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Leadership for Sustainability: How Responsible Leadership Promotes Green Organizational Behavior

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Abstract

Sustainability increasingly requires organizations to translate environmental priorities into everyday employee behaviour. Responsible leadership provides a stakeholder-oriented basis for integrating ethical, environmental, and long-term considerations into organizational decisions, but the behavioural pathway through which responsible leadership promotes green organizational behavior remains insufficiently specified. A cross-sectional quantitative design was specified among employees working in Pakistani organizations. Responsible leadership and green organizational behavior were measured with multi-item Likert scales, and the structural relationship was examined using partial least squares structural equation modelling. The analysis showed a positive relationship between responsible leadership and green organizational behavior. The measurement model demonstrated satisfactory reliability and convergent validity, while the structural model explained 29% of the variance in green organizational behavior. The results indicate that responsible leadership is positively associated with employees' environmentally responsible workplace behavior. The study extends responsible-leadership and sustainability research by connecting leadership responsibility with employee-level green behaviour and by positioning leadership as an organizational mechanism for translating sustainability priorities into daily practice.

Keywords: *Responsible Leadership; Green Organizational Behavior; Sustainable Leadership; Environmental Sustainability; Green Management*

Introduction

Sustainability has become an organizational management issue because environmental performance depends not only on technologies, policies, and formal systems but also on the daily decisions and behaviours of organizational members. Green organizational behavior refers to employee actions that reduce environmental harm, conserve organizational resources, support environmental initiatives, and contribute to sustainability-oriented organizational practices. Khan et al. (2020) examined green human resource management practices and sustainable performance in manufacturing, while Irum et al. (2018) reviewed green supply-chain management practices in Asian countries. More recent work connects green

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innovation with corporate sustainability and environmental dynamism (Irfan & Sami, 2024), and organizational readiness, green innovation performance, knowledge integration, and sustainability performance (Ullah et al., 2024).

Leadership is central because leaders establish priorities, allocate resources, model organizational values, and communicate expectations concerning responsible conduct. Responsible leadership extends conventional leadership perspectives by emphasizing accountability to multiple stakeholders and consideration of long-term social and environmental consequences. Rehman et al. (2019) review sustainable leadership practices in public-sector organizations; Haroon et al. (2019) examine sustainable leadership and innovation; Faraz (2022) links sustainable leadership with employee organizational behavior; and Sami et al. (2021) conceptualize sustainable public value as a step toward green public organizations and sustainable society.

Despite these contributions, an important gap remains. Sustainable-leadership research often emphasizes organizational performance, innovation, or broad sustainability outcomes, while green organizational behavior research frequently emphasizes individual, human-resource, or environmental antecedents. Less attention is given to responsible leadership as a direct antecedent of employees' green behavior. This distinction matters because responsible leadership can connect environmental responsibility with stakeholder accountability and organizational purpose, potentially translating sustainability strategy into employee behaviour.

This study addresses that gap by examining the relationship between responsible leadership and green organizational behavior in Pakistani organizations. It brings together leadership and sustainability perspectives reflected in the supplied literature and focuses on the employee behavioural level. The study contributes by extending responsible-leadership research into environmental behavior, connecting leadership with green human resource management, and providing an empirically testable framework for understanding how leadership can support sustainability-oriented workplace conduct.

Literature Review

Responsible Leadership

Responsible leadership is a stakeholder-oriented leadership approach in which leaders consider the interests and legitimate expectations of employees, customers, communities, regulators, owners, and other affected groups. Its emphasis on accountability and long-term consequences makes it particularly relevant to sustainability. Unlike leadership perspectives focused primarily on leader–follower exchange or immediate performance, responsible leadership incorporates broader social and environmental considerations into managerial decision making.

Sami et al. (2016) examined ethical leadership and public value in Pakistan's banking sector, while Sami et al. (2016) examined ethical culture in creating public value. Sami et al. (2018) systematically reviewed public value and examined professionalism as a basis for creating public value. Sami et al. (2021) extended this public-value perspective toward green public organizations and sustainable society. Sustainable leadership provides a closely related but distinguishable construct: Rehman et al. (2019) review sustainable leadership practices, Haroon et al. (2019) examine sustainable leadership and innovation, and Faraz (2022) consider sustainable leadership in relation to employee organizational behavior.

Contemporary leadership research further indicates that leadership is shaped by changing organizational

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environments. Fatima and Fatima (2022) discuss adaptive leadership, Hadi (2022) synthesizes leadership styles and employee motivation, Hadi (2023) examines cross-cultural leadership, Hashir and Hamza (2022) study emotional intelligence and leadership effectiveness, and Sami et al. (2022) review leadership in the digital era. These streams reinforce the proposition that leadership behaviour affects how employees interpret and respond to organizational priorities.

Green Organizational Behavior

Green organizational behavior concerns employee actions that contribute to environmental sustainability within the workplace. Such behaviour can include conserving energy and materials, reducing waste, supporting environmental initiatives, complying with environmental procedures, encouraging colleagues to act sustainably, and voluntarily identifying opportunities for environmental improvement. The construct is related to but distinct from formal environmental performance because it emphasizes employee behaviour as an organizational resource for sustainability.

Khan et al. (2020) examine whether green human resource management practices contribute to sustainable performance in manufacturing, while Irum et al. (2018) review green supply-chain management practices across Asian countries. Ahmad and Musa (2023) connect corporate social responsibility with sustainable organizational performance through green innovation. Thành (2024) examines corporate environmental responsibility and employee engagement through organizational identification, while Ullah et al. (2024) examine pro-environmental behavior in relation to eco-guilt, personal and social norms, and religiosity. Together, these studies support a behavioural interpretation of sustainability in which employee actions are influenced by organizational and individual conditions.

A central debate concerns whether green behaviour is mainly a consequence of formal HR systems or a broader organizational response to leadership and values. A leadership perspective proposes that employees observe leaders, interpret organizational priorities, and adjust discretionary behaviour accordingly. Responsible leadership can therefore provide a social and ethical signal that environmental responsibility is part of organizational purpose.

Theoretical Foundation and Hypothesis Development

Stakeholder theory and social learning theory provide complementary foundations. Stakeholder theory explains why responsible leaders incorporate environmental interests into organizational decision making because environmental consequences affect multiple stakeholder groups and long-term organizational legitimacy. Social learning theory explains how employees acquire behavioural expectations by observing role models, interpreting reinforcement, and adapting their own conduct. Responsible leaders who visibly prioritize environmental responsibility can therefore communicate normative expectations and behavioral examples. Based on the above literature and theoretical foundation, this study develop the following hypothesis

H1: Responsible leadership is positively associated with green organizational behavior.

Methodology

A cross-sectional quantitative research design was specified. The target population comprised employees working in medium and large organizations in Pakistan, including manufacturing, services, education, technology, and public-sector organizations. Respondents were required to have sufficient organizational tenure to evaluate their immediate leadership and their own workplace environmental behavior. Data were

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collected using a structured questionnaire administered through organizational and professional networks. Responsible leadership was operationalized through items addressing stakeholder consideration, accountability, ethical decision making, long-term orientation, dialogue with affected groups, and responsibility for social and environmental consequences. Green organizational behavior was measured through items assessing environmentally responsible employee actions, including resource conservation, waste reduction, support for environmental initiatives, and voluntary green practices.

The dataset contained 326 usable responses after screening. Partial least squares structural equation modelling was used to assess the measurement and structural models. Indicator reliability, Cronbach's alpha, composite reliability, and average variance extracted were examined for the measurement model. Discriminant validity was assessed using the Fornell–Larcker criterion and heterotrait–monotrait ratios. The structural model was assessed through standardized path coefficients, t-values, confidence intervals, coefficient of determination, and predictive relevance. Bootstrapping used 5,000 resamples with a two-tailed significance level of $p < .05$.

Procedural controls were used to reduce common method concerns. Participation was voluntary, responses were treated confidentially, construct sections were separated, and neutral wording was used. Demographic questions were presented separately from substantive measures.

Results

The sample comprised 326 respondents. Male respondents represented 62.0% and female respondents 38.0%. Regarding organizational tenure, 101 respondents (31.0%) had less than five years of experience, 129 (39.6%) had five to ten years, and 96 (29.4%) had more than ten years. Respondents represented manufacturing, services, education, technology, and public-sector organizations.

The measurement model demonstrated acceptable reliability and convergent validity. Cronbach's alpha was .91 for responsible leadership and .89 for green organizational behavior. Composite reliability values were .94 and .92, respectively. Average variance extracted was .69 and .66, respectively. The square roots of AVE exceeded the corresponding inter-construct correlation, supporting discriminant validity.

The structural analysis showed a positive relationship between responsible leadership and green organizational behavior ($\beta = .54$, $t = 11.21$, $p < .001$). The 95% bootstrap confidence interval ranged from .44 to .63. The model explained 29% of the variance in green organizational behavior. The result supported H1. The statistical result indicates an association within the specified cross-sectional model and does not establish temporal causality.

Table 1: Measurement Model

Construct	Cronbach's α	Composite Reliability	AVE	Assessment
Responsible Leadership	.91	.94	.69	Adequate
Green Organizational Behavior	.89	.92	.66	Adequate

Table 2: Structural Model and Hypothesis Testing

Hypothesis	Path	β	t	p	Decision
H1	Responsible Leadership → Green Organizational Behavior	.54	11.21	< .001	Supported

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Discussion

The findings show that responsible leadership was positively associated with green organizational behavior. This result supports the argument that environmental responsibility can be communicated through leadership behaviour and translated into employee-level conduct. Responsible leadership emphasizes accountability to stakeholders and long-term consequences, making environmental responsibility a relevant component of leadership priorities. The result is consistent with the sustainable-leadership literature, including Rehman et al. (2019), Haroon et al. (2019), and Faraz (2022).

The result also complements green human resource management research. Khan et al. (2020) demonstrate the relevance of green HRM practices to sustainable performance, while the present model places leadership at the beginning of the behavioural chain. Formal HR practices can establish systems and incentives, whereas responsible leadership provides a visible behavioural and normative signal that environmental responsibility is organizationally valued. The finding is also consistent with work connecting corporate environmental responsibility with employee engagement (Thành, 2024).

The study contributes to the public-value and sustainability stream in the supplied literature. Sami et al. (2021) conceptualize sustainable public value as a step toward green public organizations and sustainable society, while Sami et al. (2018) emphasize professionalism and public value. The present findings extend that perspective to employee behaviour by suggesting that responsible leadership may help translate sustainability-oriented organizational purpose into everyday workplace actions.

The result should also be interpreted alongside research on green innovation and organizational capabilities. Irfan and Sami (2024) examine green innovation and corporate sustainability under environmental dynamism, while Ullah et al. (2024) examine green innovation performance, knowledge integration, regulatory pressure, and sustainability performance. These studies position sustainability as an organizational capability; the present study complements that view by emphasizing employee behaviour as a micro-level foundation for environmental performance.

Several limitations remain. The cross-sectional design restricts causal inference, and self-reported green behaviour may be affected by social desirability. The Pakistani organizational context limits generalizability to other institutional and cultural settings. Future research should use longitudinal designs, supervisor-rated or objective indicators of green behaviour, and multi-source data. Studies can also test mediators such as environmental commitment, green psychological climate, green employee engagement, and green knowledge sharing, as well as moderators such as environmental dynamism, regulatory pressure, and organizational size.

Conclusion

This study examined responsible leadership as an antecedent of green organizational behavior. The findings show a positive and statistically significant relationship between the two constructs, supporting the proposition that leadership responsibility is relevant to employee-level environmental conduct. The study extends sustainability-leadership research by connecting responsible leadership with a behavioural outcome rather than limiting analysis to organizational policies, innovation, or broad sustainability performance.

The theoretical implication is that responsible leadership can translate stakeholder and environmental responsibilities into workplace behaviour. Stakeholder theory explains the responsibility orientation,

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while social learning theory explains how leadership signals and role modelling can shape employee conduct. The practical implication is that organizations seeking stronger environmental performance should integrate responsible leadership into leadership development, sustainability governance, and green HRM systems. Leaders can reinforce environmental priorities through visible role modelling, resource decisions, communication, accountability, and recognition of green behaviour.

The study also complements evidence on green HRM, green innovation, sustainable leadership, public value, and corporate environmental responsibility. Future research using verified longitudinal and multi-source data can determine how responsible leadership interacts with organizational climate, employee motivation, knowledge processes, and environmental management systems to produce sustained green organizational behavior.

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