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Assessing the determinants of supervisor's
organizational citizenship behaviors for the environment

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Master in, Management

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BUSINESS
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Resumo

A preocupação com as alterações climáticas tem vindo a aumentar nos últimos anos. Atualmente, certas organizações estão a participar ativamente na implementação de estratégias para a redução do impacto ambiental, seja a contribuir para a causa ou no desenvolvimento de soluções. O presente estudo tem como objetivo colmatar lacunas na literatura relacionada com estas soluções e práticas ambientais praticadas pelas empresas, examinando o contributo do clima organizacional juntamente com as variáveis individuais da Teoria da Ação Planeada (TAP) para os comportamentos de cidadania organizacional para o meio ambiente dos supervisores. Para o desenvolvimento deste estudo foi realizado um questionário online, com uma amostra de 72 supervisores que trabalham na indústria hoteleira, com o intuito de se analisar a relação entre as práticas sustentáveis das empresas e os comportamentos de cidadania organizacional para o meio ambiente dos supervisores, mediado pelas variáveis TAP. Os resultados sustentam o efeito positivo desta relação. A perceção de um clima organizacional verde aumenta positivamente o efeito das variáveis TAP, norma subjetiva, atitude e controlo comportamental percebido, que aumenta por sua vez a intenção dos supervisores de implementarem comportamentos de cidadania organizacional para o meio ambiente. Os resultados e os fundamentos teóricos deste estudo evidenciam uma nova perspetiva nos fatores organizacionais e individuais que encorajam os comportamentos de cidadania organizacional para o meio ambiente dos supervisores. Além disso, fornece implicações práticas para as organizações promoverem comportamentos pro-ambientais no local de trabalho para aumentar a sustentabilidade ambiental.

Palavras-chave: comportamento pró-ambiental, comportamentos dos supervisores de cidadania organizacional para o ambiente, teoria da ação planeada, clima organizacional verde

Abstract

Over the last few years, concerns about climate change have been increasing. Organizations are intrinsically involved in implementing green strategies to respond to their environmental impact, as they contribute both to the causes and its solutions. The present study aims to understand the gap in the literature of how these green efforts from the organizations allied with individual variables of the Theory of Planned Behavior (TPB) can encourage supervisors' Organizational Citizenship Behavior for the Environment (OCBEs). Through an online survey, data was collected from 72 supervisors working in the hospitality industry with the intention to analyze the relationship between organizational green climate and the supervisors' OCBEs, mediated by the TPB variables (subjective norms, attitude and perceived behavioral control). The results confirmed this relationship. The perceived organizational green climate positively increases the mediating effect of the TPB variables, subjective norms, attitude and perceived behavioral control, thereby increasing the intention of supervisors to implement OCBEs. This study's findings and theoretical grounds shed new light in the organizational and individual factors that encourage supervisors' OCBEs. Furthermore, it provides practical implications for organizations to incentive pro-environmental behaviors to increase environmental sustainability in the workplace.

Keywords: pro-environmental behavior, supervisors' organizational citizenship behavior for the environment, theory of planned behavior, green organizational climate

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Introduction

Over the last few years, the determinants of integrating sustainability into corporate strategy have become a common area of research across all industries. Organizations have an important role in ecological sustainability by implementing values, beliefs and behaviors that make them more environmentally responsible in order to react to the threats posed by environmental degradation and climate change (Unsworth et al., 2021; Suganthi, 2019). However, the way supervisors' eco-initiatives are perceived inside the organizations and their effect on employees has been understudied (Boiral et al., 2015a; Zhang et al., 2021). Although there is general consensus that supervisor support is an important intervening factor in employees' behavior, previous studies mostly focused on organizational-level practices, or on workers' perspectives of supervisors' activities.

Workers enrolling in voluntary and unrewarded pro-environmental behaviors that go beyond their daily tasks in the workplace can significantly contribute to reducing the environmental impact of the organization (Temminck et al., 2015). Some examples of these behaviors are employees' suggestions to reduce resource and energy consumption, encouraging colleagues to conduct their work in other more environmentally friendly ways, or giving recommendations regarding environmental protection to the organization's management. Such behaviors are typically consistent with the organization's green strategy and institutional requirements (Boiral & Paillé, 2012; Han et al., 2019) that are crucial for the employee to feel valued and more committed with the organization, leading them to perform extra-role pro-environmental behaviors (Süßbauer & Schafer, 2019). Although recurrent findings indicate that employees are more likely to perform responsible behaviors that help their organization succeed when this latter demonstrates environmental concerns in the form of genuine support (Duarte & Mouro, 2022; Mouro & Duarte, 2021; Paillé et al., 2013; Temminck et al., 2015), organizational support is not always enough to encourage employee environmental performance.

Another important influence is the behavior from the employees' supervisors and colleagues that he perceives as exemplary leading him to more pro-environmental manners (Rubel et al., 2021). This is especially noteworthy, since several studies mention supervisor support as a strong predictor of employees' pro-environmental behaviors (Akpa et al., 2021; Daily et al., 2009; Paillé et al., 2020; Rubel et al., 2021).

Evaluating the factors that influence supervisors' responses and intervention uptake is thus critical, and behavior change research can help organizations to significantly improve

their environmental performance, as well as assist them in addressing and implementing new environmental initiatives (Rubel et al., 2021).

According to Wesselink et al. (2017), it is important for the sustainable policy of a company that the supervisors act accordingly, in order to influence pro-environmental behaviors at the organization. Supervisors should not only support their employees' green behaviors, but they should show the right behavior themselves, from which employees will learn and change their conduct accordingly. Therefore, when employees feel individualized consideration from supervisors, they may indirectly reward the reciprocity by helping colleagues to implement environmental behaviors or by participating in organizational environmentally friendly activities. Also, organizations should recognize, develop and improve employees' perceived environmental behavior by sharing their policies and practices, enabling employees' as much as possible and offering plenty possibilities to show them.

In the organizational context, leadership passes on its values by providing exemplary role models, while employees internalize the revealed values through observation and perceptual learning. Additionally, supervisors should encourage employees to participate in decision-making, in order to develop a positive perception that the organization values their opinion and green initiatives. In turn, the employees will feel motivated to engage in extra-role behaviors for the environment (Thabet et al., 2022).

Supervisors' organizational citizenship behaviors for the environment (OCBEs), "can be perceived as exemplary behaviors demonstrating their personal and genuine commitment to the environment, and can also be considered as a model to be followed by the employees" (Boiral et al., 2015, p.535). The main consequences of managers' OCBEs consist in increasing the organization's perceived environmental performance and greater involvement in environmental practices. Through internalizing the values of the organization and aligning themselves with the environmental goals, employees enhance their autonomous motivation, which in turn further prompts the employees to participate in OCBE.

To predict the individual supervisors' OCBEs, the theory of planned behavior (TPB) will be used. This theory suggests that behavior is driven by an intention that is motivated by the interaction of subjective norms (if the individual believes others wants them to perform a behavior), attitudes (if the individual perceives the behavior as positive) and perceived behavior control (if the individual can perform the behavior) (Yuriev et al., 2020a). In addition, the determinants of organizational variables, such as the green organizational climate, on the intention of supervisors' to implement OCBEs, will also be analyzed since it is understood as a factor that impacts employees' pro-environmental behaviors.

With the above in mind, the present study intends to fill the gap in the literature by focusing on understanding how individual variables, based on the Theory of Planned

Behavior, and organizational variables intervene in supervisors' decisions of implementing pro-environmental behaviors in the workplace and to motivate their employees to do the same.

This dissertation will begin with the literature review where the main constructs are addressed, including organizational green climate as promoters of pro-environmental behaviors and individual factors promoters of pro-environmental behaviors. Also in this chapter, the relationships between the variables will be presented, followed by the research hypothesis and model.

Afterward, the methodology used to carry out the empirical study will be described, followed by results achieved. Finally, the contributions of the study will be discussed, as well as its theoretical and practical implications, limitations and suggestions for future studies.

2. Literature Review

2.1. Pro-environmental behaviors in the workplace

There is considerable agreement that corporations significantly contribute to environmental degradation (Han et al., 2019). Companies around the world are beginning to improve their environmental performance by implementing more green strategies such as influencing their employees to engage in voluntary pro-environmental behavior (Norton et al., 2015). Research has shown that employees' pro-environmental behavior not only affects the quality of the natural environment, but such behavior also has important implications for organizations (e.g., financial performance), their leaders (e.g., leader effectiveness) and employees (e.g., job satisfaction) (Norton et al., 2015).

These pro-environmental behaviors at the workplace are an extension of important types of environmental behaviors in households, where individuals are free to choose and to make their values come into play more easily than at the organization, where they must comply with specific rules and routines (Boiral et al., 2015; Blok et al., 2015; Wesselink et al., 2017).

Given that climate change is largely driven by human activity, and the success of environmental programs often depends on employees' behaviors (Daily et al., 2009), fostering employees' pro-environmental behavior within organizations is now critical. Encouraging voluntary workplace pro-environmental behaviors, such as recycling, video-conferencing, and waste reduction, will not only contribute to the greening of organizations but will also positively affect climate change and prevent further environmental degradation. (Yuriev et al., 2018)

Workers' pro-environmental behaviors can be defined as all types of voluntary or prescribed activities that are carried out with the aim of directly protecting the environment or improving organizational practices in this area (Boiral et al., 2015).

Depending on the nature of the work performed by the individual, pro-environmental behaviors can be distinguished between task-related and proactive behaviors. The former refers to pro-environmental behaviors performed within the context of tasks that are assigned to the individual, namely conserving energy, resources (such as making double-sided prints) or water. The second concerns voluntary behaviors that exceed expectations regarding environmental sustainability and involve the individual's personal initiative (Norton et al., 2014).

Boiral et al. (2015) defined two vital aspects of pro-environmental behavior that include all types of voluntary or prescribed activity undertaken by individuals in the workplace. The first aspect, scope and diversity, states that environmental behaviors are not

necessarily restricted to employees' actions that are under their full control to implement. It can include various actions taken by employees and managers alike and focused on organizational practices or more informal initiatives. The second aspect, voluntary or prescribed nature, bases environmental behaviors on the discretionary individual and non-rewarded initiatives or, conversely, on prescribed tasks and procedures.

These latter voluntary behaviors identified as a form of organizational citizenship behaviors, sometimes referred to as OCBs, can be performed by employees at any organizational level and will not be explicitly recognized by the formal reward system. These organizational-level and formal environmental practices can be considered part of managers' and employees tasks. (Boiral et al., 2015a). Although these practices are not often rewarded or required by the organization's formal reward system, they represent useful increment to the environmental protection behavior of the general public and enterprise green development strategies (Han et al., 2019).

According to Paillé et al. (2020), the eco-friendly behaviors towards the environment are "direct if the employee engages personally in behaviors that contribute to efforts to avoid waste, reduced pollution and avoid excessive use of resources" and "indirect if the employee engages in efforts that lead other organizational members to perform environmentally" (p.4). As for these types of OCBs, Boiral et al. (2015a) proposed a measurement scale based on three dimensions: eco-initiatives, eco-civic engagement and eco-helping. The eco-initiative dimension is seen as a direct discretionary behavior with the aim to improve environmental practices. The eco-civic engagement and eco-helping are essentially identical to the indirect behaviors. They consist in voluntarily participating in organizations environmental programs and activities and in helping colleagues to better integrate environmental concerns in the workplace.

Organizations can actively promote pro-environmental behaviors in their employees by showing support for environmental issues as an organization, as well as promoting environmental concerns (Temminick et al., 2015). This can be done by implementing environmental management systems and incentive programs that will affect inevitably employees' engagement in environmental protection behavior. (Han et al., 2019). If individuals have a strong commitment to the organization and accept its goals and values, they will direct efforts in ways that they perceive will accomplish things that are valued by the organization, that is, engage in OCBs (Daily et al., 2009). These sustainable behaviors in the workplace can be in form of recycling, using their own coffee cup, taking public transportation to work, rug up when cold instead of using an air conditioner, or turning off lights when not needed (Boiral and Paillé, 2015).

Within the organization, a good relationship between supervisors and subordinates shapes a social exchange climate leading individuals to act responsibly towards the

environment. The combination of supervisory support, trust, and commitment to the supervisor, explained the performance of 39% of employees direct OCBE and 68% of employees indirect OCBE (Paillé et al., 2020). This aligns the utmost importance in training leaders on the benefit of environmental leadership (Thabet et al., 2022).

Prior researches show that for employees to have OCBEs, the major key is supervisor support in the form of exemplary behaviors. (Blok et al., 2015; Graves et al., 2013; Han et al., 2019; Paillé et al., 2020; Thabet et al., 2022). Employees seemed to be less interested in pursuing environmentally friendly objectives if their supervisors did not generate adequate support towards attaining those objectives since they believe that their supervisors value their behavior and will reciprocate with consideration valued for them. (Daily et al., 2009). However, when employees perceived their supervisors to be available, open and accessible to pro-environmental concerns, this encourages them to involve themselves in task-related and extra-role behaviors for the environment (OCBE) (Thabet et al., 2022).

Supervisors' behaviors function as an important link between the organization and the employee, as they often interact in the workplace. It exerts a profound effect on OCBE and on employees' attitudes and behaviors, since they perceived the supervisors' behaviors as exemplary (Han et al., 2019). Although OCBEs by definition are not recognized by the formal reward system, employees are likely to engage in them in anticipation of future validation by their supervisor (Daily et al., 2009).

According to Paillé et al. (2020), supervisor support for the environment is perceived when the manager encourages his subordinates to have pro-environmental behaviors by providing support and allowing the resources needed for them to perform the behavior. However, his findings also indicate that the absence of supervisory support does not preclude employees from engaging in environmental behaviors. These supervisory supportive behaviors can appear in form of communication, information dissemination, innovation, rewards and recognition and management of goals and responsibilities (Ramus, 2002). Managers must also communicate environmental goals clearly to their employees and encourage them to integrate environmental considerations into their work.

Most research has only focused on the consequences of supervisors' environmental behaviors from the perspective of the employee, therefore little is known about how managers' values and commitments can translate into individual, informal and discretionary behaviors for the environment. To fill this gap, this study will focus only on managers' OCBEs, which in the literature has been studied mostly as supervisor support from an employees' perspective.

According to Boiral et al. (2015a), supervisors' OCBEs seem less prone to being restricted to formal actions aimed at strengthen organizational legitimacy, since they are built on individual discretionary and informal initiatives that are nearly invisible to their superiors.

Once managers have the perception that OCBEs are within their perceived behavioral control, and that their peers have positive opinions about it, more OCBEs can be expected (Akterujjaman et al., 2021). They will carry out more formal and recognized environmental actions such as applying internal procedures and codes of conduct; implementing an environmental audit upon request by the head office; or encourage employees to make personal suggestions or inviting them to discuss solutions to specific environmental problems (Boiral et al., 2015).

Paillé et al. (2013) found that, in practice, OCBE for supervisors is an extension of OCBE applicable to other employees, since both engage in pro-environmental behaviors as a consequence of a manner of reciprocity between their actions and the organization's. Just as in case of other employees, supervisors' OCBEs can be driven by formal management systems and external pressures, or be a discretionary initiative that is not perceived by the formal rewarding system. The more supervisors perceive the organizational green initiatives to be high, the more they feel capable of performing OCBEs.

The investigation of supervisors' OCBEs could, therefore, help to better understand the manners in which environmental concern can be translated into managers' routine behaviors and to analyze the effects of such behaviors. For them to be able to perform OCBEs in the workplace and to create conditions that favor employee environmental behavior, they need to be aligned with their organizational climate, which is the topic that will be presented in the next chapter.

2.1.1. Organizational green climate as a promoter of pro-environmental behaviors

Organizations are inherently involved in climate change and are employing extra efforts on green strategies to respond to environmental impact, as they contribute both to the causes and its solutions (Unsworth et al., 2021). These strategies need to be incorporated inside the organization to aspire to a level of corporate social performance that meaningfully helps to achieve sustainable performance and demonstrates the organization's concern for the environment (Suganthi, 2019). Organizational performance has been described to depend on the organizational culture (Akpa et al., 2021).

Organizational culture, according to Claver et al. (2001), is "a set of values, symbols and rituals shared by the members of a specific firm, which describes the way things are done in an organization in order to solve both internal management problems and those related to customers, suppliers and the environment." (p.4).

Ilijns et al. (2015) findings indicate that parameters such as employees' satisfaction, adaptability, involvement, mission and consistency are important elements to create an organizational culture. The change in these elements will impact the organizational climate,

which is the perception of employees of the organizational attributes and behavioral norms that affects, directly or indirectly, their satisfaction and productivity in work environment. (Khan & Sharma, 2020). This employee satisfaction could derive from effective leadership, compensation, sense of belonging, amongst others, that will create a good organizational climate and impact their commitment and performance in the workplace.

One of the aims of this research is to understand the organizational variables that intervene in managers' OCBE decision of implementing those behaviors. As research scholars have proposed, the work climate influences employees' green attitudes and behaviors (Boiral et al., 2015; Han et al., 2019; Norton et al., 2014; Rubel et al., 2021; Temminck et al., 2015; Yuriev et al., 2018). Consequently, this research delves into organization green climate to examine its effect in supervisors' green behavior, that in the literature has been mostly studied has green supervisor support from an employee's perspective.

Based on the above, work climate is perceived by workers while interacting with other members at the workplace, and so, green organizational climate is related to employees' climate perception of their organization and colleague's environmental behaviors (Rubel et al., 2021).

Organizational environmental policies and practices create a positive image of green organizational attention within its employees, and as such, employees consider that their organization supports their green behaviors which, in turn, encourage them to behave in an environmental-friendly manner (Suganthi, 2019). Therefore, it is important that organizations have sustainable agendas that employees can have access to and identify the organization's values and objectives to determine what appropriate green behaviors to implement at the workplace.

The findings of Süßbauer and Schafer (2019) research, on corporate strategies capable of greening the workplace, suggest that employee involvement can increase the relation between enabling supportive structures and activities at the workplace (resource and energy use, food and mobility) and individual needs, which will enhance general satisfaction at the workplace. When organizations allow opportunities for gaining green competencies, (training and having a waste representative) and infrastructures directed to energy and resource efficiency (rainwater for toilets or complete refunds for public transport or bike leasing) employees feel valued and more committed with the organization, which leads them to enroll in extra-role environmental behaviors.

Rubel et al. (2021) concluded that when organizations have practices of green human resource management, the perception of a green organizational climate by employees is increased, which results in their pro-environmental behavior influencing the organizational

performance. This is consistent with Temminick et al. (2015) that also found organizational support as a predictor of employees' environmental behavior.

However, Paillé and Meija-Morelos (2019) found that organizational support is not always sufficient to lead employees to engage in environmental behaviors in the workplace, since employees need to feel engaged with the organizations' environmental intentions in order to engage in green extra-role behaviors.

Furthermore, supervisors should also behave pro-environmentally in the workplace since they directly interact with their subordinate who perceives their behavior as exemplary, leading to the increasing on employees' intentions in engaging in green behaviors (Rubel et al., 2021). Likewise, when employees find coworkers with an environmentally-conscious mindset and behavior, they then typically behave positively towards the workplace environment and eventually adhere to this mindset as well (Tian et al., 2020).

The relationship between the organization green climate and the employee is not always consistently found in the literature, since the perception of a lower green climate can also result in the increase of employees' autonomous motivation and in pro-environmental attitude (Tian et al., 2020). Saying so, it is important to look at organizational variables and individual variables that may play an additional and autonomous role in the decisions that supervisors make regarding pro-environmental behavior.

2.1.2. Individual factors as promoters of pro-environmental behaviors

The individual variables antecedents of pro-environmental behaviors at the workplace have been little studied, focusing more on the domestic context rather than the organizational context, which leaves a gap in the literature (Yuriev et al., 2020a). However, some researches are starting to emerge that study the individual variables of these behaviors at the workplace.

Following the previous literature review, the TPB model will be used to analyze the individual factors promoters of pro-environmental behaviors of this study.

The TPB, developed as an extension to Azjen's Theory of Reasoned Action (1991) predicts behavior of individuals in a specific context. The TPB suggests that three individual independent components act as important predictors for behavior change, namely perceived behavioral control, attitudes and subjective norms. Together, these variables predict behavioral intentions, which in turn predict actual behavior.

The attitude toward the behavior reflects an individual's favorable or unfavorable subjective evaluation of the individual in performing the behavior.

The subjective norm refers to the perception of social pressure from others to perform (or not to perform) the behavior.

The perceived behavioral control represents the individual's perceived ease of executing the behavior in a given context.

As a general rule, the more favorable the attitude and subjective norm with respect to a behavior, and the greater the perceived behavioral control, the stronger should be an individual's intention to perform the behavior under consideration. The relative importance of attitude, subjective norm, and perceived behavioral control in the prediction of intention is expected to vary across behaviors and contexts. Hence, in some cases it may be found that only attitudes have a significant impact on intentions, in others that attitudes and subjective norm are sufficient to account for intentions, and in still others that all three predictors have independent contributions (Ajzen, 1991).

The TPB model has been since its creation an important predictor to understand the components underlying the most varied pro-environmental behaviors, most of the times in domestic settings (Yurev et al., 2020). The results of several studies will be presented that used the TPB model to predict the individual motivation of employees and supervisors to engage in pro-environmental behaviors at the workplace.

For example, Arslan and Şar (2018) studied managers in the pharmaceutical sector trying to understand their green logistics behavior. They found a positive effect of environmental attitude, perceived behavior control and subjective norm related to intention towards green logistics. However, the effect of attitude towards costs of green logistics on intention was not found significant. This study is one of the few that focuses on supervisors, and, therefore, other studies in different work contexts are presented but from the perspective of workers in general.

Greaves et al. (2013) conducted a study on employees of an organization to explore environmental behavioral intentions in a workplace setting. They found attitude, subjective norm and perceived behavior control accounted for 61% of employees' intentions to switch their computer off when they left their desks, 46% to use videoconferencing in place of traveling to meetings, and 53% to recycle as much waste as possible at work.

Norton et al. (2015) concluded that when employees perceive their organization to be supportive, their individual factors attitude and subjective norms become stronger and affect the intention to engage in pro-environmental behaviors at the workplace.

According to Dixon et al. (2015), the three variables from TPB emerged as strong on predicting behavioral intentions and self-reported energy conservation behavior in workplace settings.

Blok et al. (2015) conducted a study in an educational institution to identify factors that could predict employee's intentions to perform pro-environmental behaviors in the workplace. The results showed that managers' exemplary behavior has a significant impact on the intentions of employees to behave pro-environmentally significantly. Also, personal

factors such as social norms and attitudes were confirmed to influence their intention to act pro-environmentally.

Wesselink et al. (2017) found that in addition to the individual variables attitude, subjective norm and perceived behavioral control, the organizational variables institutional support, managerial support and supervisor behavior are also predictors of pro-environmental behaviors in the workplace.

Yuriev et al. (2020) results indicate that the theory of planned behavior explained 79% of employees' intentions to travel to work using alternative transportation and 37,7% of employees' intentions to make eco-suggestions directed toward the workplace, respectively, where all three measures of TPB were found to be statistically significant.

Agag and Colmekcioglu (2020), aim to study guest's behaviors to visit green hotels, and their findings confirmed that perceived behavioral control, attitudes and subjective norms drive customers' intentions.

Yasir et al. (2021) studies on university employees' found that the strongest predictor of sustainable entrepreneurial intention was perceived behavior control, which was found to be a crucial component in determining sustainable intentions and behaviors, as well as establishing a sense of moral obligation as regards behavior.

Wang et al. (2022) examined university students' intention to use reusable cups to promote environmental sustainability. The results showed that perceived behavior control and subjective norms were the strongest factors that affected their intention. Also, their findings indicate that university's promoting green initiatives at the institutional level fosters student's pro-environmental behavior.

Khalid et al. (2022) studied the antecedents of employees required and voluntary green behaviors at the workplace by conducting a query with hotel employees and their supervisors. Their findings confirmed that green behavioral intention of employees is a vital mechanism through which employees' green attitude, green subjective norms, and perceived green behavioral control affect both their required and voluntary green behavior.

As seen above, it is possible to conclude that there is no pattern in predictive capacity of TPB, as the strongest predictors seem to vary greatly from study to study. Most of the research focuses on employees who believe that organizational values and supervisor support are important predictors in their intention to behave pro-environmental in conjunction with organizational value. For example, Afsar et al. (2020) concluded that when the employees' perceived the supervisor supports pro-environmental behaviors, a green organizational climate arises. This leads to an increased perception that the employee is capable of performing certain green behaviors and more likely take such actions.

Based on the literature review, it is possible to conclude that there is no pattern in predictive capacity of TPB, as the strongest predictors seem to vary greatly from study to

study. Furthermore, since these studies were done in different organizational contexts, and due to the lack of studies focused only on supervisors, this research will focus entirely on managers' OCBE by using the TPB model to predict how these personal beliefs will impact their behavior at the workplace, both in role-modeling and in influencing their employees to implement more sustainable practices.

2.2. Hypothesis and research model

The previously presented literature review supports the relevance of carrying out the study of the mediating effect of TPB variables (attitude, subjective norm, and perceived behavioral control) in the relationship between green organizational climate and Managers' organizational citizenship behavior for the environment.

Therefore, we intend to test the following hypotheses:

H1. There is a positive association between green organizational climate and supervisors' OCBEs

H2. The relationship between green organizational climate and supervisors' OCBEs is mediated by TPB variables.

H2a. The relationship between green organizational climate and supervisors' OCBEs is mediated by the attitude towards those behaviors;

H2b. The relationship between green organizational climate and supervisors' OCBEs is mediated by the subjective norm towards those behaviors;

H2c. The relationship between green organizational climate and supervisors' OCBEs is mediated by perceived behavioral control towards those behaviors;

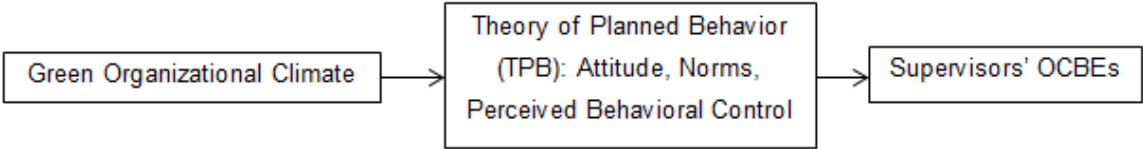


Figure 1.1. Research Model

3. Methodology

3.1. Research Context

As stated before, the present study has the aim to understand how organizational climate and individual variables from the TPB, intervene in supervisors' decision of adopting and implementing pro-environmental behaviors in the workplace.

To test the above model, supervisors from the hospitality sector in Portugal were selected. This sector was chosen due to its relevant impact in the environment, accounting for 8% of the global greenhouse gas emissions, mainly from carbon intensity of tourism-related operations (Lezen et al., 2018). According to WTTC (2021), in 2019 tourism was the most important economic activity in Portugal, with Travel and tourism accounting for 16,5% of gross domestic product and 18,6% of total employment (direct, indirect and induced).

Since this sector is driven by people providing services, it is relevant to comprehend hospitality manager's intentions on pro-environmental behaviors and the level in which their organization supports their green behaviors.

Hotels should improve all organizational processes with green practices to increase employees' pro-environmental behavior on their workplace and in their daily lives. Moreover, managers' behaviors may influence subordinates' pro-environmental behavior showing customers that the organization has a focus on environmental policies, since the behavior of front-line employees is easily observed by them (Okumus et al., 2019).

This research will focus on studying the impact of green organizational climate in the hospitality industry in supervisors that work in this sector in Portugal. The current study will contribute to better understand the support of supervisors in promoting workers' environmental behaviors, as well as to better comprehend which organizational and individual factors intervene in the decision making of managers regarding environmental issues on the work context.

3.2. Participants

In this study, a survey was made to the management of several organizations in the hospitality industry in Portugal. A total of 82 individuals replied to the survey, with 74 surveys considered valid, six surveys considered invalid since they were not completely filled and two surveys removed as the participants had less than 6 months in their respective organization. The participant's age ranged between 21 and 56 years old ($M = 36.45$, $SD = 9.589$), with 50% being female and 50% being male. The education level of the participants showed that 82,4% of the participants concluded a college degree or higher, while the remaining 17.6% concluded up to the 12^o Grade of high school. The participants worked for their respective

organization, in average, for seven years (Max = 30, Min = 0.5), and, in relation to their contractual situation, 87,8% had a permanent contract while the remaining 4.1% were either consultants or working with green invoices. The respondents supervised hotel' departments such as food and beverage, food production, human resources, marketing, among others. Regarding the size of the organization, 40.5% of the participants work in medium-sized hotels, 27% of the sample works in large-sized hotels and the remaining 32,5% are small-sized hotels. According to the respondents, 52,7% of the hotels had an environmental certificate, 21,6% did not have it and for the remaining 25,7% the supervisors did not know.

3.3. Procedure and Measures

The method chosen for this investigation was the collection of primary data using a quantitative methodology, through a survey by questionnaire using a cross-sectional design. The questionnaire was developed using the platform *Qualtrics – Online Survey Software & Insight Platform*, where all the variables relevant for this study were included.

At first, a brief description and the aim of the study were present, followed by the informed consent (Appendix A). In this phase, it was assured the confidentiality and anonymity of the data, as well as the voluntary nature of the participation, and that this was considered accepted if the respondent decided to go forward with the survey.

Formerly, in order to measure the variables under study, five blocks of questions were presented related to organizational climate, managers' OCBs, and the TPB variables (attitude, subjective norm and perceived behavioral control).

Additionally, a block of open questions was presented regarding the supervisor's organization environmental practices, to understand their commitment and the possibilities those managers have in implementing new green practices.

Lastly, a final block of sociodemographic information was requested for characterization and description of the sample.

For the data collection, the questionnaire was available for five months, between July and November, with two criteria for considering responses in the analyses: i) be a supervisor; ii) working in the hospitality industry in Portugal. The distribution was carried out by email to various organizations and on social networks (mainly Facebook and LinkedIn), as it is the best way to reach individuals from different profiles and regions.

In order to test the hypothesis formulated and presented earlier in the study, scales developed and validated by several recognized authors were used, which will be presented next.

3.3.1. Organizational Climate

To evaluate the organizational climate, this study adopted the scale developed by Norton et al. (2014) and Temminck et al. (2015), which includes seven items responded on a *Likert* scale of 5 points, from (1) “Strongly Disagree” to (5) “Strongly Agree”. Some of the items were: “[The organization] accepts suggestions to implement new environmental practices”; “[The organization] is concerned with reducing its environmental impact”. The measure presented a very good reliability ($\alpha = .89$).

3.3.2. Supervisors’ OCBs

With regard to the evaluation of the variable Managers’ OCBs the scale proposed by Boiral et al. (2015) and Paillé et al. (2020) was used, which includes eight items. Some of the items were: “I propose new practices that improve my organization’s environmental performance”; “I encourage my employees to express their ideas and opinions on environmental issues”. The response scale was of the *Likert* type with 5 points, from (1) “Never” to (5) “Often”. The measure presented a very good reliability ($\alpha = .87$).

3.3.2.1. Attitude

The attitude was measured using four items based on Wesselink et al. (2017) as “I value the environmental suggestions that my employees suggest”; “I encourage my employees to have more environmental practices in their jobs”. The response scale was of the *Likert* type of 5 points, from (1) “Strongly Disagree” to (5) “Strongly Agree”. The measure presented a very good reliability ($\alpha = .87$).

3.3.2.2. Subjective Norm

This study adopted the scale developed by Greaves et al. (2013) and Wesselink et al. (2017), which includes seven items. Participants responded, on a five-point *Likert* type response scale (1- Strongly Disagree to 5-Strongly Agree), to what extent they agree with the following statements: “My supervisor expects me to behave in an environmentally friendly manner”; “My employees expect me to have pro-environmental practices”. The measure presented a very good reliability ($\alpha = .87$).

3.3.2.3. Perceived behavioral control

The four items used for this variable were adapted from Boiral et al. (2015), for example: “It is within my control whether or not I implement more environmental initiatives”; “Facility management supports my efforts to implement environmental initiatives”. Participants responded, on a five-point *Likert* type response scale (1- Strongly Agree; 5- Strongly Disagree). The measure presented a very good reliability ($\alpha = .77$).

4. Results

To analyze the descriptive statistics and correlations between variables the program IBM SPSS *Statistics* 26 was used. Secondly, to analyze the mediation effect of TPB variables in the relationship between green organizational climate and Managers' OCBE the Macro Process developed by Hayes (2022), version 4.2, was used.

4.1. Descriptive measures and analysis of correlations between variables

In general, supervisors consider that their organization has a strong green climate ($M=4.00$, $SD=.75$), which indicates that they consider that their organization invests in environmental practices and policies. From the evaluated items, the least favorable aspect from the organization was the training on sustainable practices ($M=3.57$, $SD=1.07$) and the strongest the existence of a system for separating materials and waste for recycling ($M=4.31$, $SD=.86$).

Regarding the individual variables, the managers demonstrate a very positive attitude concerning the implementation of pro-environmental behaviors in the workplace ($M=4.48$, $SD=.47$), strongly believing in the relevance of environmentally friendly behaviors in their organization ($M=4.55$, $SD=.53$). Concerning the subjective norms, the managers considered to have a moderate social pressure to perform OCBEs ($M=3.83$, $SD=.78$), mainly from their employees ($M=3.96$, $SD=.88$). Lastly, the managers believe that they have some control on the implementation of OCBEs ($M=3.61$, $SD=.75$), especially in their daily work activities ($M=3.97$, $SD=.83$). In general, managers believe that they carry out OCBEs in the workplace many times ($M=3.99$, $SD=.70$), particularly the recycling of plastic and paper ($M=4.49$, $SD=.82$).

The correlations between the variables of the research model were performed, using Spearman's correlation coefficients for this purpose. This coefficient evaluates if the correlation between two independent variables is significant or not, and the strength and direction of the relationship (Gauthier, 2001).

Organizational climate is positively and significantly correlated with all the TPB variables: attitude ($\rho=.48$, $p < .01$), subjective norm ($\rho=.72$, $p < .01$), and perceived behavioral control ($\rho=.71$, $p < .01$). This means that when managers perceive their organization with a green climate, they are more prone to have a positive attitude, subjective norms and perceived behavioral control, on implementing pro-environmental behaviors at the workplace. There is also a positive and significant relation between organizational climate and managers OCBEs ($\rho=.60$, $p < .01$). When managers perceive their organization to be green, they self-reported to perform more pro-environmental behaviors in the workplace.

As regards the results of the individual variables from TPB and managers' OCBEs, there is a positive and a significant correlation: attitude ($\rho=.57$, $p < .01$), subjective norm

($\rho=.63$, $p < .01$), and perceived behavioral control ($\rho=.59$, $p < .01$). These results indicate that when the perception of attitudes, subjective norm and perceived behavioral control are high, managers are more likely to implement OCBs.

Lastly, the sociodemographic variables, age, sex, education, time in organization and time as supervisor showed no correlation with supervisors' OCBs. However, time in organization and age were significantly correlated with attitude, meaning that the younger the participants are and the lesser their time working in the organization, the stronger is the attitude towards pro-environmental behaviors. Also, when the education level of the participant is lower, they perceive a higher green climate of their organization, and the greater the time as supervisor, the stronger are the perceived subjective norms.

Table 3. 1

Descriptive Statistics and Correlations between variables related to OCBs

Variables	M	SD	1	2	3	4	5
1. Organizational Green Climate	4.00	.75	(.89)				
2. Attitude	4.48	.47	.48**	(.87)			
3. Subjective Norm	3.83	.78	.72**	.44*	(.87)		
4. Perceived behavioral Control	3.61	.75	.71**	.41**	.65**	(.77)	
5. OCBs	3.99	.70	.60**	.57**	.63**	.59**	(.87)
6. Age	36.45	9.59	-.03	-.24*	.03	-.05	-.20
7. Sex	-	-	-.03	-.11	.14	-.18	-.01
8. Education	-	-	-.29*	-.12	-.06	-.07	-.05
9. Tenure	7.02	6.16	-.09	-.25*	.01	-.19	-.16
10. Time as supervisor	4.50	5.25	-.13	-.12	.24*	-.02	-.01

Note. Cronbach 's Alpha in parentheses.

* $p < .05$. ** $p < .01$.

4.2. Testing the research model

The mediation model was analyzed through Macro Process 4.2, developed by Hayes (2022). This concerns testing if the TPB variables are mediators in the relationship between organizational climate and managers' OCBEs. Before testing the model, multicollinearity was examined by calculating tolerance and variance inflation factor (VIF) values (Cohen et al., 2003). The results showed multicollinearity is not present in the data since tolerance values ranged between .38 and .83 (i.e., $>.25$) and VIF values between 1.21 and 2.67 (i.e., <4).

The results show that organizational climate has a positive and significant impact on OCBEs ($B=.48$, $p < .001$). This confirms a relationship between organizational climate and managers' pro-environmental behaviors, so, the more managers perceive that their organizational has a green climate, the greater is their engagement in OCBEs, confirming H1.

Regarding hypothesis 2 (points a, b and c), the model predicts that the TPB variables mediate the organizational climate and managers' OCBEs. The results indicate that the organizational climate is positive and significantly related to TPB, which means the bigger the perception of the organizational climate, the stronger the perception of attitudes, perceived behavioral control and subjective norms: perceived behavioral control ($B=.73$, $p < .001$), subjective norm ($B=.73$, $p < .001$) and attitudes ($B=.21$, $p < .01$). The TPB variables are also positive and significantly related to managers' OCBEs: perceived behavioral control ($B=.29$, $p < .05$), subjective norm ($B=.35$, $p < .01$) and attitudes ($B=.43$, $p < .01$). Complementarily, the indirect effect is positive and significant supporting the existence of a mediation of the TPB variables: perceived behavioral control ($B = .23$, 95% IC = .03, .42), subjective norm ($B = .27$, 95% IC = .08, .48) and perceived behavioral control ($B = .04$, 95% IC = .02, .20). Therefore, the results support our hypothesis indicating that organizational climate affects managers' OCBEs through the mediation of TPB variables.

Since the organizational climate stops being significant in the presence of the mediating variables ($B=-.07$, $p < .05$), it can be considered that there is a complete mediation.

Table 3. 2

Mediation effect of TPB variables in the relationship between green organizational climate and supervisors' OCBEs

Variables	Perceived behavioral control		Subjective Norm		Attitude		OCBEs	
	B	SE	B	SE	B	SE	B	SE
<i>Total effect</i>								
Constant							2,07***	,38
Organizational Climate							,48***	,93
<i>Direct effect</i>								
Constant	.70*	.33	.91*	.35	3.64***	.29	-.01	.55
Organizational climate	.73***	.8	.73***	.09	.21**	.07	-.07	.12
Perceived behavioral control							.29*	.12
Subjective Norm							.35**	.11
Attitude							.43**	.13
	$R^2=.54$		$R^2=.50$		$R^2=.11$		$R^2=.55$	
	$F(1,72)=83,76$		$F(1,72)=70,42$		$F(1,72)=8,9$		$F(4,72)=21,4$	
	9		0		53		75	
	$p<.000$		$p<.000$		$p<.004$		$p<.000$	
<i>Indirect effect</i>								
	.23*	.1	.27*	.10	.09*	.04		
95% Bootstrap CI								
	[.03, .42]		[.08, .48]		[.02, .20]			

* p < .05, ** p < .01, *** p < .001

CI= Confidence Interval

Report of non-standardized regression coefficients (B).

5. Discussion

The present study aimed to investigate the organizational and individual (TPB) variables that can encourage supervisors' decision of implementing OCBEs. More precisely, this research assessed the mediating effect of the TPB variables (subjective norms, attitude and perceived behavioral control) in the relationship between green organizational climate and supervisors' OCBEs.

The results obtained confirm the first hypothesis of the study, from which we can affirm a positive contribution of a green organizational climate to supervisors OCBEs. Consistent with the existing literature, organizations have an important role in employing extra efforts on green strategies to respond to environmental impact, especially in their work environment, to ensure a strong organizational sustainability (Unsworth et al., 2021). This can be done by implementing environmental policies and practices, or having a sustainable agenda where it is described the organizations sustainable values and objectives. This allows the supervisors to read and determine what the appropriate green behaviors are within the organization (Suganthi, 2019). This is relevant because when organizations allow green opportunities (training) and resources (refunds for public transport), the supervisor feels committed with the organization (Süßbauer and Schafer, 2019) which leads them to enroll in OCBEs. Consequently, it is expected this will lead to the increasing of their subordinates' pro-environmental behaviors since they interact directly with supervisors and perceive their behavior as exemplary (Rubel et al., 2021).

As for the second hypothesis (a,b,c), a complete mediation was confirmed regarding the mediating effect of the TPB variables in the relationship between the green organizational climate and supervisors' OCBEs. With this in mind, the perception that the supervisors have about the existence of a green organizational climate will influence their subjective norm, attitude and perceived behavioral control, which in turn, will influence their OCBEs. This finding is consistent with the literature by demonstrating that when workers perceive their organization to be supportive (Suganthi, 2019; Norton et al., 2014; Rubel et al., 2021), their attitude becomes stronger which leads to the intention to perform OCBEs (Norton et al., 2015). Also, when workers and supervisors perceive their organization to have a green climate (organization and colleagues), their subjective norms are positively influenced, leading them to OCBEs (Khalid et al., 2022). Lastly, green organizational climate is also a predictor of supervisor's perceived environmental behaviors as when organizations promote pro-environmental behaviors, workers believe in the efficacy of their own green behavior and perform OCBEs (Afsar et al., 2020).

The found relationships seem not to be affected by sociodemographic variables, as they did not correlate with supervisors' OCBE's and no conclusions can be drawn from their relationship.

The findings show that green organizational climate contributes greatly in the adherence of supervisors' to the adoption of sustainable behaviors. Thus, the TPB variables, subjective norms, attitudes and perceived behavioral control, mediate this relationship leading to more OCBEs, meaning that organizations, by supporting these individual variables, induce supervisors' to adopt more green behaviors.

5.1. Theoretical and practical implications

The main contribution of this study is the understanding and characterization of the organizational and individual variables that influence supervisors' OCBEs in the workplace, that are relevant to tackling the challenge of organizations environmental impact (Unsworth et al., 2021). This research also presents the added value of having been conducted with a sample composed entirely of supervisors, which was rare to find in the literature.

With regards to the theoretical implications, this study confirms the effects that a green organizational climate has in the incentive of supervisors OCBEs. When organizations are prone to actively implement and promote environmental programs, the supervisors create a strong commitment and will direct efforts to engage in OCBEs, as they perceive these last behaviors as a goal and value of the organization (Han et al., 2019; Daily et al., 2009). Therefore, these pro-environmental behaviors from the supervisors will encourage their peers and subordinates to act accordingly and engage themselves in OCBEs (Thabet et al., 2022).

There are very few studies that have gone into the individual variables of the supervisors' intention to behave pro-environmentally, and this study contributed to show the relevance of the model used. It is also interesting to understand the relationship between supervisors OCBEs and the TPB variables.

This research also contributes to the literature of supervisors' OCBEs and how organizational and individual factors can interact to affect these behaviors. Moreover, it responds to previous studies requests to extend the organizational and individual variables that encourage supervisors to have pro-environmental behaviors at the workplace.

Taking into account the practical implications in the hospitality industry, this study has confirmed that green organizational climate, when mediated by the TPB variables (subjective norm, attitude, perceived behavioral control), increases the intentions of supervisors to have OCBEs. For hotels to do this, it is important to endorse clear and single practices and

policies directed towards environmental sustainability. However, these need to be communicated to their supervisors which will lead to the perception of a green organizational climate and consequently to the encouragement of their peers and subordinates to OCBs. This can be done by allowing opportunities for gaining green competencies such as training, pay more attention to assessing supervisors' green performance or green human resources management programs, which should focus on creating awareness of the importance of pro-environmental behaviors, and allow the integration of OCBs into supervisor's role description. Hotels should also change their infrastructures towards energy and resource efficiency like rainwater for toilets, refunds for public transports or bike leasing, in order to increase the perception of organizational green climate on supervisors, which will enhance their discretionary efforts to implement OCBs (Süßbauer and Schafer, 2019).

These modifications on the hotel's policies could provide further benefits not only for environmental performance, but also for reputation, since a hotel that is seen caring for the environment will attract more customers in the future. That is, this study suggests that hotels should effectively communicate their environmental intentions within the organization, so that supervisors can develop accurate and informed perceptions of the organizations goals and values, which, consequently, will further improve the supervisors' intentions to implement OCBs and be an example to their peers and subordinates.

5.2. Future research and limitations

There are several limitations to our study that should be taken into consideration during the interpretation of the results, which, in turn, lays the base for future research.

The first limitation is related to the sample. As data collection was specific to managers working in the hospitality industry and was shared fully online, with no obligation for any participant to respond, it was difficult to obtain more responses. In future researches, it is important to obtain a bigger and more representative sample of the target population.

The second limitation of the study is the fact that it is cross-sectional. The participants were submitted to a multiple-option online survey in which all the variables were presented by blocks of questions. This, and the fact that the participants may have been influenced by social desirability, could explain why the participants used the highest values on the scale to answer, with little variance in response. Therefore, in future research there should be one survey per variable to avoid the previous difficulties.

Thirdly, the individual variable from TPB, attitude, in this study has considerably high values, meaning that the supervisors are favorable to perform OCBs. In future researches, another measure that is better to discriminate other dimensions of attitude can be used, as

they are increasingly valued in society. For example, it could be studied the indirect variable belief such as emotions, affect, regret and socioeconomic status that influences a given behavior (Yuriev et al., 2020).

Fourthly, although the participants understood their organization to have a green climate, there seems to be lacking support from the organization to implement OCBEs that reflect these values. In future research, organizational support (Temminck et al., 2015) could be studied as a factor that impacts the supervisors OCBEs.

Lastly, future research could explore more profoundly into the characteristics of supervisors' OCBEs with more representation in the sector to explore the types of pro-environmental initiatives carried out by supervisors in their daily activities, based on the model used in this dissertation.

6. Conclusion

This study aimed to contribute to the gap in the literature regarding how supervisors' individual variables and organizational incentives can translate into their OCBEs. The results indicate that organizations benefit from directing efforts to the implementation of green policies and practice since it encourages supervisors to act pro-environmentally. In the same manner, the variables from TPB proved useful to predict the supervisors' enablers and barriers of OCBEs, their contribution to the organization and in encouraging pro-environmental behaviors of their peers and subordinates. These two factors allied, organizational green climate and TPB, allows the supervisor to connect his organization's values with his personal intentions and, accordingly, perform OCBEs.

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8. Appendix

Appendix A – Survey

Caro/a participante,

O meu nome é Inês Henriques e sou aluna do mestrado em Gestão do ISCTE-Instituto Universitário de Lisboa. Neste momento encontro-me a realizar a minha dissertação de mestrado, com o objetivo de conhecer melhor que factores intervêm nos processos de decisão e práticas de supervisores/chefias no seu contexto de trabalho.

Deste modo, venho solicitar a sua colaboração voluntária, anónima e confidencial no preenchimento do seguinte questionário, apelando à máxima sinceridade. Os dados recolhidos destinam-se a tratamento estatístico pela equipa do ISCTE-IUL e nenhuma resposta será analisada ou reportada individualmente. Não existem respostas certas ou erradas às questões colocadas. Estamos interessados apenas na sua opinião pessoal.

Para participar no estudo, tem que estar atualmente a trabalhar no setor hoteleira em Portugal e ter um cargo de chefia. A resposta a este questionário deverá demorar cerca de 5 minutos. Pedimos que responda a todas as questões, para que a sua resposta possa ser considerada.

Agradeço, desde já, a sua participação neste estudo. Assim, caso decida participar, comece por responder às questões abaixo. Se, a qualquer momento, desejar interromper a sua participação, basta sair desta ligação. Alguma dúvida ou questão pode sempre contactar através do endereço de correio eletrónico: iiajh@iscte-iul.pt.

O preenchimento do questionário presume que compreendeu e aceita as condições do presente estudo, consentindo participar.

Obrigada pela sua colaboração.

Relembramos novamente, este estudo destina-se apenas para quem assume um papel de chefia em Portugal. Confirma que preenche esta condição?

- Sim
- Não

Em primeiro lugar, vamos fazer-lhe algumas perguntas relativamente à sua organização. Atualmente fala-se muito sobre o papel das organizações nas questões ambientais.

Organizacional Green Climate

Expresse o seu nível de acordo ou desacordo em relação às afirmações que se seguem.

A minha organização...

	Discordo totalmente (1)	Discordo (2)	Não concordo, nem discordo (3)	Concordo (4)	Concordo totalmente (5)
Está preocupada em reduzir o seu impacto ambiental					
Tem um sistema de separação de materiais e do lixo para reciclagem					
Preocupa-se em ter fornecedores mais sustentáveis					
Aceita sugestões para implementar novas práticas ambientais					
Apoia os seus trabalhadores na implementação de práticas ambientais					
Mostra <u>pouca</u> preocupação com as minhas opiniões ambientais					
Faculta formação sobre as suas políticas					

sustentáveis

Attitude

Indique agora o seu grau de concordância com as afirmações seguintes de acordo com a sua atividade diária na organização:

	Discordo totalmente (1)	Discordo (2)	Não concordo, nem discordo (3)	Concordo (4)	Concordo totalmente (5)
Acho importante a minha organização ter iniciativas amigas do ambiente					
Dou valor à implementação de novas práticas ambientais na minha organização					
É essencial incentivar os funcionários a serem mais amigos do ambiente na prática das suas funções					
Dou valor às sugestões ambientais que os meus funcionários propõem					

Subjective Norms

Indique o seu grau de acordo com as seguintes frases:

	Discordo totalmente (1)	Discordo (2)	Não concordo, nem discordo (3)	Concordo (4)	Concordo totalmente (5)
Os meus colegas esperam que eu tenha comportamentos amigos do ambiente					

Os meus funcionários
esperam que eu os
incentive na adoção de
práticas ambientais

Os meus funcionários
esperam que eu tenha
comportamentos
amigos do ambiente

A minha chefia espera
que eu tenha
comportamentos
amigos do ambiente

Perceived Behavioral Control

Indique o seu grau de concordância com as seguintes afirmações:

	Discordo totalmente (1)	Discordo (2)	Não concordo, nem discordo (3)	Concordo (4)	Concordo totalmente (5)
Está dentro do meu controlo implementar ou não mais iniciativas ambientais na minha organização					
Consigo obter os recursos necessários para aumentar o número de iniciativas ambientais na organização					
Os gestores da empresa apoiam os meus esforços para implementar iniciativas ambientais					
É oportuno nas minhas					

tarefas diárias ter
voluntariamente ações
e iniciativas ambientais

Supervisors' OCBE

Indique se as frases seguintes descrevem, com precisão, a sua conduta em relação às questões ambientais dentro de sua organização:

	Nunca	Raramente	Algumas vezes	Várias vezes	Frequentemente
Mantenho-me informado sobre as iniciativas ambientais da minha empresa					
Proponho novas práticas ambientais que melhorem o desempenho da organização					
Tenho ações e iniciativas ambientais voluntárias na minha atividade diária					
Encorajo os meus funcionários a expressarem as suas ideias e opiniões sobre questões ambientais					
Garanto que todas as luzes são apagadas quando sou o último a sair					
Faço separação de papel e plástico para reciclagem					
Uso papel de					

rascunho para
anotações em vez de
papel novo

Chamo a atenção aos
meus funcionários
quando não têm
práticas amigas do
ambiente

Por favor, indique algumas práticas ambientais já adotadas na sua organização

Na sua opinião, que novas práticas ambiental a sua organização podia adotar?

Enquanto chefia, o que acha que o/a ajudaria a implementar mais práticas pro-ambientais na sua organização?

Sociodemographic questions

Género:

- Feminino
- Masculino
- Prefere não responder

Idade (em anos):

Habilitações académicas:

- Até ao 9º ano
- Entre o 10º e 12º ano
- Licenciatura
- Pós-graduação
- Mestrado

Doutoramento

Há quanto tempo trabalha na organização **(em anos)**:

Qual a sua situação contratual:

É trabalhador efetivo Tem contrato a termo Outra situação. Qual? _____

Tamanho da organização/empresa em que trabalha atualmente.

- Micro (Até 9 trabalhadores)
- Pequena (de 10 a 50 trabalhadores)
- Média (de 51 a 250 trabalhadores)
- Grande (mais de 250 trabalhadores)

Há quanto tempo exerce um cargo de chefia na organização (em anos):

Enquanto chefia, supervisiona a área de:

A sua organização tem um certificado ambiental?

Sim Não Não sei