

Environmental Transformational Leadership and Organizational Citizenship Behaviors Towards Environment: Mediating Role of Perceived Meaningful work.



BY

Jehanzeb Khan Gurmani

MS-HRM 2K18

A thesis submitted to NUST Business School for the degree of Master of Science in
Human Resource Management

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Supervisor:

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Thesis Acceptance Certificate

It is certified that final copy of MSHRM thesis written by Mr. Jehanzeb Khan Gurmani Registration No. 275012 of MS HRM 2K18 has been vetted by undersigned. It is found complete in all aspects as per NUST Statutes/Regulations/MS Policy, is free of plagiarism and errors and is accepted as fulfilment for award of MS degree. It is further certified that necessary amendments as pointed out by GEC members and foreign/local evaluators of the scholar have also been incorporated in the said thesis.

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Declaration

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This dissertation, written by Jehanzeb Khan Gurmani Registration Number 275012 under the supervision of Dr. Noor Ullah Khan and the direction of Graduate Evaluation Committee and recognised by its members, is submitted to and accepted by the Graduate Faculty in accomplishment of the requirements for the degree of

MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT

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DEDICATION

This thesis is dedicated to late Ghulam Rasool Gurmani and late Dr. Allah Diwaya Khan Kulachi, my paternal grandfather and maternal grandfather respectively.

ACKNOWLEDGEMENT

I am grateful to almighty ALLAH for having enabled me to complete this piece of work. This is the only section in my thesis where I can refer to myself in first person. In the next section, I will be referring to myself as 'this study' or 'the present study' or 'the study at hand'. Therefore, I will take full advantage of this grammatical relaxation and will refer to myself as "I".

The completion of this document warrants that I am supposed to be the one who should be genuinely thankful to my supervisor Dr. Noor ullah Khan the door of whose office always remains open for all of his students including me except when it is holiday but then we can connect with him over internet. Given the amount of time I bothered him with my dumb queries, I should apologize to him. Yet he always remained accessible to entertain all our queries, no matter how trivial. Over the course of my thesis at times I felt that there are two individuals who are genuinely interested in my thesis other than me: my supervisor and my father. This entire journey would have been definitely longer, bumpier and difficult if it weren't for the presence of 'Sir Noor'. 'Sir' never pressed a pause button on his accessibility, guidance and academic support even when he left for a conference in Australia. Regardless of my institutional affiliation in future, I look forward to working with him as research collaborator. After all, his ambition for students under his supervision is not just to get them to finish off their thesis rather it is to mold them into a true research scholar. Above all, he didn't snatch my freedom to experiment with new (dumb) ideas and granted me utmost liberty to do so for shaping the width and breadth of my thesis. In fact, he encouraged me to keep the flame of (stupid) curiosity alive. However, wherever he noticed any flaw or any mistake for that matter he ruthlessly pointed out like a fatherly figure and never compromised on the quality of work as well as deadlines. I just simply wish to be a true research scholar in future just to get my 'Sir' to say: "Jehanzeb is my student. He is doing great and I am so proud of him!". I am also thankful to both my GEC members Dr. Adeel Tariq and Dr. Hussain Tariq for their generous attempts at guiding me along the way.

In many ways this thesis belongs to my father and my mother. Metaphorically speaking I am their co-author and they are the joint corresponding authors of this thesis. Thus, this thesis is a homage and tribute to them and their countless sacrifices for me. I am sure I will never disappoint

them. At this juncture of my adult life, I am mature enough to realize that my father and mother always played good-cop, bad-cop with me. My mom never left any stone unturned to spoil me while my father made it very hard for me to get distracted. I am thankful to both of them for being united in their mission to make me a nerd-material. I can foresee that my father will distribute the copies of this thesis among our relatives and family-friends to show-off that his son has written a 'book'. (Note to the relatives and family-friends: Please don't share this 'book' (thesis) with anyone else until I publish a paper out of this. And also, please don't forget to pay for its hardcopy to my father although he himself will not ask you about it since he is a gentleman, but I am blunt enough to ask you to pay for it. As I can't see his hard-earned money being wasted on the publicity of my ordinary work. Fun intended).

My parents have always been very far ahead of their time. From opting for novel agricultural crops in a place where agriculturalists fear trying their luck with even a new variety of seedlings to putting their son on the path of getting higher education despite being from a far-flung area of south Punjab where literacy rate is still worthy of pity. That is why I need to confess that the social stature, respect and reputation that my father has earned in my hometown, I will never be able to surpass him. I need to admit my limitation. Therefore, all I can do is preserve his legacy and try to imitate him. Also, deep down I never really had any desire to compete him, I just always wanted to grow underneath his shadow. Pursuing research as vocation has just been one such method of imitating my father, although he is not into research. As far as I understand good research is all about 'travelling the roads less travelled', which is what my father has always done at each and every juncture of his life. I can't repay my parents for all the socio-emotional loans that I owe to them therefore I would want myself to be declared a loan-defaulter. They can seize this thesis, which is my most valuable property. Although they don't need to, since it already belongs to them.

As this thesis is the document capturing the important milestone of my academic life, I would like few names to appear on its initial pages in order to celebrate and honor my familial relationship with them. These names can be broadly classified into two categories. One of them pertains to members of my paternal family. They all belong to the great Gurmani clan: Khair Muhammad, Bashir Khan, Late Afzal Khan, Awais Khan, Akhter Khan, Mushtaq Khan, Razzaq Khan, Ashiq Khan,

Osama Khan, Anas Khan and the one and only Asad alias Badshah Gurmani. Another category belongs to members of my maternal family: Abdul Qadir Kulachi, Malik Qaiser Hanjra, Faheem Qadir, Sheraz Qaiser, Sheryar Qaiser. Apart from them I need to give a written 'shout-out' to my Uncle Zafar Rind, Uncle Sajjad, Uncle Abid, Uncle Arshad, Uncle Ghulam Rasool, Uncle Saleem and Uncle Mukhtiar whose association with my father is a matter of pride for me. Last but not the least, this thesis will be incomplete without the names of my dearest friends who are the equivalent of my own family members: Arslan, Tayyab, Hasan, Danish and the one and only Javed. Period.

ABSTRACT

Among the burning issue of our times is climate change. Considering this, socially conscious organizations are increasingly doing their bit by instituting environmental management systems and adopting 'green' practices. These systems and practices yield desired results only when employees own them and complement them with their voluntary pro-environmental behaviors which are known as organizational citizenship behaviors towards environment. Accordingly, scholars and managers alike are interested in the enrichment of their understanding of antecedents of organizational citizenship behavior towards environment as well as mediational pathways connecting the former with the latter. Invoking the theoretical lens of social information processing approach, this study combines the interdisciplinary literature at the intersection of environmental psychology and organizational behavior to broaden the contemporary understanding of the voluntary pro-environmental behaviors at workplace. More specifically, this quantitative, survey-based study theoretically links and empirically tests the impact of environmental transformational leadership on organizational citizenship behavior towards environment via the mediational mechanism of perceived meaningful work. Cross-sectional data from a sample of 311 employees working in Pakistan's hospitality sector were collected and analyzed to test the hypothesized relationships through regression analysis and bootstrapping resampling procedure using SPSS v.22 and PROCESS macro v.3.5 respectively. Results indicate statistically significant indirect effect of perceived meaningful work on the relationship between environmental transformational leadership and organizational citizenship behavior towards environment. In totality, the findings facilitate as well as advance the ongoing conversation in interdisciplinary literature at the intersection of environmental psychology and organizational behavior. Limitations of the present study have been duly acknowledged and directions for future scholarly pursuits have been discussed towards the end of this document.

KEYWORDS: Perceived Meaningful Work, Organizational citizenship behavior towards environment, Environmental Transformational Leadership, Hospitality Sector, Sustainability.

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LIST OF ABBREVIATIONS

OCB..... Organizational Citizenship Behavior

OCBE..... Organizational Citizenship Behavior towards Environment

PEB.....Pro-environmental Behaviors

ETL..... Environmental Transformational Leadership

PMW..... Perceived Meaningful Work

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CHAPTER 1

1.1. Introduction:

Twenty first century poses many challenges to human race. Of those challenges facing humankind on our planet, the issue of climate change is the grandest one (Wright & Nyberg, 2017). Much of the damage to environment is attributed to organizations (Ferns & Amaeshi, 2019; Hahn et al., 2015). There have been calls from national institutions and global bodies for organizations to adopt sustainable ways of doing business (Wright & Nyberg, 2017). Responding to these calls, organizations have shown the tendency to operate sustainably by taking environment-friendly initiatives and putting in place policies, procedures and practices aimed at reducing their detrimental impact on environment (Bokolo et al., 2018). Past research has revealed the evidence suggesting that unless these sustainability-oriented systems are complemented by employee pro-environmental behaviors, their full potential cannot be harnessed (Paillé et al., 2013).

These pro-environmental behaviors of employees have been broadly categorized into prescribed and voluntary pro-environmental behaviors. The distinction between voluntary pro-environmental behaviors and involuntary pro-environmental behaviors on the basis of their respective efficacies warrants attention (Norton et al., 2015). The former, also called organizational citizenship behaviors towards environment (hereafter OCBE) have been noted to be indispensable for the organizational efforts aimed at its activities concerning environmental management in contrast to the involuntary pro-environmental behaviors, which are limited in their efficacy (Boiral & Paillé, 2012; Robertson & Barling, 2017). Not only efficacy, they differ in terms of their respective antecedents and outcomes (Norton et al., 2015).

The success of environmental management systems such as ISO 4001 has been evidenced to be primarily the function of the extent to which they are complemented by the employees through their OCBE. As per Ones & Dilchert (2012) approximately 13% to 29 % of the total pro-environmental workplace behaviors belong to required pro-environmental category whereas the larger chunk (approximately 70%) of the rest of the pro-environmental behaviors falls in the category of voluntary pro-environmental behaviors (i.e. OCBE). Accordingly, prior literature

(Boiral et al., 2018; Cheema et al., 2020; Han et al., 2019) has emphasized on studying these organizational citizenship behaviors towards environment (OCBE) owing to their efficacy for the effective and efficient implementation of the environmental management systems.

Having said that, the need for more scientific inquiry into factors that cause employees to enact OCBE has been highlighted recently (Tian & Robertson, 2019; Yuriev et al., 2018). Additionally, among the contextual variables known for being the antecedents of OCBE, leadership remains an underexplored phenomenon (Yuriev et al., 2018). Particularly, a style of leadership namely environmental transformational leadership (hereafter ETL) has been cited in the extant literature as requiring more research (Robertson & Carleton, 2018). Notably, a small body of knowledge has identified few underlying mechanisms that transmit ETL's impact on OCBE. These mediating pathways include perceived pro-environmental climate of coworker (Robertson & Carleton, 2018) and environmental belief (Kim, McGinley, Choi, & Agmapisarn, 2019). Scholars have argued that for the research in this domain to proceed further, more research is needed to enrich our understanding of the interrelationship between ETL and OCBE.

As such this study is a step in that direction. It introduced a mediating variable of perceived meaningful work in the nomological network of OCBE for examining the indirect of ETL on OCBE. In so doing, the present research endeavor sought to make a theoretical contribution by striving to answer 'why' ETL has an impact on OCBE. By hypothesizing about the mediating role of PMW through synthesizing the literature on social information processing theory (Salancik & Pfeffer, 1978) the current study advances the theoretical discourse pertaining to OCBE. The study contributes to the theory by substantiating that the theoretical prism of social information processing approach (Salancik & Pfeffer, 1978) can logically account for the potential role of social context in shaping the perceptions of subjective characteristics of the job such as perceived meaningful work. Apart from theoretically developing our understanding about OCBE, the present study seeks to advance practical implications for sustainability-oriented management practitioners. To conclude, this study is aimed at investigating the role of environmental transformational leadership as the antecedent of organizational citizenship behavior towards environment (OCBE) through perceived meaningful work.

1.2. Problem statement:

The ecosystem of the planet is crucial for human survival, nonetheless the harm caused to it by organizations by way of waste-production, pollution and much else is alarming (Wetts, 2020). Due to which organizations are blamed for negatively impacting the ecosystem (Norton et al., 2015). Capitalism in general and modern organizations in particular have earned disrepute owing to their link with the detriment of environment (De Bakker, Matten, Spence, & Wickert, 2020).

To salvage their reputation and avoid further criticism, an increasing number of organizations are heading towards sustainable and eco-friendly ways of conducting their businesses (Martín-de Castro et al., 2016). It has also been pointed out that apart from avoiding criticism another intent behind being environmentally-conscious business is to reap profits (Dowell & Muthulingam, 2017). Such a view is backed by evidence indicating the linkage between profits and environmentally-responsible practices (Dowell & Muthulingam, 2017). Therefore, companies nowadays have started investing in activities concerning sustainability (Khojastehpour & Johns, 2014; Puppim de Oliveira & Jabbour, 2017).

Organizations channel their resources towards environment-oriented practices, environmental management systems and environment-friendly initiatives (Bohdanowicz & Zientara, 2016). They deploy technology and also put in place processes in this regard but these two alone cannot achieve intended objectives of green practices, systems and initiatives (Jabbour & de Sousa Jabbour, 2016). OCBE of employees in the context of workplace are indispensable to the success of such costly green organizational endeavors (Boiral et al., 2015). Evidence from past research has made it clear that unless employees extend their support to such green endeavors by complementing them with their pro-environmental behaviors, these green attempts on the part of organization will go in vain (Paillé et al., 2013). Yet research on OCBE awaits more scholarly attention (Cheema et al., 2020; Tian & Robertson, 2019; Yuriev et al., 2018). More specifically, the knowledge-gap in literature remains unaddressed in terms of contextual factors, such as ETL, that lead to such behaviors and also the mediating mechanism through which they influence OCBE (Robertson & Carleton, 2018).

1.3. Research Purpose:

The purpose of this study is to understand the impact that ETL can have on OCBE through an underlying mediational mechanism of perceived meaningful work.

1.4. Research gap:

This study addresses the research gap present in the literature at the intersection of environmental psychology and organizational behavior. Contemporary researchers (Cheema et al., 2020; Tian & Robertson, 2019; Yuriev et al., 2018) have expressed the hope that, in future, researchers will rise up to scholarly community's expectation of filling in the profound research gap in terms of OCBE because although research on pro-environmental is relatively more commonplace but it is less attentive towards OCBE. Moreover, factors such as ETL that yield OCBE also await more scientific inquiry (Robertson & Carleton, 2018). More specifically, the underlying mediating mechanisms through which the above-noted leadership style impacts OCBE are yet to be examined by social scientists to deepen its understanding (Robertson & Carleton, 2018).

Whereas the primary focus of the present research endeavor was to plug the theoretical gap by hypothesizing about the mediational role of PMW in the relationship between ETL and OCBE, secondarily it sought to tackle a contextual research gap. From contextual standpoint, a larger chunk of the prior studies examining OBCE have been conducted in the western contexts at the expense of ignoring eastern countries (Abid et al., 2019). Pakistan's context renders this study important as it offers the promise of unique insights. The country also remains understudied in terms of OCBE (see Cheema et al., 2020; Islam et al., 2019b).

1.5. Research Significance:

This research study holds the promise of the theoretical contributions as well managerial implications. From theoretical implications' standpoint, prior studies have investigated the role of environmental belief (Kim, McGinley, Choi, & Agmapisarn, 2019) and perceived environmental climate (Robertson & Carleton, 2018) as mediating pathways through which ETL affects OCBE. This study theoretically contributes to burgeoning literature on pro-environmental behaviors by empirically testing the underlying mediating mechanism of PMW in the relationship between ETL and OCBE.

As organizational behavior is applied science therefore it has the responsibility to inform the practice of practitioners in the field (DuBrin, 2013). As such, the key takeaway of this study for managers is that they ought to realize that they are in a unique position to set the context at the workplace for employees to complement the environmental management systems, policies and procedures through their OCBE. Managers can take full advantage of their position in the organizational life of an employee by clarifying to them about ways in which the environment related aspects of work can be a source of greater-good to society. Additionally, the study holds relevance for tourism industry practitioners as well as scholars.

1.6. Research Questions:

Q.1. What is the relationship between environmental transformational leadership and organizational citizenship behavior towards environment?

Q.2. What is the indirect (mediated) effect of perceived meaningful work on the relationship between environmental transformational leadership and organizational citizenship behavior towards environment?

1.7. Research Objectives:

1. To examine the relationship between environmental transformational leadership and organizational citizenship behavior towards environment.

2. To analyze the indirect (mediated) effect of perceived meaningful work on the relationship between environmental transformational leadership and organizational citizenship behavior towards environment.

1.8. Operational definitions:

The manner in which the variable is conceptualized is reflected through its operational definition. This study entails three constructs. The operational definition of each variable is being provided in the passages to follow.

1.8.1. Organizational citizenship behavior towards environment:

This study concurs with the way in which Boiral (2009) conceptualized it as “individual and discretionary social behaviors not explicitly recognized by the formal reward system and

contributing to improve the effectiveness of environmental management of organizations” (pp.223).

1.8.2. Environmental Transformational Leadership:

The definition of environmental transformational leadership offered by (Chen & Chang, 2013) fits well with the objective of this study. They defined it as “behaviors of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of environmental performance” (pp.109).

1.8.3. Perceived Meaningful Work:

This study operationally defines perceived meaningful work following Steger, Dik, & Duffy (2012) who defined it as “work that is both significant and positive in valence (meaningfulness). Furthermore, we add that the positive valence of MW has a eudaimonic (growth and purpose oriented) rather than hedonic (pleasure-oriented) focus” (pp.02).

1.9. Overview of the industry:

Hospitality sector falls under the jurisdiction of Ministry of Tourism of Pakistan. The provision of the constitution of Pakistan known as ‘The Pakistan Hotels and Restaurants Act, 1976’ is a legal framework that is used for its regulation. Major players in the market include Pearl Continental, Serena, Marriott and Avari Hotel among others (Shaikh & Zahid, 2016).

Firstly, hospitality sector has been chosen owing to its significance for Pakistan’s economy. ‘World Travel and Tourism Council’ anticipates that the direct contribution of travel and tourism sector to GDP of Pakistan has the potential to reach 1, 727.7 billion by the year 2028, which is the equivalent of three percent of total GDP (gross domestic product). In a similar vein, the government revenue projections show that by 2025 it will manage to receive 9.5 Billion Dollars (equivalent of one trillion in Pakistani currency) from hospitality sector (Shaikh & Zahid, 2016).

Secondly, hotel industry is well-suited for this study as hotels in general and upscale five-star hotels in particular are quite forthcoming in embracing sustainable practices, initiatives and systems (Zientara & Zamojska, 2018a). Also, tourism literature attests to the fact that the upscale five star hotels are more environmentally conscious and they are more likely to adopt

environmental practices than their other counterparts (Merli et al., 2019). Thirdly, various previous studies that examined OCBE were conducted in hotel industry (Islam, Ali, & Asad, 2019a; Kim et al., 2019; Pham; Tian & Robertson, 2019; Zhao & Zhou, 2019; Zientara & Zamojska, 2018).

1.10. Thesis Structure:

This document has been structured based on the partitioning according to chapters. In total, it contains five chapters. It begins with 'chapter one' which intimates the reader about the overall introduction of the study, research gap being addressed, research questions being answered, research objectives being attempted, significance of the study, overview of hotel industry in Pakistan and operational definitions of the variables of the research framework. It is followed by 'chapter two' in which academic literature on all three variables is examined in two parts. First part of chapter two deals with the conceptual domain of the variables whereas the second part is dedicated to hypotheses development. 'Chapter three' pertains to methodology adopted for the purpose of this study. It covers a broad range of methodological choices been made from philosophical underpinnings to research approach to research design to sampling. 'Chapter four' presents the findings and results that were obtained through various statistical procedures. 'Chapter five' of this thesis covers the discussion of the findings of this thesis in order to put them into perspective. It also touches upon the limitations, strengths and future direction.

CHAPTER 2

2.1. Introduction:

This chapter critically reports the relevant literature which has been engaged with by this study. At its outset, the chapter sets the context by providing the conceptual domain of each variable of the framework. It is followed by a section dedicated to hypotheses development in which inter-relationships among variables have been delineated.

2.2. Constructs:

The literature review will cover the three variables upon which this research study is based as enumerated in Table 2.1.

Table 2.1. Variables constituting research framework

Variables	Name
Independent Variable	Environmental Transformational Leadership (ETL)
Mediating Variable	Perceived Meaningful Work (PMW)
Dependent Variable	Organizational Citizenship Behaviors Towards Environment (OCBE)

2.3. Conceptual Domain of Variables:

2.3.1. Organizational citizenship Behaviors towards environment (OCBE):

2.3.2. Background:

From historical standpoint, the construct of OCBE owes its genesis to the constructs of organizational citizenship behaviors (hereafter referred to as OCB) as well as pro-environmental behaviors. The authors (Boiral, 2009; Daily et al., 2009) who are credited with the initiation of the exploration of the former drew on the conceptualization of the OCB and pro-environmental behaviors (PEB).

Bateman & Organ (1983) coined the term OCB and defined them as behaviors discretionary in nature that are neither constitutive of job description nor stated officially yet enacted by

employees¹. Notably, past studies (Lamm et al., 2013; Paillé & Boiral, 2013) have substantiated the notion that OCB and OCBE might be conceptually related to a certain extent yet they differ empirically.

The scholarship on OCBE has also been noted to be inspired from pro-environment behaviors which is a multi-faceted and dynamic concept (Ones & Dilchert, 2012). Boiral, Paillé, & Raineri (2015) distilled the prior definitions articulated in previous studies (Mesmer-Magnus et al., 2012; Ones & Dilchert, 2012; Ramus & Steger, 2000) and defined pro-environmental behaviors as “all types of voluntary or prescribed activity undertaken by individuals at work that aim to protect the natural environment or improve organizational practices in this area” (pp.8).

Further bifurcation of work-place pro-environmental behaviors is present in academic discourse at the intersection of organizational behavior and environmental psychology. Pro-environmental behaviors of employees at workplace have been split into two broad categories: prescribed and voluntary. The former is prescribed by the organization whereas the latter is enacted by the employees of their own accord without being specified by the organization. Both types are the outcome of different set of antecedents (Robertson & Carleton, 2018). They also differ in terms of their relative share of total pro-environmental behaviors that occur at workplace. As per Ones & Dilchert (2012) approximately 13% to 29 % of the total pro-environmental workplace behaviors belong to required pro-environmental category and the larger chunk of the rest of the pro-environmental behaviors falls in the category of voluntary pro-environmental behaviors. This study is situated within the latter category in that OCBE are volitional in nature.

2.3.3. Facet-specific research stream:

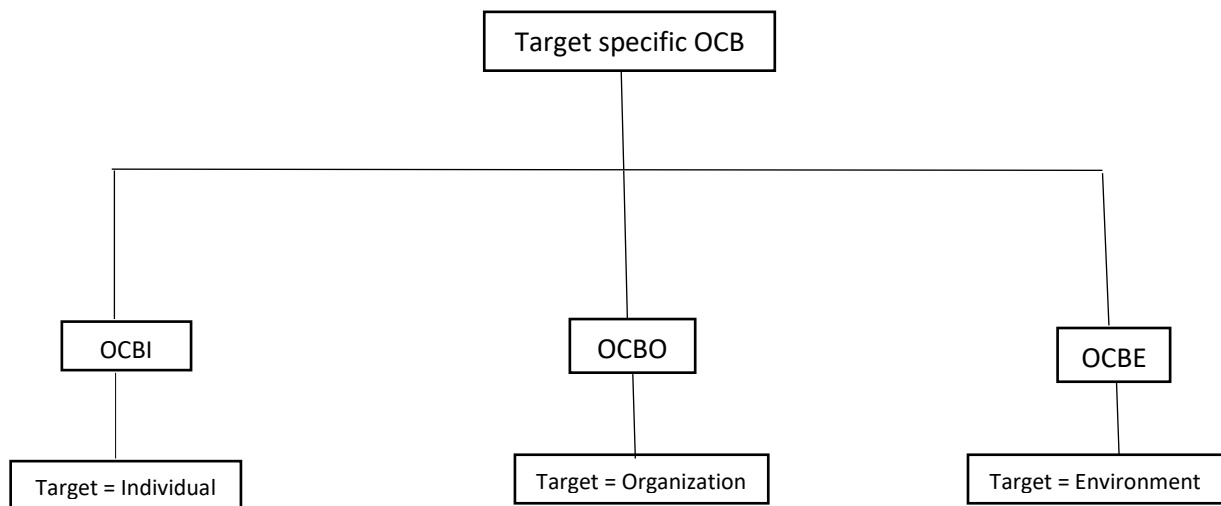
The scholarly interest in OCBE was generated by the work of two independent group of researchers (Boiral, 2009; Daily et al., 2009) who urged scholars to study discretionary efforts made by the employees in the work setting towards environment and not to exclusively focus on prescribed pro-environmental behaviors that the employees are duty bound to engage in

¹ For in-depth and clearer understanding of organizational citizenship behaviors, the reader might want to consider the seminal works that constitute its vast body of literature (see Bateman & Organ, 1983; Michel, 2017; Ocampo et al., 2018; Organ, 2018; Organ, Podsakoff, & MacKenzie, 1983; Smith, Organ, & Near, 1983)

(Robertson & Barling, 2017b). Drawing conceptually from the construct of OCB, they coined the term OCBE for such behaviors.

It is pertinent to note here the target-specific stream of research in citizenship behaviors to whom the research on OCBE belongs. As shown in Figure 2.1 the target-specific line of inquiry deals narrowly with the particular type of OCB in terms of who are they aimed at. ‘Target’ could either be an individual (Decoster et al., 2014) who is the recipient of the organizational citizenship behaviors in which case it is known as OCBI (Podsakoff et al., 2009) or organization in which case it is called OCBO (Robertson & Barling, 2017b). The ‘target’ at whom OCBE is directed is environment (Ciocirlan, 2017).

Figure 2.1. Target specific research stream of citizenship behaviors



2.3.4. Definition of organizational citizenship behavior towards environment:

As shown in Table 2.2 a common thread that runs through the way different authors define OCBE is that they seem to be having a consensus among them that such behaviors are voluntary in nature, aimed at environment and are not prescribed by organizations (Francoeur et al., 2019).

For the purpose of this study, the definition conceived by Boiral (2009) is being relied upon. Their definition is all-encompassing and comprehensive (Paillé & Valéau, 2020). Boiral (2009) defined

OCBEs as “individual and discretionary social behaviors not explicitly recognized by the formal reward system and contributing to improve the effectiveness of environmental management of organizations” (pp.223).

Table 2.2. Definitions of OCBE

Author (s)	Definition (s)
(Boiral, 2009)	<i>“individual and discretionary social behaviors not explicitly recognized by the formal reward system and contributing to improve the effectiveness of environmental management of organizations” (pp.223)</i>
(Daily et al., 2009)	<i>“Discretionary acts by employees within the organization not rewarded or required that are directed toward environmental improvement” (pp. 246)</i>
(Lamm et al., 2013)	<i>“Voluntary behavior not specified in official job descriptions that, through the combined efforts of individual employees, helps to make the organization and/or society more sustainable” (pp.168)</i>
(Robertson & Barling, 2017)	<i>“individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, immediately benefits the natural environment, and indirectly through this means, contributes to the organization and benefits specific individuals.” (pp.58)</i>

2.3.5. Dimensions of OCBE:

The three dimensions of OCBE identified by Boiral & Paillé (2012) include eco-initiatives, eco-civic engagement and eco-helping. First, eco-initiatives are said to be action-oriented and also include behaviors such as making suggestions. These behavioral efforts could be directed towards either enhancing environmental performance or making improvements to the environmental practices in place in the organization (Boiral & Paillé, 2012).

Second, eco-civic engagement which is related to the voluntary participation of employees in the green organizational initiatives. An employee who is supportive of the environment-oriented organizational systems and complements it through constructive behaviors such as voluntarily attending an event on environmental awareness that is organized by the company could be viewed as indulging in eco-civic engagement (Boiral & Paillé, 2012).

Third, eco-helping, as the name implies, is the employee lending a helping hand to co-workers for sorting out matters concerning environment. This dimension reflects those efforts on the part of employees which, for example, include explaining environment-oriented practices to new entrants and also encouraging colleagues to voice their opinion on matters related to environment (Boiral & Paillé, 2012).

2.3.6. Environmental Transformational Leadership:

2.3.7. Historical perspective:

Scholars (Chen & Chang, 2013; Robertson & Barling, 2013) built upon the prior understanding of transformational leadership style to conceptualize ETL. The trajectory of literature from general transformational leadership to facet-specific transformational leadership can be traced back to Barling, Loughlin, & Kelloway (2002) who conceptualized safety-specific transformational leadership wherein the dimensions of transformational leadership are focused on occupational safety. Their work spawned a number of studies including that of Beauchamp et al. (2010) who attempted facet-specific exploration of transformational leadership in the context of education. Interestingly, in the study concerning parenting behaviors the idea of facet-specific exploration of transformational leadership was attempted by Morton et al. (2011). Later on, researchers (Chen & Chang, 2013; Robertson & Barling, 2013) took the idea of facet-specific exploration of transformational leadership and grafted it on the workplace environmental psychology literature by conceptualizing ETL.

2.3.8. Definition of Environmental Transformational Leadership Style:

Although several authors have supplied the academic fraternity with definitions of ETL, which have been provided in the Table 2.3., this study concurs with the comprehensive way with which Chen & Chang (2013) defined it as “behaviors of leaders who motivate followers to achieve

environmental goals and inspire followers to perform beyond expected levels of environmental performance”(pp.109).

Table 2.3. Definitions of ETL

Author (s)	Definition
(Chen & Chang, 2013)	<i>“behaviors of leaders who motivate followers to achieve environmental goals and inspire followers to perform beyond expected levels of environmental performance” (pp.109)</i>
(Robertson & Barling, 2013)	<i>“a manifestation of transformational leadership in which the content of the leadership behaviors is focused on encouraging pro-environmental initiatives” (pp.177)</i>
(Robertson & Barling, 2015)	<i>“a process in which, inspired by their own personal values, leaders strive to influence others at all levels of the organization in an effort to benefit the natural environment” (pp.166)</i>
(Wang, Zhou, & Liu, 2018)	<i>“leaders (who) take a series of actions to motivate subordinates to meet the requirements of environmental protection and encourage them to thrive to exceed environmental performance requirements as far as possible” (pp.2)</i>

2.3.9. Dimensions of environmental transformational leadership:

The four dimensions that combine to form the construct of ETL include idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Chen & Chang, 2013).

First, idealized influence alludes to leader offering his conduct vis-à-vis environment as a template to be emulated by the employees. Leader sets an example for an employee so that employees have a path to follow. Such gestures of leader are driven by his moral commitment to environmental causes and his concern for future generations (Robertson & Carleton, 2018).

Second, inspirational motivation refers to the instilling of motivation to work towards the betterment of the environment, among followers by the leader. It refers to the leader gently nudging employees by way of motivating them to exceed the requirements of the job for the sake of collective good. Leader taps their intrinsic motivation instead of extrinsic motivation and formal control structures of the organization to promote such voluntary behaviors. Once intrinsically motivated, the employees are prepared to exceed the thresholds set in their job descriptions (Chen & Chang, 2013; Robertson & Barling, 2013).

Third, the leader appreciates and also actively encourage employees to feel more than welcome to challenge conventional wisdom in regard to matters that pertain to environment by encouraging creativity, which is called intellectual stimulation. The leader stimulates the intellect of employees to allow them to figure out new and innovative ways of implementing environmental practices, procedures and systems (Chen & Chang, 2013; Robertson & Barling, 2013).

Fourth, individualized consideration is the forging of relationship by the leader with the employee in connection with environmental matters. Having such relationship with employees entails a leader being mindful of the needs, queries and support requirements of the employee. A leader coaching and mentoring employees with regards to environment is exhibiting individualized consideration (Chen & Chang, 2013; Robertson & Barling, 2013).

2.3.10. Perceived Meaningful Work:

The text to follow presents the conceptual domain of the construct of the PMW based on the review of literature, beginning from the early work Hackman & Oldham (1976) through contemporary developments (see Bailey, Yeoman, Madden, Thompson, & Kerridge, 2019; Frémeaux & Pavageau, 2020; Lysova, Allan, Dik, Duffy, & Steger, 2019a).

2.3.11. Historical background:

Individuals have the tendency to seek meaning in their lives. Since work constitutes a major component of one's life, hence individuals seek meaning in their work as well (Frémeaux & Pavageau, 2020). Religious and sociology scholars deal with the issue of meaning in lives (Czekierda et al., 2017) whereas meaningful work falls within the academic domain of

organizational behavior scholars (Martela & Pessi, 2018). Without delving into the meaning in the context of life as this does not include the remit of this thesis, the exclusive focus of the text ahead will be at meaningful work.

In work-place psychology literature, the first reported instance of the construct of meaningful work is associated with job-characteristics theory (Hackman & Oldham, 1976). The theoreticians (Hackman & Oldham, 1976) termed it as 'meaningfulness, instead of meaningful work as it came to be known later in the literature. They made the case for meaningfulness to be viewed as a psychological state that serves as the mediating mechanism between the characteristics of job and the individual-level outcomes (Bailey et al., 2019).

2.3.12. Definition of Perceived Meaningful work:

Definitions of PMW abound as shown in Table 2.4. The current study concurs with the definition of Steger et al. (2012) who defined PMW "work that is both significant and positive in valence (meaningfulness). Furthermore, we add that the positive valence of MW has a eudaimonic (growth- and purpose-oriented) rather than hedonic (pleasure-oriented) focus" (pp.02).

Table.2.4. Definitions of PMW

Author (s)	Definition
(Allan et al., 2019)	<i>“the global judgment that one’s work accomplishes significant, valuable, or worthwhile goals that are congruent work with one’s existential values” (pp.502)</i>
(Chalofsky, 2010)	<i>“an inclusive state of being associated with intrinsic motivation” (pp.19)</i>
(Duchon & Plowman, 2005)	<i>“cognitively meaningful tasks, but it is also about work that creates a sense of joy, which connects workers to a larger good and to” (pp.809)</i>
(Kahn, 1990)	<i>“a feeling that one is receiving a return on investments in one’s self in a currency of physical, cognitive or emotional energy that arises from undertaking work that is worthwhile, useful and valuable” (pp. 704)</i>
(Rosso et al., 2010)	<i>“work experienced as particularly significant and holding more positive meaning for individuals.” (pp.95)</i>
(Schnell et al., 2013)	<i>“fulfilling, significant, directed, coherent with life goals, and contributing to a sense of belonging” (pp.06)</i>
(Spreitzer, 1995)	<i>“the value of a work goal or purpose, judged in relation to an individual’s own ideals or standards” (pp.143)</i>
(Steger et al., 2012)	<i>“work that is both significant and positive in valence (meaningfulness). Furthermore, we add that the positive valence of MW has a eudaimonic (growth- and purpose-oriented) rather than hedonic (pleasure-oriented) focus” (pp.02)</i>

2.3.13. Dimensions of Perceived Meaningful work:

The three dimensions of PMW that have been identified in the literature include positive meaning in work , meaning-making through work and greater good motivation (Steger et al., 2012).

Firstly, in order to conceptualize positive meaning, Steger, Dik, & Duffy (2012) leaned on previous scholarly works on PMW (Hackman & Oldham, 1976; Rosso et al., 2010). As per their understanding, positive meaning captures whether or not work holds meaning for the jobholder? If so, is it of positive nature? If both the conditions are met then the work can be regarded as having the dimension of positive meaning (Steger et al., 2012). Conversely, if an individual experiences meaning but it is characterized by negativity then the dimension of positive meaning would be deemed as missing from his or her work.

Secondly, the dimension of meaning making through work deals with the presence of meaning in one's life. Steger et al.(2012) cited the reason for its inclusion into the construct that one cannot have an experience of meaningful work without having meaningful life. Thus, it is pertinent to inquire about the presence of meaning outside of one's professional life and as such this dimension deals with that (Steger et al., 2012).

Thirdly, the dimension of greater good motivation relates to the potential impact that the work can have on others. Besides, it deals with the element of collective good. That is, the element of work which allows the worker to make a contribution whose beneficiary is society as a whole (Steger et al., 2012).

2.4. Hypotheses Development:

Having mapped the conceptual landscape of each construct separately in the preceding section, sections, hereafter, are devoted to hypotheses development with respect to the interrelationship between constructs.

2.4.1. Environmental Transformational Leadership and Organizational Citizenship Behavior towards Environment:

To begin with, leadership style is the key determinant of the employee well-being, interpersonal relationships, emotions, performance, both voluntary and involuntary behaviors at workplace (Thibault et al., 2019). The constructs concerning various leadership styles have been found to be linked with voluntary behaviors. General transformational leadership (Khalili, 2017; Nohe & Hertel, 2017), servant leadership (Newman et al., 2017; Trong Tuan, 2017), ethical leadership (Mo & Shi, 2017; Yang & Wei, 2018) and spiritual leadership (Kaya, 2015), among others, have all been found to be the predictors of such voluntary and discretionary behaviors as OCB.

Relatedly, within the literature at the intersection of environmental psychology and organizational behavior, few leadership styles i.e. responsible leadership (Afsar et al., 2020), environmentally specific servant leadership (Afsar, Cheema, & Javed, 2018; Luu, 2019; Ying, Faraz, Ahmed, & Raza, 2020), and ETL (Chen & Chang, 2013) have been explored and found to have been played the role of an antecedent of OCBE (Mi et al., 2019).

At their core OCBE involve transcending self-interests and voluntarily going beyond the call of duty to engage in actions directed towards environment (Alt & Spitzeck, 2016; Ojedokun, 2018). Therefore, managers cannot impose such behaviors on employees. However, they can help create a context in workplace wherein employees perform such behaviors of their own accord (Phaneuf et al., 2016). In doing so, managers demonstrate certain leadership styles (Zhao & Zhou, 2019). Included among those styles is transformational leadership style from which ETL conceptually originated (Chen & Chang, 2013; Robertson & Barling, 2013). This particular style of leadership is reported to have anteceded not only OCBE (Kim et al., 2019) but also green creativity (Li et al., 2020; Mittal & Dhar, 2016), pro-environmental behaviors (Graves & Sarkis, 2018; Graves, Sarkis, & Zhu, 2013; Robertson & Barling, 2013) and green product development performance (Chen & Chang, 2013; Zhou, Zhang, Lyu, & Zhang, 2018).

Managers demonstrating ETL elicit voluntary actions from employees by focusing at the latter's intrinsic motivation, by heightening the level of awareness with regards to the goals to be achieved, by 'donning the cap' of a role model themselves and by encouraging employees to be innovative in their approach towards environmental matters (Robertson & Barling, 2013). All these behavioral initiatives, which are dimensions of ETL, by managers act as stimuli generating response that manifests in the form of OCBE on the part of employees (Mi et al., 2019).

A study conducted by Robertson & Carleton (2018) resulted in the findings indicative of the fact that the positive relationship between ETL and OCBE exists and is mediated by the perceived pro-environmental climate of co-workers. Kim et al. (2019) reported similar findings that there exists such relationship between ETL and OCBE which is mediated by environmental belief. From the foregone discussion the following hypothesis can be derived:

H1: Environmental Transformational Leadership is positively related with organizational citizenship behavior towards environment.

2.4.2. Environmental Transformational Leadership and Perceived Meaningful Work:

In extant literature a number of antecedents of PMW have been explored including, but not limited to, job-design, working conditions (Arnoux-Nicolas et al., 2016), spirituality at workplace (Duffy et al., 2018), career-development opportunities, organizational culture, organizational policies i.e. corporate social responsibility (Chaudhary & Akhouri, 2019a) and prevailing national culture and leadership (Lepisto & Pratt, 2017a).

Currently, research domain of leadership has shifted its focus from leadership styles (e.g. transactional leadership) which are inclined towards extrinsic rewards and formal control mechanisms present in the organization to get employees to demonstrate favorable behaviors and productivity (Buil et al., 2019). The new avenues of research in leadership literature are those where leadership is directed at higher-order needs of employees and their intrinsic motivation (Farahnak et al., 2019). ETL belongs to this category (Stedham et al., 2019). The focus of the conceptual content of ETL is at environment (Robertson & Barling, 2013; Robertson & Carleton, 2018). This style of leadership drives employees towards intended goals by such mechanisms as higher order needs and intrinsic motivation (Siangchokyoo et al., 2019).

With that being so, the psychological state of PMW is experienced by employees when higher-order need of deriving meaning from the work is met through alignment between the purpose of work and the greater good (Yavuz, 2020). Thus, it appears logical to argue that ETL achieves this purpose of imbuing the employee's experience of work with meaningfulness by clarifying the connection between supporting environmental practices in place in organization and greater good of the society. When the fit between doing greater good and work becomes apparent to an employee the psychological state of PMW is experienced (Chen, Wang, & Lee, 2018).

Numerous studies have pointed out the existence of positive relationship between leadership and PMW. Similar to transformational leadership style (Ghadi, 2017), leadership styles that have shown positive relationship with meaningful work are as follows: ethical leadership (Demirtas, Hannah, Gok, Arslan, & Capar, 2017; Wang & Xu, 2019) and servant leadership (Cai et al., 2018b).

It is noteworthy that it is not just leadership style but also relational perspective on the leadership (i.e. LMX leader-member exchange) that leads employees to view their work as meaningful (Tummers & Knies, 2013).

The relationship discussed in detail above ultimately leads to a concise hypothesis given below:

H2: Environmental transformational leadership is positively related to perceived meaningful work.

2.4.3. Perceived Meaningful Work and Organizational Citizenship Behavior Towards

Environment:

PMW results in various positive organizational outcomes at an individual-level of analysis (Allan et al., 2019; Chaudhary & Akhouri, 2019a). PMW serves as the intrinsic motivation of an employee in that it pertains to dimension of well-being called eudemonic well-being. This dimension of well-being in positive psychology is conceptualized as being related with the inherent need of an individual to construct meaning out of their work (Di Fabio & Palazzeschi, 2015). Intrinsic motivation of employees pushes them to carry out their task for the sake of it rather than being driven for rewards. Rewards are desired by an employee only when it comes to extrinsic motivation (Kumi & Sabherwal, 2019). As posited earlier, OCBE are a set of behaviors that the employees partake of their own accord. Leaders and managers cannot compel employees to indulge in such behaviors as they are voluntary in nature (Afsar et al., 2016; Sagnak, 2016). Consequently, leaders can only motivate employees intrinsically towards OCBE (Robertson & Carleton, 2018; Tuan, 2019).

Positive association of PMW with various individual-level outcomes has been reported in the literature. It may result in work engagement (Demirtas, Hannah, Gok, Arslan, & Capar, 2017a; Williamson & Geldenhuys, 2014), affective commitment (Jiang & Johnson, 2018; Lambert et al., 2019), job happiness (Mohsen Golparvar & Abedini, 2014), organizational commitment (Jung & Yoon, 2016), and psychological empowerment (Jena et al., 2019).

Furthermore, using the theoretical lens of purposeful work behavior and cognitive-affective personality system, Frieder, Wang, & Oh (2018) assessed the relationship between PMW and job performance and found it to be significantly positive. Similar positive findings related to

relationship between PMW and job performance were also reported by Zeglat & Janbeik (2019). Moreover, as per the findings of the research carried out by Johnson & Jiang (2017) PMW can also impact the individual beyond their work context. They reported that PMW is an antecedent of work-life enrichment, which refers to one's quality of life outside the work-place. Relevantly, in occupational psychology and psychological well-being literature, the negative relationship between PMW and depression has been documented as a result of the findings of the study conducted by Allan, Dexter, Kinsey, & Parker (2018).

PMW has also been cited as a predictor of attitudinal outcomes at an individual level of analysis (Bailey et al., 2019; Lysova et al., 2019b). As such, PMW has been evidenced as a source of job satisfaction by research scholars (Ghadi, 2017; M Golparvar & Abedini, 2014). Past research has also found that PMW spurs employees to enact extra-role behaviors involving employees' discretion such as OCB (Demirtas, Bickes, Yener, & Karaca, 2020; Ozdevecioglu, Demirtas, & Kurt, 2015), and helping behavior (Supanti & Butcher, 2019). Given that PMW has been discovered to be predicting the various above-noted individual-level outcomes that are beneficial for the organization as well as extra-role behaviors that are inherently discretionary, it can be reasoned that PMW translates into OCBE. In sum, the below-mentioned hypothesis logically stems from the discussion above:

H3: Perceived Meaningful work is positively related to organizational citizenship behavior towards environment.

2.4.4. Mediating role of perceived meaningful work:

In social science research it is imperative that the researchers push the boundaries of the academic debate by not only investigating whether or not relationship exists between two or more social phenomena but also the answers as to 'how' and 'when' are of utmost importance (Hayes, 2018). The answers to both 'how' and 'when' have different statistical implications from analytical standpoint as the former will lead to the integration of mediating variable and the latter will result in the incorporation of moderating variable in the research model (Hayes & Rockwood, 2017; Holland et al., 2017). The mediating variable lends explanation to the relationship between independent and dependent variable whereas moderating variable either strengthens or weakens the relationship.

In the current study, it is proposed that PMW serves as the mediating mechanism between ETL and OCBE based on the logic driven by social information approach (Salancik & Pfeffer, 1978) and also factoring in the findings of past studies present in the literature pertinent to mediating role of PMW.

PMW has been employed in the literature as a mediating mechanism for antecedents and outcome variables operating at different levels of analyses i.e. individual, interpersonal, group, and organizational (Lysova et al., 2019b). In the contemporary academic discourse various contextual factors have also been mentioned as influencing the performance, behavior, emotion, affect, perception and cognition of employees via the pathway of PMW (De Boeck et al., 2019; Lysova et al., 2019b). For instance, perceived opportunities for development (Fletcher, 2019), social mission (Sun et al., 2019), ethical climate prevailing in an organization (Mulki & Lassk, 2019), HR-policies (Lee & Lee, 2019), corporate social responsibility perceptions (Chaudhary & Akhouri, 2019b; Kim, Nurunnabi, Kim, & Jung, 2018) have all been witnessed to be impacting the individual-level outcomes via the mediational mechanism of PMW.

A plethora of studies entailing leadership constructs assumed PMW as a mediating variable. For instance, PMW has been framed as a mediator to lend an explanation to the impact of ethical leadership (Demirtas et al., 2017b; Z. Wang & Xu, 2019a), servant leadership (Cai et al., 2018b), and transformational leadership (Chen, Wang, & Lee, 2018; Ghadi, 2017) on their followers.

Theoretically, this study argues that the perceptions of the nature of work being executed are fluid and hence influenced by other social actors such as leaders in the social context (Lu et al., 2019; Petrou et al., 2017; Shi et al., 2019). Using their own conduct and gestures as tools, the ETL shape the perception of work by catering to higher-order needs of individuals and by linking environment-related aspects of job to the greater good of society (Robertson & Barling, 2013) which in turn may lead to work being perceived as meaningful (Walumbwa et al., 2019).

One fundamental tenet of social information approach (Salancik & Pfeffer, 1978) is that social cues emanating from the conduct and behavior of leader in the social context shape the perception held by employees in relation to their job. Thus, it is posited that employees may come to view and experience their work as meaningful as a result of ETL. With that being so,

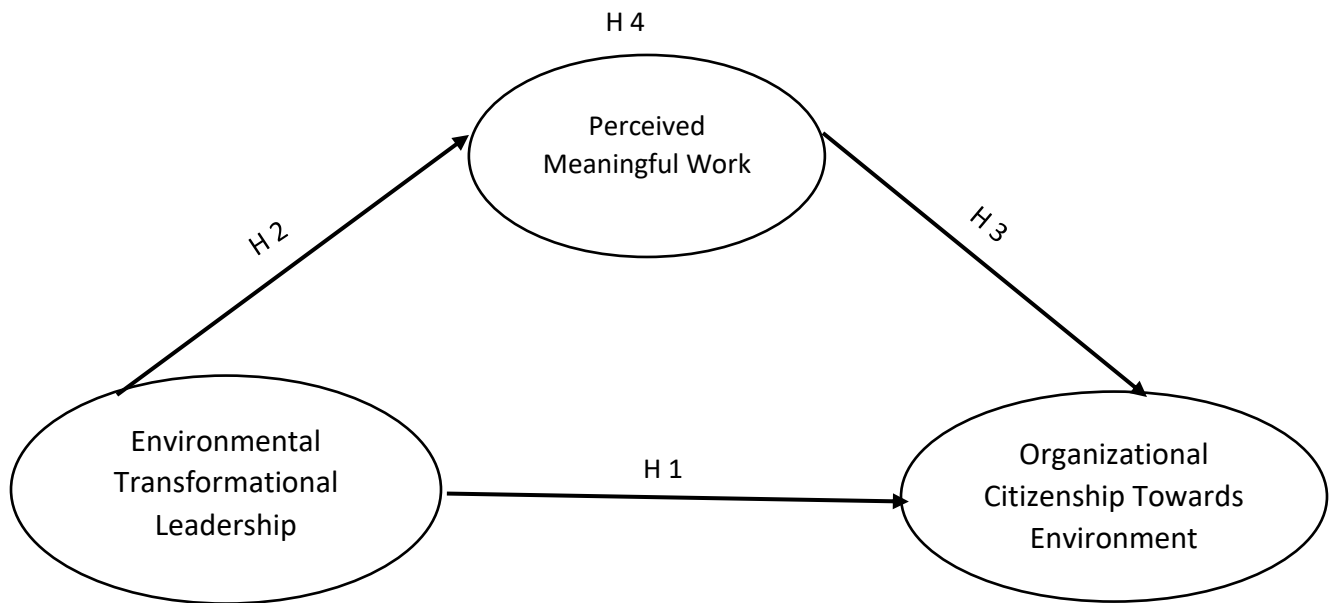
when work attains the perceptions of being meaningful it may serve as the motivational mechanism for employees to engage in OCBE. This rationale is also based on the fact that PMW has been found to be empirically correlated with behavioral outcomes that depend on the discretion of employees similar to that of OCBE, for instance OCB and helping behaviors (Supanti & Butcher, 2019). In the light of the foregone discussion the following is being hypothesized:

H4: Meaningful work mediates the relationship between environmental transformational leadership and organizational citizenship behaviors towards environment.

2.5. Research Framework:

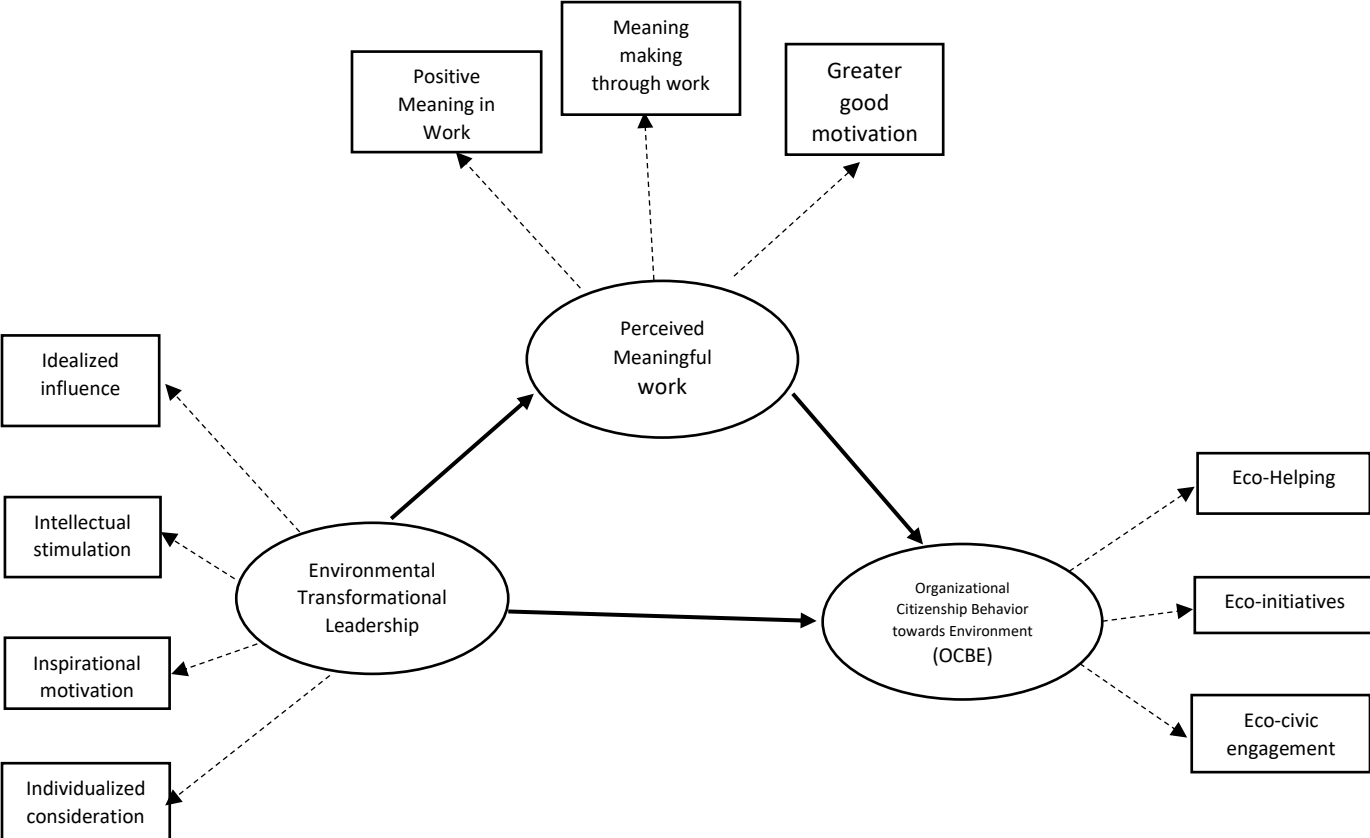
The notation of H1 through H4 represents hypotheses of the study in Figure 2.2.

Figure 2.2. Theoretical Framework



2.5.1. Theoretical Framework inclusive of dimensions of constructs:

Figure 2.3. Research framework inclusive of dimensions



2.6. Underpinning theory:

A social science researcher relies on the theory to lend an explanation to the phenomenon of interest (Sutton & Staw, 1995). Related prior studies have predominantly used the theoretical lens of social exchange theory (Blau, 1964), job characteristics theory (Hackman & Oldham, 1976), social information approach (Salancik & Pfeffer, 1978), and self-determination theory (Ryan & Deci, 2000) to explain the impact of transformational leadership on employees.

2.6.1. Social Exchange Theory:

The theory proposed by Blau (1964) views the social interaction between and among individuals as being characterized by exchange or give-and-take relationships where individuals indulge in cost-benefit analysis while deciding upon how much to invest in any given social relationship, taking into account the costs and benefits associated with it². Research frameworks that incorporate social exchange theory hypothesize the relational aspects of the transformational leader and their followers (Hackett et al., 2018).

2.6.2. Self-determination theory:

The postulates of self-determination theory (Ryan & Deci, 2000) propose that it is the fulfillment of three needs (i.e., need for autonomy, relatedness and competence) of employees that ultimately determines the well-being, performance and other outcomes³. In the past research, ETL and OCBE have been interlinked on the basis of logic driven by self-determination (Kim *et al.*, 2019).

2.6.3. Job Characteristics Theory:

Related prior literature indicates that some scholars have also incorporated job characteristics theory (Hackman & Oldham, 1976) in their research frameworks. Hackman & Oldham (1976) theorized that other than contextual variables, the characteristics of job itself could be a source of motivation for employees. The crux of the theory is that the characteristics of job can be a mechanism for motivating an employee⁴.

² For an intellectually stimulating review of social exchange theory, the reader may refer to the seminal work of Cropanzano *et al.* (2017).

³ Honoring the word-count limitation, the scribe of this study avoids delving into the detailed overview of self-determination theory. However Interested readers may refer to the recent reviews (Deci et al., 2017; Van den Broeck et al., 2016) that appeared in the extant academic discourse.

⁴ For in-depth familiarization with the theory the reader may refer to a seminal work (Grant, 2007b).

2.6.4. Social Information Approach:

Previous literature (Grant, 2007a; Shi et al., 2019; Van Kleef, 2010; Yang et al., 2019) asserts that social information processing approach developed by Salancik and Pfeffer (1978) holds the potential to serve as an explanatory framework for research models that integrate social context and subjective characteristics of the job to predict the behaviors of employees. Accordingly, based on the rationale delineated ahead in the text the research framework of the current study utilizes the theoretical lens of social information processing approach to specify its hypotheses linking environmental transformational leadership with organizational citizenship behavior towards environment through the mediational role of perceived meaningful work.

The theoretical reasoning embedded in social information processing approach (Salancik & Pfeffer, 1978) is based on the premise that social actors, such as boss and colleagues, actively shape the subjective characteristics of the job (Lu et al., 2019; Wadei et al., 2020). The theory further holds that the social cues emanating from the behaviors of other social actors shape the perceptions held by employees regarding their job's subjective characteristics (Salancik & Pfeffer, 1978; Wadei et al., 2020). Perceived meaningful work is a subjective characteristic of the job as its experience varies from person to person (Lepisto & Pratt, 2017b). The perceptions held by employees with respect to subjective characteristics of the job, such as perceived meaningful work, are subject to the social context and consequently the behaviors of social actors (Duffy et al., 2016). Theoretically, leaders have been conceptualized as managers of meaning apart from being considered as important social actors who exist in the social context of employees (Rosso et al., 2010). Based on the aforementioned logic, it is posited that through the social cues emanating from their behaviors environmental transformational leaders manage the perceptions of meaning of the work carried out by the employees. Once work acquires meaning, it achieves the capacity to serve as a motivational driver for the job-holder to transcend the formal threshold specified in the job-description to do good to the environment, thereby enacting organizational citizenship behaviors.

Thus, grounding its hypotheses in the aforementioned theory on the basis of theoretical rationale explicated above, it has been posited that the ETL will elicit OCBE from the employees via the underlying mechanism of PMW.

2.7. Summary of the chapter:

This chapter deals with the critical synthesis of the literature on the variables that are part of the study. It begins with establishing the conceptual domain of the each of three variables. The conceptual domain of the variables gives the reader an overview of the historical background, different research streams that exist in literature in addition to relevant pertinent miscellaneous information that is necessary for setting the context for hypothesis development section that follows it. In hypotheses development section, the theoretical linkage between variables is constructed which results in four hypotheses that this study is intended to test. This chapter is concluded with the diagrammatic representation of research framework followed by a section dedicated to the underpinning theory.

CHAPTER 3

3.1. Introduction:

The passages to follow are aimed at documenting methodological choices that were made whilst conducting this study. It begins with making explicit the research philosophy that served as guiding framework for this study. Afterwards, it addresses research approach, followed by research design. Later on, sampling considerations are provided. It also touches upon back-translation and the analytical strategy employed.

3.2. Research Philosophy:

The philosophical orientation of social scientist has a bearing upon the research journey undertaken for objectively finding the truth (Bell et al., 2018). The orientation in terms of research philosophy refers to the worldview held by the researcher in that how nature of reality and knowledge are perceived by him (Creswell & Creswell, 2017). The difference in philosophical orientation accounts for the difference in the trajectories of researchers from the kinds of research questions being sought to be addressed to the methodological choices being made (Bryman, 2016). Research philosophy comprises of ontological and epistemological considerations (Klakegg, 2016). The present study is philosophically underpinned by objectivist ontology and positivist epistemology (Refer to Appendix D for Supplementary notes).

3.3. Research Approach:

Two approaches to research are undertaken in social science research. It could be either deductive approach or inductive approach (Bryman, 2016). As the names imply, deductive approach is driven by logic which moves from 'general' to 'particular' and on the other hand inductive approach is driven by logic which moves from 'particular' to 'general'. In deductive approach, theory serves as the guidepost for the design of the research and the way results are subjected to interpretation. In inductive approach researcher sets out to study the phenomenon of interest with fewer assumptions and as a result theory holds relatively less significance (Woiceshyn & Daellenbach, 2018). In line with the research questions, research objectives and research philosophy, this study has undertaken deductive approach.

3.4. Research Design and Justification:

As a matter of fact, quantitative methodology has been undertaken for the purpose of this study. In line with the objectivist ontology, positivist epistemology and deductive approach, this study has been designed from the perspective of quantitative methodology. Quantitative methodology lays an emphasis on quantitative data, requires random sampling and necessitates the research questions to be fixed. It entails structured data collection instruments such as questionnaires. It is concerned with the generalization of the results of the study (Brannen, 2017; Creswell & Creswell, 2017; Hammersley, 2017). As such survey design was opted and consequently personally administered questionnaires were deployed.

3.5. Data-Collection:

This section provides the trail of the way the data collection occurred. Acquaintances from the social circle of the scribe of this study were approached who in turn put the author in touch with the members of the managerial staff of the five-star hotels. They were provided a brief overview of the purpose of the study and its potential implications. They were categorically reassured about the confidentiality of the data and were informed that the data would be used solely for research purpose. The management of hotels was unwilling to grant access to the complete list of the names, however they agreed to share the list of the designations of their employees.

3.6. Unit of analysis:

As this research study is attempting to answer research questions that operate at an individual level of analysis, consequently individuals constitute its unit of analysis.

3.7. Time Horizon:

Keeping in view the extent of the willingness of the managerial-gatekeepers of the organizations, time and resource constraints cross-sectional design was utilized for carrying out this study, which refers to the collection of data at a single instance of time (Brannen, 2017).

3.8. Survey Instrument:

All three scales have been adopted. Unless otherwise noted, all variables were gauged on 5-point Likert scales.

3.8.1. Organizational citizenship behaviors towards environment:

The widely cited scale has been that of Boiral & Paillé (2012). Their scale is not peculiar to any context and can be applied across sectors and cultures (Raineri & Paillé, 2016). Sample item includes “I stay informed of my company’s environmental initiatives”.

Table 3.1. Scales of OCBE

Author (s)	Internal Consistency
(Boiral and Paillé, 2012)	Cronbach Alpha = 0.94
(Lamm, Tosti-Kharas and Williams, 2013)	Coefficient Alpha = 0.85
(Robertson and Barling, 2017b)	Cronbach Alpha = 0.86
(Tosti-Kharas, Lamm and Thomas, 2017)	Coefficient Alpha = 0.87

3.8.2. Environmental Transformational Leadership:

The scale that this study relied upon (Chen & Chang, 2013) has previously been used in the prior studies conducted in hospitality sector (Mittal & Dhar, 2016). Sample item includes “The leader stimulates the organization members to think about green ideas.”

Table 3.2. Scales of ETL

Author (s)	Internal Consistency
(Graves et al., 2013)	Cronbach Alpha = 0.95
(Chen & Chang, 2013)	Cronbach Alpha = 0.914
(Graves & Sarkis, 2018)	Cronbach Alpha= 0.97
(Robertson and Barling, 2013)	Cronbach Alpha = 0.97
(Kim et al., 2019)	Cronbach Alpha = 0.942
(Kura, 2016)	Composite Reliability = 0.915

3.8.3. Perceived Meaningful Work:

This study relies on the scale developed by Steger et al., (2012), which is a widely-used and oft-cited scale in the literature. Sample item includes “I have discovered work that has a satisfying purpose”.

Table 3.3. Scales of PMW

Author (s)	Internal consistency
(Lips-Wiersma & Wright, 2012)	Cronbach Alpha = 0.92
(Steger, Dik and Duffy, 2012)	Coefficient Alpha= 0.93
(Bendassolli, Andrade, Alves, & Torres, 2015)	Cronbach Alpha = 0.88
(Lee, 2015)	Cronbach Alpha = 0.95

3.9. Target Population:

Literature on sustainability indicates that upscale hotels are at the forefront of environmental friendly practices (Merli et al., 2019; Zientara & Zamojska, 2018a). Thus, five-star hotels were decided upon for the sample to be drawn. At the time of data-collection, the combine total headcount of three five-star hotel stood at approximately 1592⁵.

⁵ The data collection process began in November 2019 and ended in February 2020.

Table 3.4. Total population

Organization	Total Number of Employees
Hotel –1	Approximately ~ 509
Hotel – 2	Approximately ~720
Hotel – 3	Approximately ~ 363
	Total = 1592

3.10. Sample Size:

From the sampling frame of 1592, in total 470 respondents were randomly chosen⁶. Table 3.4 illustrates the approximate number of total employees in the three five-star hotels. In accordance with Krejcie & Morgan (1970), the required sample size has been estimated to be 310 at 95% confidence level and 5% margin of error. Although the required sample size was 310, in anticipation of approximately 70% response rate, 470 questionnaires were distributed. Questionnaires were self-administered (Refer to Appendix-A).

3.11. Sampling Strategy:

This study utilized simple random sampling. As per this technique, the researcher randomly selects the participants, eliminating human biases. This technique allows equal chance to every participant of becoming part of the survey (Creswell & Creswell, 2017).

3.12. Back Translation:

Taking into consideration the fact that the respondents hailed from Pakistan where Urdu is the national language, back translation in accordance with the best practices prescribed by Brislin (1980) was carried out for the sake of semantic equivalence. At first, all items of the questionnaire were translated into Urdu by bilingual expert from academia and then another bilingual expert, also from academia, translated them back into English⁷. Consistency was found between translations by both of them (Refer to Appendix-A).

⁶ The element of randomization was incorporated in the data collection as follows. The designations were written on 1592 chits of paper that were placed inside the jar. Then 470 chits were randomly drawn out of the jar.

⁷ Both linguistic experts requested anonymity. Thus, neither their names nor their institutional affiliations have been reported.

3.13. Pilot study:

With a data sampled from 30 respondents, pilot study was conducted for evaluating the internal consistency of the questionnaire.

3.13.1. Reliabilities of pilot study:

All constructs were found to have Cronbach alpha values above the threshold of 0.7 as evidenced in Table 3.5. (Refer to Appendix-B).

Table 3.5. Reliabilities of pilot study

Construct	No. of Items	Cronbach Alpha
OCBE	13	0.900
PMW	10	0.917
ETL	6	0.921

Notes. n=30

3.14. Analytical strategy:

The data collected were subjected to statistical analysis. The statistical tests applied were preceded by data-preparation which comprised of accounting for outliers, unengaged response, missing values and normality of the data. At first descriptive analysis was undertaken which entailed analyzing the responses of respondents on demographic variables. Later on, reliability, correlation analysis and hypotheses testing were executed.

3.15. Chapter Summary:

This chapter exclusively reported methodological choices that were made for the purpose of executing this study. All the methodological choices were determined by ontologically objectivist orientation and epistemologically positivist orientation.

CHAPTER 4

4.1. Introduction:

This chapter is dedicated to conveying the results and findings of the present study. As such data were prepared prior to being used for application of analytical procedures. To begin with, data analysis comprised of descriptive statistics and inferential statistics. Descriptive statistics involved assessing the demographic characteristics of the sample. Later on, inferential statistics were analyzed beginning with reliability analysis and correlation analysis. Following which Harman single factor test was carried out to examine the presence of common method bias. Having tested common method bias, the study proceeded to hypotheses testing. First three hypotheses were tested by utilizing the technique of regression analysis while the fourth hypothesis pertaining to mediation was tested through bootstrapping using PROCESS macro v.3.5. The analytical strategy was implemented primarily by using SPSS v.22. which was complemented by MS Excel v.2013.

4.2. Data Preparation:

Following the guidelines developed by Tabachnick, Fidell and Ullman (2007), data preparation was done.

4.2.1. Outliers:

Outliers in the data were detected using SPSS v.22. Items including OCBE_3, OCBE_5, OCBE_10, PMW_2 had the values 33, 22, 33 and 11 respectively which may have been erroneously entered into the file by the researcher thus they were corrected for 3, 2, 3 and 1 respectively.

4.2.2. Missing values:

Utilizing SPSS v.22 missing values were searched for but none couldn't be found.

4.2.3. Unengaged Responses:

MS Excel v.2013 was utilized for detecting unengaged responses. The standard deviation of each respondent was assessed and those with less than 0.5 standard deviation were eliminated. In total 17 respondents (4,15,21,27,67,70,93,118,128,155,172,233,237,251, 260,261,310) owing to them being below the threshold of 0.5 standard deviation were excluded from the further analyses. After accounting for missing values, unengaged responses and normality the remaining 311 respondents out of 328 were left to be considered for further analysis as shown in Table 4.1.

Table 4.1. Response rate and clean data summary

Survey Method	Questionnaire	Quantity	P %
Total Distributed Questionnaire	Number	470	100%
Paper-Survey	Returned	328	69%
	unreturned	147	30.90%
Unusable Cases and Outliers Removed		17	5.10%
Clean Data 311 Out of 328 Used for analysis		311	94.80%

4.2.4. Normality:

Kolmogorov-Smirnov test as well as Shapiro Wilk test indicated that the data had no normality issue as shown in Table 4.2.

Table 4.2. Normality Test

Construct	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
ETL	0.096	311	0	0.966	311	0
OCBE	0.108	311	0	0.961	311	0
PMW	0.101	311	0	0.948	311	0

Notes. a. Lilliefors Significance Correction

4.3. Descriptive Statistics:

As show in Table 4.3. a larger chunk of 311 respondents falls in the age group of 25 to 30 years (i.e., 51 %). In terms of gender 89.068% were male. 55.3% of them reported them to be among the married cohort, 31% had a qualification in management. However, 18.6% had a qualification in hospitality-related subject matter and 16.7% had Bachelors (16 years) whereas 11.2% had Bachelors (14 years). Upon being asked for their total work experience. 32.4% of the respondents chose the category of 4 years to 6 years. In terms of their length of service with their current employer, 63.6% of the respondents belong to the category 1 years to 3 years. 54% of the research subjects revealed themselves to be the occupants of technical positions in their

organizations, 30.5% administrative staff and 14.4% managerial/supervisory positions (Refer to Appendix-F).

Table 4.3. Descriptive Statistics

Demographic Variable	Code	Frequency	% of Total Sample	M	S.D.	Skewness	Kurtosis
Age	18-24	60	19.293	2.338	1.166	1.417	2.154
	25-30	159	51.125				
	31-35	51	16.399				
	36-40	19	6.109				
	41-45	13	4.180				
	46-50	8	2.572				
	51 and above	1	.322				
Gender	Male	277	89.068	1.109	.313	2.516	4.359
	Female	34	10.932				
Marital Status	Single	139	44.695	1.553	.498	-.214	-1.967
	Married	172	55.305				
Educational Background	Arts	121	38.907	2.669	1.563	.342	-1.192
	Science	11	3.537				
	Management	97	31.190				
	Engineering/IT	19	6.109				
	Hospitality	58	18.650				
	Other	5	1.608				
Highest Education Level	Metric	2	.643	4.952	2.739	.323	-1.491
	Intermediate	94	30.225				
	Bachelors (14)	35	11.254				
	Master (16)	20	6.431				
	Bachelors (16)	52	16.720				
	Masters (18)	5	1.608				
	Diploma	52	16.720				
	MBA	51	16.399				
Work Experience	1-3	64	20.579	3.740	1.379	.395	-1.116
	4-6	101	32.476				
	9-Jul	51	16.399				
	10-12	42	13.505				
	13 and Beyond	53	17.042				
Length of service	Less than 1	5	1.608	2.434	.737	1.592	3.221
	1-3	198	63.666				
	4-6	84	27.010				

	9-Jul	17	5.466				
	10-12	6	1.929				
	13 and beyond	1	.322				
Position	Technical Staff	171	54.984	1.595	.729	.796	-.713
	Administrative Staff	95	30.547				
	Manager / Supervisor	45	14.469				
Department	Housekeeping	66	21.222	5.035	3.671	.620	-.572
	Food and Beverages	60	19.293				
	Human Resource	10	3.215				
	Accounts/Finance	22	7.074				
	Sales/Marketing	24	7.717				
	Front Office	15	4.823				
	Rooms	11	3.537				
	Kitchen	50	16.077				
	Security	16	5.145				
	IT/Engineering	18	5.788				
	Quality and compliance	3	.965				
	Laundry	2	.643				
	Material Management	2	.643				
Other	12	3.859					

Notes. n=311, M=Mean, S.D = Standard Deviation.

4.3.1. Control Variables:

Researchers ought to avoid adding control variables in their analyses, merely citing the reason that past studies controlled for them rather they should apply a relatively more objective criteria for the inclusion of control variable in their analytical procedures (Spector & Brannick, 2011) . Following the recent methodological guidelines prescribed by Bernerth & Aguinis (2016), owing to the statistically insignificant correlations among the demographic and theoretical variables none of the variable was treated as a control variable.

4.4. Reliability Analysis:

The internal consistency of the scales has been reported in Table 4.4. To that end, the value of Cronbach-alpha was calculated. It is a reliability coefficient that denotes how well a given scale

performs psychometrically. As far as its threshold of its acceptability is concerned, the value of Cronbach alpha above 0.7 is considered to be acceptable (Refer to Appendix C).

Table 4.4. Reliabilities of the constructs

Construct	No. of Items	Cronbach Alpha
OCBE	13	0.938
PMW	10	0.913
ETL	6	0.894

Notes. n=311

4.5. Common Method Bias:

In studies whereby data of both endogenous as well as exogenous constructs are collected from the same research participants at same point in time, it warrants concerns regarding common method bias (MacKenzie & Podsakoff, 2012). Thus, in order to detect the presence of common method bias, the data were made to undergo Harman single factor test. The threshold set by the test is that if the variance explained by the first factor in the test is below 50% then it implies the absence of common method bias (CMB). Given that after running the test the variance explained by the resulting first factor was 39.9%, it can be concluded that the present study is not impacted by the CMB (Refer to Appendix-G).

4.6. Correlation Analysis:

Correlation analysis is performed for the purpose of determining the nature as well as strength of relationship among the variables (Field, 2017), the results of which have been illustrated in Table 4.5.

The predictor variable ETL is moderately positive and significantly correlated with the outcome variable OCBE ($r=.474, p < 0.01$). On the other hand, correlation between the mediating variable PMW and predictor variable ETL has been obtained to be moderately positive and significant ($r=.48, p < 0.01$). As far as correlation between the mediating variable PMW and outcome variable OCBE is concerned, both share strong and significant correlation ($r=.633, p < 0.01$).

Age has weak negative yet statistically significant correlation with gender ($r=-.128$, $p<0.01$). However, age is moderately positive and significantly correlated to education ($r=.359$, $p<0.01$). The correlation between gender and education is weakly positive yet statistically significant ($r=.251$, $p<0.01$).

As far as correlations between demographic and theoretical variables is concerned, age has a weakly positive and statistically insignificant correlation with ETL ($r=.011$, $p>0.05$), PMW ($r=.006$, $p>0.05$) and OCBE ($r=.049$, $p>0.05$). Similarly, gender is also weakly positive and statistically insignificant correlated with ETL ($r=.004$, $P>0.05$), OCBE ($r= .021$, $P>0.05$) and PMW ($r= .016$, $P>0.05$). The demographic variable of education is weakly negative and significantly correlated with OCBE ($r= -.126$, $P > 0.05$). Education shares a weakly negative and statistically insignificant correlation with PMW ($r= -.042$, $P > 0.05$) and ETL ($r= -.061$, $P > 0.05$) (Refer to Appendix-H).

Table 4.5. Correlations Table

No.	Variable	M	S.D.	1	2	3	4	5	6
Demographic									
1	Age	2.33	1.16						
2	Gender	1.10	.31	-.12*					
3	Education	4.95	2.73	.35**	.25**				
Independent									
4	ETL	3.03	.99	.01	.00	-.06	(.89)		
Dependent									
5	OCBE	3.22	.88	0.00	.021	-.12*	.47**	(.93)	
Mediator									
6	PMW	3.17	.90	0.04	.016	-.04	.48**	.63**	(.93)

Notes. n=311; *(p<0.05); **(p<0.01); Education= Level of Education; ETL= Environmental Transformational Leadership; OCBE= Organizational Citizenship Behavior Towards Environment; PMW=Perceived Meaningful Work. Cronbach Alpha values of theoretical variables are mentioned in bold and italics.

4.7. Hypotheses Testing:

4.7.1. Regression Analysis:

The technique of correlation provides answer to the question of whether or not the relationship exists between the variables. It is limited in its ability to answer the question of causality (Hair et al., 2010). Unlike correlation, regression provides an answer to the question of how much the outcome variable is dependent on the predictor variable. Regression analysis is a relatively advanced statistical technique that can be relied upon to examine the causal relationship between the variables (Hair et al., 2010). It does so by indicating the extent of change visible in the value of the outcome variable owing to the change in the value of the predictor variable (Field, 2017). Accordingly, regression analysis was performed with the aid of SPSS v.22 to examine the hypothesized relationships delineated in H1, H2 and H3.

4.7.2. Hypothesis 1:

H1 proposes the existences of positive relationship between the predictor (i.e., ETL) and the dependent variable (i.e., OCBE). The outcome variable OCBE was regressed on the predictor variable ETL in SPSS v.22. The results generated by SPSS v.22 revealed that ETL has a statistically significant positive relationship with OCBE ($\beta=.474$, $p< 0.001$), thereby lending support to the hypothesis that OCBE can be predicted on the basis of ETL. Results obtained through regression analysis are presented in the Table 4.6. (Refer to Appendix-I). Thus, H1 has been accepted.

Table 4.6. Result of regression analysis for hypothesis 1.

Outcome Variable: OCBE	Results			
	B	S.E.	F	R ²
Predictor Variable: ETL	.474***	0.044	89.399	0.224

Notes. n=311, OCBE=Organizational citizenship behavior towards Environment; ETL=Environmental Transformational Leadership. *** ($p<0.001$).

4.7.3. Hypothesis 2:

Hypothesis 2 deals with the relationship between ETL and PWM in that the former is positively related with PMW. This hypothesis conceptualized PMW as an outcome variable and ETL as a predictor variable. Hence, PMW was regressed on ETL with the help of SPSS v.22. The results given in the Table 4.7. are indicative of the statistically significant positive relationship between ETL and PMW ($\beta=.487$, $p<0.001$). The results affirm the hypothesis that ETL on the part of managers will predict the OCBE enacted by the employees. Hence, on account of empirical evidence H2 was accepted (Refer to Appendix-I).

Table 4.7. Result of regression analysis for H2.

Outcome Variable: PMW	Results			
	B	S.E.	F	R ²
Predictor Variable: ETL	.487***	0.045	96.206	0.237

Notes. n=311, PMW=Perceived Meaningful Work, ETL=Environmental Transformational Leadership, *** ($p<0.001$)

4.7.4. Hypothesis 3:

Third hypothesis H3 stated that PMW will be positively related to OCBE. To test the aforementioned hypothesis, OCBE was regressed on PMW using SPSS v.22. The resulting evidence from the regression analysis was found to be showing that PMW has statistically significant positive relationship with the OCBE ($\beta=.633$, $P<0.001$). As the results confers support upon the hypothesis, therefore H3 was accepted. Results have been reported in Table 4.8. (Refer to Appendix-I).

Table 4.8. Result of regression analysis for H3.

Outcome Variable: OCBE	Results			
	B	S.E.	F	R ²
Predictor Variable: PMW	.633***	0.043	206.085	0.4

Notes. n=311; PMW=Perceived Meaningful Work; OCBE=Organizational Citizenship Behavior towards environment; *** ($p<0.001$).

4.7.5. Bootstrapping Procedure:

4.7.6. Hypothesis 4:

H4 made a prediction about the mediating role of PMW in the relationship between ETL and OCBE. In other words, the hypothesis proposed that PMW explains the relationship between ETL and OCBE. Applying model 4 of PROCESS macro v.2.5 mediation was analyzed, the findings of which have been given in Table 4.9. ETL was treated as a predictor variable. OCBE was considered to be outcome variable whereas PMW was entered as mediating variable in the Model 4. Table 4.9. depicts that the predictor variable of ETL has a significant positive relationship with the outcome variable of OCBE ($\beta=.19$, $p<0.001$). Table 4.9. further illustrates that ETL has statistically significant and positive relationship with the mediating variable of PMW ($\beta=.44$, $p<0.001$). Moreover, the values given in Table 4.9. show that the mediating variable of PMW share a positive relationship, which is also statistically significant, with the outcome variable of OCBE ($\beta=.51$, $p<0.001$).

To ensure that the findings hold robustness, the results of mediation analysis were analytically subjected to the bootstrapping resampling for testing significance of indirect effects. Bootstrapping is a non-parametric test that has relatively less stringent statistical assumptions about the sampling distribution of the indirect effect (Hayes, 2013). It belongs to the family of

statistical procedures called resampling methods (Hayes, 2018). It is a methodological tool to assess the sampling distribution of an estimator through resampling with replacement (Hayes, 2018).

More specifically, to test the indirect effects of ETL on OCBE via PMW, bootstrapping with 5000 iterations were utilized with confidence interval (CI) at 95%. In the literature there has been no consensus among the scholars about the number of bootstrap iterations (Preacher & Hayes, 2008). As such, although 1000 bootstrap iterations are sufficient, however 5000 iterations have been recommended by scholars (Preacher & Hayes, 2008) for the results to be considered valid. Accordingly, 5000 bootstrap iterations were performed. The corresponding results are provided in Table 4.9. As shown in the results provided in Table 4.9., the indirect effect of ETL on OCBE via PMW was positive ($\beta=0.22$, LLCI=0.16, ULCI=0.29) and bootstrapped 95% CI around the indirect effect did not include zero (i.e., LLCI=0.16, ULCI=0.29). As per Preacher and Hayes (2008) confidence interval that does not include zero in between its lower limit and upper limit is indicative of significant indirect effect, implying the presence of mediation. On the basis of aforementioned interpretation of the results it can be concluded that PMW mediates the relationship between ETL and OCBE. Accordingly, H4 has been accepted (Refer to Appendix-J).

Table 4.9. Result of bootstrapping for H4

Antecedents	PMW						OCBE					
	B	S.E.	t	LLCI	ULCI	R ²	B	S.E.	t	LLCI	ULCI	R ²
ETL	0.44	0.04	9.8***	0.35	0.53	0.23***	0.19	0.04	4.42***	0.10	0.27	0.43***
PMW	--	--	--	--	--	--	0.51	0.04	10.75***	0.42	0.60	--

Results of Direct, Indirect and Total Effects					
Predictor	Effect	S.E.	p	LLCI	ULCI
<i>Direct Effect</i>					
ETL on OCBE	0.19	0.04	.000	0.10	0.27
<i>Total Effect</i>					
ETL on OCBE	0.42	0.04	.000	0.33	0.50
<i>Indirect Effect</i>					
ETL on OCBE via PMW	0.22	0.03	--	0.16	0.29

Notes. n=311; ETL= Environmental Transformational Leadership; OCBE= Organizational Citizenship Behavior Towards Environment; PMW = Perceived Meaningful Work; LLCI = lower limit for 95% confidence interval; ULCI = upper limit for 95% confidence interval; CI = confidence interval; *** (p<0.001); Bootstrap sample size = 5,000

4.8. Results of hypotheses testing:

Based on the inference drawn from the foregone findings the entire spectrum of hypotheses presented in this thesis have been accepted as indicated in Table 4.10.

Table 4.10. Summary of the hypotheses testing results

No.	Statement	Result
H1	<i>Environmental Transformational Leadership is positively related with organizational citizenship behavior towards environment.</i>	Accepted
H2	<i>Environmental transformational leadership is positively related to perceived meaningful work.</i>	Accepted
H3	<i>Perceived Meaningful work is positively related to organizational citizenship behavior towards environment.</i>	Accepted
H4	<i>Perceived Meaningful work mediates the relationship between environmental transformational leadership and organizational citizenship behaviors towards environment.</i>	Accepted

4.9. Summary of the chapter:

The chapter was meant for illustrating the findings of different rigorous analytical statistical procedure applied. Before testing hypotheses, data screening was carried out. That was followed by descriptive statistics, common method bias and correlation analysis. In the next step, three hypotheses were tested using regression analysis while hypothesis pertaining to mediation was tested employing bootstrapping with the aid of PROCESS macro v.3.5. In nutshell, all the hypotheses were accepted.

CHAPTER 5

5.1. Introduction:

This chapter is devoted to putting the interpretations of the findings into perspective. Furthermore, the findings have been interpreted in the light of past research. Also, the logically sound theoretical explanation for the findings of the study has been synthesized based on the interdisciplinary literature of sustainability and organizational behavior.

5.2. Discussion:

The study was primarily based on the knowledge gaps pinpointed by the scholars (Kim, McGinley, Choi, & Agmapisarn, 2020; Robertson & Carleton, 2018; Yuriev et al., 2018) regarding the contextual factors that lead employees to go an extra mile even beyond the requirements of their job description for the sake of environment. They laid an emphasis on ETL and posited that this stream of research can progress further by focusing on the underlying mediational mechanisms between ETL and OCBE. Thus, a research framework was generated using the theoretical prism of social information processing theory (Salancik & Pfeffer, 1978) and empirically tested using data collected from hotel industry of Pakistan.

The findings have lent support to the hypothesized relationship in H1 i.e., there exists a positive relationship between ETL and OCBE. The results of H1 are in consonance with the related studies (Kim et al., 2020; Robertson & Carleton, 2018) as they also found similar evidence. The findings can be theoretically explained in the light of relevant literature. That is, ETL taps the higher order needs of the employees and relies on the intrinsic motivation of the employees (Graves & Sarkis, 2018). Also the ETL gives gestures encouraging their followers to feel more than welcome to innovate with matters pertaining to environment (Robertson, 2018). More importantly, another defining behavioral dimension of such leaders is their capability to motivate employees to transcend the specified requirements of their job (Chen & Chang, 2013; Robertson & Barling, 2013; Robertson & Barling, 2015). Thus, it seems logical to infer from the findings that the aforementioned distinguishing behavioral dimensions of ETL eventually lead employees to engage in OCBE.

The results have provided an empirical evidence in support of H2 i.e., there happens to be a positive relationship between ETL and PMW. The results also align well with the findings of prior studies (Demirtas et al., 2017b; Ghadi, 2017; Wang & Xu, 2019a) that found leadership to be positively related to PMW. The findings specified above can be explained by approaching them through the theoretical rationale. That is, employees experience the psychological state of meaningfulness when their work holds the potential to make a pro-social difference in the world (Grant, 2007a; Michaelson et al., 2014). As mentioned earlier, that ETL clarifies the connection between the environment-specific aspects of the work and the nobility associated with it (Robertson & Carleton, 2018). Thus, it can be reasoned that these behaviors of ETL in turn enables employees to perceive their work to be meaningful.

The findings have affirmed H3 i.e., there is a positive relationship between PMW and OCBE. The results are consistent with the findings of prior studies (Bailey, Yeoman et al., 2019; Lysova et al., 2019b). The findings seem plausible in the light of an argument which holds that individuals pursue tasks merely for the sake of them when they are intrinsically motivated (Kim et al., 2019). As such, when work is perceived to be meaningful individuals feel themselves to be intrinsically motivated, thus they enact OCBE that are volitional behaviors.

Findings have yielded evidence supportive of H4 i.e., PMW acts as a mediational mechanism transmitting the influence of ETL on the outcome variable of OCBE. Results are consistent with findings of relevant prior studies (Cai et al., 2018a; Demirtas et al., 2017b; Ghadi, 2017; Ghadi et al., 2013). The findings can be interpreted in the light of social information processing theory (Salancik & Pfeffer, 1978). The theory holds that individuals make sense of their work on the basis of the cues emitted by the behaviors of other social actors in their social context. Moreover, Salancik & Pfeffer (1978) argued that leaders hold an important place in the social context of the individuals, therefore their behaviors influence the manner in which work is viewed by an employee. As the conceptual content of ETL is focused on environment-specific aspects of the job (Li et al., 2020), therefore it can be posited that due to ETL of managers their subordinates will perceive their work to be meaningful and consequently enact OCBE.

5.3. Theoretical Implications:

The study purposefully strived to make a valuable theoretical contribution to the interdisciplinary academic discourse at the intersection of sustainability and organizational behavior. As such, this study derives its theoretical base from social information approach (Salancik & Pfeffer, 1978). While prior studies upon whom this study was built utilized the theoretical framework of theory of normative conduct (Robertson & Carleton, 2018), and self-determination theory (Kim et al., 2019) the current research endeavor employs social information approach (Salancik & Pfeffer, 1978). Thus, it sought to push the boundaries of the theoretical debate concerning voluntary pro-environmental behaviors such as OCBE by integrating the tenets of the social information approach (Salancik & Pfeffer, 1978).

Relatedly it identifies a new mediating variable in the nomological network connecting ETL with OCBE. Previously, pro-environmental climate (Robertson & Carleton, 2018), and environmental belief (Kim et al., 2019) have been conceptualized as underlying pathways connecting ETL and OCBE. The present research endeavor proposed as well as tested the mediational role of perceived meaningful work in the relationship between ETL and OCBE.

The theoretical contribution of the current study can be gauged against the yardstick devised by Whetten (1989). As per the criteria established by Whetten (1989) for vetting theoretical contribution, scholars can make theoretical contribution in terms of 'what', 'how', 'why', 'where' and 'when' of the theory (Makadok et al., 2018). The current study has made contribution in term of 'why' as it delineates the underlying mediational mechanism of perceived meaningful work in its attempt to answer 'why' environmental transformational leadership style of managers lead to organizational citizenship behavior towards environment on the part of employees.

5.4. Practical Implications:

The practices formulated as well as implemented by management practitioners are informed by the research output of management scholars (Banks et al., 2016). As far as the present study is concerned, it does so by bringing to fore the evidence of the ways in which occupants of managerial positions can get their subordinates to indulge in OCBE.

In the recent past, there has been a surge in the concern for the sustainability and environmental causes in the corporate world in general and hotel industry in particular (Karatepe et al., 2020). Especially it has been observed that upscale hotels are at the fore front of adopting sustainable ways of conducting their business (Zientara & Zamojska, 2018b). Resultantly they implement environmental friendly initiatives, practices and systems (Paillé et al., 2020; Pham et al., 2019). The success of these steps undertaken by them is a function of the degree to which their rank-and-file employees complement them through their behaviors that are neither officially specified nor formally required for instance OCBE (Paillé et al., 2013). Accordingly upscale hotels and their managers are interested in knowing what could possibly drives such behaviors (Kim et al., 2019). This study points to the fact that adopting ETL could be fruitful for this purpose. The present study cites the reason that the adoption of ETL by managers will render the work more meaningful which in turn will cause employees to enact OCBE.

More precisely the study at hand underscores the need for managers to gently push the employees to enact voluntary pro-environmental behaviors by demonstrating behaviors that constitute ETL. As per the findings of this study, managers need to adopt ETL by encouraging employees to be innovative in their approach towards environmental matters, being role model related to environmental matters, motivating them to exceed the threshold set by their official job requirements and attending to their queries and needs related to environmental matters.

Another insight that holds relevance for the practitioners in the field is that through adopting ETL they can shape the perceptions of their work to render it more meaningful. Managers may build a connection of the contribution made by employees toward environment with the larger societal causes of sustainability and preserving environment. Moreover, the results of this research suggest that efforts made by ETL to imbue the experience of employees with meaningfulness related to their work can be very fruitful in getting them to enact voluntary pro-environmental behaviors such as OCBE that are desired by their organizations for the success of the environmental-friendly initiatives.

5.5. Limitations of the study:

It is important that alongside highlighting the theoretical and practical contribution of this study its limitations be acknowledged. As such, the current study suffers from the methodological limitation of cross-sectional time horizon which stands in the way of making any substantive inference regarding the causal relationship. Cross-sectional designs are prone to common method bias (MacKenzie & Podsakoff, 2012). Admittedly, the current study being cross-sectionally designed also suffers from this limitation. Although, Herman single factor test was conducted to detect common method bias but it is only an analytical tool for detection of its presence and it ought not to be considered a remedy for it. Thus, the findings of the current study ought to be read with caution keeping in mind the design limitation of cross-sectional data that is vulnerable to common method bias.

Another design flaw that the current study suffers from is that of single source data. Ideally the design of this study should have been such that the questions related to the construct of environmental transformational leadership style ought to have been attempted by the managers of the hotels and the participation of the employees in this research study should have confined to the extent of only getting them to attempt questions related to the constructs of the organizational citizenship behavior towards environment and perceived meaningful work. However, the entire questionnaire of this study was filled out solely by the employees of hotels.

Despite its methodological strength of using simple random sampling, a limitation that exists is that erroneously non-response bias as well as late-response bias were not assessed. Thus, the findings of the current study need to be read bearing in mind the possibility of existence of non-response as well as late-response bias.

Another limitation of the current study that needs to be mentioned is that the constructs of its framework are multi-dimensional in nature, however the current study has taken the liberty to analyze them as holistic constructs. An additional source of limitation for the present study is the misalignment between the nature of constructs and the unit of analysis. That is, the constructs of the framework of current study are multi-level in nature, however the unit of analysis was conceptualized at an individual level of analysis.

There is much left to be desired in terms of generalizability of the findings. Data were obtained from Pakistan's hospitality industry thereby limiting the scope of the generalizability of this study to other industrial as well as cultural contexts.

The correlational design implemented for the purpose of this study is another limitation which does not permit to infer a concrete conclusion regarding causality of the relationship among variables with certainty.

5.6. Future Direction:

Research endeavors in future can build on this study in multiple ways. One possible fruitful avenue could be to integrate other mediators in the existing research model. While the present study integrated a psychological mechanism embedded in the perceptions of the work namely PMW as an underlying pathway through which the ETL elicits OCBE, future research endeavors can investigate other psychological mechanisms that are embedded in the perception of self, relationships and pro-social causes among others. Moreover, future research to be conducted can advance this stream of research by exploring the possibility of contextual variables that may be social, interpersonal and organizational in nature.

From theoretical standpoint, the study at hand grounded its hypotheses in social information processing approach. Relatedly, the scholarship on OCBE can be taken forward by looking at it through theoretical prisms other than social information approach such as conservation of resource (Halbesleben et al., 2014; Hobfoll et al., 2018), trait activation theory (Tett & Burnett, 2003), and cognitive affective systems theory of personality (Mischel & Shoda, 1995), just to name a few. Moreover, from analytical standpoint future researchers may gain novel insights by conducting multi-dimensional analysis of the multi-dimensional constructs of the current study.

Novel contributions can be made in future by approaching the phenomenon of OCBE from multi-level modeling perspective as the constructs of the current study are multi-level in nature. Furthermore, as far as common method bias is concerned, it is possible to eliminate its possibility at design stage (MacKenzie & Podsakoff, 2012). The foremost procedural remedy that the researchers can opt for at design stage is that of utility of multi-wave and multi-source data. Accordingly, researchers pursuing this stream of research in future are recommended to utilize

multi-wave and multi-source data in order to assess the robustness of the findings of current study.

Another promising avenue for future studies may be the implementation of experimental design which might be useful for drawing the concrete conclusion regarding causality. Future research can replicate the study in diverse industrial settings to expand the generalizability of the findings revealed by this study. Preferably, those sectors which are notorious for harming environment can yield more meaningful insights such as manufacturing sector and mining sector etc.

5.7. Conclusion:

The present research endeavor invokes social information processing theory (Salancik & Pfeffer, 1978) to enrich the contemporary understanding of the phenomenon of organizational citizenship behavior towards environment. The study makes a contribution to the budding literature on the antecedents of the organizational citizenship behavior towards environment. It hypothesized as well as found empirical evidence to be in support of the mediational role of perceived meaningful work in the relationship between environmental transformational leadership and organizational citizenship behavior towards environment. Apart from theoretically contributing to the interdisciplinary discourse, the study holds the potential to serve as a guidepost for the managers of green-organizations in that it shows how adopting environmental transformational style may lead employees to indulge in organizational citizenship behavior towards environment. In nutshell, the study is an attempt to keep the flame of interdisciplinary curiosity alive, combining literatures of environmental psychology as well as organizational behavior.

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APPENDICES

Appendix -- A English and Urdu Questionnaire:

Survey Questionnaire

Dear Respondent,

This questionnaire is meant solely for academic and research purposes. This questionnaire is based on the questions about the impact of leadership on environment-friendly workplace behaviors of employees. You are requested to participate in this study. All the personal and professional information provided by you will be kept confidential come what may. Thanks in anticipation for agreeing to be a part of this research project. In case of any query you are more than welcome to reach out to me. My particulars are as follows:

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Part I

Age	
Gender	
Marital Status	
Highest Education level	
Educational background	
Working experience	
Length of service	
Position	
Department	

Part II

Instructions: Please answer the following questions related to Environmental Transformational Leadership (ETL), Organizational Citizenship Behaviour for the Environment (OCBE) and Perceived Meaningful Work (PMW) by showing your level of agreement/disagreement with each of the following statements. Please circle one option on 5-point likert-scale (Strongly disagree =1, Disagree =2, Neutral =3, Agree =4, Strongly agree =5).

Items	SD	D	N	A	SA
My manager inspires the organization members with the environmental plans.	1	2	3	4	5
My manager provides a clear environmental vision for the members to follow.	1	2	3	4	5
My manager gets the organization members to work together for the same environmental goals.	1	2	3	4	5
My manager encourages the organization members to achieve the environmental goals.	1	2	3	4	5
My manager acts with considering environmental beliefs of the organization members.	1	2	3	4	5
My manager stimulates the organization members to think about green ideas.	1	2	3	4	5
I spontaneously give my time to help my colleagues take the environment into account in everything they do at work.	1	2	3	4	5
I encourage my colleagues to adopt more environmentally conscious behavior.	1	2	3	4	5
I encourage my colleagues to express their ideas and opinions on environmental issues.	1	2	3	4	5
I spontaneously speak to my colleagues to help them better understand environmental problems.	1	2	3	4	5
Even when I am busy, I am willing to take time to share information on environmental issues with new colleagues.	1	2	3	4	5
I actively participate in environmental events organized in and/or by my company.	1	2	3	4	5
I undertake environmental actions that contribute positively to the image of my organization.	1	2	3	4	5
I volunteer for projects, endeavors or events that address environmental issues in my organization.	1	2	3	4	5
In my work, I weigh the consequences of my actions before doing something that could affect the environment.	1	2	3	4	5
I voluntarily carry out environmental actions and initiatives in my daily work activities.	1	2	3	4	5
I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility.	1	2	3	4	5

I suggest new practices that could improve the environmental performance of my organization.	1	2	3	4	5
I stay informed of my company's environmental initiatives.	1	2	3	4	5
I have found a meaningful career.	1	2	3	4	5
I view my work as contributing to my personal growth.	1	2	3	4	5
Items	SD	D	N	A	SA
My work really makes no difference to the world.	1	2	3	4	5
I understand how my work contributes to my life's meaning.	1	2	3	4	5
I have a good sense of what makes my job meaningful.	1	2	3	4	5
I know my work makes a positive difference in the world.	1	2	3	4	5
My work helps me better understand myself.	1	2	3	4	5
I have discovered work that has a satisfying purpose.	1	2	3	4	5
My work helps me make sense of the world around me.	1	2	3	4	5
The work I do serves a greater purpose.	1	2	3	4	5

Urdu Questionnaire

سوالنامہ

محترم / محترمہ

یہ سوالنامہ محض تعلیمی و تحقیقی مقاصد کے لئے استعمال کیا جائے گا۔ یہ سوالنامہ ملازمین کی طرف سے رضا کارانہ طور پر اپنائے گئے ماحول دوست طرز عمل پر ان کے افسران بالا کے مرتب ہونے والے اثرات پر مبنی ہے۔ آپ سے اس تحقیقی عمل میں حصہ بننے کی گزارش کی جاتی ہے۔ آپ کی طرف سے فراہم کردہ تمام نجی اور پیشہ ورانہ معلومات کو ہر صورت مخفی رکھا جائے گا۔ آپ کا اس تحقیقی عمل میں شرکت پر پیشگی شکریہ۔ اس تحقیق سے متعلق کسی بھی قسم کے سوال پر مجھ سے بلا جھجک رابطہ کریں۔ میرے کوائف مندرجہ ذیل ہیں :

محقق : جہانزیب خان گورمانی

وابستگی : نٹ بزنس سکول ، نٹ ، اسلام آباد (Nust Business School , NUST)

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حصہ اول

	عمر
	جنس
	ازدواجی حیثیت
	تعلیمی قابلیت (ڈگری)
	تعلیمی پس منظر
	کل تجربے کا عرصہ
	موجودہ ادارے سے وابستگی کا عرصہ
	عہدہ (پوزیشن)
	شعبہ (ڈیپارٹمنٹ)

حصہ دوم

ہدایات : مندرجہ ذیل سوالات ماحول دوست قیادت ' رضاکارانہ طور پر اپنائے گئے ماحول دوست طرز عمل اور ہامنی کام پر مبنی ہیں -
ازراہ کرم اپنی رائے کے اظہار کی نشاندہی ہر سوال کے سامنے دیئے گئے چار میں سے کسی ایک جواب کے گرد گول دائرہ لگا کر کریں -

سوالات					
بھرپور اختلاف	اختلاف	غیر جانبدار	اتفاق	بھرپور اتفاق	
1	2	3	4	5	میرے افسران بالا ادارے سے منسلک افراد کو ماحول دوست منصوبہ بندی سے متاثر کرتے ہیں -
1	2	3	4	5	میرے افسران بالا ادارے سے منسلک افراد کو ماحول دوستی سے متعلق واضح آگہی فراہم کرتے ہیں۔
1	2	3	4	5	میرے افسران بالا ادارے سے منسلک تمام افراد کو ماحول دوستی سے متعلق مقاصد پر یکساں طور پر کاربند رکھتے ہیں۔
1	2	3	4	5	میرے افسران بالا ادارے سے منسلک ان افراد کی حوصلہ افزائی کرتے ہیں جو ماحول دوست مقاصد کو حاصل کرتے ہیں۔
1	2	3	4	5	میرے افسران بالا ادارے سے منسلک افراد کی ماحول سے متعلقہ رائے کو مد نظر رکھتے ہوئے اقدام اٹھاتے ہیں -

1	2	3	4	5	میرے افسران بالا ادارے سے منسلک افراد کی ماحول دوستی کے حوالے سے سوچنے پر حوصلہ افزائی کرتے ہیں -
1	2	3	4	5	میں بے ساختہ اپنا وقت ساتھی ملازمین کی مدد کرنے میں صرف کرتا ہوں تاکہ وہ اپنے ہر کام میں ماحول دوستی کو ملحوظ خاطر رکھیں -
1	2	3	4	5	میں اپنے ساتھی ملازمین کی مزید ماحول دوست طرز عمل اپنانے کے حوالے سے حوصلہ افزائی کرتا ہوں -
1	2	3	4	5	میں اپنے ساتھی ملازمین کی ماحول دوستی کے حوالے سے اپنے خیالات اور رائے کا اظہار کرنے کے حوالے سے حوصلہ افزائی کرتا ہوں -
1	2	3	4	5	میں بے ساختہ اپنے ساتھی ملازمین سے ہمکلام ہوتا ہوں تاکہ انہیں ماحول دوستی سے متعلق دشواریوں کو سمجھنے میں مدد ملے -
1	2	3	4	5	جتا کہ جب میں مصروف بھی ہوں تب بھی اپنے ادارے سے وابستہ نئے ساتھیوں کو ماحول دوستی کے حوالے سے معلومات فراہم کرتا ہوں -
1	2	3	4	5	میں اپنے ادارے کے زیر انتظام ماحول دوستی کے حوالے سے منعقدہ تقریبات میں کافی متحرک ہو کر شامل ہوتا ہوں -

سوال	بھرپور اختلاف	اختلاف	غیر جانبدار	اتفاق	بھرپور اتفاق
1	2	3	4	5	میں ایسے ماحول دوست اقدامات اٹھاتا ہوں جن سے میرے ادارے کا مثبت تشخص اجاگر ہو۔
1	2	3	4	5	میں خود کو رضاکارانہ طور پر ایسی تمام کادشوں کے لئے پیش کرتا ہوں جو کہ میرے ادارے کے ماحول دوستی کے حوالے سے مسائل کے تدارک کا باعث بنتی ہوں۔
1	2	3	4	5	میں اپنے پیشورانہ امور میں اپنے کسی بھی عمل سے پہلے اُس کے ماحول پر مرتب ہونے والے اثرات کا پیشگی جائزہ لیتا ہوں۔
1	2	3	4	5	میں اپنے پیشورانہ امور میں رضاکارانہ طور پر ماحول دوست اقدام اٹھاتا ہوں
1	2	3	4	5	خاکہ جب یہ میری ذمہ داریوں میں شامل نہ بھی ہو تب بھی میں اپنے ساتھی ملازمین کو ماحول کی حفاظت کے لئے مشاورت فراہم کرتا ہوں۔
1	2	3	4	5	میں ماحول دوستی کے حوالے سے اپنے ادارے کی کارکردگی بہتر بنانے کے لئے نئے طور طریقوں پر مبنی تجاویز دیتا ہوں۔
1	2	3	4	5	میں اپنے ادارے کے ماحول دوستی کے حوالے سے اٹھائے گئے اقدامات سے آگاہ رہتا ہوں۔
1	2	3	4	5	میں ایک با معنی پیشے سے وابستہ ہوں۔

1	2	3	4	5	میں اپنے کام کو اپنی ذاتی نشوونما کا باعث سمجھتا ہوں۔
1	2	3	4	5	میرا کام دنیا میں کسی تبدیلی کا باعث نہیں بنتا۔
1	2	3	4	5	مجھے اس بات کا ادراک ہے کہ میرا کام کیسے میری زندگی کے با معنی ہونے کا باعث بنتا ہے۔
1	2	3	4	5	مجھے اس بات کا اچھی طرح سے ادراک ہے جو کہ میرے کام کو با معنی بناتی ہے۔
1	2	3	4	5	میرا کام مجھے اپنی ذات کو بہتر طریقے سے سمجھنے میں مدد دیتا ہے۔
1	2	3	4	5	میں نے ایسا پیشہ دریافت کر لیا ہے جس کا مقصد کافی اطمینان بخش ہے۔
1	2	3	4	5	میرا کام مجھے اپنے اردگرد دنیا کو سمجھنے میں مدد فراہم کرتا ہے۔
1	2	3	4	5	پیشہ و رانہ لحاظ سے میں جو کام کرتا ہوں وہ ایک بڑے مقصد کو تقویت فراہم کرتا ہے۔

Appendix – B Reliabilities of Pilot Study (n=30):

Reliability Statistics

Cronbach's Alpha	N of Items
.921	6

Reliability of ETL

Reliability Statistics

Cronbach's Alpha	N of Items
.900	13

Reliability of OCBE

Reliability Statistics

Cronbach's Alpha	N of Items
.917	10

Table 3.7: Reliability of PMW

Appendix – C Reliabilities of the Study (n=311):

Reliability Statistics

Cronbach's Alpha	N of Items
.894	6

Note. n=311

Reliability of ETL

Reliability Statistics

Cronbach's Alpha	N of Items
.938	13

Note. n=311

Reliability of OCBE

Reliability Statistics	
Cronbach's Alpha	N of Items
.913	10

Note. n=311

Reliability of PMW

Appendix -- D Supplementary notes on research philosophy:

Ontological considerations:

Ontology is a word in Greek language whose literal meaning is the branch of knowledge concerned with being and existence (Klakegg, 2016). In the context of research, the belief of a researcher about what constitutes reality is known as ontology. The notion that the research scholar carries regarding reality reflects in the decisions in connection with research objectives , questions , design , tools , techniques and subsequently the interpretation of findings (Creswell & Creswell, 2017).

There are two overarching frameworks within which reality is conceptualized in social science research. One framework called 'objectivist' posits that social reality exists independently of the social actor. It further asserts that it lies within the realm of human possibility to objectively study reality. Researchers concurring with this understanding of the reality opt for quantitative methodology and hypothetico-deductive approach to research. As a matter of fact, this study conceives reality in line with the tenets of objectivist ontological orientation (Hiller, 2016).

Another view of reality is that of 'subjectivist' ontology which stands on the assumption that reality exists in the experiences of the social actors. It is common for researchers who hold such

an ontological orientation to opt for qualitative methodology and inductive approach to research (Bell et al., 2018).

Epistemological considerations:

Knowledge creation is the ultimate aim of a social science scholars (Creswell & Creswell, 2017). However, there is a debate among scholarly community as to what constitutes valid knowledge. One line of argument propagated about the validity of knowledge claims that knowledge obtained through only scientific methods fulfils the criteria of being included in the body of knowledge of a scientific discipline. This school of thought belongs to ‘positivist’ epistemology. As a matter of fact this study aligns with positivist epistemological paradigm (Bryman, 2016).

Appendix -- F Descriptive Statistics:

		Statistics							
		Gender	Marital_Statu	Educationa	Educati	Working_E	Length_of_	Positio	Departm
		r	tus	l_Backgrou	on	xperience	Service	n	ent
				nd					
N	Valid	311	311	311	311	311	311	311	311
	Missing	0	0	0	0	0	0	0	0
Mean		1.1093	1.5531	2.6688	4.9518	3.7395	2.4341	1.5949	5.0354
Std. Deviation		.31255	.49798	1.56255	2.73936	1.37946	.73704	.72945	3.67143
Skewness		2.516	-.214	.342	.323	.395	1.592	.796	.620
Std. Error of									
Skewness		.138	.138	.138	.138	.138	.138	.138	.138
Kurtosis		4.359	-1.967	-1.192	-1.491	-1.116	3.221	-.713	-.572
Std. Error of									
Kurtosis		.276	.276	.276	.276	.276	.276	.276	.276

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	277	89.1	89.1	89.1
	female	34	10.9	10.9	100.0
Total		311	100.0	100.0	

Marital_Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	single	139	44.7	44.7	44.7
	married	172	55.3	55.3	100.0
Total		311	100.0	100.0	

Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Metric	2	.6	.6	.6
	Intermediate	94	30.2	30.2	30.9
	Bachelors(14 Years)	35	11.3	11.3	42.1
	Master (16 years)	20	6.4	6.4	48.6
	Bachelors (16 Years)	52	16.7	16.7	65.3
	Masters (18 years)	5	1.6	1.6	66.9
	Diploma	52	16.7	16.7	83.6
	MBA	51	16.4	16.4	100.0
	Total	311	100.0	100.0	

Working Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	64	20.6	20.6	20.6
	4-6	101	32.5	32.5	53.1
	7-9	51	16.4	16.4	69.5
	10-12	42	13.5	13.5	83.0
	13 and Beyond	53	17.0	17.0	100.0
	Total	311	100.0	100.0	

Length of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1	5	1.6	1.6	1.6
	1-3	198	63.7	63.7	65.3
	4-6	84	27.0	27.0	92.3
	7-9	17	5.5	5.5	97.7
	10-12	6	1.9	1.9	99.7
	13 and beyond	1	.3	.3	100.0
	Total	311	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Technical Staff	171	55.0	55.0	55.0
	Administrative Staff	95	30.5	30.5	85.5
	Manager / Supervisor	45	14.5	14.5	100.0
	Total	311	100.0	100.0	

		Department			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housekeeping	66	21.2	21.2	21.2
	Food and Beverages	60	19.3	19.3	40.5
	Human Resource	10	3.2	3.2	43.7
	Accounts/Finance	22	7.1	7.1	50.8
	Sales/Marketing	24	7.7	7.7	58.5
	Front Office	15	4.8	4.8	63.3
	Rooms	11	3.5	3.5	66.9
	Kitchen	50	16.1	16.1	83.0
	Security	16	5.1	5.1	88.1
	IT/Engineering	18	5.8	5.8	93.9
	Quality and compliance	3	1.0	1.0	94.9
	Laundry	2	.6	.6	95.5
	Material Management	2	.6	.6	96.1
	Other	12	3.9	3.9	100.0
	Total	311	100.0	100.0	

Appendix – G Harman Single Factor Test:

Communalities		
	Initial	Extraction
ETL_01	.640	.200
ETL_02	.540	.275
ETL_03	.699	.280
ETL_04	.609	.311
ETL_05	.504	.270
ETL_06	.622	.336
OCBE_01	.929	.558
OCBE_02	.892	.504
OCBE_03	.558	.343
OCBE_04	.886	.537
OCBE_05	.784	.493
OCBE_06	.521	.445
OCBE_07	.590	.425
OCBE_08	.560	.384
OCBE_09	.928	.547
OCBE_10	.883	.459
OCBE_11	.650	.440
OCBE_12	.884	.511
OCBE_13	.739	.378
PMW_01	.539	.371
PMW_02	.595	.392
PMW_03	.685	.411
PMW_04	.588	.424
PMW_05	.613	.384
PMW_06	.521	.335
PMW_07	.613	.386
PMW_08	.615	.412
PMW_09	.583	.419
PMW_10	.543	.368

Extraction Method: Principal Axis
Factoring.

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.178	41.994	41.994	11.596	39.986	39.986
2	2.772	9.560	51.553			
3	2.328	8.027	59.581			
4	1.360	4.691	64.272			
5	1.066	3.674	67.946			
6	.950	3.276	71.222			
7	.793	2.733	73.955			
8	.729	2.514	76.470			
9	.645	2.225	78.694			
10	.616	2.124	80.819			
11	.565	1.949	82.767			
12	.484	1.669	84.437			
13	.473	1.631	86.068			
14	.443	1.528	87.596			
15	.405	1.395	88.991			
16	.376	1.295	90.287			
17	.344	1.187	91.474			
18	.341	1.175	92.649			
19	.318	1.097	93.746			
20	.296	1.022	94.768			
21	.276	.952	95.720			
22	.266	.918	96.638			
23	.261	.898	97.537			
24	.222	.766	98.302			
25	.199	.687	98.990			
26	.130	.450	99.439			
27	.075	.258	99.697			
28	.051	.175	99.873			
29	.037	.127	100.000			

Extraction Method: Principal Axis Factoring.

Factor Matrix

	Factor
	1
ETL_01	.447
ETL_02	.524
ETL_03	.529
ETL_04	.558
ETL_05	.520
ETL_06	.580
OCBE_01	.747
OCBE_02	.710
OCBE_03	.586
OCBE_04	.733
OCBE_05	.702
OCBE_06	.667
OCBE_07	.652
OCBE_08	.620
OCBE_09	.740
OCBE_10	.678
OCBE_11	.663
OCBE_12	.715
OCBE_13	.615
PMW_01	.609
PMW_02	.626
PMW_03	.641
PMW_04	.651
PMW_05	.620
PMW_06	.579
PMW_07	.621
PMW_08	.642
PMW_09	.647
PMW_10	.607

Extraction Method:

Principal Axis Factoring.

a. 1 factors extracted. 4 iterations required.

Appendix – H Correlations:

Descriptive Statistics

	Mean	Std. Deviation	N
Age	2.3376	1.16612	311
Gender	1.1093	.31255	311
Education	4.9518	2.73936	311
ETL	3.0327	.99655	311
OCBE	3.2233	.88368	311
PMW	3.1765	.90539	311

Correlations

		Age	Gender	Education	ETL	OCBE	PMW
Age	Pearson Correlation	1	-.128*	.359**	.011	.006	.049
	Sig. (2-tailed)		.024	.000	.849	.919	.385
	N	311	311	311	311	311	311
Gender	Pearson Correlation	-.128*	1	.251**	.004	.021	.016
	Sig. (2-tailed)	.024		.000	.944	.713	.780
	N	311	311	311	311	311	311
Education	Pearson Correlation	.359**	.251**	1	-.061	-.126*	-.042
	Sig. (2-tailed)	.000	.000		.286	.026	.464
	N	311	311	311	311	311	311
ETL	Pearson Correlation	.011	.004	-.061	1	.474**	.487**
	Sig. (2-tailed)	.849	.944	.286		.000	.000
	N	311	311	311	311	311	311
OCBE	Pearson Correlation	.006	.021	-.126*	.474**	1	.633**
	Sig. (2-tailed)	.919	.713	.026	.000		.000
	N	311	311	311	311	311	311
PMW	Pearson Correlation	.049	.016	-.042	.487**	.633**	1
	Sig. (2-tailed)	.385	.780	.464	.000	.000	
	N	311	311	311	311	311	311

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Appendix -- I Regression Analysis:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.474 ^a	.224	.222	.77950	.224	89.399	1	309	.000

a. Predictors: (Constant), ETL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54.321	1	54.321	89.399	.000 ^b
	Residual	187.756	309	.608		
	Total	242.078	310			

a. Dependent Variable: OCBE

b. Predictors: (Constant), ETL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.949	.142		13.748	.000		
	ETL	.420	.044	.474	9.455	.000	1.000	1.000

a. Dependent Variable: OCBE

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.487 ^a	.237	.235	.79192	.237	96.206	1	309	.000

a. Predictors: (Constant), ETL

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.334	1	60.334	96.206	.000 ^b
	Residual	193.785	309	.627		
	Total	254.119	310			

a. Dependent Variable: PMW

b. Predictors: (Constant), ETL

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.834	.144		12.731	.000		
	ETL	.443	.045	.487	9.808	.000	1.000	1.000

a. Dependent Variable: PMW

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.633 ^a	.400	.398	.68555	.400	206.085	1	309	.000

a. Predictors: (Constant), PMW

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	96.855	1	96.855	206.085	.000 ^b
	Residual	145.222	309	.470		
	Total	242.078	310			

a. Dependent Variable: OCBE

b. Predictors: (Constant), PMW

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	1.262	.142		8.887	.000		
	PMW	.617	.043	.633	14.356	.000	1.000	1.000

a. Dependent Variable: OCBE

Appendix -- J Bootstrapping Resampling Procedure:

Run MATRIX procedure:

***** PROCESS Procedure for SPSS Version 3.5 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com
Documentation available in Hayes (2018). www.guilford.com/p/hayes3

Model : 4
Y : OCBE
X : ETL
M : PMW

Sample
Size: 311

OUTCOME VARIABLE:

PMW

Model Summary

R	R-sq	MSE	F	df1	df2	p
.4873	.2374	.6271	96.2061	1.0000	309.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.8340	.1441	12.7311	.0000	1.5505	2.1174
ETL	.4427	.0451	9.8085	.0000	.3539	.5315

Standardized coefficients

	coeff
ETL	.4873

OUTCOME VARIABLE:

OCBE

Model Summary

R	R-sq	MSE	F	df1	df2	p
.6603	.4360	.4433	119.0568	2.0000	308.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.0065	.1495	6.7307	.0000	.7123	1.3007
ETL	.1924	.0435	4.4288	.0000	.1069	.2779
PMW	.5142	.0478	10.7503	.0000	.4200	.6083

Standardized coefficients

	coeff
ETL	.2170
PMW	.5268

***** TOTAL EFFECT MODEL *****

OUTCOME VARIABLE:

OCBE

Model Summary

	R	R-sq	MSE	F	df1	df2	p
	.4737	.2244	.6076	89.3989	1.0000	309.0000	.0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1.9495	.1418	13.7482	.0000	1.6704	2.2285
ETL	.4201	.0444	9.4551	.0000	.3326	.5075

Standardized coefficients

	coeff
ETL	.4737

***** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y *****

Total effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c_ps
c_cs	.4201	.0444	9.4551	.0000	.3326	.5075	.4753
	.4737						

Direct effect of X on Y

	Effect	se	t	p	LLCI	ULCI	c'_ps
c'_cs	.1924	.0435	4.4288	.0000	.1069	.2779	.2178
	.2170						

Indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PMW	.2276	.0322	.1652	.2911

Partially standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PMW	.2576	.0352	.1899	.3283

Completely standardized indirect effect(s) of X on Y:

	Effect	BootSE	BootLLCI	BootULCI
PMW	.2567	.0353	.1882	.3259

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95.0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----

