

Driving Green Transformation in Transport: How Responsible Leaders Shape Environmental Citizenship Behavior

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EXTENDED ABSTRACT

Environmental issues arise in developing countries due to the increasing demand for equality and quality of life, for which green values have become a matter of concern. Particularly employees' organization citizenship behavior for the environment (OCBE) such as conserving and suggesting eco-friendly ways to work play a pivotal role in achieving sustainability. Scholars have identified leadership as a key factor in shaping employees' attitudes and actions toward environmental initiatives. Appropriate leadership style provides a sense of responsibility and fosters voluntary behavior among employees towards environment. Consequently, employees act as frontline soldiers in implementing organizational environmental goals. However, there is limited evidence on how responsible leadership (RL) influences employees' OCBE. Therefore, there is a need to unfold the mechanisms through which RL influences employees' OCBE. Employing social learning theory (SLT), this study links RL to OCBE through employee green intellectual capital (EGIC). Further, employee green discipline management (EGDM) and individual green values (IGV) were introduced as moderators in the relationship between RL and EGIC, and EGIC and OCBE respectively.

To test the proposed hypothesis, data were collected from 259 employees working in the transport sector in two waves. Results showed a positive relationship between RL and OCBE mediated by EGIC. Moreover, EGDM as a moderator weakens the RL and EGIC relationship, while IGV weakens EGIC and OCBE relationship. This study suggests that responsible leaders can create a positive culture in the transport sector by enhancing OCBE, which is important for employees' satisfaction and well-being. The present research has implications for HR in the transport sector. For example, HR professionals should recruit and train responsible leaders who prioritize environmental concerns and model green behavior to drive environmental engagement in the employees. Additionally, HR managers in the firm should organize trainings and seminars to provide awareness and engage employees in green activities rather than imposing penalties.

The study has noteworthy contributions to the literature. First, this study investigates RL and OCBE relationships in a developing country context. Second, it extends the RL literature by introducing social learning theory to illustrate how RL influences OCBE. Third, this study examines the mediating and moderating mechanisms between the RL and OCBE relationship. In response to the call for research, this study introduces 'Employees' EGIC' as a mediator in RL and OCBE relationship. Further, we introduce 'EGDM' as a moderator between RL and 'employees' EGIC by proposing that EGDM boosts employees' EGIC. Moreover, this research investigates the individual green values as a moderator between EGIC and OCBE, addressing a research call. Lastly, the research explores RL-OCBE relationship and underlying mechanisms in the transport industry of Pakistan, where there is a lack of scholarly studies in the environmental context.

Keywords: responsible leadership, green intellectual capital, green discipline management, green values, organizational citizenship behavior.