

Title: Does top management commitment, workplace ethics culture and institutional environment affect environmental sustainability of the firm? – A multiple moderation

Author information

Author 1: Sonu Goyal

Email: sonugoyal@imi.edu

Professor, Strategy & General Management Area

ORCID ID: 0000-0003-0939-4213

International Management Institute New Delhi

B-10, Qutab Institutional Area

Tara Crescent, New Delhi - 110016, India

Sonu Goyal is a Professor of Strategy and Dean Academics at the International Management Institute New Delhi. She is a PhD from Faculty of Management Studies, University of Delhi. Her research interest lies in business and corporate strategies, sustainable development, corporate governance, interventions for livelihood promotion in the informal economy and investigation into how responsible business practices contribute to the advancement of sustainability goals. She has been using case methodology and has published several cases, research papers and an edited book on Green Business.

Author 2: Swati Dhir (Corresponding Author)

Email: swati.dhir@imi.edu

Associate Professor, OB/HRM Area

ORCID ID: 0000-0001-5381-1040

International Management Institute New Delhi

B-10, Qutab Institutional Area

Tara Crescent, New Delhi - 110016, India

Swati Dhir is a Fellow of Indian Institute of Management Lucknow and completed the FPM in OB/HRM area in 2014. She is currently working as Associate Professor in OB/HRM area at International Institute of Management New Delhi. She has published her research work in many National and International Journals and written a book on HR Analytics for post graduate students. Her research interests include workplace loneliness, workplace spirituality, work related attitudes, organizational performance and workplace ethics culture.

*Corresponding Author

Statements and Declarations

Competing Interests: Authors of this manuscript acknowledge that this research has been sponsored by Indian Council of Social Science Research (ICSSR) under the minor research project (F. No. 02/118/202122/ICSSR/MP/RP). However, there are no competing interest with any institution.

Summary:

The study examines the influence of workplace ethics culture (WPEC), top management commitment (TMC), and the institutional environment (IE) on organizations' orientation toward environmental sustainability. Through a survey of 304 employees in Indian organizations, the study explores how both internal and external factors exert pressures on the way organizations react and respond to environmental concerns. Data is analysed using PLS-SEM. Findings indicate that both workplace ethics culture and commitment of top management positively affect environmental sustainability orientation. TMC plays a moderating role in strengthening the relationship between workplace ethics and environmental sustainability orientation. IE does not directly impact sustainability orientation, it acts as a moderator, amplifying the effects of both workplace ethics and TMC. The study emphasises the critical role of ethical culture and leadership in pushing firms to act in more sustainable ways, and the importance of institutional pressures in reinforcing businesses to prioritise sustainable practices.

Key Words:

Environmental Sustainability, Top Management Commitment, Workplace Ethics, Institutional Environment, Organizational Ethics, Indian Firms

1. Introduction

Historically, firms have regarded environmental sustainability as a capital intensive, non-essential initiative with limited short-term financial benefits. However, considering rising climate challenges, managing sustainability has become integral to firm's strategy. Growing regulatory demands, heightened media scrutiny, stakeholder expectations, and a shift in consumer preferences toward eco-friendly practices have brought environmental sustainability to the forefront of corporate agendas (Quan et al., 2018).

Governments across the globe, including India, have exercised a combination of environmental regulations and incentive mechanisms that play a crucial role in driving corporate compliance with sustainability standards. While SMEs, or small and medium enterprises, may find the cost of implementing these sustainability standards to be challenging, doing so can enhance their competitiveness. Additionally, customers and other key stakeholders are increasingly encouraging businesses to adopt environmentally responsible practices (Neutzling et al., 2018). As society deals with the consequences of climate change, it is essential for firms to meet the growing expectations by embracing environmentally responsible business conduct.

The rising emphasis on sustainability has sparked growing research interest in Environmental Sustainability Orientation (ESO) across diverse management functions (Moyano-Fuentes et al., 2018). Engaging with sustainability issues is not merely about regulatory compliance; businesses can prioritize it to improve their long-term cost efficiency, access government incentives, and cultivate a positive public image (Adams et al., 2016; Nidumolu et al., 2009). The offer or assurance of financial benefits, along with the potential for an improved public image, serves as a strong motivator for businesses to adopt eco-friendly practices, thereby reinforcing their commitment to sustainability.

For businesses hoping to prosper in the current market environment, ESO is increasingly critical. Companies that incorporate sustainability into their business models will be better equipped to adapt to market demands and evolving regulations. Businesses that embrace sustainability can reduce environmental risks while seizing opportunities for expansion and competitiveness in an increasingly environmentally conscious global market.

Workplace ethics culture (WPEC) plays a vital role in shaping sustainability behaviour in firms. Employees embedded in an ethical culture are more likely to prioritize environmental concerns and adopt sustainable practices (Kangas et al., 2016; Kaptein, 2009). In addition to a culture that foregrounds ethical behaviour, organizations also need top management that actively drives sustainability initiatives (Ye et al., 2022; Yusliza et al., 2019).

Top management commitment (TMC) to sustainability involves not only advocating for 'green' policies but enforcing them through decision-making, resource allocation, and strategizing. When leaders are committed, they become role models and signal to their

employees that environmental sustainability is a priority for the organization. By setting the tone for how policies are implemented and integrated into everyday business practices, leadership can aid in overcoming perceived barriers to sustainability-oriented actions, especially when they are regarded as costly or unnecessary. By driving the sustainability agenda, top management can ensure that the firm's operations align with both ethical and environmental standards, while also encouraging innovation for new processes and products.

The institutional environment (IE) is integral in dictating firms' behaviour by influencing their internal culture and management practices. The institutional environment (IE) consists of formal regulations, industry norms, and societal expectations, all of which influence corporate sustainability behaviour (Fraj-Andres, Salinas, & Vallejo, 2009; Muthuri & Gilbert, 2011; Scott, 1995).

While the Institutional Environment creates external pressures that influence firms' sustainability practices, how it interacts with workplace ethics culture (WPEC) and top management commitment (TMC) remains underexplored. Existing research has largely focused on these factors in isolation, often within Western contexts, overlooking how they combine to shape sustainability behaviour in emerging economies like India. Given that India's sustainability regulations vary across industries and are influenced by unique cultural norms, stakeholder expectations, and enforcement mechanisms, it becomes critical to examine how internal ethical cultures and leadership efforts align with or are shaped by institutional pressures. To fill this void, the present study aims to examine the interplay between workplace ethics culture (WPEC), top management commitment (TMC), and institutional environment (IE) in driving a firm's (ESO) environmental sustainability orientation. Specifically, it seeks to:

1. Examine the direct impact of TMC, WPEC, and IE on ESO.
2. Investigate whether TMC moderates the relationship between workplace ethics culture and environmental sustainability orientation.
3. Investigate whether IE moderates the influence of both workplace ethics culture and top management commitment on environmental sustainability orientation.

By integrating internal (organizational culture and leadership) and external (institutional pressures) factors, this study contributes to a more comprehensive understanding of corporate sustainability adoption. The findings will offer valuable insights for business leaders, policymakers, and researchers, highlighting effective ways to embed sustainability within organizational strategies and practices.

2. Literature review and Study Hypotheses

Behaviours are not just a product of personality-related characteristics and individual traits but are influenced by factors that are unique to the context (Sears, 1951). While general personality factors are fundamental to how people behave, the way their influence plays out is affected, in large part, by situational variables. The theory of planned behaviour (TPB) (Ajzen, 1980, Ajzen, 1991) suggests that intention to perform a particular behaviour is a key factor in determining its performance. Additionally, this intention must also be accompanied with the belief that one can enact the behaviour under one's own volition. Both perceived control and intent are important in deciding how an individual behaves.

Meta-analyses of studies examining sustainability-oriented behaviour suggests that most factors can be categorised into being demographic, external, or internal (Blok et al., 2014; Kollmuss & Agyeman, 2002). While demographic factors depend on where organizations are situated, internal and external factors depend on individual motivations and organizational cultures. According to the theory of planned behaviour, attitudes, social norms, and perceived control are antecedent in determining how a person behaves. Extant work has also linked the theory of planned behaviour with environment-related behaviours (Nye & Hargreaves, 2010; Rioux, 2011).

In our current study, we aim to establish a relationship between environmental sustainability of the firm and its workplace ethics culture, top management commitment, and institutional environment. We also seek to examine whether these factors interact with each other to influence how firms engage with environmental sustainability. For the purpose of this paper, we can understand the variables of interest according to TPB. Based on the theory, workplace ethics culture acts as *subjective norms* which sets up normative expectations on how to act within a workplace. Secondly, top management commitment can be regarded as leadership's *intention* to enact certain ideas through modelled behaviour. Finally, institutional

environment act as a situational variable that represents normative standards that the organization must meet. This study, through the theoretical framework of TPB, seeks to establish whether internal and external factors within an organization in the form of ethics, leadership, and institutional pressures affect its decision to act in environmentally sustainable ways.

The choice of workplace ethics culture (WPEC), top management commitment (TMC), and institutional environment (IE) as primary drivers of environmental sustainability orientation (ESO) is anchored in theory and the constructs developed within Theory of Planned Behavior (TPB). WPEC reflects internal subjective norms, the shared ethical expectations within the organisation that shape employees' decisions and actions with regard to sustainability. TMC integrates both perceived behavioral control and intention, underscoring the influence of leadership willingness to prioritise sustainable practices. IE serves as an external subjective norm, also acts as a facilitating condition capturing formal regulations along with societal and normative pressures aimed toward compliance and adoption of sustainability by firms. These variables are important because prior studies defined them as critical determinants of organizational behavior towards sustainable development with significant impact (Roxas & Coetzer, 2012; Kaptein 2009; Yusliza et al., 2019). Their integration into a TPB framework remains limited, particularly within the context of India, where unique challenges posed by institutional dynamics, cultural factors, and regulatory inconsistencies impede the adoption of sustainability. This is precisely what the study seeks to examine—how these factors interact to determine a firm's orientation toward sustainability. The following section defines these variables in detail.

2.1.1 Environmental Sustainability

Environmental sustainability orientation involves how firms view their business in the context of environmental sustainability. This is incorporated by involving environment as an area of concern in the broader objectives and operations within the firm and across stakeholders (Linnenluecke & Griffiths, 2010). A firm is said to have a high ESO when it commits to sustainability as a goal in regular business activities and as a larger organizational ethic (Branzei & Vertinsky, 2002).

Measuring corporate sustainability requires understanding its “triple-bottom line” aspects—welfare, financial benefits, and a direct reduction in environmental impacts (Islam, Tseng, & Karia, 2019). The environmental sustainability orientation of a firm is dependent on how they choose to integrate sustainable activities within their organisation, between their stakeholders, and over a period of time. Such activities can include efficient resource and relationship management. In order for firms to effectively attain their sustainability goals, there should be a coalition between their environmental sustainability orientation and a broader corporate culture that strives toward it (Roxas & Coetzer, 2012).

Firms looking to establish themselves in new markets around sustainability and create efficient ways to address environmental concerns tend to focus on sustainability-oriented innovation (Adams et al., 2015). Other benefits associated with inculcating an environmental sustainability orientation involve carving a reputation around ‘being green’ and getting incentives for sustainability-oriented initiatives in the form of government subsidies or rebates (Nidumolu et al., 2009). Extant research shows that these firms can improve their performance and efficiency by adopting an environmental sustainability orientation (Hart & Ahuja, 1996; Amankwah-Amoah, Danso, & Adomako, 2018).

2.1.2 Workplace Ethics Culture

Ethical cultures within organizations is a characteristic of workplaces in terms of their ethical quality. It involves attitudes around organizations’ mechanisms around dealing with workplace incivility and their prioritization of ethicality (Kaptein, 2009). In the aftermath of several high-profile corporate scandals, there is widespread agreement among scholars that ethics are important (Brown, Treviño, & Harrison, 2005; Mayer et al., 2012). Research suggests that ethical behaviour positively affects personnel & organisational outcomes like work performance and attitudes (Chen & Hou, 2016; Ng & Feldman, 2015). Different from ethical climate, ethical culture is a broader construct that involves ways in which the organization enforces compliance with expectations of civility and encourage ethical behaviour within (Kaptein, 2008; Treviño, Butterfield, & McCabe, 1998).

Organizational culture is the informal system within the entity which includes attitudes, values, and traditions (Deal & Kennedy, 1982). Kaptein (1998) came up with the Corporate Ethical Virtues Model developed and posited that organizations’ virtues are determined by the

extent to which they promote ethics in their broad culture. These virtues include– clarity, congruence of management with ethics, feasibility and support offered by organization, transparency discussion between employees and organization around ethicality, and punitive action against unethical behaviour (Kaptein, 2009).

Research suggests that ethical culture is linked with work satisfaction (Jaramillo, Mulki, & Solomon, 2006) and commitment to the work (Sharma, Borna, & Stearns, 2009). It has also been related with intentions to remain (Weeks et al., 2004) and how employees' turnover intentions (Ruiz-Palomino, Martínez-Cañas, & Fontrodona, 2012).

2.1.3. Workplace Ethics Culture and Environmental Sustainability of Firm

Workplace ethics culture refers to the organizational shared values, attitudes, and mechanisms that foster ethical behaviour and compliance (Kaptein, 2009). It embodies clarity around ethical expectations, fairness, transparency, and accountability, which not only govern interpersonal behaviour but also influence broader organizational responsibilities, including environmental stewardship. A strong ethical culture supports not only civility but also responsible decision-making, creating an internal environment where environmental concerns are prioritized alongside business goals (Kangas et al., 2016; Brown et al., 2005).

Based on the Theory of Planned Behavior (Ajzen, 1991), workplace ethics culture (WPEC) functions as an internal subjective norm whereby shared ethical norms shape employees' intentions and behaviours. When specific environmental responsibilities are integrated within these norms, sustainability becomes a socially desirable and professionally esteemed practice within the organization (Kaptein, 2009). This, in turn, motivates employees to reduce waste, conserve energy, and use resources responsibly. The impact of ethical culture is even more pronounced in collectivist cultures such as India, where group norms and social expectations are crucial determinants of behaviour (Hofstede, 1980). In such environments, when an organization prioritizes environmental stewardship as part of its ethical commitments, employees tend to act in alignment with sustainability objectives.

Prior studies support this link, showing that firms with strong ethical cultures demonstrate greater commitment to corporate responsibility and sustainability (Roxas & Coetzer, 2012; Kangas et al., 2016). Such cultures create clarity and accountability, helping integrate environmental concerns into daily operations and decision-making. Based on this, we hypothesize that–

H1: Workplace ethics culture will be positively related to environmental sustainability of firm.

2.2.1 Top Management Commitment

In order for an organization's goals to be successfully realised, it is essential to have top management commitment (TMC) (Williams et al., 2014). A committed leadership provides a skeletal framework to design and communicate organization-wide policies (Digalwar et al., 2013). In this way, it reflects the emphasis placed by top managers on developing an organization's capabilities, and the attitude of these position-holders in actively and proactively pursuing goals (Ye et al., 2023).

Research suggests that top management commitment is integral in influencing several outcomes such open innovation, organizational performance, and change-oriented decision-making (Singh et al., 2021; Bansal & Roth, 2000). Studies have also shown that the extent to which goals mentioned in firms' mission statements were achieved was related to top management commitment (Mullane, 2002). Also, top management commitment can act as examples for employees, and in doing so, can lead to a more proactive workforce at large (Islam, Tseng, & Karia, 2019).

2.2.2 Top Management Commitment and Environmental Sustainability of firm

Top management commitment to environmental sustainability can be integral in positively affecting employees' green behaviours (Erdogan et al., 2015). Employees' efforts at the ground level may not translate into effective action unless leadership is invested in pursuing sustainability as an organizational ethic. Recent work has linked TMC and "greening" to environmental performance, organizational citizenship, engagement with green work, and pro-environment behaviour (Yusliza et al., 2019; Ye et al., 2023).

When leadership in organizations is committed to environmental goals, they can positively impact its overall sustainability orientation. This could happen since top

management sets the tone for how the organization functions by establishing priorities and driving initiatives. With leaders being committed to sustainability, they may allocate resources and foster a larger culture that values environmental responsibility. As such, top management commitment may encourage employees at all levels to adopt sustainable practices and strengthen the environmental sustainability orientation within the firm. Based on this, we hypothesize that–

H2: Top Management commitment will be positively related to Environmental Sustainability of firm.

2.3.1 Institutional Environment

Social institutions, through their norms and rules, and expectations, prescribe appropriate behaviour. Firms to conform to these prescriptions in order to maintain legitimacy and competitiveness (Scott, 1995). Institutional environment comprises the various structures within the firm that endow it with legitimacy and reputation (Chen & Roberts, 2010). This environment can be understood through three key dimensions: the normative, regulatory, and cognitive pillars. The regulatory dimension– includes formal codes, laws and regulations enforced by regulatory bodies and government. It includes legal frameworks like Companies Act 2013, which mandates CSR initiative for certain firms.

The normative dimension – includes social values that are maintained through expectations and obligations. These are beyond formal rules; in India, firms are subjected to normative pressures from various stakeholders including media, NGOs, socially aware consumers and investors. Movements like Swachh Bharat Abhiyan, and Greenpeace India are example of normative pressure.

The cognitive dimension consists of shared internal beliefs and assumptions which, alongside the taken-for-granted understandings that function as organizational behavior scripts, guide actions within an organization (Scott, 1995). Such beliefs determine how firms view their place in the environment, including regard for environmental sustainability.

Also, cultural traits such as high-power distance and collectivism pervasive in India priori an accepted type of leadership (Hofstede, 1980) may accentuate how leader-initiated frameworks and ethical norms influence organizational reactions to sustainability challenges. Essentially,

the institutional context creates both soft and hard pressures on firms and is instrumental in pushing them toward embracing sustainable practices. Through these strategies the firm is said to gain or maintain legitimacy; as compliance with policies that enforce sustainability laws helps them align with these expectations.

2.3.2 Institutional Environment and Environmental Sustainability of firm

Generally, firms tend to comply or engage in proactive actions in relation to government institutions (Chua & Rahman, 2011; Williamson et al., 2006). Research shows that the institutional environment can influence how firms carry out actions in relation to sustainability goals and corporate social responsibility. Socioeconomic-political and regulatory structures, and their ways of operation, influence how firms adopt environmental management practices (Roxas & Coetzer, 2012). In emerging economies like India, this influence extends beyond formal regulations. To maintain competitiveness and legitimacy, pressure from media, NGOs, and environmentally conscious consumers pushes firms to adopt sustainable practices.

This suggests that institutional environment may influence how firms integrate sustainability into their operations. Through norms, rules, and expectations, these institutions create a framework that firms must adhere to in order to remain viable in the market. Firms may be motivated to implement environmentally responsible actions as part of their broader efforts to conform to these institutional expectations to enhance their likelihood of long-term success. Based on this, we hypothesize that—

H3: Institutional environment will be positively related to Environmental Sustainability of firm.

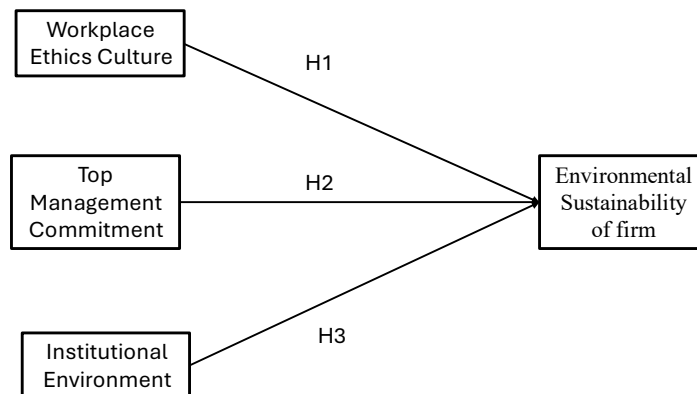


Figure 1. Research Model

2.4 Moderating Effect of Top Management commitment

When the leadership in a firm is deeply committed to sustainability, they can serve as role models and guide the organization's focus towards ethical practices that align with their environmental goals. While ethical culture sets the foundation for responsible decision-making within organizations, such as prioritizing sustainability, these values may not effectively translate into firm-wide actions without strong top management commitment.

In line with the Theory of Planned Behaviour (Ajzen, 1991), top management commitment (TMC) reflects both intention—the leadership's willingness to drive sustainable change—and perceived behavioural control, which refers to their ability to allocate resources and remove barriers to action. When leadership is committed, it sends a clear signal across the organization that sustainability is not just encouraged but expected. This reinforcement ensures that ethical norms are translated into policies, practices, and operational strategies that promote environmental responsibility (Ye et al., 2022; Yusliza et al., 2019).

Thus, top management commitment can act as a catalyst that amplifies workplace ethical culture's contribution to sustainability efforts. Their commitment can foster a proactive approach towards sustainability. Based on this, we hypothesize that—

H4: Top management commitment will positively moderate between workplace ethics culture and Environmental Sustainability of firm.

2.5 Moderating effect of Institutional Environment

The institutional environment (IE) plays a critical role in reinforcing sustainable practices by creating external pressures, expectations, and regulatory frameworks that organizations must navigate. While internal factors like workplace ethics culture and top management commitment influence sustainability from within, alignment with external institutional forces ensures that these efforts are recognized, supported, and maintained.

Drawing on the Theory of Planned Behaviour (Ajzen, 1991), IE serves as an external subjective norm and acts as a facilitating condition. It represents the broader set of external influences—laws, regulations, societal expectations, media scrutiny, and stakeholder activism—that shape organizational behaviour towards sustainability (Muthuri & Gilbert, 2011; Roxas & Coetzer, 2012). In contexts like India, where regulatory consistency may vary across industries, normative and cognitive pressures—such as consumer demand for sustainable products or NGO-led campaigns—often play a significant role in influencing corporate behaviour. These external pressures complement internal values and leadership efforts by reinforcing the importance of sustainability not just as a business strategy but as a social and ethical responsibility.

When the institutional environment is strong, it magnifies the effect of both workplace ethics culture and top management commitment on a firm's environmental sustainability orientation. It does so by ensuring that ethical intentions and leadership-driven sustainability initiatives are supported by external accountability and societal validation. Based on this, we propose the following hypotheses:

H5: Institutional Environment will positively moderate between workplace ethics culture and Environmental Sustainability of firm.

H6: Institutional Environment will positively moderate between top management commitment and Environmental Sustainability of firm.

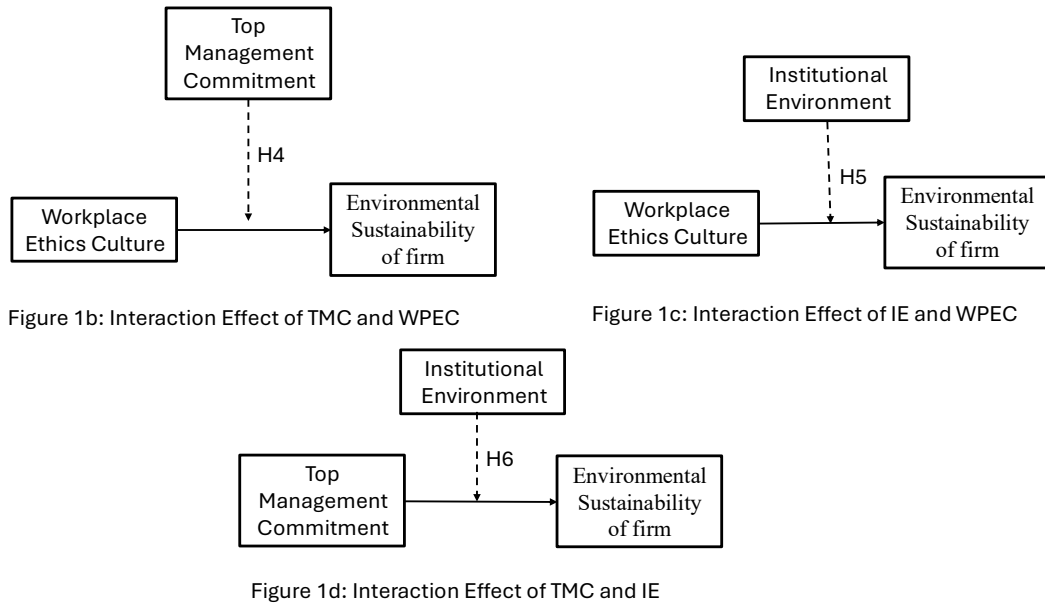


Figure 2. Hypothesized interaction effects of WPEC, TMC and IE on ESO

3. Methodology

3.1 Data

The study employed a survey-based research design to examine the relationship between TMC, WPEC, IE, and ESO. The context of India was chosen as it represents a rapidly industrializing economy facing significant environmental challenges, high pollution levels, and an evolving regulatory framework (e.g., mandatory CSR under the Companies Act 2013). With increasing pressure from both national policies and international climate commitments, India provides a compelling context to explore how organizations navigate sustainability demands.

Data was collected from 311 employees working in supply chain firms across three major industries in India: electronics and communication, textiles, and automobiles. These industries were chosen because of their substantial contribution to India's GDP and their significant environmental footprint (NITI Aayog, 2021; Ministry of Environment, 2022). These sectors are often under strict environmental regulations due to their resource intensity, waste generation, and carbon emissions, making them highly relevant for investigating corporate sustainability practices.

A total of 600 questionnaires were distributed, of which 311 responses were received, yielding a response rate of 51.8%. After screening, 7 responses were discarded due to missing or inconsistent data, resulting in a final valid sample of 304 responses used for analysis. The sample primarily included mid-to-senior-level employees involved in decision-making, sustainability initiatives, and policy implementation within their organizations. The offline survey was administered in the respective companies and responses were recorded in Excel file. A cover letter explaining the purpose of data collection was attached to the questionnaire. It was mentioned in the cover letter that the respondents' personal details would remain anonymous and confidential, and the data would solely be used for academic purposes. After rejecting questionnaires with incorrect or incomplete responses, we retained complete questionnaires for further analysis.

Table 1 presents the demographic details of the sample. Demographic information such as age, gender, organizational size, and work experience was collected to provide a comprehensive description of the sample. While not directly included in the analysis, it adds context about the participants and may serve future robustness checks. It consisted of 67.20% men and 32.80% women. 46.30% of respondents were from the 40–50 years age group, followed by 42.12% in the 30–40 years group and 11.58% in the 50–60 years group. 58.20% of the respondents held professional experience of 15–20 years, while 23.47% had experience of 10–15 years, 17.36% had 20–25 years of experience, and 0.96% had work experience above 25 years. 77.81% of the sample held postgraduate qualifications, 19.94% had graduate degrees, and 2.25% had certification higher than postgraduate. Finally, 38.26% of respondents belonged to organizations with 2000–5000 employees, 27.33% to those with 1500–2000 employees, 19.94% to organizations with 1000–1500 employees, 9.32% to those with over 5000 employees, and 5.14% to those with 500–1000 employees. Although most of the organizations in our sample are mid-to-large-sized firms with over 1000 employees, the findings of this study can still be meaningful for SMEs operating in similar industries. This is because many SMEs, especially those that are part of supply chains in highly regulated sectors like textiles, electronics, and automobiles, face similar kinds of institutional pressures, regulatory demands, and expectations from stakeholders. The challenges around environmental compliance and sustainability are not limited to large firms alone. Therefore, the role of workplace ethics

culture, top management commitment, and institutional environment, as highlighted in this study, can offer useful insights for SMEs looking to strengthen their sustainability practices.

Table 1. Sample Demographics

Category	Subcategory	No.	%
Age	30- 40 years	131	42.12
	40- 50 years	144	46.30
	50-60 Years	36	11.58
Gender	Male	209	67.20
	Female	102	32.80
Education	Graduate	62	19.94
	Postgraduate	242	77.81
	Higher than Postgraduate	7	2.25
Work experience	10-15 Years	73	23.47
	15-20 Years	181	58.20
	20-25 Years	54	17.36
	Above 25 Years	3	0.96
Organization Size	500-1000	16	5.14
	1000-1500	62	19.94
	1500-2000	85	27.33
	2000-5000	119	38.26
	5000+	29	9.32

3.2 Measurement Scales

Participants completed a structured questionnaire using a 5-point Likert scale (1 = strongly disagree to 5 = strongly agree). Although the number of items varied across constructs

(ranging from 4 to 22), each scale was drawn from validated prior studies and designed to capture distinct dimensions of the respective constructs. The internal consistency of each construct was verified, with Cronbach's Alpha values exceeding 0.70, indicating satisfactory reliability. The use of PLS-SEM accommodates constructs with different scale lengths without compromising the validity of the analysis (Hair et al., 2020).

3.2.1 Workplace Ethics Culture (WPEC): Kaptein (2008) developed the 58-item Corporate Ethical Values questionnaire with subscales along the dimensions of clarity, congruency, feasibility, supportability, transparency, discussability, and sanctionability. For our study, we utilised a shortened version with 17 items. Sample items include “The organizations makes it sufficiently clear what firm norms and values are applicable to me” and “In my job, I am sometimes put under pressure to break the rules”.

3.2.2 Top Management Commitment: Based on Islam, Tseng & Karia (2019), we used a 4-item questionnaire to measure top management commitment toward sustainability. Sample items include “The leaders and top-tier employees maintain transparency in sustainability reports” and “The firm has an eco-friendly mission statement and the firm’s goals are aligned/oriented with eco-friendly goals”.

3.2.3 Institutional Environment: Based on Roxas & Coetzer (2012)’s work on institutional environments, we used a 13-item scale to measure the concept across three dimensions– regulatory, cognitive, and normative. Sample items include “The firm tries to ensure compliance of employees with its regulatory requirements”, “Employees have general yet sustained and constant concern for environmental issues” and “The firm gets community support for sustainable actions”.

3.2.4 Environmental Sustainability Orientation: We used the ESO questionnaire developed by Roxas & Coetzer (2012). The 22-item scale measured ESO in terms of economic interests, community interests, attitudes towards the environment, and knowledges and practices around sustainability. Sample items include “The firm devices/organizes environmental protection programs from time to time” and “The firm restricts its dealings to environment friendly suppliers only”.

4. Data Analysis

Data were analysed using Partial Least Squares-Structural Equation Modelling (PLS-SEM), which is well-suited for complex models focusing on prediction and theory development. PLS-SEM is appropriate in this case since it does not assume multivariate normality, making it robust for analysing survey data that may violate normality assumptions (Hair et al., 2017). This method is particularly beneficial for models with multiple constructs and varying scale lengths, as it allows for the exploration of both direct and moderating effects effectively. To examine the moderating effects of TMC and IE on the relationship between WPEC and ESO, the study further employed the PROCESS Macro (Hayes, 2017) in SPSS 16. PROCESS aids in testing moderation by estimating the interaction effects and visualizing how relationships change at low, moderate, and high levels of the moderator variables.

5. Results

5.1 Confirmatory Factor Analysis

Table 2 shows that all model constructs had reliability values more than 0.7 which is the recommended acceptable score for confirmatory purposes (Chin, 1998). The AVE or average variance extracted measures convergent validity in SmartPLS where the score indicates variance associated with the construct as compared to the variance attributed to measurement error. Usually, AVE greater than 0.50 establishes convergent validity (Hair et al, 2019). As per Table 2, all model constructs meet these requirements.

Table 2. Construct Reliability and Convergent Validity

	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
Environmental Sustainability Orientation	0.944	0.950	0.561
Institutional Environment	0.944	0.950	0.545
Top Management Commitment	0.883	0.911	0.631
Workplace Ethics Culture	0.955	0.959	0.513

5.2.1 Measurement Model Quality

Table 3 displays the correlations between different constructs. As shown, all constructs have acceptable values of discriminant validity below .90 (Henseler, Ringle, & Sarstedt, 2015).

Table 3. Correlations among the construct and Discriminant Validity

Fornell-Larcker criterion					
		1	2	3	4
Environmental Sustainability Orientation (1)		0.749			
Institutional Environment (2)		0.774	0.738		
Top Management Commitment (3)		0.766	0.872	0.794	
Workplace Ethics Culture (4)		0.850	0.832	0.791	0.716

Heterotrait-monotrait ratio (HTMT) - Matrix					
		1	2	3	4
Environmental Sustainability Orientation (1)		-			
Institutional Environment (2)		0.819	-		
Top Management Commitment (3)		0.836	0.853	-	
Workplace Ethics Culture (4)		0.893	0.876	0.860	-

5.2.2. Path Modelling

Table 4-7 and Figures 3-6 describe the path coefficients for hypothesized relationships within the model.

Figure 3 presents the path coefficients for the positive effect of workplace ethics culture (WPEC), top management commitment (TMC), institutional environment (IE) on environmental sustainability orientation of firms. As depicted, there is a strong positive effect

of these variables on ESO is $\beta = 0.746$, $p < 0.001$. More specifically, WPEC has a strong direct effect on ESO, with $\beta = 0.625$, $p < 0.001$, supporting H1. This implies that having a strong ethical culture within the workplace positively affects environmental sustainability orientation of an organization. There is a small, positive direct effect of TMC on ESO, with $\beta = 0.209$, $p < 0.001$, supporting H2. This means that an stronger commitment of top management toward sustainability is also likely to positively influence the organization's environmental sustainability orientation. There was no significant influence of IE on ESO, with $\beta = 0.072$, not providing sufficient support for a direct effect of institutional environment on ESO.

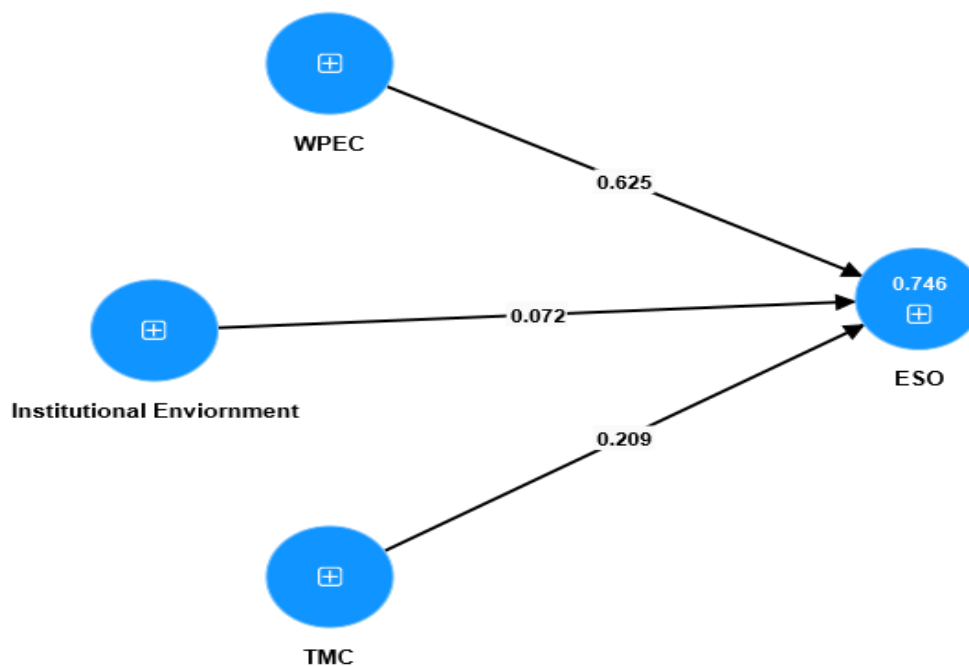


Figure 3. Path Coefficients

Table 4. Path Coefficients

Hypotheses	Results
H1: Workplace ethics culture will be positively related to the Environmental Sustainability of the firm.	Supported
H2: Top Management commitment will be positively related to the Environmental Sustainability of the firm.	Supported
H3: The Institutional environment will be positively related to the Environmental Sustainability of the firm.	Not Supported

H4: Top management commitment will positively moderate between workplace ethics culture and Environmental Sustainability of the firm.	Supported
H5: Institutional Environment will positively moderate between workplace ethics culture and Environmental Sustainability of the firm.	Supported
H6: Institutional Environment will positively moderate between top management commitment and Environmental Sustainability of the firm.	Supported

H4 predicted a moderation effect of top management commitment on the relationship between WPEC and ESO. As seen in Figure 4, The lines on the graph represent different levels of top management commitment, with low TMC at -1 SD, medium TMC at the mean, and high TMC at +1 SD. As top management commitment increases, the slope of the relationship between workplace ethics culture and environmental sustainability becomes steeper. At high TMC (+1 SD), the relationship shows a more pronounced increase in environmental sustainability with an increase in workplace ethics culture. In contrast, the line for low TMC (-1 SD) is flatter, suggesting that without strong top management support, the influence of workplace ethics culture on sustainability is weaker. This provides support for H4.

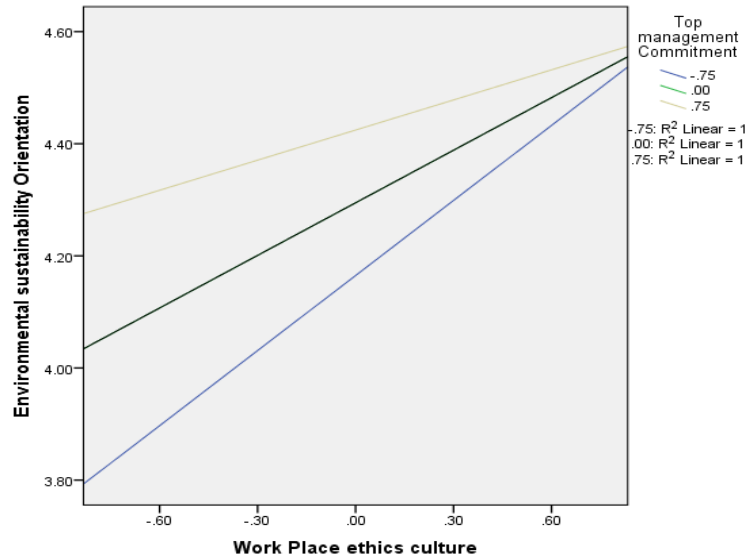


Figure 4. Interaction effect of TMC and WPEC

Table 5. Conditional Effects of Workplace Ethical Culture on Environmental Sustainability Orientation

Conditional effect of WPEC					
on ESO	Indirect effect	SE	<i>p</i>	LLCI	ULCI
TMC -1SD	0.4464	0.0519	< 0.001	0.3443	0.5485
TMC - M	0.3127	0.0681	< 0.001	0.1787	0.4467
TMC +1SD	.1790	0.0874	0.0413	0.0071	0.3510

Notes. TMC – Top Management Commitment; ESO – Environmental Sustainability Orientation; IE – Institutional Environment

Figure 5 and 6, along with Table 6 and 7, illustrate the interaction effect of IE on WPEC and ESO as well as TMC and ESO respectively.

Figure 5 shows how institutional environment moderates the relationship between workplace ethics culture and environmental sustainability. The lines on the graph show different levels of institutional environment, with low IE at -1 SD, medium IE at the mean, and high IE at +1 SD. A high institutional environment (+1 SD) results in a steeper positive relationship between workplace ethics culture and environmental sustainability. This suggests that when the institutional environment strongly supports sustainability practices, the influence of workplace ethics culture on sustainability outcomes is amplified. Conversely, for low IE (-1 SD), the slope is much flatter, indicating a weaker interaction. This provides support for H5. While there was no direct effect of IE on ESO, it appears that its influence acts as a moderating agent on other variables.

Table 6. Conditional effects of Workplace Ethical Culture on Environmental Sustainability Orientation

Conditional effect of WPEC on ESO					
Indirect effect	SE	<i>p</i>	LLCI	ULCI	

IE -1SD	0.5234	0.0535	< 0.001	0.4180	0.6287
IE - M	0.4215	0.0667	< 0.001	0.2902	0.5528
IE +1SD	0.3196	0.0840	0.002	0.1544	0.4848

Notes. TMC – Top Management Commitment; ESO – Environmental Sustainability Orientation; IE – Institutional Environment

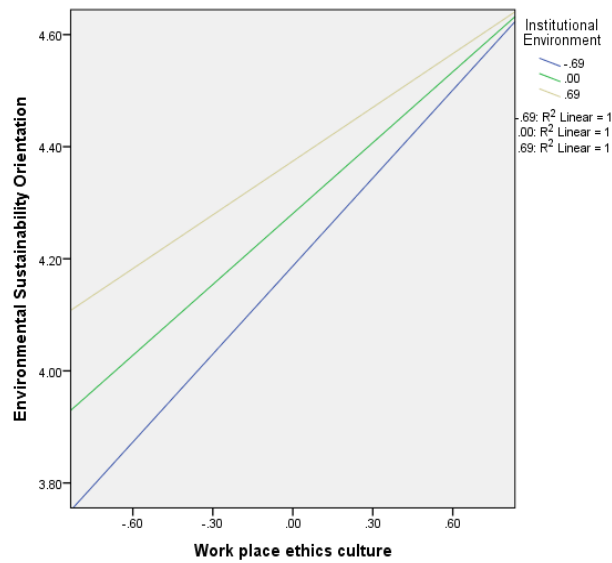


Figure 5. Interaction effect of IE and WPEC

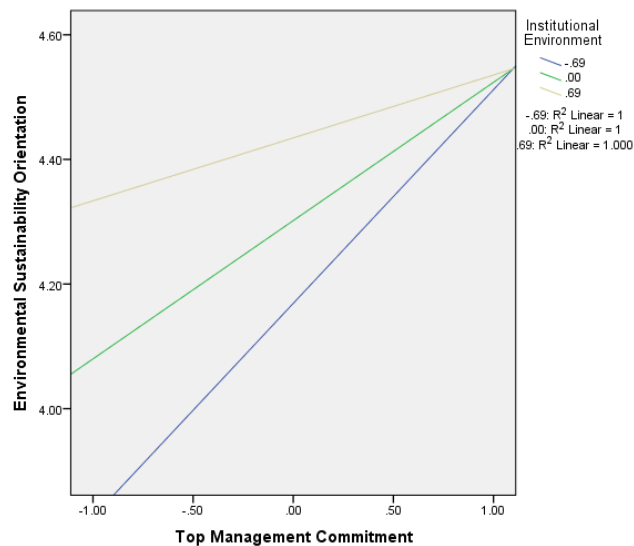


Figure 6. Interaction effect of IE and TMC

Figure 6 shows the moderating role of the institutional environment in the relationship between top management commitment and environmental sustainability. Similar to Figure 2c, these lines represent varying levels of the institutional environment. At high IE (+1 SD), the relationship between leadership and environmental sustainability becomes more pronounced, indicating that a strong institutional framework significantly enhances the influence of top management's commitment on environmental outcomes. On the other hand, at low IE (-1 SD), the relationship is weaker, with a gentler slope, suggesting that without a strong institutional environment, leadership shows a less significant effect on environmental sustainability. This provides support for H6.

Table 7. Conditional effects of Top Management Commitment on Environmental Sustainability Orientation

Conditional effect of TMC on ESO	Indirect effect	SE	<i>p</i>	LLCI	ULCI
IE -1SD	0.3430	0.0578	< 0.001	0.2292	0.4568
IE - M	0.2219	0.0611	0.003	0.1017	0.3422
				—	
IE +1SD	0.1009	0.726	0.1654	0.0419	0.2437

Notes. TMC – Top Management Commitment; ESO – Environmental Sustainability Orientation; IE – Institutional Environment

5.3 Structural Model Quality

Table 8 presents structural model indices between the constructs. R^2 measures the variance explained by the endogenous constructs within the model. R^2 values suggest that 74.4% of the variance in environmental sustainability orientation of the firms is accounted for by the model. This means that substantial amount of variance be explained by the model.

Table 8. Structural Model Indices

R-square	R-square adjusted
----------	-------------------

Environmental

Sustainability of Firm	0.746	0.744
------------------------	-------	-------

6. Discussion and Conclusion

The study examined how workplace ethics culture, top management commitment, and the institutional environment contribute in shaping an organization's environmental sustainability orientation. Our findings validate the hypotheses; WPEC and TMC play integral roles in promoting sustainable practices within firms, and there is moderating role of IE in amplifying these effects.

The results show that WPEC has a strong direct effect on ESO ($\beta = 0.625, p < 0.001$). Ethical culture within the workplace is a critical factor in promoting sustainability. Employees that prioritize ethical behaviour tend to integrate environmental concerns more greatly into their decision-making and other regular activities. Ethical cultures can create a foundation where sustainability becomes a part of organizational values— when the two are aligned, employees can engage in actions toward sustainability-related outcomes more proactively.

In addition to WPEC, TMC also plays an important role, although its direct effect on ESO is smaller ($\beta = 0.209, p < 0.001$). Top management's commitment to environmental sustainability, though essential, are not sufficient to drive ESO within organizations. Our findings suggest that TMC tends to play a supporting role and help in translating these ethical values into action. This is supported by the fact that TMC moderates the relationship between WPEC and ESO (Figure 4), where higher levels of TMC strengthen the impact of WPEC on sustainability. When organizational leadership is highly committed, the influence of workplace ethics on sustainability becomes much more promoted. This suggests that leadership and its commitment to environmental values are crucial in operationalizing ethics related to sustainability. Future research must explore the mechanisms underlying TMC that lead to this amplification effect.

The institutional environment, while not having a direct effect on ESO ($\beta = 0.072$), enact an important moderating function. The interaction between IE and WPEC (Figure 5) reveals that a supportive institutional environment strengthens the positive impact of workplace

ethics on sustainability outcomes. Firms operating in places with stronger regulations, norms, or expectations around sustainability are more likely to align their ethical cultures with such practices. When external institutions encourage or demand sustainable behaviour from businesses, ethical cultures within them get reinforced and lead to better sustainability performance. Similarly, the interaction between TMC and ESO (Figure 6) shows that external pressures amplify the influence of top management's commitment to sustainability. When leadership's agenda aligns with external expectations, it enhances the effect they have on a firm's sustainability orientation.

6.1 Theoretical Implications

Our findings suggest that ESO is not just a function of internal ethical cultures or leadership intentions, but also external factors like Institutional environment that are out of organization's control. The study extends the theory of planned behaviour provides a strong theoretical framework to understand how these two internal drivers WPEC and TMC interact with external driver IE to influence ESO.

Our findings align with the theory; employees' sustainable orientation is determined in part by the subjective norms within the organization, such as ethical standards. Sustainability can become a fundamental part of an organization's values and lead to more proactive engagement on part of employees. TMC too has a positive influence on ESO, both in terms of a small direct effect and a supportive moderating function. Through the commitment and behaviour of the leadership, organizations can ensure that norms and ethical standards can intentionally be translated into concrete result-oriented actions. The role of IE in determining ESO is particularly insightful. While, contrary to our prediction, IE does not directly influence ESO, its interaction with ethical culture and leadership commitment amplifies their influence on sustainability outcomes. External pressures from institutions, regulations, and societal expectations enhance the internal drive for sustainability, indicating that organizations respond more effectively when both internal commitment and external demands are aligned. These findings emphasize that organizations do not operate in isolation.. They are consistently affected by internal and external factors. By applying TPB at an organizational level, this study contributes theoretically by demonstrating how internal ethical structures (WPEC), leadership intentions (TMC), and external institutional forces (IE) collectively shape sustainability

behaviours. This extension of TPB from individual behaviour to organizational sustainability offers a valuable framework for understanding how companies in emerging economies, such as India, navigate complex sustainability demands. It reinforces the importance of viewing corporate sustainability not as an isolated ethical choice but as a combined response to both internal cultural commitments and external institutional pressures.

6.2 Practical Implications

The findings of this study carry important practical relevance for India, which continues to face significant environmental challenges such as pollution, water scarcity, and resource depletion (Chandra, 2015). By introducing regulations oriented toward social impact, such as mandatory CSR under the Companies Act 2013 (Balachandran & Saranya, 2014; Gupta & Gupta, 2019), firms have been increasingly incentivised and regulated to engage in sustainable practices. This regulatory push aligns with our findings, which indicate that a strong IE can emphasize sustainability efforts within a firm. Moreover, as awareness of environmental concerns and challenges grows, businesses are increasingly expected to align with sustainability standards to maintain their legitimacy and competitiveness. While the majority of the sample consists of mid-to-large firms, these insights remain valuable for SMEs operating in similar supply chain contexts, given the comparable institutional pressures and sustainability challenges they face. For SMEs, which often operate with limited resource, focusing on building a strong ethical culture and leadership commitment to sustainability can be instrumental in overcoming the perceived costs of implementing such initiatives. By leveraging their institutional environment, these organizations can turn sustainability into a strategic advantage rather than viewing it as a constraint. This is particularly important for Indian firms, where balancing economic development and environmental sustainability is essential for long-term success. For HR research and practice, these findings underscore the importance of integrating sustainability into organizational culture and leadership strategies rather than treating it as an isolated effort.

To conclude, firms that integrate WPEC, TMC, and IE around environment into their business models have an edge to meet the growing demands for sustainability. By making ethical culture and leadership commitment congruent with external institutional pressures,

firms have the potential to get a competitive advantage in an increasingly eco-conscious global market.

7. Limitations and Future Research

As a study limitation, the survey focussed specifically on industries within India, and as such, these results may not be generally applicable to other cultural contexts. Future work should expand the sampling scope and examine socioeconomic identities as a variable in determining adoption of ethical cultures, committed leadership, and firms' environmental sustainability orientation. Longitudinal studies that span a significant period of time may be better suited in comprehensively addressing the role of institutional environments and leadership and examining whether the adoption of ESO is long-sustaining. Future studies can also focus on the underlying mechanisms that lead to WPEC, TMC, and IE in influencing ESO. It must also focus on examining other forms of organizational support that can flatten or emphasize the influence of these variables on sustainability.

Statements and Declarations

Competing Interests: Authors of this manuscript acknowledge that this research has been sponsored by Indian Council of Social Science Research (ICSSR) under the minor research project (F. No. 02/118/202122/ICSSR/MP/RP). However, there are no competing interest with any institution.

8. References

- Adams, R., Jeanrenaud, S., Bessant, J., Denyer, D. and Overy, P., 2016. Sustainability-oriented innovation: A systematic review. *International Journal of Management Reviews*, 18(2), pp.180-205.
- Ajzen, I., 1980. Understanding attitudes and predicting social behavior. *Englewood cliffs*.

- Ajzen, I., 1991. The theory of planned behavior. *Organizational behavior and human decision processes*, 50(2), pp.179-211.
- Amankwah-Amoah, J., Danso, A. and Adomako, S., 2019. Entrepreneurial orientation, environmental sustainability and new venture performance: Does stakeholder integration matter?. *Business Strategy and the Environment*, 28(1), pp.79-87.
- Balachandran, V., & Saranya, S., 2014. CSR towards sustainable development under the Companies Act, 2013. *International Journal of Advanced Research in Management and Social Sciences*, 3(3), pp.28-40.
- Blok, V., Wesselink, R., Studynka, O., & Kemp, R., 2015. Encouraging sustainability in the workplace: A survey on the pro-environmental behaviour of university employees. *Journal of Cleaner Production*, 106, pp. 55-67.
- Branzei, O. and Vertinsky, I., 2002. Eco-sustainability orientation in China and Japan: Differences between proactive and reactive firms. In *Research in Corporate Sustainability* (pp. 85-122). Edward Elgar Publishing.
- Brown, M. E., Treviño, L. K., & Harrison, D. A., 2005. Ethical leadership: A social learning perspective for construct development and testing. *Organizational behavior and human decision processes*, 97(2), pp.117-134.
- Chandra, M., 2015. Environmental concerns in India: Problems and solutions. *J. Int'l Bus. & L.*, 15, p.1.
- Chen, J.C. and Roberts, R.W., 2010. Toward a more coherent understanding of the organization–society relationship: A theoretical consideration for social and environmental accounting research. *Journal of Business Ethics*, 97, pp.651-665.
- Chen, A. S. Y., & Hou, Y. H., 2016. The effects of ethical leadership, voice behavior and climates for innovation on creativity: A moderated mediation examination. *The Leadership Quarterly*, 27(1), pp.1-13.
- Chin, W.W., 1998. The partial least squares approach to structural equation modeling. *Modern Methods for Business Research*, 295(2), pp.295-336.

- Chua, F., & Rahman, A., 2011. Institutional pressures and ethical reckoning by business corporations. *Journal of Business Ethics*, 98(2), pp.307-329.
- Deal, T. and Kennedy, A., 1982. *Corporate cultures: The rites and rituals of corporate life*. Reading, MA: Addison-Wesley.
- Fraj-Andrés, E., Martínez-Salinas, E., & Matute-Vallejo, J., 2009. Factors affecting corporate environmental strategy in Spanish industrial firms. *Business Strategy and the Environment*, 18(8), pp.500-514.
- Gupta, O., & Gupta, K., 2019. CSR in India: the companies act and its implications. *Journal of Contemporary Management Research*, 13(1), pp.1-23.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M., 2019. When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), pp.2-24.
- Hair Jr, J. F., Howard, M. C., & Nitzl, C., 2020. Assessing measurement model quality in PLS-SEM using confirmatory composite analysis. *Journal of Business Research*, 109, pp.101-110.
- Hart, S.L. and Ahuja, G., 1996. Does it pay to be green? An empirical examination of the relationship between emission reduction and firm performance. *Business Strategy and the Environment*, 5(1), pp.30-37.
- Henseler, J., Ringle, C. M., & Sarstedt, M., 2015. A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), pp.115–135.
- Islam, M. S., Tseng, M. L., & Karia, N., 2019. Assessment of corporate culture in sustainability performance using a hierarchical framework and interdependence relations. *Journal of Cleaner Production*, 217, pp.676-690.
- Jaramillo, F., Mulki, J. P., & Solomon, P., 2006. The role of ethical climate on salesperson's role stress, job attitudes, turnover intention, and job performance. *Journal of Personal Selling & Sales Management*, 26(3), pp.271-282.

- Kangas, M., Kaptein, M., Huhtala, M., Lämsä, A. M., Pihlajasaari, P., & Feldt, T., 2018. Why do managers leave their organization? Investigating the role of ethical organizational culture in managerial turnover. *Journal of Business Ethics*, 153, pp.707-723.
- Kaptein, M., 1998. Ethics management. In *Ethics management: auditing and developing the ethical content of organizations* (pp. 31-45). Dordrecht: Springer Netherlands.
- Kaptein, M., 2008. Developing and testing a measure for the ethical culture of organizations: The corporate ethical virtues model. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 29(7), pp.923-947.
- Kaptein, M., 2009. Ethics programs and ethical culture: A next step in unraveling their multifaceted relationship. *Journal of Business Ethics*, 89, pp.261-281.
- K. Digalwar, A., R. Tagalpallewar, A., & K. Sunnapwar, V., 2013. Green manufacturing performance measures: an empirical investigation from Indian manufacturing industries. *Measuring Business Excellence*, 17(4), pp.59-75.
- Kollmuss, A., & Agyeman, J., 2002. Mind the gap: why do people act environmentally and what are the barriers to pro-environmental behavior?. *Environmental education research*, 8(3), pp.239-260.
- Linnenluecke, M. K., & Griffiths, A., 2010. Corporate sustainability and organizational culture. *Journal of World Business*, 45(4), pp.357-366.
- Mayer, D. M., Aquino, K., Greenbaum, R. L., & Kuenzi, M., 2012. Who displays ethical leadership, and why does it matter? An examination of antecedents and consequences of ethical leadership. *Academy of Management Journal*, 55(1), pp.151-171.
- Moyano-Fuentes, J., Maqueira-Marín, J. M., & Bruque-Cámara, S., 2018. Process innovation and environmental sustainability engagement: An application on technological firms. *Journal of Cleaner Production*, 171, pp.844-856.
- Muthuri, J. N., & Gilbert, V., 2011. An institutional analysis of corporate social responsibility in Kenya. *Journal of Business Ethics*, 98, pp.467-483.

- Ng, T. W., & Feldman, D. C., 2015. Ethical leadership: meta-analytic evidence of criterion-related and incremental validity. *Journal of Applied Psychology*, 100(3), pp.948.
- Neutzling, D. M., Land, A., Seuring, S., & do Nascimento, L. F. M., 2018. Linking sustainability-oriented innovation to supply chain relationship integration. *Journal of Cleaner Production*, 172, pp.3448-3458.
- Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R., 2009. Why sustainability is now the key driver of innovation. *Harvard Business Review*, 87(9), pp. 56-64.
- Nye, M. and Hargreaves, T., 2010. Exploring the social dynamics of proenvironmental behavior change: A comparative study of intervention processes at home and work. *Journal of Industrial Ecology*, 14(1), pp.137-149.
- Quan, Y., Wu, H., Li, S., & Ying, S. X., 2018. Firm sustainable development and stakeholder engagement: The role of government support. *Business strategy and the Environment*, 27(8), pp.1145-1158.
- Rioux, L., 2011. Promoting pro-environmental behaviour: Collection of used batteries by secondary school pupils. *Environmental Education Research*, 17(3), pp.353-373.
- Roxas, B., & Coetzer, A., 2012. Institutional environment, managerial attitudes and environmental sustainability orientation of small firms. *Journal of Business Ethics*, 111, pp.461-476.
- Ruiz-Palomino, P., Martínez-Cañas, R., & Fontrodona, J., 2013. Ethical culture and employee outcomes: The mediating role of person-organization fit. *Journal of Business Ethics*, 116, pp.173-188.
- Scott, W.R., 2008. *Institutions and organizations: Ideas and interests*. 3rd ed. Thousand Oaks, CA: Sage Publications.
- Sears, R. R., 1951. A theoretical framework for personality and social behavior. *American Psychologist*, 6(9), pp.476.
- Sharma, D., Borna, S., & Stearns, J. M., 2009. An investigation of the effects of corporate ethical values on employee commitment and performance: Examining the moderating role of perceived fairness. *Journal of Business Ethics*, 89, pp.251-260.

- Singh, S. K., Gupta, S., Busso, D., & Kamboj, S., 2021. Top management knowledge value, knowledge sharing practices, open innovation and organizational performance. *Journal of Business Research*, 128, pp.788-798.
- Treviño, L. K., Butterfield, K. D., & McCabe, D. L., 1998. The ethical context in organizations: Influences on employee attitudes and behaviors. *Business Ethics Quarterly*, 8(3), pp.447-476.
- Weeks, W. A., Loe, T. W., Chonko, L. B., & Wakefield, K., 2004. The effect of perceived ethical climate on the search for sales force excellence. *Journal of Personal Selling & Sales Management*, 24(3), pp.199-214.
- Williamson, D., Lynch-Wood, G., & Ramsay, J., 2006. Drivers of environmental behaviour in manufacturing SMEs and the implications for CSR. *Journal of Business Ethics*, 67, pp.317-330.