with training and resources to reduce waste and energy consumption, or inspiring them to participate in sustainability initiatives (Li et al., 2020). TL has an impact on the environmental behaviour of employees, such as their engagement in energy conservation

and recycling practices (Öğretmenoğlu et al., 2022; Sobaih et al., 2022). The implementation of TL has the potential to foster a sustainable culture within organisations, resulting in heightened levels of employee involvement and a more pronounced influence on the environment (Sachdeva & Singh, 2023; Waqas et al., 2021).

Drawing from the presented arguments, a hypotheses can be formulated as

- *H$_a$4: Transformational leadership has a positive impact on organisational effectiveness.*
- *H$_a$5: Transformational leadership has a positive impact on employee green behaviour.*

3.6 Organisational communication, Transformational leadership and Organisational Effectiveness

The impact of OE can be significantly influenced by two critical factors, namely OC and TL as proficient leaders establish reliable communication channels with their staff members to cultivate a mutual vision and a robust dedication to the mission of the organisation (Saputra, 2021). Moreover the implementation of efficient communication practices within an organisation has the potential to foster trust, heighten employee engagement, and improve the overall performance of the organisation (Stacho et al., 2019). According to the theory of TL, leaders have the ability to bring about significant changes in their followers through three fundamental means: heightening their understanding of the significance of tasks, prioritising team or organisational objectives, and stimulating their elevated needs (Bass, 1985). Leaders who are effective may utilise metaphors, symbols, imagery, and persuasive argumentation as communication strategies to influence others to adopt their stance and this, in turn, can enhance the leader's ability to

guide and motivate their followers (Parry, 2008).

3.7 Organisational communication, Transformational leadership and Employee Green Behaviour

There exists a relationship between OC, TL, and EGB as effective communication and leadership are crucial for cultivating a culture of sustainability within an organisation that can inspire staff engagement and promote environmentally conscious practices (Avery, 2005). The implementation of efficient internal communication is imperative in disseminating the organization's vision and mission to its employees (Gordon, 2017). This encompasses a diverse range of objectives, including the attainment of business goals, job satisfaction, and the promotion of environmentally conscious behaviour among staff members (Mishra et al., 2014). Effective communication serves as a fundamental pillar for fostering a robust and thriving relationship between managers and employees (Sinčić Ćorić et al., 2020). The impact of sustainability on employee attitudes and behaviour can be significantly influenced by OC as the implementation of green practices has the potential to generate an additional valuable organisational asset, specifically a culture of environmental education and awareness among employees and this is possible through formal and informal communication channels (Tang et al., 2018).

Drawing from the presented arguments, the hypotheses can be formulated as

- *H$_a$6: Transformational leadership acts as a mediator in the relationship between organisational communication and organisational effectiveness.*
- *H$_a$7: Transformational leadership acts as a mediator in the relationship between*

Figure 4

Research Paradigm

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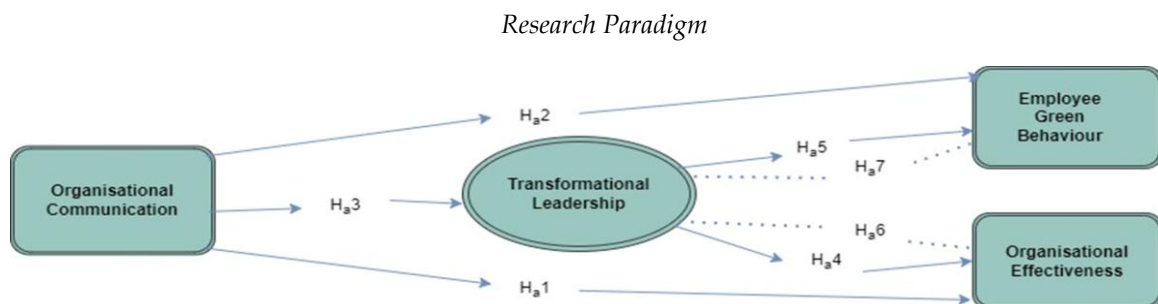
organisational communication and employee green behaviour.

4. Research methodology

4.1. Research approach

The present investigation employed the stratified sampling as the implementation of this method constitutes a proficient approach for acquiring data from a vast population as the process of breaking down large groups into smaller, is more manageable and can be beneficial. The utilisation of this particular approach to gather data has the potential to facilitate the acquisition of more precise and reliable information. The study was facilitated by the administration of a questionnaire. The questionnaire survey approach is a prevalent research technique that is frequently utilised by scholars due to its cost-effectiveness and ability to reach a diverse or specific sample of the population (Rasool et al., 2021).The utilisation of this methodology aims to expeditiously gather information from the specific demographic under investigation for the purpose of subsequent data interpretation.

4.2 Development of instruments.

The present study involved the development of a questionnaire as a means of gathering data, with the underlying framework being informed by the formulated hypotheses. The survey consisted of 23 items that were evaluated using a 5-point Likert scale, where 1 represented "strongly disagree" and 5 represented "strongly agree." A preliminary investigation was conducted to assess the reliability and validity of the instrument and a total of 50 questionnaires were distributed in the first phase of the study and following this preliminary investigation, certain adjustments were suggested to adapt the tool to the intended goals.

4.3 Sampling and data collection

This study focused on the target population of white-collar employees, including project managers, accountants, and HR managers. Data was gathered from five telecommunications companies operating in India. The entities encompassed in the aforementioned list are Bharti Airtel Limited, BSNL, MTNL, Reliance Jio Infocomm Ltd, and Vodafone Idea. The rationale behind choosing these industries is based on their swift development and progression over time, which creates fresh opportunities for expansion and improvement due to their influence on organisational performance. The role of effective decision-making practices is crucial for managing risks and making informed decisions within an organisation. These companies expedite the process of decision-making in order to enhance their adaptability. In accordance with research ethics, participants were assured that their confidential information would be safeguarded and solely utilised for the purposes of this study. At the outset, a set of 50 surveys were disseminated to individuals with significant proficiency in the respective domain. The feedback provided by the participants of the pilot study was carefully considered and incorporated into the questionnaire to enhance its quality. Upon completion of revisions, the ultimate iteration of the survey questionnaire was disseminated to the designated demographic. A distribution of 405 questionnaires was administered with a request for respondents to thoroughly read and complete the entirety of the questionnaire. The study received a total of 362 questionnaires, with 24 of them being deemed incomplete. Following the exclusion of the aforementioned 24 responses, the sample size of the present study amounted to 338, thereby yielding an overall participation rate of 83.4% of the total targeted population.

4.4. Parameters and metrics

The variables we utilise in this research include, Organisational Communication (OC), Transformational Leadership (TL), Employee Green Behaviour (EGB) and Organisational Effectiveness (OE). Additionally, in this research, OE and EGB served as the dependent variables, with OC serving as an independent variable, TL serving as a mediating variable as shown in figure 1. For the measurement of OC, we utilised 7-items adapted from (Bakar & Mustaffa, 2013) For the measurement of EGB, we used 7-item scale by (Robertson & Barling, 2013). Furthermore, 4-items were used to quantify TL the items were taken from (Elsaied, 2018) and finally 5-items were used from (Ahimbisibwe et al., 2015) to evaluate the OE. The alpha values of these variables resulted in between 0.846 and 0.875 as shown in Table 2 indicating that the items used in this study were valid and reliable, as their alpha value is greater than the standard alpha value (0.70), which is used to

measure reliability and validity (Nunnally & Bernstein, 1994).

4.5 Demographic Information
The demographic characteristics of the participants are presented in Table 1. The study involved a sample size of 338 individuals who were employed at the time of the research. Approximately 81% of the participants were male, totalling 274 individuals, whereas female participation accounted for 19% of the total targeted population, with a count of 64 individuals. In the present study, there were 125 project managers, 156 accountants and 57 HR managers out of the 338 total targeted population. All respondents were separated into two groups based on their level of education: undergraduate and graduate. 28.4% of the population, or 96 respondents, were having master's degree as their qualification, whereas 71.59% of respondents were only graduates. The participants' employment experience was also broken down into three groups: less than 10 years, 10 to 15 years, and more than 15 years.

Table 6: Demographic Information

Characteristics	Categories	Frequency(n)	Percentage
Gender	Male	274	81.0
	Female	64	19.0
Education	Masters	96	28.4
	Graduate	242	71.9
Positions	Project Managers	125	36.98
	Accountants	156	46.15
	HR Managers	57	16.8
Work Experience	Less than 10 Years	108	30.4
	10-15 years	178	52.6
	Above 15 Years	57	16.8
	Total	**338**	**100**

Table 7: Confirmatory factor analysis

Constructs	Items	Loadings	Alpha	CR	Ave	√AVE
Organisational Communication (OC)	OC1	0.745	0.846	0.930	0.592	0.769
	OC2	0.822				
	OC3	0.729				
	OC4	0.878				
	OC5	0.901				
	0C6	0.896				
	0C7	0.915				
Transformational Leadership (TL)	TL1	0.799	0.875	0.920	0.742	0.861
	TL2	0.820				
	TL3	0.893				
	TL4	0.929				
Organisational Effectiveness (OE)	OE1	0.745	0.863	0.905	0.658	0.811
	OE2	0.876				
	OE3	0.811				
	OE4	0.820				
	OE5	0.799				
Employee Green Behaviour (EGB)	EGB1	0.773	0.867	0.907	0.532	0.729
	EGB2	0.743				
	EGB3	0.789				
	EGB4	0.813				
	EGB5	0.843				
	EGB6	0.766				
	EGB7	0.723				

Participants with less than 10 years of work experience made up 103 (30.4%), those with five to ten years made up 178 (52.6%), and those with more than 15 years made up 16.8% of the target group as a whole.

5. Results and discussion
5.1. Results
The current study used the structural equation modelling methodology to explore the correlation among OC, TL, EGB, and OE. The utilisation of Smart PLS 3.2.2 (Hair et al., 2019) is employed for the purpose of implementing structural equation modelling. The present study initially assessed the reliability, as evidenced by the comprehensive data presented in Table 2.

The findings suggest that the factor loading values of all items exceed the threshold of 0.60 (Maccallum et al., 1999). The Cronbach Alpha and Composite Reliability (CR) values for all constructs exceed the recommended threshold of 0.70 (Raykov, 1998). Additionally, the average variance extracted (AVE) value exceeds 0.50 (Bagozzi & Yi, 1988) which is

used for measuring the convergent validity of the instruments. Thus, it can be concluded that the scale is reliable and valid.

Figure 2 represents the factor loads of items, path coefficients between variables, and R Square values between latent variables. The numerical values displayed on the arrows connecting the factors and items represent the factor loadings of the respective items. The path coefficients are represented by arrows connecting the factors. The values expressed in terms of factors are R-squared values.

Table 3: Discriminant Validity

	OC	TL	OE	EGB
OC	**0.769**			
TL	0.735	**0.861**		
OE	0.756	0.802	**0.811**	
EGB	0.690	0.833	0.792	**0.729**

*Notes** $p< 0.05$, R^2 ($\sqrt{Ave}$) values in bold.*

Table 3 displays the values of the (Fornell & Larcker, 1981) criteria utilised for the assessment of discriminant validity. As per the
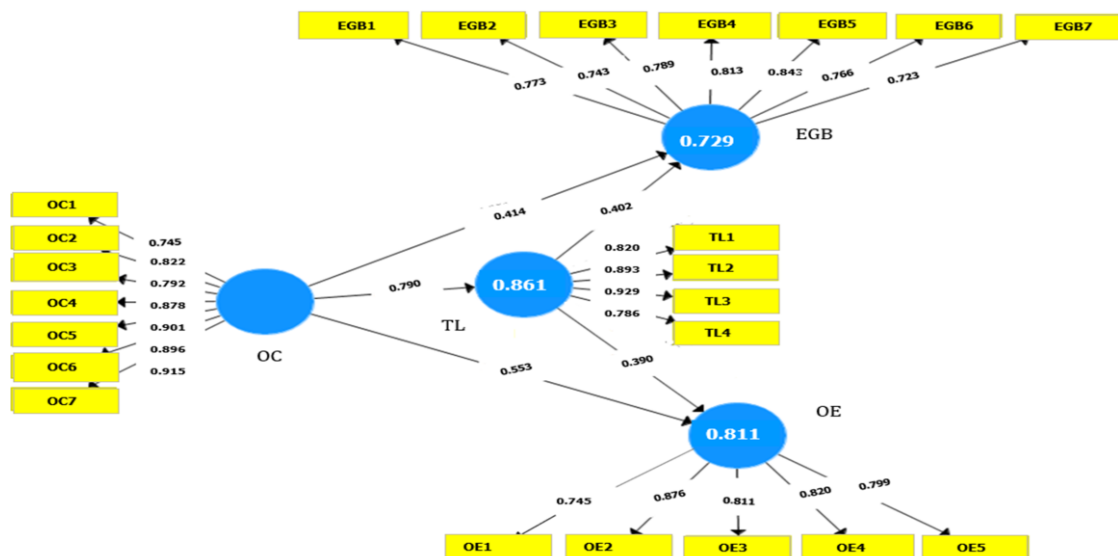
Figure 5 : Factor Analysis

Table 4: Direct Effects

Hypotheses	Paths	Path Coefficients	T- Value	P value	Decision
H_a1	OC→OE	0.553	8.498	p<0.05	Accepted
H_a2	OC→EGB	0.414	8.025	p<0.05	Accepted
H_a3	OC→TL	0.790	13.450	p<0.05	Accepted
H_a4	TL→OE	0.390	3.987	p<0.05	Accepted
H_a5	TL→EGB	0.402	7.670	p<0.05	Accepted

NOTE**: "OC, OE, EGB and TL" denotes for organizational communication, organisational effectiveness, employee green behaviour and transformational leadership respectively, while "->" indicates the direction of the relationship.

established norm, the square root of AVE values of a variable should exceed the correlation it shares with other factors. As per the data presented in table, it can be observed that the square root of Average Variance Extracted (AVE) exhibits a higher value than the correlation coefficient with other variables across all factors. Thus, it provides evidence for the discriminant validity.

Structural Equation Modelling (SEM) was utilised to measure the direct and indirect pathways within the research model using Smart PLS 3.2.2. The bootstrapping method was employed with a sample size of 5000 to compute the t-values, p-values, and confidence intervals. The findings presented in Table 4 indicate that there is a significant and positive impact of OC on OE, as (β = 0.553, $p < 0.05$), hence The Ha1 has been confirmed. Likewise, there exists a significant relationship between OC and EGB (β = 0.414, $p > 0.05$). Therefore, Ha2 is also accepted.

Moreover, it can be observed that OC has a significant and positive impact TL where (β = 0.790, $p < 0.05$). Therefore, the hypothesis Ha3 is also accepted. Additionally, it can be observed that there exists a significant relationship between TL and OE (β = 0.390, $p < 0.05$). Therefore, the confirmation of Ha4 is also deemed to be accepted. Finally, it can be observed that TL has also significant and positive impact on EGB (β = 0.402, $p < 0.05$), thereby leading to the acceptance of Ha5.

Table 5 aimed to assess the indirect relationship between transformational leadership (TL) and both organisational communication (OC) and organisational effectiveness (OE), as well as the indirect relationship between TL and EGB (EGB). The findings suggest that there is a partial mediating effect of TL in the association between OC and OE (β = 0.308, $p < 0.05$), as well as between OC and EGB (β = 0.317, $p < 0.05$). Hence the acceptance of Ha6 and Ha7 is supported by the obtained results. Following the identification of the mediator effect of the TL, the variance accounted for (VAF) value was computed to determine the degree of this effect. When the VAF values fall below 20%, no mediation effect is indicated. However, if the VAF value ranges from 20% to 80%, it suggests a partial mediator effect, whereas a VAF value exceeding 80% indicates a full mediator effect (Hair, 2014).

5.2 Discussion
The importance of TL in an organisation is paramount, as it involves active participation, contribution to the decision-making process, and full engagement in attaining the organisational goals (H. Li et al., 2019). The present investigation demonstrates that TL has a positive impact on employees, thereby enhancing their job satisfaction and overall organisational effectiveness (Moin et al., 2020; Stazyk & Davis, 2020).

Consequently, employees who are held in high esteem within an organisation make a valuable contribution to fostering a cohesive and steadfast atmosphere that enhances the overall welfare of the organisation. In the context of the Indian telecommunications industry, this study investigates the mediating function of transformational leadership. We used the AMO theory (Appelbaum, 2000) to analyse how organisational plays a role through the mediation of transformational leadership in order to achieve the goals of this study. According to our findings, OC was favourably correlated with organisational effectiveness and green behaviours among employees. Through the mediation role played by TL, we also discovered that OC was indirectly associated to organisational success and employee green behaviour. These results

Table 5: Indirect/ Mediation Effects

Hypotheses	Paths	Path Coefficients	T-Value	P-Value	VAF	Mediation effect	Decision
H$_a$6	OC→TL→OE	0.308	3.867	p<0.05	0.36	Partial	Accepted
H$_a$7	OC→TL→EGB	0.317	4.304	p<0.05	0.43	Partial	Accepted

NOTE: "OC, OE, EGB and TL" denotes for organizational communication, organisational effectiveness, employee green behaviour and transformational leadership respectively, while "->" indicates the direction of the relationship.

are consistent with studies (Stacho et al., 2019) that examined the effect of OC on OE through TL. When an organisation is dedicated to its objectives, it elevates its communication standards and fosters sustainability awareness among its employees, thereby enabling them to work effectively towards their goals and objectives (Rajhans, 2009). The implementation of environmentally conscious practices (Sahoo et al., 2023), effective leadership (Baig et al., 2021), and proficient communication (Rajhans, 2009) techniques are crucial components for organisational success. In particular, proficient communication is essential for top-level management to effectively convey their goals and objectives to employees (Abdullah & Sofyan, 2022). Failure to do so may result in miscommunication and misunderstandings, ultimately leading to employee demotivation and organisational failure (J.-Y. Li et al., 2021).

The concept of TL is of utmost importance, as it involves the active involvement of employees and the utilisation of a leader's communication skills and conduct to prioritise the interests of their followers this approach motivates individuals to prioritise the common good over their personal interests (Suwanto et al., 2022). Transformational leaders achieve these results through the possession of four key qualities: idealised influence, inspiring motivation, intellectual stimulation, and individualised concern (Ahmed & Nabeel Al Amiri, 2022). The application of TL has a significant impact on the overall job performance of personnel (Top et al., 2020). Therefore, the improvement of the entire organisation necessitates that leaders adopt a receptive approach towards the ideas of their employees and exhibit effective leadership qualities for the betterment of the organisation. This approach can foster a more robust and transparent communication channel between superiors and subordinates. The sustainability of the environment is a crucial factor in determining the success of an organisation (Ziyadeh et al., 2023). By incorporating this concern into their goals and objectives, an organisation can achieve success that extends beyond mere financial gains (Bansal, 2005) thus, fostering effective communication, exhibiting strong leadership, and promoting environmentally sustainable practices can yield favourable outcomes for the organisation.

5.3 Conclusion

The findings of the research indicate that TL functions as a mediator to some extent in the indirect associations between organisational communication and both organisational effectiveness and employee green behaviour. The study's conclusions show that implementation of TL and OC contribute to good perceptions of organisational effectiveness (OE) and employee green behaviour (EGB) therefore indicating that leadership in this particular industry needs to be more actively involved in order to enhance the relationship between green behaviour and organisational effectiveness. According to Argenti (1998); Bakar & Mustaffa (2013); Barrett, (2006a) OC enhances the positive relationship between OE. Additionally, it has a positive impact on employees' green behaviour. As a result, all hypotheses regarding the study variables are accepted and highlight the significant and positive relationships.

5.4 Theoretical implication

The current study provides a significant addition to the extant scholarly literature in various dimensions. The current research utilised the AMO theory to examine the correlation among organisational communication, organisational effectiveness, and employee green behaviour. This study aims to fulfil the ongoing need for scholarly investigation that considers the impact of transformational leadership on the relationship between organisational communication, employee green behaviour, and the overall efficacy of the organisation. The results indicate that good communication with team members can improve the overall effectiveness of an organisation (Kalogiannidis, 2020a; J.-Y. Li et al., 2021) and promoting eco-friendly conduct among employees with the help of effective communication can furnish organisations with prospects to attain their ecological goals, thereby enhancing their accomplishments (Z. Li et al., 2023; Shou et al., 2020). The current finding is consistent with previous studies on organisational communication, which have established that successful communication plays a crucial role in accomplishing organisational objectives (Akpa et al., 2021) in other words when organisational goals are clearly comprehended and communicated, communication serves as a vital determinant

in attaining these objectives. Moreover, current evidence indicates that the implementation of green practices by green behaviour of employees is correlated with the prosperity of an organisation (Abbas & Dogan, 2022). The present study also suggests that the attainment of organisational goals is contingent upon the effective communication and pro-environmental conduct of employees. Furthermore, the role of transformational leadership as a mediator is consistent with the AMO theory. According to this theoretical framework, effective leadership within an organisation is believed to improve the competencies, motivation, decision-making skills, and abilities of its employees (Chaubey et al., 2019). Furthermore, the organisation provides its employees with opportunities to engage in various organisational aspects, thereby enhancing their morale, confidence, and work engagement and overall effectiveness of the organisation (Eisenberg et al., 2019).

5.5 Practical Implications
This study makes a scholarly contribution to the discourse on communication by analysing its practical and behavioural implications. The study investigates the mediating role of TL in the proposed model. The findings of our research suggest that incorporating transformational leadership as a contextual resource can improve the overall efficiency of an organisation and promote environmentally responsible behaviour among employees. Thus, it is recommended that organisations utilise this resource in order to attain the aforementioned outcomes. The present study argues that exhibiting green transformational leadership behaviour can act as a contextual resource that amplifies employees' perception of receiving support for their environmentally conscious goals, ultimately leading to the overall effectiveness of the organisation. The adoption of TL holds promise for cultivating a workplace environment that is both secure and dependable. This, in turn, may encourage employees to exhibit environmentally conscious behaviour and express their eco-friendly ideas. The aforementioned discovery suggests that augmenting and refining the function of transformational leadership within the telecommunications sector can furnish the organisation with a competitive edge. The results of our study suggest that the mediator TL has a noteworthy impact on strengthening

the association between organisational communication and the eco-friendly conduct of staff members.

5.6 Managerial Implications
The task of maintaining and enhancing an organization's communication necessitates substantial exertion. Effective leadership resulting from communication within the industry is the sole factor that leads to a competitive advantage. The concept of leadership is a latent resource and a flexible aptitude that undergoes constant development in the context of organisational culture. Merely exhibiting proficient leadership skills by managers is insufficient. The outcome of such leadership should lead to the enhancement of pre-existing products and procedures, with the objective of rendering them more environmentally sustainable. Managers should go beyond this. It is imperative for individuals to engage in proficient communication practises, as it has the potential to mitigate the detrimental consequences inflicted upon the environment and foster positive environmental outcomes in the future.

5.7 Limitations of the study
This study was conducted using data that was acquired from the Indian telecommunications industry. The relationship between corporate communication, TL, organisational performance, and EGB may yield diverse findings from research with the same design but carried out in different countries. There are just a few limitations to this research, most of which may be addressed in further studies. The study's focus is restricted to businesses engaged in India's telecommunications industries, which are still developing in comparison to other industrialised nations with a more established telecommunications sector. We also believe that if more time and assistance with the study had been made available to include the lower-level workers in this sector, the sample size might have been greatly enhanced.

5.8 Future Implications
Future research might include investigating various dimensions of leadership and its significance in diverse industries such as banking, education, and hospitality. Additionally, conducting cross-cultural studies may augment the applicability of this research. The theoretical framework utilised

in this study solely integrated transformational leadership as a mediator in the relationship between organisational communication, organisational effectiveness, and employee green behaviour. However, forthcoming research could explore additional mechanisms in this association, such as servant leadership, participative leadership, supportive leadership, and other motivational perspectives. Subsequent studies may explore the moderating function of the aforementioned leadership positions. These inquiries will augment the existing body of literature and make a valuable contribution to the understanding of the organization's overall sustainability.

Conflict of interest: The authors assert that they do not possess any conflicts of interest.

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