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Research Article

Effect of Ethical Climate on Employee Green Behavior: through Moderated Mediation Mechanism

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ABSTRACT

Purpose– This study aims to investigate the impact of organizational climate on the green behavior of employees working in the hospitality sector of Pakistan. This study further examines the moderated mediation of ethical leadership and green employee empowerment. Methodology/ approach/ design- Quantitative technique through a self-administered questionnaire was used for data collection. There were 422 front-line employees from the hospitality sector of Pakistan. For testing the hypothesis, Structural Equation Modelling (SEM) was used. Findings – The findings of this study show that organizational climate has a significant impact on employees' green behavior. Additionally, the results also show that employees' green empowerment partially mediates the relationship between organizational climate and their green behavior. Furthermore, findings also show that ethical leadership moderates the relationship between organizational climate and green employee empowerment. Research Limitations/ future implications- This study has implications for managers working in the hospitality sector of Pakistan for establishing the importance of organizational climate in improving their green behavior. Value/ originality- This study contributes to the existing body of knowledge by examining the mediating role of green employee empowerment and the moderating effect of ethical leadership in determining the relationship between organizational climate and employees' green behavior in the hospitality sector.

Keywords: *Ethical Leadership; Green Employee Empowerment; Organizational Climate; Employee Green Behavior*

1. INTRODUCTION

United Nations' 2030 agenda focuses on economic growth and sustainable development. They stress the importance of addressing environmental challenges such as climate change and carbon waste reduction (United Nations, Yuan, 2021). Intergovernmental Panel on Climate Change (IPCC, 2018) reported that the percentage of greenhouse emissions has increased more rapidly between 2000 and 2010, compared to the last three decades. According to the World Health Organization, global warming and carbon emission cost almost 4.3 million causalities per year and an economic loss of 2–4bn US dollars per year (WHO, 2018). These are the reasons why the United Nations (UN) has given special attention to climate change in its sustainable development goals in 2019. Global regulators are also concerned about these threatening issues and call for the establishment of a green business environment (Duff et al., 2021; WHO, 2021). Prior studies suggest that employees' green behavior (EGB) may play an influential role in addressing important environmental challenges and protecting the planet (He, Morrison & Zhang, 2021; Mo et al., 2021). EGB refers to "a series of behaviors implemented by employees that aim to reduce the negative effect on the environment and contribute to environmental sustainability" (Unsworth et al., 2021). Recent studies have also highlighted the need for examining the EGB, and its predictors in diversified contexts (Ones and Dilchert, 2012, Mo, et al, 2021, Sabbir & Taufique, 2021). The reason is employees in the hospitality sector of Pakistan do not have any idea about green sustainability concerning behavior and the environment. Responding to these calls, this study investigates the impact of organizational climate on the green behavior of employees working in the hospitality sector of Pakistan.

Employees' interpretations and views of the organization's policies and processes surrounding environmental sustainability improve when they see their leader's ethical behavior. In this way, the employee feels secure and empowered. Murray and Holmes (2021) said that employee empowerment increases employees' effectiveness and efficiency at work. Employee empowerment used to achieve green objectives and goals is called green

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employee empowerment (AlKahtani et al., 2021). Recycling old furniture, creating double-sided photocopies, recycling, and utilizing energy-efficient equipment are all part of these goals. According to Alhozi, Hawamdeh, & Edenat (2021) said that green employee empowerment is necessary for achieving organizations' green goals. For example, managers can provide constructive feedback and support to empowered employees, allowing them to perform green activities (Tariq, Yasir & Majid, 2020). Chaudhary (2020) said that green tasks stimulate employees toward the green environment. So, top management involvement is necessary for the implementation of the green functions. These functions help in gaining the green objectives in the organization. The SCLT (Social Cognitive Learning Theory) also says that when employees learn from their society, they implement those changes.

Bhutto et al. (2021) said that hospitality sectors made green practices and environmental management necessary for their services. According to the SCL theory, hospitality sectors need to recognize the environmental challenges and improve them. This concept has a broader scope because it includes humans' rules, regulation, and conceptualization as agents. Shi et al., (2021) said that the social learning theory is limited to handling the learning process in the social context. And its implementation is supported by the social cognitive learning theory. For this purpose, the hospitality sector should hold the concept of "Go Green" (Gilal et al., 2019).

The main point of discussion is that this paper adds to the literature on organizational climates in various ways. The first is to look into Pakistan's hospitality sector where employees have no idea about the world's green initiative, such as the awareness of green sustainability and carbon footprint. Further the function of GEE in mediating the relationship between ethical climate and EGB. If the climate is good, it leads to employee empowerment that enhances organizational performance, resulting in increased employees' green behavior. The second one examines the moderating role of ethical leadership between ethical climate and green employee empowerment. This research responds to the underlying mechanism's scholarly call (Danish et al., 2021). When the employee is empowered, it may lead to a better ethical climate, which increases the employee's green behavior. The subsequent study adds to the body of knowledge by putting the theorized relationship to the test in a developing country like Pakistan, which has been overlooked in prior studies (Li, Hong & Song, 2020).

2. THEORETICAL DEVELOPMENT AND HYPOTHESIS

2.1. ETHICAL CLIMATE AND EMPLOYEE GREEN BEHAVIOR

The shared impressions of policies and procedures, both informal and formal, shape the expectations for an ethical climate in the organization referred to as the ethical environment (Victor & Cullen, 1987). Different moral climates are defined as the situation in which the decision-making and ethical climate occur (He et al., 2021). The ethical climate then focuses on behavioral guidelines, which assist the individual in understanding what is acceptable rather than unacceptable within the organization. According to Ellemers et al. (2013), ethical climates are a vital regulation instrument that demonstrates fundamental internal and external values to foster commitment and identification within the organization (Ceschi et al., 2016). The impact of the ethical climates on an individual's views, behaviors, and emotions is also investigated. Employee ethical conduct (Young et al., 2021), organizational commitment (Babin et al., 2000), turnover intention (Mulki et al., 2006), and OCB are all influenced by the ethical climate. SCLT (Social Cognitive Learning Theory) (Bandura, 2006) said that individuals learn from society, and after learning the role of cognition is important in the implementation of that knowledge. Norton et al., (2017) discussed the positive and negative work behavior at the workplace. Varied researchers have different perspectives on quantifying and conceptualizing ethical climates. Mayer (2014) and Shin et al., (2012) explained the multidimensional perspective of climate (Schwepker, 2001). According to the original concept given by Victor and Cullen (1987, 1988) about the ethical climate, different researchers conceptualize it in different ways (Schwepker, 2013). In the present paper, our concern is to see the impact of the independent and individualistic vs. independent and collectivistic focus on the ethical climate under consideration. When a moral climate prevails in the organization, it helps the employees implement green behavior. So, we can hypothesize this relationship as.

H1: Ethical climate positively impacts the employee's green behavior.

2.2. Green Employee Empowerment and Employee Green Behavior

The proponent of organizational climates believed that climates influence how people behave in the workplace (Dumont et al., 2017). According to Tariq et al. (2016), green employee empowerment is critical for achieving green corporate goals. Laschinger et al. (2014) said that GEE is used as an instrument to rethink and inspire employees to better their job requirements, enhance their level of competency, and meaningfulness in their job. Mousa et al. (2020) further added that they participate in activities that enhance organizational performance when employees are empowered. Because when the employees feel empowered, their internal motivational level increases which enhance their job satisfaction (Muogbo, 2018). Gutowski et al. (2015) identified many advantages linked with a motivated green workforce, including increased commitment, job satisfaction, work quality, and self-efficacy. Bandura (2006) social cognitive learning theory defined that different factors (such as personal behavior and cognition, environment) impact employees' motivation and ability to accomplish green goals. In the present research, three essential elements of the theory such as (1) employees' motion for green performance management, (2) implementing of training programs to increase the employees' ability for green training, (3) involving the employees in the green opportunities (Pham et al., 2019, Pinzone et al., 2019), these can help in enhancing the employee's motivation, opportunity and ability to participate the green organizational activities. Renwick et al. (2019) further added that organizational sustainability could be increased through GEE. For example, employees' motivation in the organization increased through the training and employee involvement programs. Therefore, we can propose that GEE practices can lead to EGB. So, green practices themselves require and direct the employees' empowerment for attaining the green objectives. So, we hypothesize that relationship as,

H2. Green employee empowerment positively impact employee green behavior.

2.3. GEE as a mediator between Ethical Climate and EGB

Jiang et al. (2020) explained that various practices discussed in the literature impact employees' behavior through different psychological methods. The previous literature also predicts that these psychological methods (Shen et al., 2020) (such as taking the initiative in green engagement and green psychological climate) may increase employees' work performance. The present study proposes that GEE practices mediate among the EC and EGB. It is also logical to predict such a relationship because when the employees feel empowered in ethical organizational climates, their involvement in their work increases. The social cognitive theory of Bandura (2006) also discussed that when a person learns from his society, then he applies such knowledge in his environment to make better. In this way, when the employees are given green empowerment in the organization, they keenly try to implement the green changes in the organization. The theory of SCLT (Social Cognitive Learning Theory) also predicts that when the employees are given green empowerment through the good practices of organizational climates, they feel inner satisfied by reciprocating the engagement in the green behavior. We can now say that corporate climate practices improve staff enthusiasm, awareness, participation in green activities, and employee empowerment toward green goals. This empowerment motivates the employees to show discretionary behavior (i.e., EGB) towards the management of the environment. In the present study, we proposed that GEE mediates between the ethical climate and EGB. Jiang et al. (2020) said that the empowered employees tried to show their green behavior when they felt obliged. These arguments support building theoretical justification for proposing the relationship of GEE as the mediator between ethical climate and EGB. So, we suggest the relationship as.

H3. GEE mediates the relationship between Ethical Climate and Employee Green Behavior.

2.4. Ethical Leadership as moderator

Leaders build the character of the employees in the organization. The ethical leader leads and guides the employees about their organizational behavior. Leaders perform a necessary role in change processes (Coyle-Shapiro and Marrow, 2007). Kanungo (2019) said that ethical leaders motivate their followers and avoid any harm to them (Dust et al., 2018). Walumbwa et al., (2021) explained the different leadership styles, such as authentic leadership, which focuses on relational transparency and self-awareness, and transformational leadership, which focuses on the role model (Shakeel et al., 2019). Ethical leadership focuses on encouraging

ethical conduct and communicating with others. According to Kalshoven et al. (2012), EL, rather than the other components, accounts for the diversity in the outcomes.

Trevino and Nelson (2021) said that employees' proclivity to report back to their superiors indicates that ethical leaders are trustworthy, honest, and fair (Brown et al., 2018). Honesty and ethical behavior are crucial elements of an ethical leader's personality (Howell & Avolio, 1992). They created a trustworthy environment in this way, which impacts staff commitment and satisfaction (De Hoogh & Den Hartog, 2021). Fairness, honesty, and trustworthiness are characteristics that reveal the ethical leader to be a moral person (Trevino & Nelson, 2021). Employees consider such a boss to be authentic in their moral principles.

The social cognitive learning theory, which explained how ethical leaders affect their followers, was also used to define the moderating effect of ethical leadership in the relationship between ethical climate and green employee empowerment in the current study (Mayer et al., 2019). Social cognitive learning theory also explained that employees are motivated by their leaders as their role models (Bandura, 2006). This theory also explained that people learn from their surroundings and rewarded for their conduct and performance. Because through this system of compensation for ethical and non-ethical behavior disciplined the employees in the organization. So, employees in the organization confirm that their behavior should be according to the required principles of the organization because they know this thing that their behavior values (Brown et al., 2018). In organizations, the role of a leader is significant. Ethical leaders promote the ethical climate in the organization, increasing employee empowerment in the organization. Based on this, we hypothesize the relationship.

H4: The association between EC and GEE is moderated by EL; when EL is high, the relationship is stronger and low with low EL.

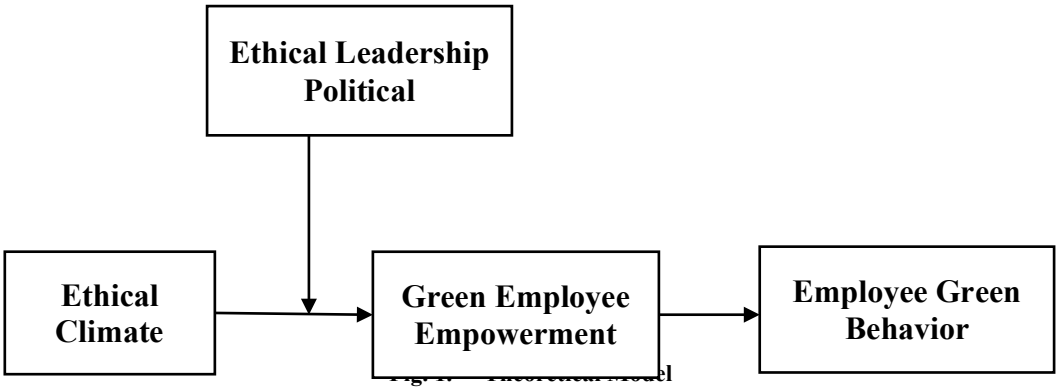
3. METHODOLOGY

We want to see the impact of organizational climates on EGB through the moderating role of ethical leadership and the mediating role of green employee empowerment. In this study, we used the quantitative research technique. The positivist method was applied in this research. To gather and analyze data, we employ a well-designed questionnaire. The population includes the hospitality sector employees of Pakistan. The respondents were the front-line employees and managers from the hospitality sector. Data is collected from the 422 respondents through the stratified random sampling technique. Strata's are made based on the overall provinces. The main focus of this research is to identify the problem, formulate hypotheses, and then forecast a law-like generalization conclusion. We use the quantitative approach for the precision of results and statistical analysis.

Further, the quantitative approach is independent, unbiased, accurate, and structured. It also uses the reliability and validity test (Park and Park, 2016). Further added that the quantitative approach is helpful because it reveals factual and concrete data (Barnham, 2010). And also find the regression and correlation between the variables. We also perform a different test to avoid the CMB (common method bias) for collecting and analyzing the data. The questionnaire is divided into two parts. The first one includes the details of all the variables, and the second one is the demographical information of the study. The data is collected from the different hospitality sectors working in Pakistan. We use the SEM (Structural Equation Modelling) for the analysis in this study. Reinartz et al., (2009) categorized it into two ways, variance, and covariance-based SEM. Researchers make the proxies and use them to calculate the model factors in the first one. In the second one, we use the empirical variance to evaluate the factors. We use the AMOS software to collect and analyze the data. AMOS is useful because it uses different estimators such as OLS regression (Henseler, 2017).

3.1. MEASURES:

Ethical leadership is determined through the 10 item scale of Michael E. Brown, Linda K. Trevino, and David A. Harrison (2005). The ethical climate is determined through the 16 item scale of Bart Victor and Cullen (1988). Green Employee empowerment is measured by the 9-item scale of (Spreitzer, 1995). Employee green behavior is measured by the 3-item scale of Bissing-Olson et al. (2013).



4. RESULTS AND DISCUSSION

The results of the study are shown in the below table.

Table 1: Demographical characteristics of respondents

1.1.1.1	Demographics	1.1.1.2	Categories	1.1.1.3	N	1.1.1.4	%
1.1.1.5	Gender	1.1.1.6	Male	1.1.1.7	197	1.1.1.8	53.7
		1.1.1.9	Female	1.1.1.10	170	1.1.1.11	46.3
1.1.1.12	Age	1.1.1.13	20 or Less	1.1.1.14	14	1.1.1.15	3.3
1.1.1.16		1.1.1.17	20-25	1.1.1.18	84	1.1.1.19	19.9
		1.1.1.20	26-30	1.1.1.21	84	1.1.1.22	19.9
		1.1.1.23	31-35	1.1.1.24	70	1.1.1.25	16.6
		1.1.1.26	36-40	1.1.1.27	42	1.1.1.28	10.0
		1.1.1.29	41-45	1.1.1.30	28	1.1.1.31	6.6
		1.1.1.32	46-50	1.1.1.33	42	1.1.1.34	10.0
		1.1.1.35	above 50	1.1.1.36	58	1.1.1.37	13.7
1.1.1.38	Marital Status	1.1.1.39	Single	1.1.1.40	154	1.1.1.41	36.5
		1.1.1.42	Married	1.1.1.43	268	1.1.1.44	63.5
1.1.1.45	Sector	1.1.1.46	Hospitality	1.1.1.47	422	1.1.1.48	100
1.1.1.49	Organizational size	1.1.1.50	1.00 25-99 employees	1.1.1.51	114	1.1.1.52	27.0
		1.1.1.53	2.00 100-199	1.1.1.54	112	1.1.1.55	26.5
		1.1.1.56	3.00 200-499	1.1.1.57	112	1.1.1.58	26.5
		1.1.1.59	4.00 500 or more	1.1.1.60	84	1.1.1.61	19.9

1.1.1.62	Job Tenure	1.1.1.63	less than one year	44		1.1.1.64	10.4
		1.1.1.65	1-2 year	1.1.1.66	56	1.1.1.67	13.3
		1.1.1.68	2-4 year	1.1.1.69	140	1.1.1.70	33.2
		1.1.1.71	4-5 year	1.1.1.72	84	1.1.1.73	19.9
		1.1.1.74	above 5 year	1.1.1.75	98	1.1.1.76	23.2

The frequencies, percentages of gender, age, marital status, sector, organizational size, and employment duration are estimated using SPSS data acquired from Pakistan's various hospitality sectors. This study collected data from 422 respondents, 295 were female, and 127 were male. The respondents are largely from the younger generation.

4.1. Data Normality Analysis:

Table 1. Table 2: Data skewness, mean, and kurtosis

1.1.1.77	Variables	1.1.1.78	Mean	St. Deviation		1.1.1.79	Skewness	1.1.1.80	Kurtosis
Ethical Leadership		1.1.1.81	4.0587	1.1.1.82	.64882	1.1.1.83	-.882	1.1.1.84	.362
Ethical Climate		1.1.1.85	4.0079	1.1.1.86	.66513	1.1.1.87	-.761	1.1.1.88	.045
Green Employee Empowerment		1.1.1.89	3.7786	1.1.1.90	.68448	1.1.1.91	-.853	1.1.1.92	.745
Employee Green Behavior		1.1.1.93	3.9690	1.1.1.94	.64901	1.1.1.95	-1.114	1.1.1.96	1.489

The data distribution is shown in the table above as normal. Bulmer devised a rule of thumb approach for calculating skewness in 1979, stating that its value must be between +1 and -1. The kurtosis was determined by Mac Gillivary and Balandan, who said that its value was between +3 and -3. All skewness values are between +1 and -1, and kurtosis values are between +3 and -3 in the above table. As a result of the table mentioned above, we may deduce that data is regularly distributed and capable of being further analyzed.

Table 2. Table 3: Reliability Analysis

1.1.1.97	Variable	1.1.1.98	Cronbach alpha	1.1.1.99	No of items
Ethical Leadership				06	
		1.1.1.100	0.757		
Ethical Climate					
		1.1.1.101	0.782	1.1.1.102	06

Green Employee Empowerment					
	1.1.1.103	0.834		1.1.1.104	09
Employee Green Behavior					
	1.1.1.105	0.774		1.1.1.106	06
Overall reliability					
	1.1.1.107	0.916		1.1.1.108	27

The reliability of the instrument and the items used in the questionnaire were checked through reliability analysis. Before using the different procedures, testing them before using the other methods is necessary since elements that create disruption can be excluded. The basic rule for determining the instrument's dependability and Cronbach's alpha is that anything above 0.7 is good, 0.8 is better, and 0.9 is optimal. The Cronbach's value for each item is shown in the table above, and all of the variables have a value more than 0.7, which is considered good by thumb. The instrument's overall dependability is greater than 0.7, which is excellent.

Table 3. Table 4: Correlation Analysis

1.1.1.109	**Model**	**1.1.1.110**	**EL**	**1.1.1.111**	**EC**	**1.1.1.112**	**GEE**	**1.1.1.113**	**EGB**
1.1.1.114	EL	1.1.1.115	1						
1.1.1.116	EC	1.1.1.117	.659**	1.1.1.118	1				
1.1.1.119	GEE	1.1.1.120	.663**	1.1.1.121	.641**	1.1.1.122	1		
1.1.1.123	EGB	1.1.1.124	.527**	1.1.1.125	.578**	1.1.1.126	.464**	1.1.1.127	1

***. At the 0.01 level, the correlation is significant (2-tailed).*

**. At the 0.05 level, the correlation is significant (2-tailed).*

With significance p=.001, p=.005, the correlation matrix should have a value between 0 and 1. The value 1 indicates that the independent and dependent variables have a very strong association. And a value of 0 shows that the variables have no association. All of the variables are very significantly correlated at a 1% significance level, as seen in the table above.

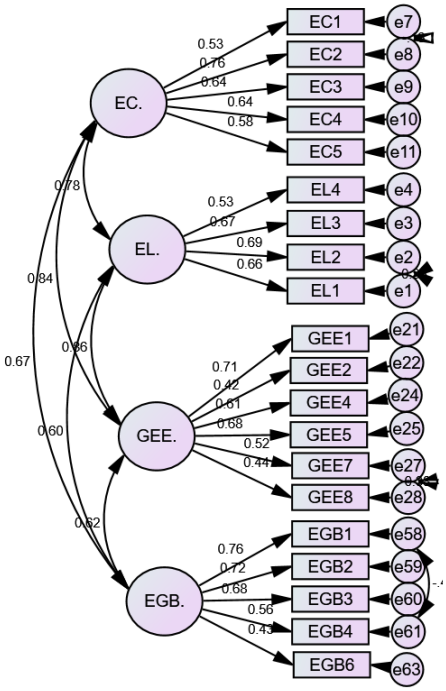


Fig. 2. Overall Structural Model

Table 4. TABLE 5: Fitness Summary's

1.1.1.128	Model	1.1.1.129	Hypothesized	1.1.1.130	Thresholds
1.1.1.131	CMIN/DF	1.1.1.132	2.010	1.1.1.133	Less than 3
1.1.1.134	CFI	1.1.1.135	0.940	1.1.1.136	Near to 1
1.1.1.137	AGFI	1.1.1.138	0.907	1.1.1.139	Greater or equal to 0.90
1.1.1.140	GFI	1.1.1.141	0.929	1.1.1.142	Greater or equal to 0.90
1.1.1.143	RMSEA	1.1.1.144	0.049	1.1.1.145	Less than 0.080

SEM is used as a tool for the data analyzing and displaying the results. It is also used for the analysis of inferential factors and interpretation of the confirmative and primary models. It includes factor evaluation, path evaluation, and regression. It is the blend of different factors and regression analysis which is simply called CFA. AMOS 28 is used in this study to test the model and measurement. CFA (Confirmative Factor Analysis) was applied in this study, and 28 figures for each factor were created with the help of AMOS. The next step is to develop a model with high appropriateness after the CFA is completed. The value of CFI indicates the model fitness and it should be between 0 and 1 (Hu & Bentler, 1999). All the values of the model are within the described threshold.

4.2. MEDIATOR. PATH- EC→GEE→EGB

***H3*:** GEE mediates between the EC and EGB

GEE is a mediator between EC (IV), and EGB (DV) and has a mediating impact. GEE mediates the link between EC (IV), and EGB (DV). Table 6 below shows that the EC (IV), and EGB (DV) have direct beta values of β= 0.0578 and p=0.001, respectively. The next one direct effect in the presence of mediator is β = 0.475, and p = 0.001. The next one is the indirect path β= .107 and the p-value is less than .001. The whole effect shows the partial mediation between the variables. Partial mediation means that when the direct path EC and EGB are significant in the presence of mediator (GEE), all the other indirect paths such as (EC, GEE, and GEE, EGB) are also significant. This shows the partial mediation effect. If the direct path in the presence of a mediator becomes insignificant then it shows the full mediation. But in this study all the direct and indirect paths are significant. So, it shows partial mediation.

Table 5. Interpretation of Mediation

Hypothesis	Dβ W/O Med.		Dβ with Med.		Iβ	Med. type observed	Hypothesis Result
EC→ GEE →EGB					1.1.1.149		Accepted
	β = 0.578		1.1.1.147	β = 0.475			
	1.1.1.146	p < 0.001	1.1.1.148	p < 0.001	1.1.1.150	Partial Mediation	

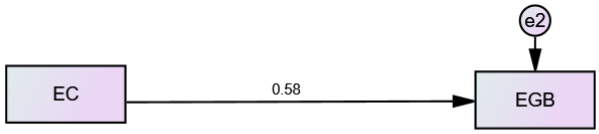


Fig. 3. Path EC-EGB

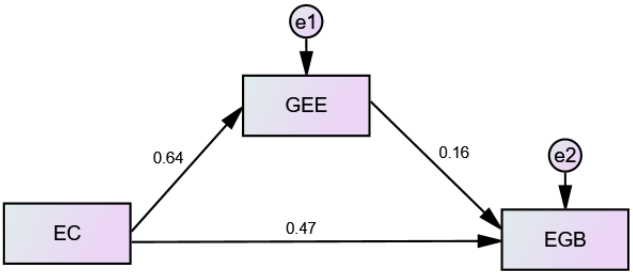


Fig. 4. Path EC-GEE-EGB

4.3. MODERATION ANALYSIS

H4: EL moderates between EC and GEE relationship.

The graph shows the interaction of EC (IV) with GEE (DV). All variables' unstandardized regression coefficients (i.e., B) are calculated in SPSS using linear regression. The variable, IV (EC), has coefficient value B1 = 0.839 (p =0.002). The moderator (EL) is the second variable, with an unstandardized regression coefficient value of B2 = 0.364 (p =0.000). The third variable is the interaction of the EC (IV), GEE (DV), and EL moderator, which has an unstandardized regression coefficient of B3 = 0.640 (p =.000). The findings indicate that EL as moderator strengthens the relationship between EC (IV) and GEE (DV). This means in the presence of ethical leadership the climate of the organization becomes good for the employees. The power is rightly distributed among the employees for the implementation of the rules and regulations. It is obvious that when a leader is good in the organization then he distributes everything fairly and honestly.

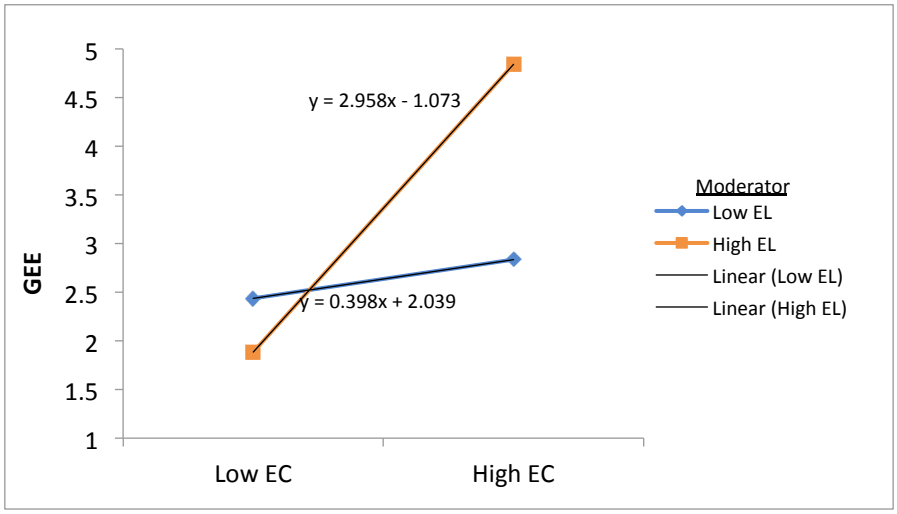


Fig. 5. EL Strengthens the Positive Relationship between EC and GEE

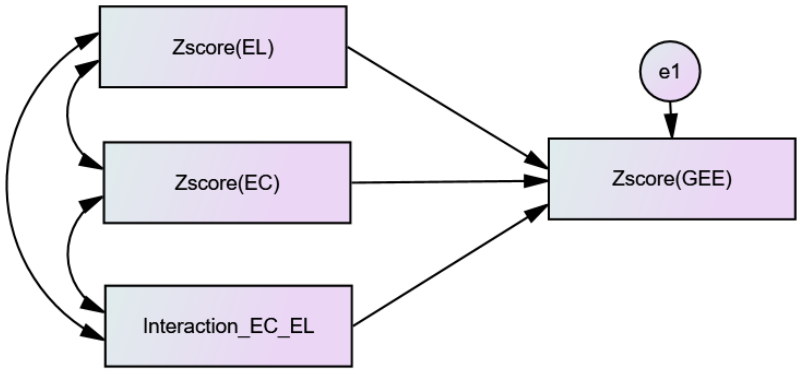


Fig. 6. Moderation Path

4.4. Discussion and Implications

Leadership is necessary to improve environmentally responsible behavior in firms (Luu, 2019; Umrani and Ahmad, 2019). To discuss the concerns about organizational climates (Tian et al., 2020; Danish et al., 2021), this research contributes to our understanding of how to improve employees' green behavior in Pakistan's hospitality sectors through an ethical climate. We investigate the impact of green employee empowerment in mediating the relationship between ethical climate and employee green behavior. We also examined how ethical leadership can help individuals to feel more empowered in the workplace.

4.5. Theoretical Implications

This study has different theoretical implications. The first one is in the literature of ethical climate which focuses only on outcomes of non-green behavior. However, the current study provides a more profound and analytical view about climates on employee green behavior, which has not been studied yet (Brown et al., 2005; Gallagher and Tschudin, 2010; Ahmad and Umrani, 2019; Chugtai et al., 2015). According to the findings, the ethical climate has a positive significant impact on employee green behavior. This relationship is consistent with SCLT (Social Cognitive Learning Theory) (Brown et al., 2005; Bandura, 2006). Second, ethical leadership improves employee empowerment in the workplace and also improves the quality of life for employees. Which relates to improving green behavior among employees. Third, our study responds to a recently highlighted point by Baig et al., (2021) to explore the effects of ethical leadership on followers' behavioral outcomes in the context of the organizational environment. Fourth, our findings present a comprehensive picture of the impact of EL on EC and green employee empowerment (Leroy et al., 2018). Fifth, our findings revealed the mediating role of GEE between EC, GPC, and EGB. So, by adding to our understanding of the mechanisms underlying this organizational environment. Sixth, this study identified ethical leadership as an important factor in the influence of organizational climates on employee green empowerment. This shows that moderating influence of ethical leadership on ethical climate boosts employee empowerment, which raises EGB.

4.6. Practical Implications

The implications of this paper for organizational growth and leadership are discussed. The leadership should guarantee that ethical climate is integrated into strategic initiatives for the organization's long-term survival and sustainability. We discovered that a supervisor's pro-environmental and ethical behavior significantly impacted subordinates' green behavior. These findings demonstrate that executives should guarantee the implementation of pro-environmental procedures and policies. Ethical leaders who act as role models for pro-environmental behavior while supporting and empowering their followers are required to adopt organizational climates in organizations successfully. In organizations employee, mentoring programs should be arranged. So, that they can achieve the performance goals which increases an open communication culture in the organization. When promoting existing and recruiting new employees managers should ask questions about previous environmental performance. The selection and promotion panels should also include the candidate’s environmental assessment.

Furthermore, the findings of this study have societal ramifications. It attracts public attention to people's and organizations' socially responsible and ecologically friendly activities. It also helps the organizational leaders to show environmental saving behavior. In crux, this research work demonstrates that individual members of society's green behavior are critical in protecting the natural environment.

4.7. LIMITATIONS AND FUTURE RESEARCH DIRECTIONS

The current work has some limitations, despite its necessary consequences and methodological robustness. The causation implied in the connections cannot be determined, even though we used a cross-sectional research approach. Future studies can be conducted by applying a longitudinal research strategy. Furthermore, because data is collected from Pakistan only, the conclusions are limited in applicability to other national and cultural situations. Future studies should be conducted by collecting data from different countries to examine the cultural differences in EL outcomes. It would also help to investigate the behavior in the different cultural environments of western and eastern countries.

Finally, we examined ethical leadership as the sole moderator of ethical climate and the relationship between green employee empowerment and organizational climates. However, Jiang et al., (2018) said that various moderating variables could exist between these connections. According to Amrutha et al. (2021), ethical leadership increases the moderating effect between the ethical climate green employee empowerment. In the future studies should be conducted on mediating moderating patterns to connect ethical climate and employee green behavior. If we conclude the discussion then, green employee empowerment as a mediator and ethical leadership as a moderator, our study answers the question of how, why, and when ethical climate support employee green behavior at work. We hope that our findings will inspire the other scholars to test and develop more complicated models by adding new moderators and mediators to understand and promote pro-environmental behavior in the organization.

5. CONCLUSION

This study gave a clear perspective that if we want to promote green behavior in the organization then management should make climate good and manageable. Management should also conduct training programs that help the employees to make their understanding better about the implementation of green behavior. When the ethical leader plays his part in the transferring of power to the employees then the sense of responsibility increases which leads to the betterment of the organization. This reasonability ultimately helps in the promotion of green behavior in the organization.

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