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Environmental Leadership and Green Organizational Citizenship Behavior: A Social Exchange Perspective

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Abstract

Environmental degradation and climate pressures have made sustainable workplace practices imperative. Although organizational research increasingly emphasizes environmental sustainability, the underlying psychological mechanisms explaining how leadership influences voluntary pro-environmental employee actions remain insufficiently understood. Utilizing a quantitative, cross-sectional research design, survey data were collected from 348 professional employees across manufacturing and service sectors in Pakistan. Hypotheses were tested using structural equation modeling (SEM) via partial least squares to examine the relationships among environmental leadership, psychological empowerment, green organizational climate, and green organizational citizenship behavior (GOCB). Empirical findings demonstrate that environmental leadership exerts a direct, statistically significant positive effect on green organizational citizenship behavior. Furthermore, psychological empowerment and green organizational climate significantly mediate this relationship, operating through social exchange and norm activation mechanisms. The study advances social exchange theory by establishing that values-driven environmental leadership cultivates a reciprocal normative climate that motivates discretionary green behaviors, offering vital theoretical and managerial implications for sustainable organizational governance.

Keywords: *Environmental Leadership; Green Organizational Citizenship Behavior; Social Exchange Theory; Green Organizational Climate; Psychological Empowerment.*

Introduction

Contemporary organizations face unprecedented societal and ecological pressures to reconcile economic objectives with ecological stewardship. Global climate change, resource depletion, and tightening regulatory frameworks necessitate a fundamental shift in corporate governance and operational strategies (Ullah et al., 2024). While macro-level corporate strategies and technological innovations are critical, the realization of sustainability goals ultimately depends on employee discretionary behaviors specifically, green organizational citizenship behavior (GOCB) defined as voluntary employee actions that exceed formal job requirements and contribute to environmental sustainability (Sami et al., 2021). Despite

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growing scholarly interest in pro-environmental workplace conduct, significant gaps remain regarding the boundary conditions and relational dynamics that stimulate such extra-role green behaviors.

A critical limitation in existing literature is the insufficient integration of social exchange frameworks to explain how supervisory styles translate into discretionary environmental efforts. While prior studies have examined general transformational or ethical leadership styles in relation to performance (Razzaq et al., 2020; Sami et al., 2016), targeted environmental leadership characterized by visionary guidance, moral role-modeling, and ecological commitment requires dedicated empirical scrutiny. Furthermore, while structural practices like green human resource management are known to influence organizational performance (Khan et al., 2020), the psychological micro-foundations linking environmental leadership to employee green citizenship remain underexplored. Specifically, scholars have called for deeper investigations into how cognitive motivational states, such as psychological empowerment, and contextual perceptions, such as green organizational climate, jointly mediate these relationships.

To bridge these critical research gaps, this study investigates the direct and indirect mechanisms through which environmental leadership drives green organizational citizenship behavior from a social exchange perspective. Grounded in social exchange theory and norm activation theory, we examine how supportive environmental leadership fosters a shared psychological climate and enhances psychological empowerment, thereby obligating employees to reciprocate through discretionary green initiatives. By providing rigorous empirical evidence from an emerging market economy, this paper advances theoretical discourse on sustainable leadership and offers actionable insights for organizational practitioners seeking to embed ecological responsibility into their corporate culture.

Literature Review

Environmental Leadership and Green Organizational Citizenship Behavior

Environmental leadership represents a specialized leadership paradigm wherein supervisors explicitly articulate ecological visions, model sustainable practices, and encourage eco-friendly innovations among subordinates (Faraz, 2022). Grounded in social exchange theory (SET), leadership behaviors serve as organizational inputs that generate relational obligations and psychological contracts. When leaders demonstrate authentic commitment to environmental preservation, subordinates perceive this support as an organizational investment, eliciting positive attitudinal and behavioral reciprocation (Hamza et al., 2023). Green organizational citizenship behavior (GOCB) encompasses discretionary employee actions that are not formally rewarded or mandated by job descriptions yet collectively promote environmental sustainability (Sami et al., 2021). Extant research confirms that leadership styles emphasizing ethical standards and sustainability significantly enhance employee ecological engagement (Thành, 2024). Consequently, we hypothesize:

H1: Environmental leadership is positively related to green organizational citizenship behavior.

Mediating Role of Psychological Empowerment.

To understand the cognitive mechanism linking environmental leadership to GOCB, we draw upon psychological empowerment theory, which captures an employee's intrinsic task motivation manifested across four cognitions: meaning, competence, self-determination, and impact. Environmental leaders empower subordinates by providing meaningful ecological narratives, fostering autonomy in solving operational environmental bottlenecks, and instilling confidence in their ability to execute green tasks

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(Sami & Irfan, 2023). When employees feel psychologically empowered regarding environmental initiatives, they transition from passive compliance to proactive ownership, translating supervisory environmental support into discretionary green citizenship behaviors (Ullah et al., 2024). Thus, we hypothesize:

H2: Psychological empowerment mediates the relationship between environmental leadership and green organizational citizenship behavior.

Mediating Role of Green Organizational Climate.

Beyond individual cognition, contextual factors play an indispensable role in shaping employee behavioral intent. Green organizational climate refers to employees' shared perceptions of organizational policies, procedures, and expectations regarding environmental protection and sustainability (Khan et al., 2020). Environmental leaders act as primary architects of this climate by signaling ecological priorities, allocating resources for green projects, and reinforcing pro-environmental norms (Hashir et al., 2023). In accordance with norm activation theory, a robust green climate activates personal moral norms, compelling employees to engage in extra-role sustainable actions as a reciprocal response to organizational backing (Ullah et al., 2024). Therefore, we propose:

H3: Green organizational climate mediates the relationship between environmental leadership and green organizational citizenship behavior.

Methodology

This study utilized a quantitative, cross-sectional survey research design to examine the proposed structural relationships. The target population comprised professional employees and managers operating within manufacturing and service organizations located in major industrial hubs of Punjab, Pakistan (Ali et al., 2018). Using a purposive and convenience sampling technique, structured questionnaires were administered both physically and digitally over a three-month data collection period. A total of 450 questionnaires were distributed, yielding 348 usable, fully completed responses after screening for missing data and unengaged response patterns, representing an effective response rate of 77.3%. Of the respondents, 62.1% were male and 37.9% were female, with an average organizational tenure of 6.4 years.

All study constructs were operationalized using established multi-item scales adapted from prior validated literature, utilizing a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Environmental leadership was measured using a 6-item scale capturing supervisory vision and pro-environmental modeling (Faraz, 2022). Psychological empowerment was assessed using a 12-item multidimensional scale covering meaning, competence, self-determination, and impact. Green organizational climate was evaluated via a 5-item scale reflecting shared organizational norms regarding ecological sustainability (Khan et al., 2020). Green organizational citizenship behavior was measured using a 7-item scale capturing voluntary employee eco-initiatives (Sami et al., 2021). Data were analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) via SmartPLS, assessing measurement model reliability and validity followed by structural path evaluation.

Results

Measurement model evaluation confirmed internal consistency, convergent validity, and discriminant validity. All indicator loadings exceeded the recommended threshold of 0.70. Cronbach's alpha and

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composite reliability (CR) values for all constructs ranged from 0.86 to 0.93, comfortably surpassing the 0.70 benchmark. Average Variance Extracted (AVE) values ranged from 0.58 to 0.67, verifying convergent validity. Discriminant validity was established as the square root of AVE for each construct exceeded inter-construct correlations.

Table 1: Descriptive Statistics, Reliability, and Correlations

Construct	Mean	SD	CR	AVE	GOCB
Environmental Leadership	3.85	0.68	0.91	0.63	0.79*
Psychological Empowerment	3.72	0.71	0.89	0.60	0.48**
Green Org. Climate	3.68	0.74	0.92	0.65	0.52**
Green Org. Citizenship	3.79	0.65	0.90	0.62	0.58**

Note: N = 348. Square root of AVE on the diagonal (italicized/starred). ** $p < 0.01$, * $p < 0.05$.

Structural model assessment was conducted utilizing bootstrapping with 5,000 resamples. Hypothesis 1 proposed a direct positive effect of environmental leadership on green organizational citizenship behavior. The results indicated a statistically significant direct path coefficient ($\beta = 0.42$, $t = 8.14$, $p < 0.001$), fully supporting H1. Hypothesis 2 posited the mediating role of psychological empowerment. Bootstrapping results confirmed an indirect effect ($\beta = 0.16$, $t = 4.35$, $p < 0.001$), establishing significant partial mediation and supporting H2. Hypothesis 3 argued that green organizational climate mediates the relationship between environmental leadership and GOCB. The indirect path was also statistically significant ($\beta = 0.19$, $t = 4.92$, $p < 0.001$), confirming H3. The structural model accounted for 54.2% of the total variance in green organizational citizenship behavior.

Discussion

This empirical investigation examined the structural dynamics linking environmental leadership to green organizational citizenship behavior through the dual lenses of social exchange theory and norm activation theory. The findings provide robust empirical support for all hypothesized relationships, demonstrating that supervisory environmental leadership is a vital catalyst for discretionary employee sustainability actions. Specifically, the direct link confirms that when organizational leaders visibly prioritize and model ecological stewardship, employees feel inspired and socially obligated to reciprocate through extra-role green behaviors (Faraz, 2022; Sami et al., 2021).

Furthermore, our findings illuminate the underlying micro-foundations by establishing psychological empowerment and green organizational climate as critical mediating pathways. Psychological empowerment equips employees with the intrinsic motivation and perceived competence necessary to translate leadership vision into proactive eco-initiatives. Simultaneously, green organizational climate establishes clear normative expectations, aligning individual values with organizational sustainability objectives. These results corroborate and extend prior literature regarding sustainable leadership and green human resource management (Khan et al., 2020; Hashir et al., 2023), proving that leadership effectiveness relies heavily on cultivating supportive psychological and normative environments.

Despite its contributions, this study is subject to several limitations that outline avenues for future research. First, the cross-sectional design limits causal inferences; future inquiries should employ

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longitudinal or experimental designs to establish robust causality. Second, data collection was restricted to industrial sectors in Pakistan, which may limit generalizability across different cultural and economic contexts. Subsequent research should examine cross-national samples and explore potential boundary conditions, such as individual green values or environmental dynamism (Irfan & Sami, 2024).

Conclusion

In conclusion, this research advances academic understanding of sustainable leadership by demonstrating that environmental leadership significantly drives green organizational citizenship behavior. By integrating social exchange theory with psychological empowerment and green climate mechanisms, this study unpacks the complex cognitive and contextual pathways that motivate employee ecological stewardship. From a practical standpoint, organizations must move beyond compliance-driven mandates and actively cultivate environmental leadership competencies among supervisors. Management should invest in leadership development programs focused on ecological vision and ethical role-modeling, while fostering an empowering organizational climate that encourages discretionary employee participation in sustainability.

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