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The Role of Pro-environmental Attitude Towards Employee Green Behavior: The Mediating and Moderating Role of Motivational States and Green Work Climate Perceptions

^a Muhammad Waqas, ^b Ch. Abdul Rehman, ^c Muhammad Rafiq

^a PhD Scholar, Department of Management Sciences, Superior University, Lahore, Pakistan

Email: waqas_epouch@yahoo.com

^b Professor/Chairman, Superior University, Lahore, Pakistan

Email: ceo@superior.edu.pk

^c Assistant Professor, Department of Management Sciences, Superior University, Lahore, Pakistan

Email: m.rafiq@superior.edu.pk

ARTICLE DETAILS	ABSTRACT
History: Accepted 10 August 2021 Available Online September 2021	<i>Employee green behavior is a kind of environmentally friendly working environment that forms a key foundation for the execution of a company's current plan for sustainable growth. How does the pro-environmental attitude of an employee affect how they do their activities? We investigated the connection between the pro-environmental attitudes and employee green behavior and the functions of encouraging motivational states and green work climate perceptions in order to obtain an answer to this issue. The results show that the employee green behavior of employees was favorably linked and mediated by controlled and autonomous motivations with environmental views. Furthermore, this research found that green work climate perceptions have moderating role on both controlled and autonomous motivations. Finally, we examine the theoretical and practical implications of our results.</i>
Keywords: Pro-Environmental Attitude, Controlled Motivation, Autonomous Motivation, Green Work Climate Perceptions and Employee Green Behavior	
JEL Classification: K32, Q54	

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Corresponding author's email address: waqas_epouch@yahoo.com

1. Introduction

Employee green behavior (EGB), which originates from pro-environmental attitude (PEA) and is the utmost significant step in translating a company's sustainability plan into real results, is the foundation of all environmental sustainability inside an organization (Galpin & Whittington, 2012). EGB contributes to an organization's sustainable performance in two ways. Employees assist the business in sticking to its green strategy and implementing policy requirements by supporting environmental protection intentions and ideas at work, such as advocating environmental protection activities, despite the fact that they should follow organizational norms and procedures (Tian, Zhang,

& Li, 2020). While EGB expresses itself at the organizational level, it also develops in the same manner inside organizations. Individual green behavior among employees contributes to more sustainable development in business (Felin, Foss, & Ployhart, 2015). Ones and Dilchert (2012) were the first to present the idea of employee green behavior. It is defined as an activity taken by an employee inside a company that is important to the company's environmental sustainability (Ones & Dilchert, 2012). Employee green behavior may be divided into two categories: required EGB and voluntary EGB (Norton, Parker, Zacher, & Ashkanasy, 2015). Required employee green behavior is similar to task performance, while voluntary employee green behavior is related to organization citizenship behavior and contextual performance.

Pro-environmental attitudes have long been thought to be a major indicator of green behavior, such as efficiency of energy, buying green products, reprocessing, or choosing a more environmentally friendly method of transport based on the intended concept (Ajzen, 1991), implying that attitudes influence behavior (Bamberg, 2003). The fact that EGB is linked to pro-environmental sentiments is further shown by EGB studies (Norton et al., 2015). However, many studies have revealed that although individuals may be passionate about becoming green, their actions do not always match their words (Nagarajan, 2020). What is the association among environmental views and EGB in the EGB field? The difference in these findings, according to our research, is most likely due to the absence of contextual variables, which may affect the relationship between attitude and behavior. In consequence, we have created and tested a conceptual model which describes the way in which pro-environmental attitudes are combined with the employees' Green Works climate perceptions (GWCPs) (Lewin, 1951), and is established on the idea of self-determination theory (SDT) (Deci & Ryan, 2000).

Many studies examined that the behavior of employees is affected by personal and environmental factors (Lewin, 1951). Experts also emphasize the necessity to evaluate individual and environmental variables to investigate their impact on EGB (Kim, Kim, Han, Jackson, & Ployhart, 2017; Norton et al., 2015). As an organizational context aspect, working environment is closely connected to employee attitudes and behavior (Tian et al., 2020). The purpose of this research is to look at people's opinions of the GWCPs in order to assess its significance in EGB.

As per self-determination theory, employees' behavior is affected by controlled and autonomous motivations (Deci & Ryan, 2000). A person may be motivated to do certain things by internal or external pressure. Autonomous motivation states to a person's desire to engage in activities of their own free will (such as interests and personal beliefs). Norton et al. (2015) suggested that the mixture of personal and environmental variables may lead to various motivational states in EGB research. Using the theoretical model that we have presented here, the researchers investigated the dual-channel impact of proenvironmental attitudes (PEA) on EGB. We assume that green work climate perceptions are linked to two different motivating states for workers, both of which are primarily defined by pro-environmental attitudes. According to a recent study, green behavior is related to the organization's environmental policy, pro-environmental attitudes, and worker behavior in the context of a changing organizational environment (Tian et al., 2020). Employees must follow the rules and act in a green manner in order for the company to be green and produce the necessary EGB. Employees who believe their colleagues care about the environment will feel more empowered and motivated to participate in sustainable company activities (Waqas, Rehman, & Rehman, 2019).

Finally, our research examines the relationship between employees' green behavior and their green attitude from the point of view of EGB at work. The major contributions to the research are: First, we created an environment-friendly attitude model for EGB. For a long time, researchers have been discussing whether attitude directly predicts behavior, and the findings are conflicting (Gifford & Nilsson, 2014; Kormos & Gifford, 2014). Tian et al. (2020) suggest that those with positive behavior have a higher chance of reporting environmental responsibility than those with negative attitudes.

Green objective behavior is not frequently self-reported (Kormos & Gifford, 2014). A pro-environmental attitude has a beneficial and indirect impact on EGB. We investigate the dual-channel effect of motivational states by using self-determination theory. Employees may be motivated by the combination of a PEA and a GWCP. This finding indicates that a combination of personal and environmental factors may improve different motivational states (Norton et al., 2015). We also examine how GWCPs may moderate the impact of GWCPs on the organizational level. A combination of individual and environmental variables leads to behavior, and contextual analysis may enhance the reliability of study (Lewin, 1951).

2. Literature Review and Hypotheses

2.1 Employee Green Behavior

The creation of the EGB is based on an environmental friendly behavioral perspective that promotes environmental protection and even assistance (Tian et al., 2020). It will be successful and feasible in achieving environmental objectives if pro-environmental attitude is relevant to employees at work (Saeed et al., 2019). The EGB is a behavior that employees participate in that helps the environment (Ones & Dilchert, 2012). Ones and Dilchert (2012) split EGB into five areas based on the findings: (1) taking initiative, (2) sustainable work, (3) resource conservation, (4) impact on others, , and (5) harm prevention. These five categories, however, are not entirely distinct since the meanings are unclear and it is difficult to distinguish between them (Norton et al., 2015). The EGB was then divided into two types by Norton et al. (2015): required EGB and voluntary EGB. "Required EGB" is another term for "task performance," which refers to activities that employees do in order to complete their tasks and that directly or indirectly support the organization's strategy and mission. A typical worker in a manufacturing facility, for example, is required to follow corporate rules and regulations, make decisions, and create environmentally responsible products (Norton et al., 2015). Voluntary EGBs are those who go above and beyond the expectations of their organizations. Turning off lights, Double-sided printing, when people leave, and urging colleagues to go green are all examples of voluntary EGBs (Norton et al., 2015).

Academics are particularly interested in attitudinal factors, which may be used to predict individual behavior. Early research discovered a strong link between attitudes and behavior. This skill provides us with a comprehensive knowledge of behavior prediction, which is important both theoretically and practically. Dahiya (2020) studies show that those with higher positive views report responsible environmental actions more frequently than those who have less positive attitudes. Scholars found that the link between self-reported green behaviors and actual environmental action is not as straightforward as previously believed; this was linked to a number of psychological barriers, including poor cognition and ideology (Kormos & Gifford, 2014). For this reason, experts researched the connection between behavior and attitude, and how attitudes affect behavior, leading to the idea of planned behavior (Ajzen, 1991) and other philosophies. Thus, attitude shapes behavior. Next, we examine how environmental values affect EGB.

2.2 Pro-Environmental Attitude and Motivational States

Many factors, including environmental attitudes, may predict autonomous motivation, controlled motivation and employee green behavior that has attracted academic attention. An environmental perspective is a style of thinking characterized by a person's natural interest (Bissing-Olson, Iyer, Fielding, & Zacher, 2013). The primary perspective is that the load capacity of the planet is restricted, the environment must be balanced, humans belong to the natural world and economic growth cannot compromise the natural system (Arda, Bayraktar, & Tatoglu, 2019). Planned behavior theory suggests that attitudes impact motivation and behavior (Ajzen, 1991). Based on these principles, an environmentally friendly person (Clegg & Bailey, 2007) is more likely to protect him and therefore employees with a PEA position may participate in an motivation and EGB that is similar with the study carried out by Bissing-Olson et al. (2013), who suggest the positive effect of employees' PEA predicts autonomous and controlled motivation. Therefore, following hypothesis are proposed:

H1a: Pro-environmental attitude is significantly associated with autonomous motivation.

H1b: Pro-environmental attitude is significantly associated with controlled motivation

2.3 Motivational States and Employee Green Behavior

SDT is a motivational process theory. Motivation is a major predictor of behavior in SDT (Fatoki, 2019). Intrinsic and extrinsic motivation are the two major kinds in SDT. Intrinsic motivation is described as doing something only for the purpose of doing it (i.e., enjoyment, doing fun, and feeling pleasure with your job). Extrinsic motivation for utilitarian reasons is defined as: (i.e., improving standards of living, making a lot of money, and working to provide a source of prestige and honor in the community). They may vary based on the internalization of the incentive. Internalization adopts a regulation formerly governed by external forces, such as incentives or penalties (Deci & Ryan, 2000). Internalization refers to how effectively a person integrates existing self-regulations, such as values and interests. Depending on the degree of internalization, there are various kinds of laws or justifications for managing external incentives externally, partly or fully.

External motivation refers to actions that are rewarded or penalized (Waqas, Rehman, Ullah, & Nizami, 2019). The new regulation refers to controlled behavior via self-worth factors like ego involvement and guilt. It includes including a motivation to create internal pressure, implying managed partial internalization. Koestner and Losier (2002) discovered that introjected people behave out of guilt, compulsion, or self-worth (2002). Next, the discovered rules connect to an activity, implying autonomous motivation. Identified people participate in a behavior or action because it has significance or is connected to their objectives (Koestner & Losier, 2002). Finally, integrated motivation relates to a person's identification with an activity's worth in daily functioning and self-esteem. This is the most autonomous kind of external motivation.

Employees need supervision when doing necessary but tedious activities (e.g., earning a living and promotions) (Norton et al., 2015). As a result, controlled-motivated workers feel pressured and responsible (Deci & Ryan, 2000). As a result, workers exposed to controlled motivation are subject to organizational limitations and prohibitions, and obligatory EGB participation may be the next step. Self-motivated employees, on the other hand, do tasks they love (Deci & Ryan, 2000). As a result, self-motivated workers appreciate EGB and support green projects. As a result, EGB may be the next logical step. Hypothesis 2 is thus proposed.

H2a: Autonomous motivation is positively associated with green behavior.

H2b: Controlled motivation is significantly associated with green behavior.

H2c: Autonomous motivation significantly mediates the association among pro-environmental attitudes and employee green behavior.

H2d: Controlled motivation significantly mediates the association among pro-environmental attitudes and employee green behavior.

2.4 The green work climate perceptions (GWCP) as moderating role

Theory of normative behavior (TNC) supports GWCPs (Cialdini, Reno, & Kallgren, 1990). TNC is concerned with how socially acceptable certain actions are. TNC distinguishes between injunctive norms (permitted actions) and descriptive norms (common behaviors). Descriptive norms are consensus behavioral standards. It is created by a society, organization, system, or set of ideals that represent the majority's views, whether they agree or not. Social punishment reinforces and promotes individual conduct. The corporate world uses employees' perceptions of stated organizational rules, processes that turn these policies into implicit standards, rewarded and encouraged actions, and normal colleague conduct to establish social norms (Schneider, Ehrhart, & Macey, 2013). Individual value-based frameworks used to evaluate workplace information, stated values, and behavioral standards are referred to as GWCPs (Tian et al., 2020).

Green workplace attitudes may influence worker attitudes towards environmental norms, according to TNC. Tian et al. (2020) claim that employee opinions on the company's green working climate may influence employee attitudes on corporate environmental sustainability standards. Experts have divided GWCPs into two categories: injunctive green work perceptions and descriptive green work perceptions (Tian et al., 2020). Previous research shows the GWCPs influence employee attitudes and actions (Tian et al., 2020). For example, a business that values the environment may establish a set of environmental laws and regulations (Tian et al., 2020). Workers also feel they can meet corporate needs while simultaneously being environmentally conscious, resulting in a controlled motivation. Employees who observe their peers being environmentally conscious at work often copy their colleagues' actions, resulting in autonomous motivation. The more employees see a company's green working environment, the more motivated and willing they are to comply (Norton et al., 2014). Workers must adopt more EGBs. Employees who felt their coworkers were environmentally aware believed their coworkers were. Their EGBs increase as a consequence of greater self-motivation and long-term practice (Tian et al., 2020). Hypothesis 3 is therefore proposed.

H3a: Green work climate perceptions are positively associated with EGB.

H3b: Green work climate perceptions positively moderate the association among proenvironmental attitudes and employee green behavior.

Figure 1 shows the entire model.

3. Conceptual Framework

Figure 1 Conceptual framework

4. Research Methodology

4.1 Data Collection

A quantitative study methodology and survey (questionnaire) approach were utilized to collect data from textile workers in Lahore and Faisalabad, Punjab, Pakistan. Using the random sample method, data from 325 workers was collected from 370 questionnaires, yielding an 86.66% response rate. All questions were double-checked throughout data screening. 30 surveys were excluded from the results assessment due to lack of usefulness and not completed by individuals. After screening, 295 questions were selected (see Table 1 for the statistics).

Table 1 Descriptive statistics

Feature	Classification	Number	Proportion (%)
Gender	Male	212	71.9%
	Female	83	28.1%
Age	25 years	38	12.9%
	26-35 years	137	46.4%
	36-45 years	71	24.1%
	46-55 years	34	11.5%
	Over 55 years	15	5.1%
Job tenure	Less than 2 years	45	15.3%
	Between 2-4 years	90	30.5%
	Between 5-7 years	72	24.4%
	Over 7 years	88	29.8%

4.2 Instrumentation

The instrument utilized in this study was split into two parts. The first part dealt with the demographics and organizational information of the respondents. The second part was split into five categories, with information relating to each variable being asked separately to get respondents' responses. All measuring variables were taken from previous research to ensure internal reliability and validity. Six-item were used to assess the EGB (Boiral & Paillé, 2012; Dumont, Shen, & Deng, 2017). PEA was assessed using seven scales (Dunlap and Van Liere 1978; Dunlap et al. 2000). We used six scales devised by (Norton, Zacher, & Ashkanasy, 2014). We used a 12 motivational scale to assess worker motivation (Gagné et al. 2010). External, introjected, identified, and internal motivations are all types of motivation. Controlled motivation is based on external and introjected motivations, whereas autonomous motivation is consisting of identifiable and internal. The survey rated strongly disagreed with strongly agreed on a five-point scale. Employees' green behavior, green work climate perceptions, and motivational measures are all reliable ($\alpha = 0.802, 0.817, 0.815,$ and 0.925).

5. Findings of the Study

5.1 Reliability and validity

PLS-SEM was used to measure the expected associations. It was assessed using Cronbach's alpha and composite reliability. Validity was assessed using factor loadings and AVE. Discriminant validity was assessed using cross-loadings and Fornell–Larcker criteria. Several scholars suggested measurement criteria thresholds to assess construct reliability and validity. Cronbach's alpha should be 0.7 or above, and factor loadings should be 0.5 (Hair Jr, Babin, & Krey, 2017; Yasin, 2021). The AVE should be greater than 0.4, and the composite reliability should more greater than .6 (Fawehinmi, Yusliza, Mohamad, Faezah, & Muhammad, 2020; Fornell & Larcker, 1981).

5.2 Construct reliability and convergent validity

Table 2 shows the findings of Cronbach's alpha and composite reliability. Cronbach alpha values fulfilled measurement requirements (all values were in the range .802 and .876). Composite reliability values were satisfactory (all the values were between .857 and .906. Finally, all AVE values met the convergent validity requirement (values were between .475 and .618). The findings support our model's construct reliability and convergent validity.

Table 2 Confirmatory factory analysis

Constructs	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Pro-environmental attitude	0.815	0.818	0.863	0.475
Autonomous motivation	0.876	0.879	0.906	0.618
Controlled motivation	0.872	0.874	0.904	0.610
Green work climate perceptions	0.819	0.821	0.869	0.526
Employee green behavior	0.802	0.809	0.857	0.500

5.3 Discriminant validity

The Fornel-Larcker criterion and cross-loading were used to evaluate discriminant reliability (Henseler, Ringle, & Sarstedt, 2015). As shown in Table 3, the results of using the Fornell-Larcker criteria with our model support this criterion. Discriminant reliability aids in measuring inconsistency. It is used to alter the attenuation, which helps identify the concepts.

Table 3 Fornell-Larcker Criterion

	1	2	3	4	5
1. Autonomous Motivation	0.786				
2. Controlled Motivation	0.811	0.781			
3. Employee Green Behavior	0.595	0.650	0.707		
4. Green work Climate Perceptions	0.653	0.705	0.683	0.726	
5. Pro-Environmental Attitude	0.640	0.718	0.668	0.777	0.689

Figure 2. Confirmatory Factor Analysis

The path coefficients concept was developed using Wright (1921)'s diagram-based method to analyze multivariate variables. They are used in SEM (structural equation modelling) to find potential relationships between statistical data. H1a is accepted, suggesting a link between pro-environmental attitudes and autonomous motivation. Therefore, pro-environmental attitudes positively affect autonomous motivation ($\beta = .640$, STDEV = 0.037, $t = 17.289$, and $p = .000$). The H1b hypothesis is also acceptable, because Pro-environmental attitudes are positively related to controlled motivation ($\beta = 0.718$, STDEV = 0.029, $t = 24.654$, and $p = .000$). In H2a, autonomous motivation has no effect on employee green behavior ($\beta = .076$, STDEV = 0.072, $t = 1.053$, and $p = .292$) whereas control motivation has significant effect on employee green behavior ($\beta = .244$, STDEV = 0.079, $t = 3.089$, and $p = .002$). H3a is acceptable because green work climate perceptions have a significant impact on employee green behavior ($\beta = .439$, STDEV = 0.061, $t = 7.142$, and $p = .000$).

Table 4 Direct effect

Hypothesis	Relationship	Beta Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Result
H1a	Pro-Environmental Attitude -> Autonomous Motivation	0.640	0.644	0.037	17.289	0.000	Accepted
H1b	Pro-Environmental Attitude -> Controlled Motivation	0.718	0.720	0.029	24.654	0.000	Accepted
H2a	Autonomous Motivation -> Employee Green Behavior	0.076	0.076	0.072	1.053	0.292	Rejected
H2b	Controlled Motivation -> Employee Green Behavior	0.244	0.241	0.079	3.089	0.002	Accepted
H3a	Green work Climate Perceptions -> Employee Green Behavior	0.439	0.444	0.061	7.142	0.000	Accepted

The results of the mediation impact of autonomous and controlled motivation on the link among employee green behavior and pro-environmental attitude are shown in Table 5. According to Argote and Guo (2016), if the value of P is less than 0.05 and the value of T is greater than 2, the variables have a positive mediation relationship. For autonomous motivation, the value of P is more than 0.00 and the value of T is less than 2. For controlled motivation, however, the value of P is more than 2 and the value of T is similarly greater than 2. Because autonomous motivation does not seem to mediate the connection between PEAs and employee green behavior, hypothesis H2c is not acceptable. Hypothesis H2d is accepted because controlled motivation is influencing the connection between PEAs and employee green behavior.

Next hypothesis H3b is developed to check the moderation effect of green work climate perceptions between pro-environmental attitude and employee green behavior. GWCPs are positively moderating the association among PEA and employee green behavior.

Table 5 indirect effects – mediation and moderation

Hypothesis	Relationship	Beta Coefficient	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values	Result
H2c	Pro-Environmental Attitude -> Autonomous Motivation -> Employee Green Behavior	0.048	0.050	0.047	1.025	0.306	Rejected
H2d	Pro-Environmental Attitude -> Controlled Motivation -> Employee Green Behavior	0.175	0.174	0.058	3.022	0.003	Accepted
H3b	Moderating Effect 1 -> Employee Green Behavior	0.151	0.151	0.040	3.743	0.000	Accepted

6. Discussion of the Study

In this study, we investigated the connection between PEA and EGB in the textile sector, with the moderating and mediating roles of GWCPs and motivational states (autonomous and controlled). Research also looks at the link between pro-environmental attitudes, motivational states, EGB, and green work climate perceptions (GWCP). Pro-environmental attitudes predict controlled and autonomous motivation, which predicts EGB. However, pro-environmental attitudes do not predict autonomous motivation. This technique discovered an interaction effect. The association among pro-environmental attitudes and controlled motivation becomes stronger as GWCPs rise. Further, when autonomous motivation is higher in the organization, then EGB goes down.

These findings are also supported by moderation mediation models. First, a pro-environmental attitude is similar to planned behavior (Ajzen, 1991). Scholars researching how attitude impacts behavior have long debated whether pro-environmental attitudes directly affect EGB. Our study indicates that having a pro-environmental attitude has a direct and positive effect on EGB. PEA employees are more likely to follow company sustainability policies and undertake sustainable activities. Second, pro-environmental attitudes and green work climate perceptions may lead to EGB. Pro-environmental attitudes and green-work climate perceptions may lead to autonomous and controlled motivations. Various personal and contextual factors may contribute to motivational moods, according to Norton et al. Third, pro-environmental attitudes and GWCPs may affect the EGB, while autonomous motivation has no impact on the EGB. This result supports Norton et al. (2015) assertion that controlled motivation has a direct impact on the EGB. Due to the pressure of corporate standards and rules, employees who gain controlled and autonomous motivation participate in green behavior. Finally, the test findings for the H2c hypotheses contradicted our initial hypothesis. Even if such conduct is not spontaneous, exciting, or meaningful, employees may perceive action as an independent desire to achieve intrinsic objectives, which in the workplace should be environmentally beneficial.

7. Theoretical and Practical Implications

7.1 Theoretical Implications

First, our research builds on Norton et al. (2015) model of PEA and EGB. Using personal variables, these authors developed a model for affecting motivational states and the EGB (Norton et

al., 2015). Our results suggest that PEAs and perceptions of a GWCP impact motivational states, which in turn influence EGB. These results complement their research and provide a basis for future EGB research. It is also shown how important PEA and motives are for EGB. We conclude that pro-environmental attitudes positively impact EGBs through autonomous and controlled motives, based on the aforementioned moderated mediation model. Earlier research (Norton et al., 2015) showed that PEA and GWCPs may influence motivational states and EGBs. EGB is motivated by pro-environmental attitudes and a green work climate. Third, the scientific function of GWCP is addressed. Employee incentives stem from a combination of personal and environmental variables (Norton et al., 2015). Earlier research focused on personal factors, ignoring two important components (Norton et al., 2015); our analysis confirms this idea and corrects previous flaws. The green work environment influences employee performance (Norton et al., 2014). As a consequence, GWCPs may aid in the improvement of research outcomes.

7.2 Practical Implications

Our research is connected with Pakistan's present situation and environmental protection strategies, which are especially important for the organizational and individual micro level of long-term development of the organization and the environment. EGB is essential to the success of green behavior in business. As a result, encouraging green behavior among workers is critical. On the basis of SDT, we study the impacts, pathways, and processes of various motivational states on EGB based on the theory of human-environmental interaction and SDT. First, companies may enhance EGB in the workplace by using two distinct methods. (1) Organizations may create environmental policies and procedures to allow workers to experience the organization's green work climate, produce regulated autonomous motivating states, and, as a result, do more EGB. (2) Businesses may also create environmentally friendly work climate, allowing employees to develop motivational states and engage in more EGB. Giving workers greater autonomy, especially in today's increasingly competitive workplace, may help to create a better working environment. Second, EGB may compensate for formal organizational structure flaws. EGB is vital when an organization's environmental protection system and policies are inadequate and cannot be quickly updated or modified. EGB is a spontaneous and purposeful employee behavior that complements and interacts with official procedures and policy requirements. Spontaneous behaviors of employees, for example, turning off the light and saving energy in office equipment, may compensate for the organization's shortcomings and provide an effective complement, while not expressly stated in the rules of the organization.

8. Future direction and limitations

Our research still has a lot of gaps in it. One drawback is that it is based on a sample issue. Because the current participants were selected from Pakistani textile businesses, we cannot be certain that our findings generalize to other work situations or cultural settings. We chose workers from several textile companies to enhance the generalizability of our findings, but we cannot guarantee that the current findings will be repeated in other work environments or countries. Our study may have been influenced by culture, and the model's benefits may not be replicated in a Western cultural setting. As a result, future research should look at the roles of different cultures. Second, all of the data was gathered by the use of self-administered surveys. This approach exposes research findings to common methodological preference even though we have taken steps in data processing and procedures to address issues arising from self-assessed questionnaires (for example, all survey employees were asked to complete the questionnaire anonymously and informed that no responses were found correct or incorrect). Future research should be more objectively studied, such

as a longitudinal method that takes time and is particularly well-suited to researching EGBs in daily diaries, to identify the actual relationship (Norton et al., 2015). Third, although the current EGB scale has a very solid scientific rationale, the substance of the items has significant flaws. The substance of the questions, for example, is rather vague and not very detailed, and EGB coverage is insufficient. More suitable scales will need to be developed in future studies. The scale's applicability should be wide enough to characterize EGB from various perspectives. As a result, we should strike a balance between an abstract explanation and a tangible illustration to represent workers' actual green behavior while also allowing them to complete the questionnaire quickly and clearly. Fourth, the reason for EGB's breakup must be discussed. Ones and Dilchert (2012) split EGB into five elements. Future research may examine the rationale of these five characteristics. Fifth, although current research examines the effects of EGB from many perspectives, many areas remain unexplored since the idea of EGB was just recently introduced. Norton et al. (2015) presented a theoretical research paradigm that is a suitable starting point for further EGB research. Many individual and environmental variables need further in-depth investigation and debate. Individual-level views and motives, organizational-level environmental regulations, and leader-level green conduct, for example, all need more investigation.

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