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Green Organizational Climate's Promotion of Managers' Organizational Citizenship Behavior for the Environment: Evidence from the Portuguese Hospitality Context

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Abstract: Society at large has become increasingly concerned about climate change and sustainable development, so tourism and travel service providers have begun to focus more actively on sustainable development goals. Prior research has shown that supervisors' support fosters employee green behavior and companies' environmental performance. This study concentrated on Portuguese hospitality contexts to develop a fuller understanding of how organizations' green efforts can combine with the individual variables highlighted by the theory of planned behavior (TPB) (i.e., attitudes, subjective norms, and perceived behavioral control) to encourage supervisors' organizational citizenship behavior for the environment (OCBE). Data on 74 hotel managers were collected with an online survey. Multiple regression analysis revealed that perceived green organizational climate positively correlates with TPB variables, thereby increasing supervisors' intention to adopt and encourage OCBE in their workplaces. These findings clarify how organizational and individual factors foster managers' OCBE. The results have practical implications for organizations seeking to promote their managers' pro-environmental behavior to boost their environmental sustainability.

Keywords: managers; organizational citizenship behavior for the environment; theory of planned behavior; green organizational climate; pro-environmental behavior; hospitality



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1. Introduction

Society at large has become increasingly concerned about climate change and sustainable development. Companies play an important role in ecological sustainability through the promotion of values and implementation of practices that make their business activities more environmentally responsible and thus address the threats posed by environmental degradation and climate change [1,2]. These dangers present challenges to all industries, but tourism service providers, in particular, need to engage more actively in sustainable development goals (SDGs). The tourism industry is one of the largest globally, accounting for 1 in 10 jobs [3]. Tourism activities significantly impact the environment, accounting for 8% of global greenhouse gas emissions, mainly due to tourism-related operations' carbon intensity [4]. More specifically, tourism activities are linked to three of the United Nations' 17 SDGs. SDG 8 focuses on economic growth and decent work for all, SDG 12 concerns responsible production and consumption, and SDG 14 concentrates on the conservation and responsible use of oceans, seas, and marine resources. However, tourism operations affect many other environmental and social targets, such as the quality of life on land and poverty levels.

The present study was conducted in Portugal, where tourism is a crucial industry. According to the World Travel and Tourism Council [5], tourism was the most important

economic activity in 2019 in this country, with travel and tourism accounting for 16.5% of the gross domestic product and 18.6% of total employment (i.e., direct, indirect, and induced). The COVID-19 pandemic caused these sectors to shrink, but their quick recovery meant travel- and tourism-related services were responsible for 15.8% of gross domestic product in 2022 [6] and 20% of GDP in 2023 [7]. Tourism in Portugal is expected to continue developing given this country's excellent reputation. Portugal has received various destination awards in the last decade, including receiving the award for Europe's Leading Tourism Destination six times [8]. Ensuring that sustainable tourism development has positive impacts thus presents a major challenge for Portuguese tourism organizations in all dimensions, including environmental aspects.

This research focused on the Portuguese hospitality industry to examine how hotels' green organizational climate affects their managers' pro-environmental behavior. Experts have urged these establishments to upgrade all their organizational processes to include green practices, as well as encouraging employees to participate in pro-environmental activities in their workplace and daily lives. The literature suggests that supervisors' conduct fosters subordinates' pro-environmental behavior by signaling that their organization is concerned about the environment [9]. However, managers as a target population have received scant attention in this field of study. A consensus has been reached that supervisor support is an important intervening factor in employee green behavior [10–13], but researchers have mostly focused on organizational-level practices or employees' perceptions of managers' activities.

An evaluation is thus urgently needed of the factors that influence supervisors' pro-environmental attitudes and actions. Manager's pro-environmental behavior can help organizations significantly improve their environmental performance and develop and implement new environmental initiatives [14]. The present research, therefore, sought to understand how organizations' green efforts can combine with the individual variables suggested by the theory of planned behavior (TPB) (i.e., attitudes, subjective norms, and perceived behavioral control) to encourage hotel managers' organizational citizenship behavior for the environment (OCBE) in work contexts. The travel and tourism sectors have a strong impact on the environment, so a clearer understanding is required of hospitality supervisors' beliefs, motives, and intentions regarding pro-environmental behavior and their perception of their organization's level of support for employee green behavior.

2. Literature Review

2.1. Pro-Environmental Behavior at Work

The literature shows considerable agreement among scholars that organizations significantly contribute to environmental degradation [15]. Companies worldwide are improving their environmental performance by implementing more green strategies, such as prompting their employees to engage in pro-environmental behavior [16]. Prior research has shown that workers' pro-environmental behavior not only affects the natural environment's quality but also has important positive implications for organizations (e.g., financial performance), their leaders (e.g., leader effectiveness), and employees (e.g., job satisfaction) [16–18].

Climate change is largely driven by human activities, and environmental programs' success often depends on workers' participation [12], so fostering employees' pro-environmental behavior within their organization has become a critical strategy. Workplace green behavior includes, among other things, recycling, videoconferencing, and reducing waste, which contribute to greening organizations, positively affect climate change, and prevent further environmental degradation [18,19].

Workers' pro-environmental behavior can be defined as all voluntary or prescribed activities that protect the environment directly or improve the relevant organizational practices [20]. Green behavior at work is often seen as an extension of important types of pro-environmental conduct in households. Still, in households, individuals are freer to choose and apply their values than in the workplace, where employees must follow specific rules and routines [20–22]. Pro-environmental behavior can be categorized as task-related

or proactive actions, depending on what kind of work individuals perform. The first group comprises pro-environmental activities performed as part of tasks assigned to employees, that is, conserving energy, resources (e.g., making double-sided prints), or water. The second category is voluntary behavior that exceeds organizations' expectations of their workers' commitment to environmental sustainability and thus reflects these individuals' personal initiative [23].

Voluntary behavior can be understood as a form of organizational citizenship behavior, which means workers at any organizational level can take these actions, but they will not be explicitly recognized by any formal reward system. Nonetheless, voluntary pro-environmental activities can contribute significantly to the ecological performance of organizations' staff members and green development strategies [15].

Organizations can actively promote their employees' pro-environmental behavior by showing support for environmental initiatives and highlighting environmental concerns [24–26]. This encouragement can be given by implementing environmental management systems and incentive programs that strengthen employees' engagement in ecological activities [15]. Individuals will make an effort in ways that reflect both that they are strongly committed to their organization and accept its goals and values and that they can accomplish things valued by their managers (i.e., engage in OCBE) [12,24]. These sustainable behaviors at work can take the form of recycling, using their own coffee cups, taking public transportation to work, or turning off unnecessary lights [20,27].

Within organizations, good manager–subordinate relationships create a social exchange climate that encourages individuals to act responsibly toward the environment [27]. A combination of supervisory support, trust, and commitment to supervisors has been found to explain 39% of employees' direct OCBE and 68% of their indirect OCBE [13]. This finding highlights the importance of training managers regarding the benefits of environmental leadership [28].

Prior research has shown that, for workers, having their supervisor show support for OCBE can be crucial since managers are perceived to be models of exemplary behavior [13,15,21,28,29]. Workers are encouraged to get involved in task-related and extra-role OCBE when they perceive their supervisors as available, open, and accessible regarding pro-environmental concerns [28] and become less interested in pursuing environmentally friendly objectives when their supervisors fail to generate adequate support for these goals [12,27,30].

Wesselink et al. [22] argue that companies' sustainable policies must be reflected in supervisors' conduct in order to ensure pro-environmental behavior is encouraged. Managers should not only support their employees' green activities but also engage in such behavior themselves, from which subordinates can learn and change their conduct accordingly. Workers need to feel individualized attention from supervisors, which they may indirectly respond to (i.e., reciprocate) by helping colleagues implement pro-environmental actions or by participating in their organization's environmentally friendly activities. Companies can also recognize, develop, and improve employees' pro-environmental behavior by communicating their policies and practices and offering plentiful opportunities for employees to show this behavior in the workplace.

Managers' conduct functions as an important link between their organization and workers, as these supervisors often interact with subordinates. These exchanges have a profound effect on OCBE and employees' attitudes and actions because they perceive supervisors' behavior as an example to follow [15]. By definition, OCBE is not directly recognized by formal reward systems, so workers are likely to engage in these activities in anticipation of their manager's future validation [12].

According to Paillé et al. [13], supervisors' support for the environment is perceived when they encourage their subordinates to take pro-environmental actions by providing the support and the resources these individuals need to engage in these behaviors. Managerial support's absence does not stop employees from engaging in pro-environmental initiatives, but the occurrence of supervisor support can facilitate workers' engagement in these

activities [19,27,30,31]. Managers' supportive behavior can take the form of communication, information dissemination, innovation, rewards and recognition, and the prioritization of goals and responsibilities [32]. This support includes, for example, that supervisors convey environmental goals clearly to their employees and encourage them to integrate pro-environmental behavior into their work. Managers' OCBE may also consist of informal activities such as encouraging employees to make suggestions or inviting them to discuss solutions to specific environmental problems [33].

Most researchers have only focused on the consequences of supervisors' environmental behavior from an employee perspective (e.g., [27,31]), so little is known about how managers' values and commitments can translate into these supervisors' individual, informal, and discretionary pro-environment conduct in the workplace. To fill this gap, the present study focused on what affects managers' OCBE, a topic that the literature rarely discusses.

Boiral et al.'s [33] research confirmed that supervisors' green behavior tends to be less often restricted to formal actions aimed primarily at strengthening organizational legitimacy since pro-environmental activities are subject to managers' discretion and are informal initiatives nearly invisible to superiors. Individual-level factors can thus play a crucial role in related managerial decisions. For instance, more OCBE can be expected from supervisors who perceive this behavior as within their control (i.e., believe they can take green actions) and that their peers and subordinates have positive opinions about it (i.e., strong subjective norms) [34].

Paillé et al. [35] found that, in practice, managers' green behavior is an extension of other workers' OCBE as both engage in pro-environmental activities because of reciprocity patterns within their organization. Similar to other non-managerial employees, supervisors' OCBE can be driven by formal management systems and external pressures or comprise discretionary initiatives that formal reward systems overlook. The more managers perceive that green organizational initiatives are given high priority, the more likely they are to feel able to join in pro-environmental activities.

Research focused on supervisors' OCBE could thus help organizations to understand more fully how individuals' environmental concerns and commitments can be translated into routine green behavior at the management level. A green organizational climate can play a crucial role in how strongly managers feel they can engage in OCBE at work and create conditions that favor subordinates' pro-environmental behavior, which is the topic discussed in the next subsection.

2.2. Green Organizational Climate as a Promoter of Pro-Environmental Behavior

Organizations are making an extra effort to implement green strategies to mitigate their environmental impacts [2]. Pro-environmental tactics need to be incorporated into companies that aspire to a level of corporate social performance that contributes significantly to sustainable growth and shows concern for the environment [1]. The resulting green organizational climate is related to employees' perception of their organization and colleagues' pro-environment values and actions [14,23].

Many researchers have verified that a green work climate positively influences workers' pro-environmental attitudes and behaviors [14,15,19,20,23–27,36]. Organizations' environmental policies and practices create a positive image of a green organizational culture involving all employees, in which they feel that their company supports their green practices. This perception in turn encourages staff members to participate in environmentally friendly activities [1,25]. Organizations need to set sustainable agendas that employees have access to and that ensure they can identify their organization's values and objectives and determine which green actions to appropriate and implement at work.

Sußbauer and Schafer [37] found that corporate strategies are capable of greening workplaces. The cited researchers suggest that employees' involvement can strengthen the relationships between supportive structures, pro-environmental activities (e.g., resource and energy use, food, and mobility), and individual needs, which enhance workers' general

satisfaction with their jobs. When organizations provide opportunities for gaining green competencies (e.g., training to be a waste representative) and incorporate infrastructure that promotes energy and resource efficiency (e.g., rainwater for toilets and complete refunds for public transport or bike leasing), employees feel valued and more committed to their company, motivating them to engage in pro-environmental extra-role behavior.

Rubel et al. [14] confirmed that, when organizations encourage green human resource management practices, workers' perception of a green organizational climate increases, which results in ecological behavior that improves their firm's performance. This finding is consistent with Uslu et al. [38] and also with Temminck et al.'s [26] conclusion that organizational support is a predictor of employees' pro-environmental behavior. Katz et al.'s [30] meta-analysis confirms the positive association between organizational factors, including green human resource management, green psychological climate perceptions and perceived organizational support, and employee green behavior.

However, Paillé and Meija-Morelos [39] found that organizational support alone is not always sufficient to lead employees to participate in green activities at work because workers need to feel personally drawn to their organization's environmental values before adopting the relevant extra-role behavior. Organizational policies and practices' effectiveness can thus depend on other contextual and personal factors that scholars also need to investigate.

As previously stated, the literature mostly focuses on the green organizational climate's impact from an employee perspective, whereas the present research explored this climate's effect on managers' pro-environmental behavior. Supervisors are expected to engage in ecological activities at work because they directly interact with subordinates who see their supervisor's behavior as an example to follow. Supervisors can thus increase other employees' intentions to participate in green behaviors [14]. However, few prior studies have concentrated on whether and to what extent green organizational climate promotes supervisors' OCBE. The current research contributed to filling this gap by looking at this relationship while also examining personal factors that determine managerial decisions. Based on previously reported results, the following hypothesis was proposed:

Hypothesis 1. *The perceived green organizational climate and managers' OCBE are positively associated.*

2.3. Individual Factors as Promoters of Pro-Environmental Behavior

The individual antecedents of pro-environmental behavior in the workplace have seldom been investigated. Studies have traditionally focused on domestic contexts, which has left a gap in the literature regarding organizational contexts [40]. More recently, a few researchers have started to analyze individual predictors of green behavior at work.

The TPB [41] was used as the present study's theoretical framework for personal factors that promote pro-environmental behavior. Since this theory's conception, it has been used as an important predictor of the components underlying varied pro-environmental behavior mostly in domestic settings [42] but, more recently, also in the workplace (e.g., [21,22,27,29,30,43]). The TPB suggests that three separate components act as important predictors of behavior change: perceived behavioral control, attitudes, and subjective norms. Attitudes toward a behavior reflect individuals' favorable or unfavorable subjective evaluation of specific examples of that behavior. Subjective norms refer to perceived social pressure from significant others (e.g., peers and subordinates) to engage in—or not to engage in—a particular behavior. Perceived behavioral control represents individuals' evaluation of how easy participating in a behavior can be in specific contexts. Together, these variables predict behavioral intentions, which in turn predict actual behavior [41].

The TPB posits that, as a rule, more favorable attitudes and subjective norms associated with a behavior, and higher perceived behavioral control, lead to individuals higher intention to engage in the relevant behavior. These three variables' ability to predict intention is expected to vary across types of behaviors and contexts. In some cases, only

attitudes have a significant impact on intentions, while, in others, attitudes and subjective norms combined can account for these intentions. In still other cases, all three predictors make independent contributions to behavioral outcomes [41].

Arslan and Şar [44] analyzed data on pharmaceutical sector managers in order to understand their green logistics behavior. The cited authors found that environmental attitudes, perceived behavior control, and subjective norms have a positive effect on intentions to apply green logistics. Arslan and Şar's [44] study is one of the few that has focused on supervisors; therefore, the research reviewed below reflects the perspective of workers in general.

Norton et al. [16] showed that, when employees perceive their organization as being supportive, their attitudes and subjective norms are reinforced, and these, in turn, affect staff members' intentions to engage in pro-environmental behavior at work. Dixon et al. [45] similarly verified that the three TPB variables predict behavioral intention and self-reported energy conservation behavior in the workplace. Costa et al. [27] further confirmed that a green organizational climate has a positive impact on employees' attitudes, subjective norms, and perceived behavioral control in relation to waste separation, which is connected to more reported paper and plastic waste separation.

In addition, Khalid et al. [43] examined the antecedents of required and voluntary green behavior at work based on a survey of hotel employees and their supervisors. The study's findings indicate that employees' green behavioral intention is a vital mechanism through which their pro-environmental attitudes, subjective norms, and perceived behavioral control affect both their required and voluntary green behavior. Similar results were recently found by Trivedi et al. [46] in a study with Malaysian hotel workers. The relevance of TPB components for predicting employees' green intentions and behaviors has also been supported by the meta-analysis performed by Katz et al. [30], with the model explaining almost one-third of the variance in employee behavior.

Research has thus shown that TPB components are significant predictors of individuals' pro-environmental behavior in the workplace. The above literature underscores the importance of exploring the mediating effect of TPB variables (i.e., attitudes, subjective norms, and perceived behavioral control) on the relationship between green organizational climate and managers' OCBE. To reflect these findings, a second hypothesis was proposed for the current research:

Hypothesis 2. *The relationship between green organizational climate and managers' OCBE is mediated by TPB variables.*

Hypothesis 2a. *The relationship between green organizational climate and managers' OCBE is mediated by attitudes toward this behavior.*

Hypothesis 2b. *The relationship between green organizational climate and managers' OCBE is mediated by subjective norms regarding this behavior.*

Hypothesis 2c. *The relationship between green organizational climate and managers' OCBE is mediated by perceived behavioral control over this behavior.*

3. Materials and Methods

3.1. Procedure and Participants

Data were gathered with an online survey based on a quantitative cross-sectional study design, fully detailed in Henriques [47]. The data were collected from managers working for hospitality organizations in Portugal. The questionnaire included measures of all the variables of relevance to this research. The survey was developed using Qualtrics XM, an online survey software and insight platform, and structured as follows. The first section contained a brief description of the study's aims and the participation criteria, followed by the informed consent form. Data confidentiality and respondent anonymity were

assured, as well as the voluntary nature of participation. The second section measured the selected variables using five sets of questions related to organizational climate, managers' OCBE, and the TPB variables (i.e., attitudes, subjective norms, and perceived behavioral control). The last section comprised items eliciting sociodemographic information for the sample profile.

The survey was made available between July and November 2022. Three criteria were applied to determine if the participants' responses could be included in the analyses: (i) working in the hospitality industry in Portugal, (ii) working for at least six months in the current organization, and (iii) having a managerial position. The survey was distributed by email to various hotels and hotelier associations, as well as on social and professional networks (i.e., Facebook and LinkedIn), to maximize the participation of hotel managers from different regions across the country.

A total of 82 individuals filled out the survey, of which 74 questionnaires were found to be valid, 6 were incomplete, and 2 were discarded as the respondents had a tenure of less than 6 months in their organization. The participants' ages ranged between 21 and 56 years old (mean = 36.45 years; standard deviation = 9.59 years), with 50% being female and 50% male. The respondents' education was reported as 82.4% with a college degree, while the remaining 17.6% had a high school diploma or fewer years of education.

The participants had worked for their hotel for an average of 7 years (maximum = 30 years; minimum = 6 months). Regarding their employment contract, 87.8% had a permanent employment contract, and the rest had a temporary contract. The respondents supervised departments that included, among others, food and beverage, food production, human resources, and marketing. The responses given about hotel size revealed that 40.5% of the participants worked in a medium-sized hotel (i.e., between 50 and 249 employees), 27% in a large-sized hotel (i.e., 250 employees or above), and 32.5% in a small-sized hotel (i.e., up to 49 employees). According to the respondents, 52.7% of the hotels had an environmental certification, 21.6% lacked a certification, and the remaining 25.7% of the participants did not know if their hotel had a certification.

3.2. Measures

The variables were measured with validated scales selected from the relevant literature. Unless otherwise specified, the respondents used a 5-point Likert scale (1 = "Strongly disagree"; 5 = "Strongly agree") to provide answers. The measures had good levels of reliability.

3.2.1. Green Organizational Climate (Predictor Variable)

Scales were adopted to measure managers' perceptions of their hotel's green organizational climate from Norton et al. [15] and Temminck et al.'s [26] studies. The final scale included 7 items (e.g., "[my organization] accepts suggestions of how to implement new environmental practices" and "[my organization] is concerned about reducing its environmental impact"), with a Cronbach's alpha (α) of 0.89.

3.2.2. Supervisor OCBE (Criterion Variable)

Managers' OCBE was measured using the scales developed by Boiral et al. [33] and Paillé et al. [13]. The final scale comprised 8 items (e.g., "I propose new practices that improve my organization's environmental performance" and "I encourage my employees to express their ideas and opinions on environmental issues"). The response scale ranged from 1 ("Never") to 5 ("Often") ($\alpha = 0.87$).

3.2.3. Attitudes Toward Green Behavior at Work (Mediating Variable)

This factor was measured using four items taken from Wesselink et al.'s [22] work. Two examples are as follows: "I value the pro-environmental suggestions that my employees offer" and "I find it important that my organization has environmentally friendly initiatives" ($\alpha = 0.87$).

3.2.4. Subjective Norms Regarding Green Behavior at Work (Mediating Variable)

Seven items were adopted from Greaves et al. [29] and Wesselink et al.'s [22] scales to assess managers' subjective norms regarding green behavior. Two items read as follows: "[m]y supervisor expects me to behave in an environmentally friendly manner" and "[m]y employees expect me to implement pro-environmental practices" ($\alpha = 0.87$).

3.2.5. Perceived Behavioral Control Regarding Green Behavior at Work (Mediating Variable)

Four items were taken from Boiral et al.'s [33] study. Two examples are "[i]t is within my control whether or not I implement more environmental initiatives" and "[t]his facility's management supports my efforts to implement environmental initiatives" ($\alpha = 0.77$).

To verify if the elected measures passed Harman's single-factor test, an unrotated principal component analysis was performed with all items used in the study. This test is used as a diagnostic technique to evaluate the presence of a significant common method variance [48]. The analysis showed that the first factor explains 41% of the variance, from a total of 73% of the variance explained (Kaiser–Meyer–Olkin = 0.84; $p < 0.001$). The results thus confirm that common method bias (>50% variance explained in the first factor) did not significantly affect the validity of the study.

4. Results

4.1. Descriptive Statistics and Correlations

Table 1 presents the descriptive statistics and Spearman's correlations between the model's variables. Calculations were performed using the software SPSS, version 26. The latter results reveal that these factors are all positively and significantly intercorrelated to a moderate degree. None of the sociodemographic and professional variables (i.e., age, gender, education, tenure in the organization, tenure as manager, and hotel size) are significantly correlated with managers' OCBE, so these factors were not included in the subsequent analyses.

Table 1. Mean (M), Standard Deviation (SD), Spearman's Correlation, and Cronbach's Alpha Values.

Variables	M	SD	1	2	3	4	5
1. Green Organizational Climate	4.00	0.75	(0.89)				
2. Attitudes	4.48	0.47	0.48 **	(0.87)			
3. Subjective Norms	3.83	0.78	0.72 **	0.44 *	(0.87)		
4. Perceived Behavioral Control	3.61	0.75	0.71 **	0.41 **	0.65 **	(0.77)	
5. OCBE	3.99	0.70	0.60 **	0.57 **	0.63 **	0.59 **	(0.87)
6. Age	36.45	9.59	−0.03	−0.24 *	0.03	−0.05	−0.20
7. Gender	-	-	−0.03	−0.11	0.14	−0.18	−0.01
8. Education	-	-	−0.29 *	−0.12	−0.06	−0.07	−0.05
9. Tenure in Organization	7.02	6.16	−0.09	−0.25 *	0.01	−0.19	−0.16
10. Tenure as Manager	4.50	5.25	−0.13	−0.12	0.24 *	−0.02	−0.01
11. Hotel Size	-	-	0.08	0.08	0.06	0.09	0.05

Note. Cronbach's alphas in parentheses; OCBE = organizational citizenship behavior for the environment; Gender: 0 = Feminine, 1 = Masculine; * $p < 0.05$; ** $p < 0.01$.

4.2. Hypothesis Testing

The mediation model was analyzed using Process Macro version 4.2 software developed by Hayes [49]. This step focused on whether the TPB variables are mediators of the relationship between the green organizational climate and managers' OCBE, by estimating total, direct, and indirect effects using a bootstrapping technique (1000 samples). Before testing the model, the assumptions of linearity, normality, homoscedasticity, and multicollinearity were checked. The results show that the assumptions were met, a conclusion supported by indicators of zero autocorrelation between the residuals (Durbin–Watson = 2.004), no influential data points/outliers (Cook's Distance < 0.05; $M = 0.015$; $SD = 0.022$), and a random distribution of residuals. Also, multicollinearity is not significant in the data because

the tolerance values range between 0.38 and 0.83 (i.e., >0.25) and variance inflation factor (VIF) values were between 1.21 and 2.67 (i.e., <4) [50].

Hypothesis 1 proposed that managers' perception of a green organizational climate is related to how much they engage in OCBE in the workplace. The results verify that this climate has a significant positive effect on reported OCBE (non-standardized regression coefficient [B] = 0.48; $p < 0.001$) (see Table 2). Thus, the more strongly managers perceive that their organization has a green climate, the higher their reported engagement in OCBE, which confirms Hypothesis 1.

Table 2. TPB variables' mediating effect on the relationship between green organizational climate and managers' OCBE.

Variables	Perceived Behavioral Control		Subjective Norms		Attitudes		OCBE	
	B	SE	B	SE	B	SE	B	SE
Total effect								
Constant							2.07 ***	0.38
Organizational Climate							0.48 ***	0.93
Direct effect								
Constant	0.70 *	0.33	0.91 *	0.35	3.64 ***	0.29	−0.01	0.55
Organizational Climate	0.73 ***	0.80	0.73 ***	0.09	0.21 **	0.07	−0.07	0.12
Perceived Behavioral Control							0.29 *	0.12
Subjective Norms							0.35 **	0.11
Attitude							0.43 **	0.13
R ²	0.54		0.50		0.11		0.55	
F-test	F (1, 72) = 83.769, $p < 0.000$		F (1, 72) = 70.420, $p < 0.000$		F (1, 72) = 8.953, $p < 0.01$		F (4, 72) = 21,475, $p < 0.000$	
Indirect effect	0.23 *	0.10	0.27 *	0.10	0.09 *	0.04		
95% Bootstrap Confidence Interval	[0.03, 0.42]		[0.08, 0.48]		[0.02, 0.20]			

Note. OCBE = Organizational citizenship behavior for the environment; B = non-standardized regression coefficient; SE = standard error; R² = coefficient of determination; * $p < 0.05$; ** $p < 0.01$; *** $p < 0.001$.

Hypothesis 2 (i.e., Hypotheses 2, 2a, 2b, and 2c) predicted that the TPB variables mediate the link between green organizational climate and managers' OCBE. The results indicate that a green organizational climate is positively and significantly related to the TPB variables, which means that the stronger the perception of a green organizational climate is, the greater the attitudes ($B = 0.21$; $p < 0.01$), perceived behavioral control ($B = 0.73$; $p < 0.001$), and subjective norms' levels ($B = 0.73$; $p < 0.001$) (see Table 2 above). These three variables are also significantly related to increased OCBE, namely, attitudes ($B = 0.43$; $p < 0.01$), subjective norms ($B = 0.35$; $p < 0.01$), and perceived behavioral control ($B = 0.29$; $p < 0.05$). Concurrently, the TPB factors' indirect effects are positive, and thus they provide significant support for the three variables' mediation: perceived behavioral control ($B = 0.23$; 95% confidence interval [CI] = 0.03, 0.42), subjective norms ($B = 0.27$; 95% CI = 0.08, 0.48), and attitudes ($B = 0.09$; 95% CI = 0.02, 0.20). These findings confirm Hypothesis 2.

Overall, the results support the hypotheses, indicating that a green organizational climate contributes to managers' OCBE both directly and indirectly through the mediating effect of the TPB variables. Notably, green organizational climate's effect on managers' OCBE is no longer significant when the mediating variables are present ($B = -0.07$; $p < 0.05$), which confirms a complete mediation effect exists. The model explains 55% of the variance of reported OCBE ($F (4, 72) = 21,475$; $p < 0.001$).

5. Discussion

This research investigated how organizational and individual variables can encourage hotel managers to engage in OCBE at work. More specifically, the study assessed the

relationship between a green organizational climate and supervisors' pro-environmental behavior and three TPB variables as mediators of this climate's impact on supervisors' green activities in the workplace. The hospitality sector was selected as the research context because of hotels' environmental impacts and green management challenges.

The results confirm the two hypotheses proposed in the conceptual model. The first hypothesis's verification indicates that a green organizational climate has a positive effect on managers' reported OCBE. The literature highlights that organizations play an important role in encouraging employees' extra effort to implement green strategies to diminish their firm's environmental impact, especially on the immediate premises, in order to ensure greater sustainability [2,30]. Organizations can do this by adopting environmental policies, practices, and processes, such as formulating a sustainable agenda that defines the organization's green values and objectives. This strategy allows hotel managers to identify and acknowledge appropriate pro-environmental behavior at work [1]. When companies create green opportunities (e.g., training to be a waste representative) and resources (e.g., refunding public transport), supervisors can more fully commit to their organization [37], which leads them to participate in OCBE themselves. Managers' stronger engagement in OCBE then increases their subordinates' pro-environmental behavior because the latter employees interact directly with supervisors and may perceive their behavior as something to emulate [14].

The results for the second hypothesis confirm the TPB variables' mediating effect on the relationship between a green organizational climate and managers' OCBE. These individuals' perception of this climate in their hotel is positively related to their subjective norms, attitudes, and perceived behavioral control regarding green behavior at work. These personal variables are, in turn, positively related to reported OCBE. These findings are consistent with the literature as they show that, when workers perceive their organization to be supporters and facilitators of green goals and practices [1,14,23,30], their pro-environmental attitudes become stronger and produce clearer intentions to participate in OCBE [16]. In addition, workers and supervisors' subjective norms are positively influenced when these individuals perceive their organization as having a green climate, which leads them to adopt OCBE [43]. Finally, a green organizational climate is also a predictor of managers' perceived behavioral control, indicating that, when organizations put into effect pro-environmental policies and practices, this strategy contributes to supervisors' belief in their own ability to implement green procedures and engage in OCBE more often [51].

The results show that a green organizational climate contributes significantly to managers' intentions to adopt sustainable strategies. TPB variables—subjective norms, attitudes, and perceived behavioral control—mediate this relationship, which contributes to more OCBE. Therefore, when hotels support environmental goals more explicitly, this will encourage supervisors to adopt more green behaviors.

5.1. Theoretical and Practical Implications

The above findings constitute theoretical and practical contributions based on a better understanding of how a green organizational climate can influence managers' attitudes, perceived behavioral control, and subjective norms in order to promote the adoption of voluntary OCBE at work. On a theoretical level, this study identified organizational and individual variables that determine managers' pro-environmental behavior in the workplace, which can help organizations meet the challenge of diminishing their environmental impact [2]. The present results specifically confirm that a green organizational climate affects managers' intention to participate in OCBE. When organizations actively implement and promote environmental programs, their supervisors feel a stronger commitment—and make a more concerted effort—to take pro-environmental actions, as these individuals perceive their OCBE as valued by their company [12,15]. Managers' green behavior then encourages their peers and subordinates to respond with their own OCBE [11,28]

The current research also offers added value because it relied on a sample composed entirely of hotel supervisors, which is still uncommon in the literature. Most related

studies have focused on employees without managerial responsibilities. This investigation confirmed the positive role of a green organizational climate and TPB variables specifically for supervisory decisions in the hospitality sector.

In addition, researchers have rarely explored the individual factors affecting managers' intentions to behave pro-environmentally. This study verified the validity of including these variables in the proposed model. The results also contribute to the literature on supervisors' OCBE by showing how organizational and individual factors' interaction can affect pro-environmental behavior at work. Moreover, this study responds to previous papers' calls to expand the set of workplace variables that encourage supervisors to intensify their pro-environmental behavior [19].

The present research's practical implications include a confirmation that green organizational climate, when mediated by TPB variables (i.e., subjective norms, attitudes, and perceived behavioral control), increases managers' intentions to participate in OCBE. Hotels can foster greener behavior among their supervisors by clearly endorsing policies, practices, and procedures that strengthen environmental sustainability. These tactics need to be communicated to managers in order to create a perceptible green organizational climate and thus inspire them to encourage their peers and subordinates to adopt OCBE. This process can be facilitated via opportunities to gain green competencies through training and to make green choices such as buying green products. Green human resource management programs are also important as long as they focus on raising awareness of pro-environmental behavior's value and integrating OCBE into managers' role descriptions. Emotions can also have an important role in how managers lead transformations and galvanize their employees to be part of these processes [52]. Additionally, hotels should also change their infrastructure to allow more energy and resource efficiency, including rainwater for toilets and refunds for public transport or bike leasing, which strengthens supervisors and other staff members' perceptions of a green organizational climate and their discretionary efforts to implement green strategies [37].

These modifications to hotel policies and practices can provide further benefits in terms of both environmental performance and reputation since lodging establishments that are seen as caring for the environment tend to attract more customers [53]. Overall, the current results suggest that hotels need to communicate their environmental objectives within the organization more effectively so that managers can develop accurate, informed perceptions of their hotel's goals and values. This awareness can then further reinforce supervisors' intention to engage in OCBE and set a better example for their peers and subordinates.

5.2. Limitations and Future Research

This study had various limitations that should be taken into consideration when interpreting the results and that also provide the basis for future research. The first constraint is related to the sample. The data collection procedures specifically targeted managers working in the hospitality industry, and the survey was shared only online, without any obligation for supervisors to respond, all of which reduced the chances of receiving a large number of completed questionnaires. Diverse organizations and sector associations were contacted and asked to distribute the survey, and eventually, the questionnaire was shared on social and professional exchange platforms. Nonetheless, the volume of participants was below that initially expected. Therefore, findings should be interpreted with caution. To solidify and expand the present findings, future investigations must gather a larger, more representative sample of the target population. This will also help clarify the role of hotel size in managers' OCBE; although this study found no correlation between these variables, previous studies suggest that workers tend to perceive others as acting more environmentally and to report more green practices in smaller organizations [25].

The second limitation is the correlational and cross-sectional study design. The present research's correlational character limits the confirmation of causality links. These were theoretically inferred but not empirically established as the statistical model is recursive. Longitudinal studies can be used to observe changes in the variables over time and provide

additional evidence of the direction of the tested relationships. The respondents filled out an online survey in which all the variables were presented simultaneously. This approach could explain the little variation in responses overall. Further research on this topic may benefit from data collected at different points in time and reduce potential common source bias [48].

The third restriction is that the attitudes variable has quite a high mean value. This result is perhaps unsurprising given that green policies are increasingly valued by societies worldwide, but future studies could use other measures to discriminate between diverse types of attitudes. For example, researchers could examine the beliefs or emotions that sustain specific attitudes [42].

The fourth limitation is that, although most participants see their organization as having a green climate, the data gathered do not clearly show whether their hotels also support the adoption of OCBE that reflects pro-environmental values. Additional studies are needed to determine whether organizational support [26] has an impact on managers' ecological behavior.

The last shortcoming of the present findings is that the kinds of pro-environmental actions taken by supervisors as part of their daily activities need to be more extensively explored. While considering OCBE as an aggregated measure is not uncommon, specific behaviors can have different predictors, as examined by previous research for workers' recycling (e.g., [27]) or energy-saving (e.g., [45]) behaviors. Future research should also focus on facilitators and barriers encountered by these professionals and the ways they overcome these obstacles using multi-method designs. The results could then complement and extend the proposed model.

6. Conclusions

This study sought to fill the gap in the literature regarding how managers' individual-level factors and organizational incentives can translate into these supervisors' OCBE. The findings indicate that hotels benefit from applying green policies and practices because this strategy encourages managers to act pro-environmentally. In addition, the variables proposed by the TPB proved to be significant predictors of supervisors' OCBE, including contributions to greening their organization and encouragement of peers and subordinates' pro-environmental behavior. These factors—green organizational climate and the TPB variables—help managers connect their organization's pro-environmental values with their personal concerns and can contribute to their higher engagement in OCBE.

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