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Employees Voluntary Green Behavior: The Role of Servant Leadership and Psychological Empowerment

Sadia Ashraf, Sajjad Ahmad Afridi*, Kaleem Saifullah[1]

Abstract

Climate change has forced organizations to focus more on sustainable business practices and employees' green behavior in such cases is of great importance. However, employees' green behavior is not simple and straightforward. Leadership and working environment in this regard need to be investigated. For this purpose, the present study assessed the role of servant leadership on employees' voluntary green behavior. Furthermore, the mediating role of psychological empowerment has also been examined. Hypotheses were developed with the help of Self-determination theory and data were collected from 150 employees of tourism and hotel industry. Empirical data confirms that servant leadership significantly fosters employees' voluntary green behavior. Moreover, findings revealed that psychological empowerment partially mediates the link of SL-EVGB. This study has important implication for tourism and hotel industry that is to enhance EVGB tourism companies should use SL style. Moreover, tourism companies should empower their employees psychologically so that they work in an environment where they can take business related decision easily.

Introduction

Due to the increasing number of natural disasters and the impact of climate change, many people around the world have become aware of the significance of protecting the environment. In response, many business establishments globally are endeavoring to formulate strategies that help conserve the environment (Lülfs & Hahn, 2014; Yuriev et al., 2018). Corporate greening is a challenging endeavor that many organizations are facing today. Despite the efforts made by the management team,

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[1] Department of Management Sciences, Hazara University, Mansehra.
* Corresponding Author: sajjadafridi@hu.edu.pk

many employees remain reluctant to take up the responsibility of being responsible citizens (Graves et al., 2019). This has led to the development of various research avenues in order to gain a better understanding of the various factors that influence the behavior of employees. Due to the increasing interest in examining employees' green behavior, it has become more prevalent to look at how these behaviors could shape the way they work (Afsar & Umrani, 2020). The preservation of the environment is essential to our physical and psychological well-being, as well as our collective future as a society. When it comes to environmental challenges, organizations must mobilize significant resources and competences in order to achieve a transition towards sustainable practices (Ahmed et al., 2021). Kantabutra and Ketprapakorn (2020) state that corporate greening is one of the world's most pressing issues, and employees are essential to the solution. A key worry for managers has been the unwillingness of employees to engage in ecologically friendly actions. While, Ones and Dilchert (2012) highlighted that the performance and decisions of employees are the key components of an organization's success. Understanding the environmental behavior of employees is the key to environmental sustainability of an organization and employees' extra-role activities towards the environment is crucial for achieving such sustainable goals (Zhang et al., 2016). Since, Employee Voluntary Green Behavior (EVGB) is discretional and non-obligatory just like extra-role behavior (Islam et al., 2020) thus it is very imperative to know how to encourage employees to engage in VGB. EVGB is expressed as "personal initiative exceeding organizational expectations, including prioritizing environmental interests, initiating environmental programs and policies, lobbying and activism, and encouraging others"(Norton et al., 2017). Nurturing employees' voluntary green behavior can serve as a powerful tool in helping corporations green their operations. It can also prevent further damage to the environment by positively affecting behavior. In addition to helping the company achieve its greening goals, encouraging employees to adopt environmentally friendly behaviours can help prevent additional environmental degradation by positively influencing environmental change. Volunteer green behaviour refers to the acts that employees take on their own, without being rewarded, that contribute to the sustainability of the environment. They are not stated in job descriptions, are not systematically monitored, and, for the most part, are not subject to environmental management policies and practices. EVGB assists an organization in creating green initiatives and may also be effective to form environmental caring behavior (Massoudi et al., 2020). As an example of EVGB, one might save paper at work, reduce energy use, encourage coworkers to adopt green behavior, or make recommendations for environmental protection. Norton et al. (2021) asserted that EVGB is strongly related with the ideas concerning "pro-environmental behavior" or "organizational citizenship

behavior for the environment" (OCBE). Employees have the option to go beyond their job duties in terms of environmental protection.

By protecting natural resources, this would be directly helpful to the organization's long-term viability. However, the challenge of fostering EVGB, on the other hand, is not an easy one. Since, Individual, group, and organisational results are all thought to be influenced by leadership (Chaudhary, 2020). Leaders may have an impact on many aspects of organisational outcomes, including environmental concerns (Ying, Faraz, Ahmed, Raza, et al., 2020). Moreover, experts say that leadership is essential for business success. Individual, group, and organisational results are thought to be influenced by leadership (Afsar et al., 2016). In addition to environmental issues, leaders can affect a wide variety of organisational outcomes (Ahmed et al., 2020; Anser et al., 2021; Cai et al., 2019). In the past, numerous leadership styles were investigated with employees' green behavior. For instance, "transformational leadership" (Wang et al., 2018), "transactional leadership" (Graves & Sarkis, 2018), "ethical leadership"(Zhang et al., 2016), "spiritual leadership" and "responsible leadership"(Zhao & Zhou, 2019). The SL-EVGB link is not well documented and there is a glaring omission in studies on servant leadership's impact and its mode of action (EVGB). Thus, it is still to be explored that how servant leadership could shape EVGB. While, Comparing servant leadership to other developing positive leadership styles (Hoch, 2013), the authors concluded that servant leadership was superior to the other forms of leadership because of its individuality and capacity to better explain a wide range of outcomes. SL outperform other leaders by concentrating on the requirements of their followers, and acknowledging their own social responsibilities (Ji & Yoon, 2021). Leaders should grow their followers in such a way so that they can become servant leaders themselves (Tuan, 2020). It is the duty of servant leaders to protect the interests of all parties involved, including employees, customers and the community (Tripathi et al., 2020), and environment is no exception to this. Characteristics like as altruism, altruistic-calling and stewardship are the basic attributes of SL (Gandolfi & Stone, 2018). These traits show that servant leaders are unselfish and inclined to instill in their subordinates a feeling of concern for the greater good. SLs place too much emphasis on community service, whereas EVGB are tightly tied with environmental concerns in order to protect the community. As a result, studying how SL affects EVGB is a worthwhile undertaking.

Aside from examining the direct association between SL and EVGB, this research also focuses on the mechanisms through which such behavior leads to its development. According to experts, Psychological empowerment (PE) could be the underlying mechanism that influences the behavioral outcomes of employees. This mechanism is evidenced by the positive impact of SL on employees' behavioral traits (Chiniara & Bentein, 2016). Empowerment is the feeling of control and competence that employees have over their work. It is essential for employees to have this inner confidence in order

to realize their potential. The significance of PE in relation to SL characteristics is explored previously and it is suggested that the latter could influence the former's behavior towards EVGB. Therefore, the proposed study would try to get the answers of 1) how SL does foster EVGB? 2) what role does SL play in empowering the employees psychologically? 3) what is the mechanism that leads SL to EVGB?

This study adds to the literature on SL and employee voluntary green behavior in a variety of ways. Prior research focused solely on the moderating function of servant leadership in the link between CSR and OCBE. As a result, the purpose of this study is to improve the knowledge stream of SL by exploring its straight association with EVGB. When it comes to environmental protection, SL are said to prioritize the ecological perspective over personal or the organization's gain and to promote environmental friendly ideals among (Ying, Faraz, Ahmed, & Raza, 2020).

Second, this study adds to the body of knowledge about the role of SL in predicting employee outcomes. Since, exploring the mechanisms that influence SL has long been a priority of researchers. We hypothesized PE as one of the underlying processes via which SL would improve EVGB. This mechanism is fully supported by SDT notions and is extremely important for the research community due to its comprehensive representation of the fundamental workings of SL. Furthermore, we contributed to the literature on SDT by demonstrating the effect of SL on EVGB. There has been no empirical investigation of this relationship in previous study. Third, we improved our understanding of EVGB by investigating its origins at both the contextual and individual levels in a single conceptual framework. This research strengthens the conceptual model of EVGB and SL constructs.

Literature Review and Hypotheses Development

Servant Leadership and EVGB

SL is based on the premise that leaders that promote empathy, moral virtue, and addressing the necessities of subordinates, have the best ability to encourage employees (Ji & Yoon, 2021). Notwithstanding theoretical basis, empirical data is lacking in demonstrating the relationship between SL and EVGB. Several studies, however, show that SL has a favourable impact on pro-environmental behavior, innovation, and green creativity (Afridi, Shahjehan, et al., 2021; Ji & Yoon, 2021; Tuan, 2020). With the lens of self-determination theory, some contextual and social elements, such as leadership, can help shape an individual's drive for pro-environmental conduct, such as green behavior. Employees might be motivated by leadership who assists them in internalizing green principles (Islam et al., 2020). SL concern for the environment enhances the sense of competence and self - determination of employees, and thus gives the necessary elements for green behavior. SL promote self-sacrificing behavior in their staff for the larger welfare of society, e.g., saving the environment. As a result, SL is related with higher employee VGB. Employees' main motivation for participating in voluntary green

practises is self-satisfaction, not financial gain. Employees' environmental efforts, elicited by SL, are consistent with their beliefs, aims, and interests (Ying, Faraz, Ahmed, & Raza, 2020). Working with SL increases employees' environmental friendly belief, which leads them to act in ways that are consistent with that believe, such as through EVGB. Employees may internalize their SL beliefs and environmental goals, resulting in increased active participation in voluntary green practices. Therefore, we hypothesize:

H1: SL significantly fostering EVGB.

Servant leadership and Psychological Empowerment

PE, or intrinsic motivational state, indicates whether employees believe they have control over their job in the firm (Javed et al., 2019). Being in charge provides people a more active attitude toward their work, which has numerous good consequences. PE has been linked to a variety of favourable outcomes, including improved performance (Aggarwal et al., 2020), "creativity" (Cai et al., 2019) and "organizational citizenship behavior" (Kasekende et al., 2020). One of the elements that drew academics in was the importance of leadership. Leaders who empower their staff are referred to as empowering leaders. Empowering leaders have been observed to exhibit the following behaviours or qualities. First, they share information about the firm's work process and overarching objectives with subordinates, which improves their view of their significance (Castillo & Hallinger, 2018). Second, empowering leadership is liberal with praise, support, and persuasion toward people who are learning new abilities and thereby boosting their competence (Chiniara & Bentein, 2016). Third, empowering leaders are willing to grant subordinates autonomy, boosting their self-determination (Bandura, 1986). Finally, empowered leaders readily involve subordinates in decision-making, making them realise that they have an impact on how the organisation operates (Gandolfi & Stone, 2018; Graves & Sarkis, 2018; Inayat et al., 2022). Because SL exhibits the aforementioned behaviours, it can be considered empowering leadership.

To begin, as Conger described, empowered leaders communicate information with employees; similarly, SL disseminates knowledge among employees. Second, SL contains the competence fostering support and help associated with empowered leadership (Asag-Gau & Van Dierendonck, 2011). Third, SL, like the empowered leader, is open to sharing leadership and transferring authority, which improves employees' self-determination. In addition to empowering leaders, SL involves employees in decision-making and listens to their opinions (Chiniara & Bentein, 2016), As a result, employees' perceptions of their positive impact on the firm are influenced. Along with the previously mentioned congruence between SL and empowering leadership, empirical data suggests a link between SL and PE (Amor et al., 2021). Furthermore, this argument is also supported by self-determination theory which says that employees are more likely to have a sense of meaning, competence, self-determination, and influence when they recognise their leadership believes in producing value for society and speaks up for their

initiatives to preserve and care for the environment. Thus, the presence of theoretical background as well as current empirical evidence can be used to establish the following hypothesis.

H2: Servant Leadership has a constructive role in employees' PE.

Psychological Empowerment and Employee voluntary green behavior

Psychological empowered employees are highly motivated and willing to take extra steps towards organizational objectives (Javed et al., 2019). As discussed earlier, PE is operationalized as "meaning", "competence", "self-determination", and "impact". All these attributes are highly related to employees green values (Spreitzer, 1996; Zhou et al., 2018). For instance, employees exhibit VGB if they are aware of the need of environmental preservation and have personal discretion over action. When employees begin to feel competent in achieving positive outcomes, their opinion of their competence and effect improves (Kawiana et al., 2021). PE is likely to be related with extra-role activities such as EVGB, where such actions are not essentially necessary and employees regard such behaviours as important for environmental protection. The present research supports our contention that employees' PE has a beneficial relationship with OCBE (Zhang et al., 2016). Whereas, OCBE is also attributed as EVGB(Zhang et al., 2016), we believe that it will enhance EVGB.

H3: Psychological empowerment has a significant influence on Employees' Voluntary Green Behavior.

Mediation

Nonetheless, researchers asserted that PE is one of the underlying mechanisms of SL that exerts its influence on the outcomes of followers, despite a lack of empirical data to support this claim. SL are supposed to foster subordinates' PE by concentrating on their needs, providing liberty in their domains, greater equality, responsibility, and integrity in dealings (Ying, Faraz, Ahmed, & Raza, 2020). Instead than viewing employees as a source of personal or organisational gain, SL influences their results by satisfying their needs and providing personal growth opportunities, fair treatment, and respect (Ji & Yoon, 2021). Such leaders educate their people on the importance of their jobs in the larger scheme of things. Scholars have already explored the impact of SL on employees' PE and the beneficial consequences that resulted (Putri & Wibawa, 2020; Ying, Faraz, Ahmed, & Raza, 2020). Furthermore, SL instills a sense of confidence in their followers by providing opportunities to learn new talents with openness to experience and training. Furthermore, SL believes in participatory decision making, which may increase followers' sense of self-determination (Putri & Wibawa, 2020). Finally, SL informs its followers about the impact of their occupations on the larger company and society, emphasising the significance of their jobs. To summarize, SL increases their followers' PE through positive perceptions of significance, competence,

self-determination, and impact. In their meta-analysis, Zhang et al. (2016) revealed that OCBE is a behavioral outcome of PE. Further, they proposed an extended model and add leadership to the model of PE. In the existing empirical literature on SL, the mediating effect of employees' PE in predicting employee engagement, commitment, and job satisfaction, as well as employees' innovative work behaviour, was investigated. Furthermore, the importance PE as an intervening variable has also been examined with "transformational leadership"(Amor et al., 2020), "ethical leadership"(Anser et al., 2021) and, "participative leadership" (Park & Shin, 2021) and with various employees' related outcomes(Amor et al., 2020). PE has also showed promising results as a mediator in the relationship between SL and employee environmental OCB (Wang et al., 2018). Recently, (Hai et al., 2020) discovered interesting results regarding PE as a mediator between POS-OCBE.

We believe that when employees feel connected to their peers and have common goals, may likely lead to relatedness. The requirement for competence is realized when employees have a good impression of their ability to complete an assignment. Lastly, when individuals believe they have the ability to convince others and a sense of control over their actions may satisfy their demand for autonomy. As a result, we look at the relationship between PE and autonomy-driven corporate culture gives employees with information in a non-controlling manner, allows them to make their own decisions, and encourages self-initiation, raising their level of "autonomous motivation". Without regulated motivation, engaging employees in hard extra-role behaviours such as EVGB requires PE to provide the impetus for their autonomous motivation. Employees' sense of PE enables them to internalise the ideals connected with self-determined tasks. As a result, employees are more likely to engage in voluntary green activities, not because they are rewarded or coerced by social forces, but because they identify such behaviours as an integral component of their sense of self, and this is thus self-determined (Ying, Faraz, Ahmed, & Raza, 2020). Thus provide ample proof for the 4th hypothesis of the study:

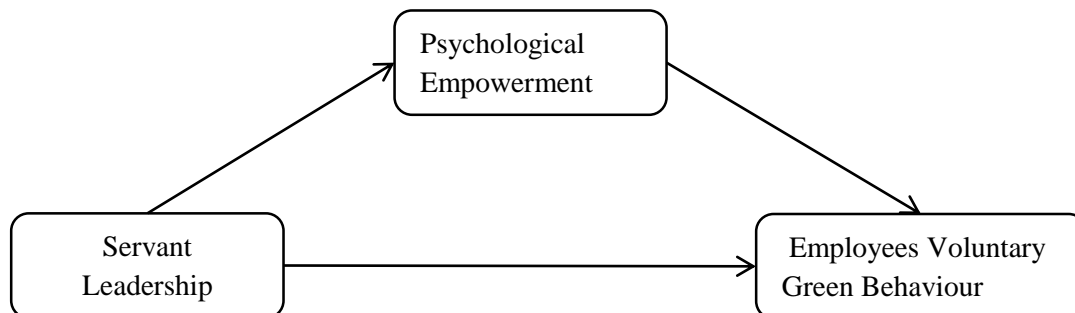*H4: Psychological Empowerment significantly mediates the link of SL-EVGB*

Figure No. 1: Conceptual Framework

Methodology

This research is descriptive in nature, with the goal of obtaining data to evaluate respondents' impressions of the study variables. We chose the hotel business for this reason because; (a) hotels consume a lot of natural resources and generate a significant amount of waste (Ying, Faraz, Ahmed, & Raza, 2020), (b) it is widely assumed that hotels are not paying competitive salaries (Chiang et al., 2021) with job insecurity and a stressful environment (Dai et al., 2020) and an unsupported work-life balance (Lin et al., 2021). Because it is impractical to get every subject in the study, convenience sampling is used to collect data based on a variety of factors such as respondents' accessibility and availability (Dai et al., 2020).

The HR departments of various hotel located in Islamabad were contacted and requested to provide the contact details (Cell number and email) of their front-line employees. They provided a total of 300 email addresses. The scholar then sent emails to them by asking them to participate in the survey. After reminding them three times, the scholar got consent from 180 employees. The questionnaire was then sent to 180 front-line employees of various hotels located in Islamabad. Out of 180, only 150 employees' responded.

Sampling Technique

For this study non-probability sampling technique was used to collect data from the frontline employees and managers of hotel and tourism industry. A total of 180 questionnaires were distributed, out of which 150 were returned. The front line employees of the tourism industry self-assessed EVGB and PE, and also assessed their managers' servant leadership characteristics.

Instrumentation

Servant Leadership:

A 23 Item scale developed by (Barbuto Jr & Wheeler, 2006) was used to measure SL for this study. These items were assessed by the employees of the tourism industry. Sample item include "This person puts my best interests ahead of his/her own" and the Cronbach's alpha value for this scale was recorded as .83.

Psychological Empowerment:

A 12 item scale of Spreitzer (1995) was used to assess the employees perception regarding PE for this study. Sample item includes "I have significant autonomy in determining how I do my job". The Cronbach's alpha value for this scale was recorded as .79.

Employees Voluntary Green Behavior:

3 items scale produced by (Bissing-Olson et al., 2013) used to measure EVGB. Sample item includes, "I take initiative to act in environmentally-friendly ways at work." The Cronbach's alpha value for this scale was recorded as .70.

Operationalization of the Variables

Employees GVB

The term "EVGB" refers to their discretionary acts that contribute to environmental sustainability, which are typically disregarded by the organization's official compensation structure (Amrutha & Geetha, 2021).

Servant Leadership

SL is based on the premise that leaders that promote empathy, moral virtue, and addressing the needs of their followers have the best ability to motivate employees (Ji & Yoon, 2021).

Psychological Empowerment

PE is defined as "intrinsic task motivation reflecting a sense of self-control in relation to one's work and an active involvement with one's work role" (Aggarwal et al., 2020).

Results

Demographic Characteristics

The following tables present the demographic properties of the data. For instance, it shows the age, gender, education and experience level of the respondents (see table no. 1 for details).

Table No. 1: Demographic Profile (N=150)

Gender	Frequency	Percent	Cumulative Percent
Male	120	80%	80%
Female	30	20%	20%
Age			
less than 20	15	10.0	10.0
21-30	78	52.0	62.0
31-40	41	27.3	89.3
41-50	13	8.7	98.0
50+	3	2.0	100.0
Education			
Elementary	1	.7	.7
secondary	12	8.0	8.7
Graduate	33	22.0	30.7
Diploma	6	4.0	34.7
University	98	65.3	100.0
Experience			
less or equal to year	21	14.0	14.0
2-4 years	42	28.0	42.0
5-6	24	16.0	58.0
6 and above	63	42.0	100.0

Descriptive Statistics

After demographic characteristics of the respondents, the subsequent table presents the descriptive properties of the study variables. The mean score of SL, EVGB and PE are 3.04, 3.18 and 3.05 respectively.

Table No. 2: Descriptive Statistics

		Servant	EVGB	PE
N	Valid	150	150	150
	Missing	0	0	0
Mean		3.04	3.18	3.05
Std. Deviation		0.65	0.66	0.72

Pearson Correlation

The correlation matrix is presented in Table No. 6. All the variables are positively and significantly correlated with each other.

Table No. 3: Correlation

	Servant	EVGB	PE
Servant	1	.478**	.689**
	150	150	150
EVGB	.478**	1	.500**
	150	150	150
PE	.689**	.500**	1
	150	150	150

**Significant 0.01 level

Regression Analysis

This study was intended to examine the direct and indirect impact of SL on EVGB through PE. For this purpose, data were collected from the employees of hotel and restaurants located at Islamabad, Pakistan. The famous Baron et al. (1986) model is adopted for mediation analysis.

Table No. 4 presents the result of regression analysis that was performed to check the direct impact of SL on EVGB. The model fitness was confirmed with R-square value 0.224 with F=43.949 found highly significant. The direct impact of SL on EVGB was found highly significant with beta value (beta=0.478, t=6.6, p<0.00). Thus the empirical data confirm the first hypothesis of the study.

Table No. 4: Model Summary for H1

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.478[a]	.229	.224	3.15	43.949	.000[b]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10.308	1.356		7.600	.000
	Servant	.193	.029	.478	6.629	.000

a. Dependent Variable: EVGB

H2: The second hypothesis of the study was to examine the direct effect of SL on PE. For the purpose the empirical data were examined through linear regression. Result indicate that the model is fit (R-square=0.475, F=134.09, P<0.000). The direct effect of SL was found statistically significant with (beta=0.689, t=11.5, p<0.000). Hence, the second hypothesis was also supported by the empirical data.

Table No. 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.689[a]	.475	.472	3.15499	134.095	.000[b]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.463	1.226		3.639	.000
	Servant	.304	.026	.689	11.580	.000

a. Dependent Variable: PE

H3: The third hypothesis was to evaluate the direct impact of PE on EVGB. Regression analysis was performed to test the said association. Model fitness statistics confirm the fitness of the model (R-square=.25, F=49.4, p<0.000), and the direct effect of PE on EVGB was found highly significant with (Beta=0.5, t=7.03, p<0.000). Hence, the data support the third hypothesis of the study.

Table No. 6: H3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.500[a]	.250	.245	3.44099	49.418	.000[b]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	10.725	1.224		8.762	.000
	PE	.456	.065	.500	7.030	.000

a. Dependent Variable: EVGB

Mediation Analysis

The fourth hypothesis was designed to examine the mediating role of PE between SL-EVGB. Mediation analysis was performed with the help of Baron and Kenny model (Baron et al., 1986). The mediation analysis was found significant. Since, the direct ($B=.255$, $t=2.6$, $p<.05$) and indirect effect ($B=.325$, $t=3.3$, $p<.005$) both are significant therefore, PE partially mediates the association between SL-EVGB.

Table No. 7: Mediation Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	F	Sig.
1	.533[a]	.284	.275	3.37348	29.199	.000[b]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	8.986	1.369		6.565	.000
	Servant	.102	.039	.255	2.642	.009
	PE	.296	.088	.325	3.372	.001

a. Dependent Variable: EVGB

Conclusion

This study was aimed to examine the impact of SL on EVGB in tourism industry. Furthermore, this study also assessed the mediating role of PE between SL-EVGB. Hypotheses were developed with the help of Self-determination theory and social exchange theory and data were collected from the employees and managers of tourism and hotel industry. Using non-probability sampling technique, a total of 150 questionnaires were distributed among the frontline employees of hotel and tourism industry. After applying various statistical tests for the reliability of the data, regression analyses were performed to test the hypotheses. The empirical data confirm that SL and

PE significantly shaping EVGB. Moreover, PE was found to be partially mediated the relationship of SL-EVGB.

Discussion

The study hypotheses were designed with the help of previous empirical and theoretical literature. The first hypothesis of the study was designed to spell out the impact of SL on EVGB. Empirical data confirms the first hypothesis of the study. Servant leadership with its attributes such as; wisdom, altruistic calling, persuasive mapping and empathy encourages employees to consider the environment and exhibit environmental friendly behavior such as voluntary green behavior. Our findings are consistent with social exchange theory, which suggest that SL provides an atmosphere of trust and security and takes extra steps for the values of employees and believe in serving the employees interest before the organizations, encourage employees to reciprocate the favor by indulging in extra role behavior. Since, voluntary green behavior is discretionary and non-obligatory, it also considers as extra role behavior. Thus employees, in order to return the favor indulge more in green behavior voluntarily. Furthermore, empirically the findings of this hypothesis is consistent with previous research studies (Ahmad et al., 2020; Tuan, 2020).

The second hypothesis was designed to examine the impact of SL on PE. Empirical data confirm that SL has a constructive role in shaping employees PE. Obviously, when servant leaders provide psychological support and take care of the interests and values of the employees would provide the atmosphere of trust and security and sense of belongingness. Such feelings would encourage employees to work in a psychological empower environment thus their PE would enhance. The findings of this hypothesis is consistent with social exchange theory and previous research findings (Asag-Gau & Van Dierendonck, 2011; Tripathi et al., 2020).

The third hypothesis was developed to see the impact of PE on EVGB. Likewise, the empirical data confirm the hypothesis. Employees when perceive that the environment where they are working is supportive and psychologically empowered would indulge more in extra role behavior(Kasekende et al., 2020), since EVGB is discretionary and non-obligatory, it is also enhanced with PE. The findings of this hypothesis is in line with previous findings such as (Kasekende et al., 2020; Kulin & Johansson Sevä, 2020; Zhang et al., 2016).

The last hypothesis was designed to check the mediating impact of PE between SL-EVGB. Findings revealed that PE partially mediates the association of SL-EVGB. The finding is consistent with social exchange theory and social identity theory. Moreover, the finding is also in line with previous findings such as (Afridi, Khan, et al., 2021; Asag-Gau & Van Dierendonck, 2011; Javed et al., 2019; Tripathi et al., 2020).

Practical Implications

We provided organizational practitioners with a road map for 'growing' their personnel into 'environmental activists' for the organization's long-term development. First, this study emphasized the significance of SL. According to the findings, SL has a favorable influence on employees' PE, which leads to more voluntary green behavior. When hiring managers, the top management of firms should prioritize those persons who can display SL in organizations. Furthermore, firms may provide their managers with training and development opportunities to help them improve their degree of SL. The SL concept is founded on the belief that creating value for the society, assisting people, transferring power, and empowering individuals to continue to prosper in their professional and personal lives are all critical. Through continuous connection with subordinates, such leaders instill the value of giving back to the society and improve EVGB. It can raise a manager's status because being a SL enhances contact with employees, which can boost EVGB. Second, the significance of employees' PE for the environment and participation in VGB in the workplace has been emphasized. Organizational managers should be aware of their subordinates' strengths and competencies, and they should provide them the freedom to accomplish their duties. Third, firms should constantly pursue initiatives that can boost or at the very least sustain this motivation.

Limitation and Future Research Recommendation

This study has some limitations which need to be addressed in future research. Firstly, this study was purely conducted in hotels and tourism industry and data were collected from hotels and restaurants located in Islamabad only. However, this study may be extended to other part of Pakistan for more interesting results. Secondly, the sample size was too small, future researcher may also work on a diverse and large sample size for better result. Thirdly, this study has taken PE as a mediator; however, there are certain other organizational and individual level constructs that might play an important role as a mediator and moderator, for instance; OCBE, Green shared vision, locus of control etc. Lastly, the same model may also be tested in industries other than hotel and tourism.

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