



Research Article

Green is indeed a need: How is POES related to PEB?

An empirical study in the context of the textile sector

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ABSTRACT

The adverse effects of environmental degradation have an extensive and lasting impact on countries in the current era. It is essential to comprehend the factors of pro-environmental behaviors to reduce the degradation of the environment. The present research employed the conservation of resource theory to examine the relationship between employees' perceived organizational environmental support and pro-environmental behaviors inside the workplace. The present study additionally considered the potential moderating influence of spiritual leadership. The data-gathering from employees in the textile industry of Pakistan, specifically targeting first-line and middle-level managers in the country's prominent urban cities. The current study suggests a positive relationship between perceived organizational environmental support and employees' pro-environmental behaviors. The study results also indicate that spiritual leadership positively moderates the link between perceived organizational environmental support and pro-environmental behaviors. At the end the current study elaborated the theoretical and practical implications, limitations, and potential future directions.

Keywords: *SL; POES; PEB; Pakistan; Textile Sector*

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1. INTRODUCTION

The ecological, moral, legal, and social factors are encouraging the organizations to follow the ecological sustainability standards (Ashton et al., 2017; Patwary, 2023; Patwary, Aziz et al., 2023; Patwary, Sharif, et al., 2023) due to climate change, the depletion of natural resources, and environmental protection and Governments are imposing more challenging targets to societies and businesses as they are the main contributor towards global decarbonizations efforts. Now, businesses are encouraging to including environmental objectives into their policies (Chung, 2020). Each sector will be responsible for developing sustainable business practices (Lenzen et al., 2018). As a result, corporations now face a challenge in getting their employees involved in environmental initiatives (Sarkis et al., 2010). However, eco-friendly behavior is complex, and incorporating environmental aims in these strategies may not achieve essential green behaviors (Jackson et al., 2011; Patwary, Aziz, et al., 2023). Additionally, earlier research studies in

industrialized Western nations emphasized employees' pro-environmental or environmentally conscious behaviors (Ahmad et al., 2021; Yeşiltaş et al., 2022). However, research in underdeveloped nations is in the early stages (Farrukh et al., 2022). A developing country such as Pakistan faces the crucial challenge of environmental sustainability in the textile sector, although the textile sector has huge importance in developing the country. Pakistan Economic Survey (2021) states that the textile industry currently provides employment opportunities to 40% of the workforce. Employee behaviors are the effective exertions to take care of the environment (Boiral, 2009; Wu et al., 2011). Significant changes in human behavior are needed to address the worsening ecological environment (Boeve-de Pauw & Van Petegem, 2017). The workforce will work hard to preserve these resources and take proactive measures to ensure resource appreciation in the future. Pro-environmental behaviors improve employee well-being and development in the long run within the firm (Zhang et al., 2021). Organizations are increasingly introducing environmental efforts and encouraging employees to exhibit pro-environmental behaviors, also known as "green behaviors" (Ones & Dilchert, 2013). Ying et al. (2020), have asserted that these behaviors are frequently not mentioned in formal job descriptions and are not compensated by the company. Most employees engage in these voluntary pro-social, non-coercive, and extra-role behaviors. Environmentally friendly behavior at work is poorly studied (Rezapouraghdam et al., 2018). Little study has been done in this area despite the significance of pro-environmental behavior (PEB) of the workforce in addressing the growing global environmental issues and satisfying environmental management standards (Jabbour et al., 2019). There is room for more research on employee participation in PEB at work (Ruepert et al., 2016).

Additionally, it is crucial to encourage personnel to practice pro-environmental behaviors in their day-to-day employment (Paillé & Boiral, 2013). Employees will be more aggressive in returning to the organization's concern when they feel the company values, supports, and acknowledges their environmental activities (Korsgaard et al., 2010). Prior studies have shown that employees demonstrate higher voluntary commitment to the objective when they perceive organizational support for a certain policy (Bingham et al., 2013). According to Lamm et al. (2015) and Paillé & Valéau (2021), employees' perceptions of how their employer values their contribution to sustainability, including whether they believe their employer encourages eco-friendly practices and pays consideration for ecological contributions, are known as organizational environmental support. On the other hand, when a firm supports its employees' environmental efforts, those employees are more likely to take actions that benefit the environment in return for that support. Employees will be less inclined to engage in such behaviors without knowing whether their pro-environmental behaviors (PEB) would be valued or encouraged by the company (Lamm et al., 2015). Fewer research studies in the literature associate POES with employee outcomes (Bhatnagar & Aggarwal, 2020; Lamm et al., 2015). Leadership is an imperative aspect of persuading the behaviors of employees. It can also inspire the behaviors of the followers (Derue et al., 2011). When it comes to spiritual leaders, they develop and sustain an atmosphere of optimism and trust between themselves and their followers (Fry et al., 2005; Usman et al., 2021). In an environment of trust and hope, coworkers can express

their knowledge to tackle workplace difficulties and improve interpersonal connections (Usman et al., 2021). One must possess the values, attitudes, and conducts that constitute spiritual leadership through calling and membership to motivate oneself and others intrinsically and are mandatory for spiritual survival (Fry, 2003). The technique of spiritual leadership is value-driven, thus drawing scholars' and practitioners' attention (Vedula & Agrawal, 2023).

Our research manuscript empirically and statistically tests a theoretical model that determines the interrelationships of Perceived organizational environmental support (POES), spiritual leadership (SL), and pro-environmental behaviors (PEB). Thus, discourses two research queries: (1) what is the association between POES and PEB? (2) Does SL act as the moderator between the linkages of POES and PEB? Thus, this research manuscript is valuable and original to shape the PEB of employees through the SL and POES.

1.1. SIGNIFICANCE OF STUDY

The dynamic fluctuations in climate, environmental degradation, and pollution pose significant hazards to the existence of various living things, especially humans. Leadership is a significant and prominent concept within management and organizational behavior. Spiritual leaders encourage their employees and organizations to foster a sustainable environment. Employees' awareness regarding the support provided by their organization is crucial for the survival and progress of any organization. Consequently, focusing on spiritual leadership (SL), pro-environmental behaviors (PEB), and perceived organizational environmental support (POES) is imperative.

The existing study contributes to the earlier literature on pro-environmental behaviors. Although earlier studies have shown that various constructs impact employees' behaviors, the impact of POES in creating employees' PEB is a growing need for eco-friendly societies at introductory stages. It adds to the literature on perceived organizational environmental support, considering the connection between POES and PEB in the textile sector. The next theoretical contribution is the moderation of SL in the relationship between POES and PEB. As per the author's knowledge, it is the first study that explores SL as a moderator in the association between POES and PEB.

2. THEORY AND LITERATURE REVIEW

This study employs the arguments of the Conservation of Resources (COR) theory to develop an integrated research model (Hobfoll, 1989; Hobfoll et al., 2018). According to this theory, an organization's workforce can be persuaded to perform an active role by retaining abundant resources from an appropriate source and will also aid the workforce in amassing more resources to engage in extra-role behaviors (Halbesleben & Wheeler, 2015; Stoverink et al., 2018). Halbesleben & Wheeler (2015) refined a COR theory and inferred a chain effect. Furthermore, the chain effect facilitates the transfer of resources in a social context (Hobfoll, 2001). These resources inspire individuals to acquire additional resources (Hobfoll et al., 2018). Moreover, this resource transfer may occur between individuals (Hobfoll, 2002). Leaders inspire subordinates to engage in extra-role behaviors

(Bayighomog & Arasli, 2022; Nguyen et al., 2020; Teng, 2019; Usman et al., 2021), including PEB (Karakas, 2010). Thus, the resources are transferred from the leaders to the subordinates (Bayighomog & Arasli, 2019; Usman et al., 2021), such as how POES promotes PEB and encourages employees to engage in extra-role behaviors (Anser et al., 2021; Bayighomog & Arasli, 2022).

Several researchers incorporated COR theory to illustrate the concept of behaviors (Guan & Frenkel, 2019; Stoverink et al., 2018). The SL encourages employees to invest in resources by acquiring additional resources (Ali et al., 2020; Yang et al., 2019). A previous study used COR theory to illustrate the relationship between green leadership and green employee behaviors (Khan, 2022). Furthermore, the researcher has strongly identified the need to incorporate the COR theory when determining the organization's support and defining the leaders' access to various resources (Eva et al., 2019). Thus, COR theory holistically provides a base for the relationship between POES and PEB of the managers in the textile sector of Pakistan. SL plays a moderation role in strengthening the association between POES and PEB. The theoretical framework of the present research study has been exhibited in Fig. 1.

2.1. PERCEIVED ORGANIZATIONAL ENVIRONMENTAL SUPPORT

Employee perceptions of their employers' appreciation of their contributions and commitment are referred to as perceived organizational support, or POS (Rhoades et al., 2001). Another term for perceived organizational environmental support (POES) is perceived green organization support (PGOS) or Green Organizational Support (GOS). The previous research study used multiple theories (social learning, social identity, social exchange, and organizational support) to study the effect of green inclusive leadership on employees' green behaviors (EGB) in the hospitality sector. Moreover, green knowledge-sharing behavior (GKSB), green innovative work behavior (GIWB), and green service recovery performance (GSRP) were also investigated. According to the structural equation modeling findings, GIL could predict GIWB, GSRP, and GKSB. Additionally, it was shown that PGOS mediated the predicted associations (Aboramadan et al., 2022).

Lamm et al. (2015) validated how PGOS affects organizational citizenship behavior towards the environment (OCB-E) and psychological empowerment. Aboramadan & Karatepe, (2021) discovered that PGOS significantly influences green voice behavior (GVB), green sharing of knowledge (GSK), and green helping behavior (GHB). It has been also investigated how these behaviors affect the behavioral outcomes of hotel employees. Numerous studies have begun to pay more attention to perceived GOS. It is because it has been shown that employees' perceptions of GOS affect their green activities (Hameed et al., 2022).

2.2. PRO-ENVIRONMENTAL BEHAVIORS

Pro-environmental behaviors are employees' willingness to take environmental actions (Scherbaum et al., 2008). According to Ying et al. (2020), many companies do not incorporate pro-environmental behaviors in job descriptions and do not reward

employees. Most employees perform these non-coercive, extra-role, pro-social behaviors, which are voluntary. The earlier study by Xie et al. (2023) examined the link between green human resource management practices (GHRMP) and employees' pro-environmental behavior (PEB) with the mediation of job satisfaction. Data from Pakistan's pharmaceutical sector personnel were gathered using a questionnaire, and hypotheses were analyzed through SEM. According to the study's conclusions, all GHRMP, aside from green recruiting and selection, encourage more pro-environmental behavior among employees and benefit employees' job satisfaction. Additionally, work satisfaction mediated the linkage between GHRMP and PEB, except for green recruiting and selection.

Usman et al. (2023) have shown the direct linkages between green training (GT) and employees' environmentally friendly outside-of-work behaviors (EEFOWB). The indirect associations were also explored through connectedness to nature between GT and EEFOWB, such as using recycling materials or eco-friendly products using less water, paper, and electricity. The prior research manuscript explored the moderating influence of intrinsic spirituality on the indirect relationship between GT and eco-friendly behaviors outside of the workplace. The employees' pro-environmental behavior is the behaviors that employee assumes and assists in encouraging employee well-being and enduring growth in the business (Zhang et al., 2021).

2.3. SPIRITUAL LEADERSHIP

Fry (2003) asserted that spiritual leadership seeks the values, attitudes, and activities that drive individuals and others to have a spiritual life through calling sense and involvement. In the global sustainability agenda, the responsibility to preserve and conserve environmental resources for future generations remains perfect. The prior research scholars have investigated the relationship between spirituality and environmental preservation from a multicultural standpoint. The spiritual leaders continued to provide exemplary teachings on environmental conservation. More than two-thirds would be more likely to observe environmentally friendly practices. Most of the chosen indicators show willingness, even though only a few spirituality indicators are directly associated with the readiness to participate in international environmental conservation initiatives. Thus, spirituality could support environmental conservation efforts and encourage pro-environmental behavior (Omoyajowo et al., 2023).

The findings of the prior research scholars elucidated that SL can stimulate EHP (employees' harmonious passion) and pointed out that calling mediating between SL and EHP. Thus, spiritual leaders can encourage harmonious passion, selfless love, and the factor of calling to their followers (Wang et al., 2021).

The earlier research scholars investigated the connection between SL and safety participation (SP), employees' safety performance (ESP), and safety compliance (SC). SL is favorably linked to employees' adherence to direct and indirect SC and SP through harmonious safety passion (HSP) in the time-lagged data from supervisor-employee pairs

(Ali, Aziz, et al., 2020). Researchers and practitioners are most interested in spiritual leadership because of its value-driven methodology (Vedula & Agrawal, 2023).

2.4. PERCEIVED ORGANIZATIONAL ENVIRONMENTAL SUPPORT AND PRO-ENVIRONMENTAL BEHAVIORS

Lamm et al., (2015) and Paillé & Valéau (2021) asserted that perceived organizational environmental support (POES) is the employee's perception of their organizations in terms of employee's contributions to eco-friendly practices. It encompasses the faith that the companies are responsible for engaging the employees in ecological practices and acknowledges their environmental efforts. According to Lamm et al. (2015), employees are less inclined to participate in employee pro-environmental behaviors (EPBs) when they need more knowledge about the extent to which such actions are appreciated or endorsed by the organization. Previous research has indicated that employees are more likely to exhibit better volunteer dedication towards a specific target when they think the firm supports a particular practice, such as environmental protection (Bingham et al., 2013).

According to the research work by Wesselink et al. (2017) the two types of support, POES and leadership support, have been investigated individually to detangle the association with Pro-environmental behavior (PEB). Karatepe et al. (2022), argued that GHRM (green human resource management) improved Taiwan's POES. The POES was examined to determine if it reduced leaving intentions while increasing task-related PEB and work engagement (WE). POES and WE mediate the subsequent impact on GHRM.

The previous researcher by Lamm et al. (2015), investigated the statistically significant connection between POES, organizational citizenship behavior toward the environment (OCB-E), organizational identification (OI), and turnover intentions (TI). The relationship between POES and OCB-E partially influences psychological empowerment (PE). Employee participation in PEB in the workplace is understudied, and there is still an opportunity for additional investigation of employees' involvement in pro-environmental behaviors of the workforce (Rezapouraghdam et al., 2018; Ruepert et al., 2016). Thus, the author can endorse the following hypothesis.

H1:- The POES is positively linked to the PEB of employees.

2.5. SPIRITUAL LEADERSHIP AS MODERATOR

In environmentally conscious firms, leadership is crucial because it shapes strategy, fosters a psychologically green workplace, and acts as a role model to improve in-role work behavior (Priyankara et al., 2018). Leaders who care about the environment are known as environmentally conscious leaders, and they frequently stimulate their subordinates to consider the environment (Byrne et al., 2014). Zhou et al. (2022), argued that green self-efficacy and employees' POES played multiple mediating roles in the liaison between responsible leadership (RL) and PEB, while employees' chronic regulatory focus (ECF) moderated that relationship. Huning et al. (2020), asserted that the numerous research showing leadership affects employees' perceptions of perceived organizational

support levels. According to an earlier study by Islam et al. (2020) and Zada et al. (2022), the relationship between workplace employee green behavior and leadership style has been thoroughly examined. Spiritual leaders are well known for their propensity to predict the environmentally friendly actions of their members. Earlier researchers have observed a correlation between task-specific leadership and followers' environmental responsibility.

Earlier studies also pointed out that less tangible inspirations are more noteworthy drivers of individuals' PEB than tangible ones (Zibarras & Ballinger, 2011), especially when PEBs are non-mandatory (De Groot & Steg, 2009). It is surprising as management can only accomplish the organization's ecological sustainability objectives with the vigorous participation of employees (Kalyar et al., 2021; Karatepe & Aga, 2016). Additionally, Priyankara et al. (2018), and Sharma and Kirkman, (2015) noted that employees were more likely to adopt eco-friendly behaviors if they felt their manager was on their side. The findings of an earlier research study demonstrated that GHRMP positively influenced employees' in-role green behavior (IRGB) while performing their job duties. A psychological green climate also mediates the relationship between green HRM practices and employee IRGB. SL moderates the association of GHRMP and IRGB (Li et al., 2023).

Spiritual leadership is important and is getting the attention of research scholars due to its value-driven approach (Vedula & Agrawal, 2023). Robertson & Barling (2017) and Saleem et al. (2020), asserted that spiritual leaders can encourage their followers to act more ecologically friendly. Spiritual leaders who can handle moral people well may encourage their followers to implement eco-friendly procedures in the company. Even while research on "spirituality" has significantly attracted attention on a worldwide scale, mounting data highlights the vital need for spiritual resources for assuring environmental stewardship (Omoyajowo et al., 2023). Moreover, limited research has been conducted on the link between POSE and employee outcomes, as indicated by the existing literature (Bhatnagar & Aggarwal, 2020; Lamm et al., 2015). Thus, the authors can deduce the following hypothesis from the above literature and theory.

H2:- The SL positively moderates the link between POES and PEB of employees.

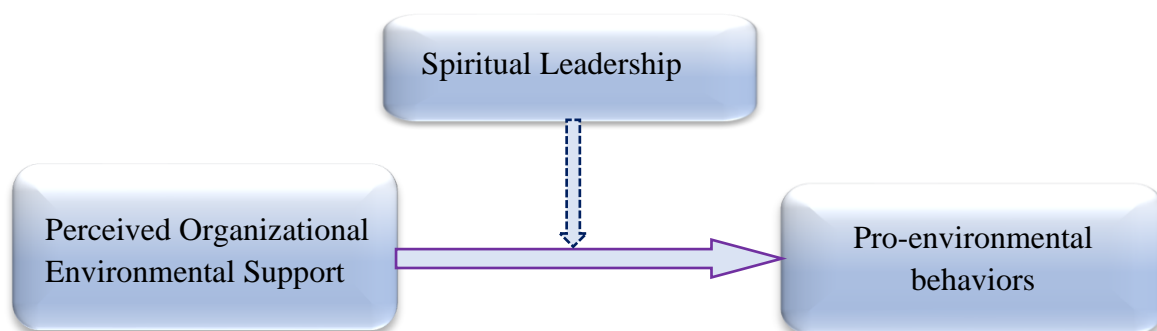


Fig. 1. Theoretical Framework

3. METHODS AND MATERIALS

The managers in Pakistan's textile industry responded to the structured questionnaire for the collection of data. After that, the data was analyzed using SmartPLS. Here, the

reliability of the indicators was used to examine the measurement model. The internal consistency reliability was examined using Cronbach's alpha and composite reliability (CR). The convergent validity was analyzed using the average variance extracted (AVE). The discriminant validity was analyzed through the Fornell-Larcker criteria. The validity of the indicator was also assessed using the variance inflation factor (VIF). The validity of the structural model has been evaluated using the Path coefficients, the T value, the confidence interval, and the Beta values. Following the model's validation, the findings and analyses of the hypothesis testing were also presented.

3.1. AN INSTRUMENT FOR DATA COLLECTION

Quantitative and deductive methods are used. The earlier researchers adapted the self-administrative questionnaire after a few textile and academic experts' recommendations. Reliable scales were employed to measure the constructs under study. The pilot study was complemented to certify that the respondents understood it clearly and did not affect the final questions.

3.2. DATA COLLECTION AND SAMPLING

The final survey was generated in both a printed form and a Google form. The researcher also physically visited the Pakistani textile companies to collect the data. A cover letter explaining the study's goal, and how anonymity would be preserved was included with each questionnaire. The statistics were collected from the convenience sampling, 220 surveys out of 280 were returned, representing a 78.57% response rate. 211 of the 220 surveys were completed, making them eligible for data analysis. According to Hair et al. (2011), the "10 times rule" sample size threshold conditions were applied for PLS-SEM. A sample size of 211 is appropriate for this study.

3.3. MEASUREMENTS

The constructs of the study were rated on a Likert scale of 1 to 5, with one denoting strongly disagree and five denoting strongly agree. The perceived organizational environmental support was evaluated using a five-item scale adapted from a past study by Paillé and Meija-Morelos (2019). The pro-environmental behaviors were evaluated by employing a five-item scale adapted from the earlier work of Robertson & Barling (2013). The authors have evaluated spiritual leadership by employing a ten-item scale adapted from the earlier research study of Fry et al. (2005).

4. DATA ANALYSIS AND FINDINGS

4.1. PARTICIPANTS' DETAILS

Table 1 displays details about the managers from SPSS 25. The majority of participants are male, with 74.4%, 68.7% being in their 30s, 49.8% having a bachelor's degree or higher, 64.5% being middle-level managers, and 51.7% being unmarried and having experience between 0-5 years. The current study controls for gender, marital status, age, education,

designation, and experience. These control factors may affect POES, PEB, and SL relationships.

Table 1. Participants' demographical details

Attributes	Items	Responses	Percentages
Gender	Male	157	74.4
	Female	54	25.6
Age	20-30	145	68.7
	31-40	47	22.3
	Above 40 years	19	9.0
Education	Bachelor	105	49.8
	Master	61	28.9
	MS/MPhil/ Ph.D.	45	21.3
Designation	First Line Managers	75	35.5
	Middle-level Managers	136	64.5
Experience	0-5	125	59.2
	6-10	41	19.4
	Above ten years	45	21.3
Marital Status	Married	102	48.3
	Unmarried	109	51.7

4.2. MEASUREMENT MODEL

The data were analyzed using the Smart Partial Least Square version 3.3 and SPSS version 25 (See Fig. 3). According to Henseler et al. (2016), SmartPLS has been used for formatively constructed variables and small sample sizes. The earlier work of Gull et al. (2023), has used the same technique for small sample sizes and formatively constructs. The reliability and validity results are displayed in Table 2 and Fig. 2. By the suggested criterion of Hair et al. (2017), CR values should be equal to or greater than 0.7. The internal consistency of all the constructs is acceptable, as these are above or closer to the value of 0.70. The average variance extracted values for PEB, POES, and SL are 0.563, 0.580, and 0.697, respectively. These results demonstrate high convergent validity (CV), with values exceeding the threshold requirement of 0.5 (Hair et al., 2017). The discriminant validity of all constructs should be below the value of 0.9, as the current study is according to the standard requirements of HTMT values (Joseph F. Hair et al., 2013). Fornell-Larcker standard (Table 3) has been used to predict the discriminant validity (DV).

Table 2. Results of Reliability and Validity

Variables	Alpha	rho_A	CR	AVE
PEB	0.871	0.872	0.900	0.563
POES	0.819	0.821	0.873	0.580
SL	0.952	0.955	0.958	0.697

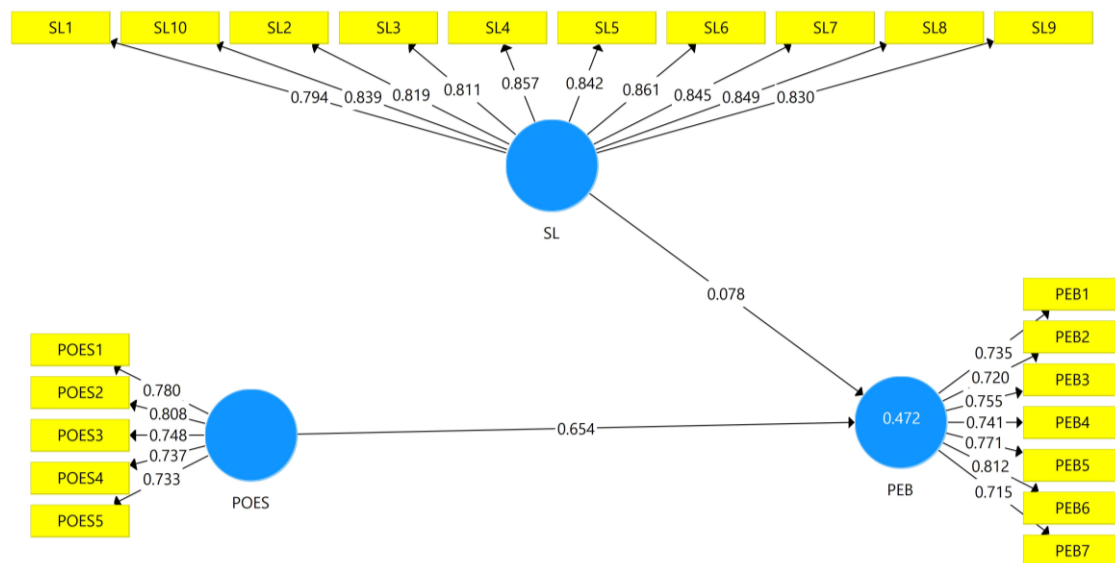


Fig. 2. Evaluation of the measurement model

Source: Authors' Compilation (SmartPLS)

Table 3. Results of Discriminant Validity

Variables	PEB	POES	SL
PEB	0.751		
POES	0.683	0.762	
SL	0.324	0.377	0.835

4.3. STRUCTURAL MODEL

The structural model was analyzed after the assessment of the measurement model. The structural model was evaluated using the bootstrapping procedure (Fig. 3). Variance inflation factor values are employed to measure multicollinearity; when these values are less than 5 (Table 4), multicollinearity problems are absent (Hair et al., 2019). Common method bias (CMB) is a problem that frequently arises in surveys with primarily self-reported data from a single source. Therefore, Podsakoff et al. (2012), recommended addressing the CMB issue (See Table 5). It was discovered that the data had no CMB problems, according to Harman's single factor. As a result, there were no single-source biases in this instance, and the value (40.105%) is below the 50% criterion (Harman, 1976).

Table 4. Results of the variance inflation factor

Variables	VIF values	Variables	VIF values
PEB1	1.673	POES5	1.575
PEB2	1.755	SL1	2.591
PEB3	1.970	SL2	2.888
PEB4	1.866	SL3	2.777
PEB5	1.965	SL4	3.117
PEB6	2.158	SL5	3.341
PEB7	1.646	SL6	3.553
POES1	1.946	SL7	3.557
POES2	2.020	SL8	3.477
POES3	1.609	SL9	2.730
POES4	1.679	SL10	2.946

Table 5. Results of common method biases

Component	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of variance	Cumulative %
1	8.823	40.105	40.105	8.823	40.105	40.105
2	3.977	18.079	58.184			
3	1.148	5.220	63.404			
4	.896	4.075	67.479			
5	.748	3.400	70.879			
6	.693	3.149	74.028			
7	.684	3.109	77.137			
8	.560	2.544	79.681			
9	.509	2.316	81.997			
10	.507	2.304	84.301			
11	.447	2.031	86.332			
12	.421	1.913	88.245			
13	.399	1.814	90.059			
14	.373	1.698	91.757			
15	.333	1.511	93.268			
16	.289	1.315	94.583			
17	.268	1.220	95.803			
18	.245	1.112	96.915			
19	.200	.911	97.826			
20	.187	.849	98.675			
21	.170	.775	99.450			
22	.121	.550	100.000			

Extraction Method: Principal Component Analysis

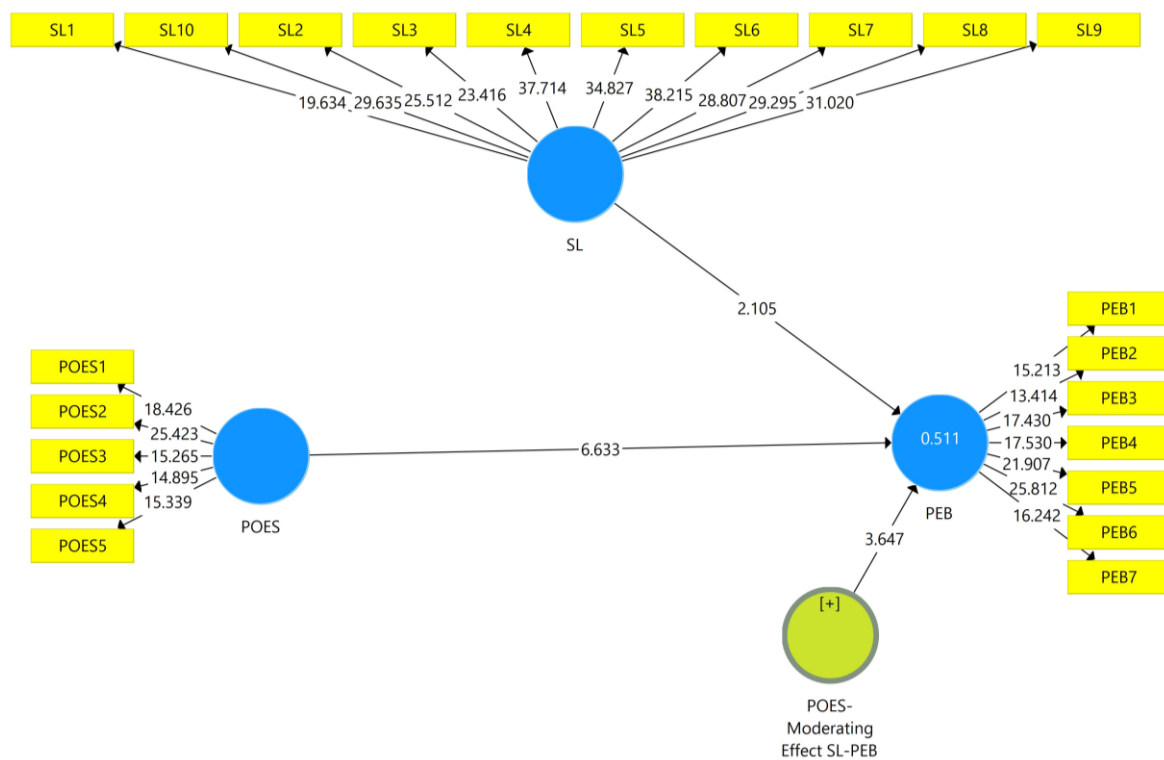


Fig. 3. Evaluation of the structural model

Source: Authors' Compilation (SmartPLS)

The path coefficients of the hypotheses with the mean, standard deviation, t-values, p-values, and confidence interval as LCL & UCL are exhibited (See Table 6). The path coefficient highly supports the association between POES and PEB (hypothesis 1). The p-value of the POES and PEB is highly significant. The t-value is above 1.96 (being 6.633), thus supporting H1. The moderation of SL between POES and PEB (Hypothesis 2) is supported by the p-value (POES -> Moderating Effect of SL -> PEB) as 0.000. The t-value of 3.647 of hypothesis 2 is also above the standard value and thus supports the role of moderation. The value of "0" was not indicated by the bias-corrected confidence intervals LCL and UCL. Thus, it supports H1 and H2. The results of the hypothesis are presented in Table 7.

Table 6. Results of path coefficients

Hypotheses	Mean	Standard deviation	t values	p-values	Beta values	LCL	UCL
H1	0.487	0.074	6.633	0.000	0.494	0.350	0.636
H2	0.237	0.061	3.647	0.000	0.224	0.325	0.078

Table 7. Results of Hypothesis

Hypotheses	Decision
H1	Supported (Yes)
H2	Supported (Yes)

5. DISCUSSIONS

5.1. PRACTICAL CONTRIBUTIONS

Our findings reveal strategies for the textile sector, Admins, in particular, and management, in general, look at how spiritual leaders strengthen perceived organizational environmental support and employees' pro-environmental behaviors. If policymakers and lawmakers want to take effective steps to promote employees' pro-environmental behaviors, they must implement spiritual leadership characteristics. A few examples are making them more environmental-oriented and teaching them to be fair. The spiritual leaders demonstrate respect for environmental protection and explicitly do the same in their behaviors.

Furthermore, our findings imply that the perceived organizational environmental support may significantly determine their positive and socially conscious environmental behaviors with the assistance of spiritual leadership. Especially to alter the non-cooperative environmental behaviors of employees, the administration should invest in leaders to develop the qualities of spiritual leaders. Fostering spiritual leadership and developing environmentally supportive organizations is crucial to generating pro-environmental employee behaviors.

5.2. LIMITATIONS AND FUTURE DIRECTIONS

Despite the significant contribution of our study, there are certain limitations within the current body of research. The cross-sectional approach employed in this study precludes the establishment of causal links between the variables. Further research should consider

a longitudinal methodology to examine the influence of POES on PEB. While acknowledging the limitations of generalizability to different cultural and contextual settings, we opted for convenience sampling. The proposed theoretical framework of our present study could be replicated in future research conducted in various contexts or companies with probability sampling techniques.

The future researcher should investigate the age, gender, experience, type of organization, personality traits, morality, and education of employees as moderators in the current theoretical framework. Moreover, thriving, emotional exhaustion, employee sustainability, and green social capital can be explored as mediators in the existing framework of the study. Finally, it is important to note that a limited sample size can hinder the ability to construct a sophisticated and comprehensive model incorporating more variables. It is recommended that future studies incorporate a larger sample size to facilitate the utilization of structural equation modeling (SEM).

6. CONCLUSIONS

The existing study augments the prevailing literature on employees' pro-environmental behaviors by employing a moderation model to investigate the association between perceived organizational environmental support and pro-environmental behaviors. Our moderating model enhances the pro-environmental behaviors of employees within organizations. The empirical and statistical evidence indicates that spiritual leadership has a significant impact on cultivating a positive association between perceived organizational environmental support and pro-environmental behaviors, thus yielding a positive change in the environmental behaviors of employees. Furthermore, perceived organizational environmental support positively impacts the individuals' pro-environmental behaviors to establish an eco-friendly sector and ultimately to tackle the challenges of the adverse effects of environmental degradation. Spiritual leaders and perceive organizational environmental support can change the behaviors of employees towards sustainability and can have an extensive and lasting influence on eco-friendly countries.

Author Contributions:

Conceptualization by Maryam Gull and Dr. Shazia Parveen; literature review, methodology, analysis and discussions by Maryam Gull, writing—original draft preparation, Maryam Gull; writing—review and editing, Maryam Gull and Dr. Shazia Parveen; supervision, Dr. Shazia Parveen and Dr. Sagheer Abbas. All authors have read and agreed to the published version of the manuscript.

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Not applicable. As no name or identity was written on the questionnaire. The participation of the respondents were completely on voluntary basis.

Informed Consent Statement:

Informed consent was obtained from all subjects involved in the study.

Data Availability Statement:

Will be provided as demanded.

Acknowledgments:

Not applicable.

Conflicts of Interest:

Not any financial or non-financial interests

Reference:

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