



The impacts of organizational green culture and corporate social responsibility on employees' responsible behaviour towards the society

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Abstract

Corporate social responsibility (CSR) initiatives and organizational green culture (OGC) play a significant role in developing organizations and society. However, the extent to which these activities encourage organizational employees to act socially responsible outside their workplace is yet to be explored. This study uses the Operant conditioning theory to examine the effect of OGC and CSR activities on employees' responsible behaviour towards the society (ERBS) outside their organizations. To collect data, we focused on employees of public and private manufacturing and services firms and analysed it using the structural equation modelling (SEM) technique). It is found that OGC and CSR activities significantly reshape employees' behaviour, and they tend to behave in a socially responsible manner in society. Moreover, the relationship between OGC and ERBS' is partially mediated by CSR. It is also found that female workers tend to behave more socially responsibly than male workers. This study suggests that firms should adopt a green culture and CSR practices since it promotes socially responsible behaviour (a better citizen) among their employee, which is essential for a sustainable society.

Keywords Organizational green culture · Corporate social responsibility · Employee responsible behaviour · Sustainable Society · Individual social responsibility

Introduction

Organizational strategies and actions significantly affect societies and economies (Abbas and Kumari 2021). Their operations substantially negatively impact the natural environment, including the degradation of natural resources, pollution, and other environmental issues (Qu et al. 2021). Environmental degradation and rising climate conditions awareness among the public has prompted the United

Nations to call on organizations to follow eco-friendly practices to meet their current demands without sacrificing future generations' needs (UNGC 2018). In light of customers' increased knowledge of environmental issues and a highly competitive market structure, various firms are adopting different techniques to improve their performance and reputation (Abbas et al. 2021). Many companies portray themselves as socially or environmentally responsible and integrate their business strategies with sustainable or green practices (Fu et al. 2022), such as recyclable products, green culture, and corporate social responsibility (CSR). The ultimate goal is to gain customers' trust, leading to a competitive advantage (Kumari et al. 2021b).

Organizational green culture (OGC), being the internal component of the organization, aims to harmonize business operations with environmentally favourable ones (Azhar and Yang 2021). It is a set of values, assumptions, and artefacts that reflects organizational activities that promote environment-friendly operations. While pollution prevention and environmentally friendly products are essential, OGC believes companies must also think and act green (Chen et al. 2020). CSR, mainly the external element, refers to

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the voluntary efforts of the firm towards society, customers, employees, and other stakeholders (Abbas 2020a). It is a business strategy in which companies strive to achieve financial and ethical goals by building their reputation. Dynamic organizations address these aspects in their values, mission, and vision statements (Al-Ghazali and Afsar 2021). In this line, OGC and CSR play a critical role within and outside the organization. Different researchers have studied them in a variety of ways. According to Bardos et al. (2020), firms’ financial performance and reputation are positively impacted by CSR activities. Shahzad et al. (2020) stated that CSR acts as a mediator between firms’ knowledge absorptive capacity and sustainability. Al-Swidi et al. (2021) mentioned that OGC aids employees in developing environmentally responsible behaviours within the company. Zhu et al. (2016) found that companies with a green culture experience more staff and customer loyalty and satisfaction. Azhar and Yang (2021) said that OGC helps firms achieve a competitive advantage (Fig. 1).

Corporate social responsibility and organizational green culture can profoundly affect the image and performance of the organization as a whole. Employees in these companies tend to act in accordance with the company’s culture and values. However, it is yet to be explored whether employees of these organizations tend to behave in socially responsible manners outside their organization or not. This study claims that employees who work for companies with a green culture (the internal component) and are actively engaged in CSR (the external component) are more likely to act in a considerate way of both the community and society. It argues that employees’ green practices and awareness of their firms’ CSR activities reshape their behaviour. They tend to depict and follow similar practices at an individual level outside their organizations.

In the light of the arguments mentioned above, this study examines the effect of corporate social responsibility and organizational green culture activities on employees’ responsible behaviour towards society outside their organizations.

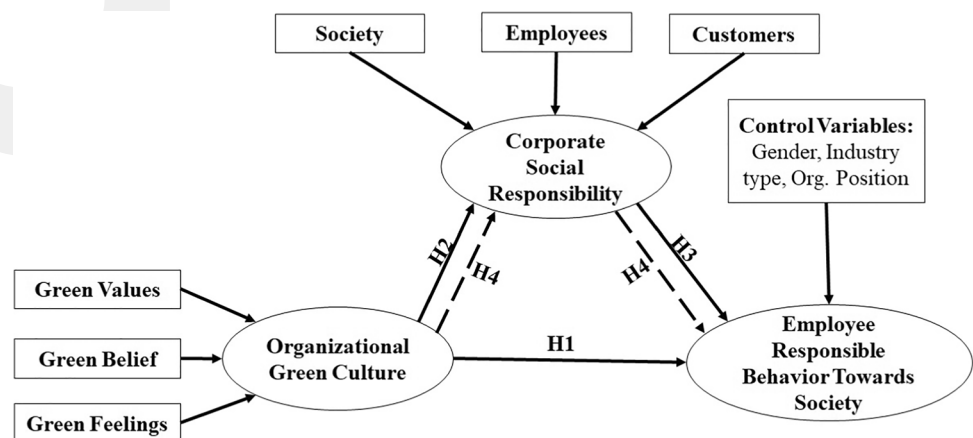
Despite the significant roles of CSR initiatives and OGC in developing organizations and society, the extent to which these activities encourage organizational employees to act socially responsible outside their workplace is yet to be explored. The further contribution is to consider the importance of contextual factors. The authors took gender (female or male), industry type (manufacturing or services), and employee position (managerial or non-managerial) as control variables. This helped researchers maintain internal validity by limiting the impact of unmeasured variables. Their inclusion will help understand whether they significantly alter the relationship between main variables. Moreover, the four essential and relevant hypotheses are proposed and discussed in the next section. The findings of this study will educate organizational management and related stakeholders to understand whether OGC and CSR activities promote socially responsible behaviour among organizational workers or not. It will also be a valuable resource for business leaders and other stakeholders looking to improve the quality of life for their employees and, in turn, society as a whole.

Theory and literature

Operant conditioning

Skinner’s (1948) theory of operant conditioning, also known as instrumental conditioning, is commonly used to study human behaviour, psychology, and the process of learning (Edwards 2016; Overskeid 2018; Vikram 2019). To understand human behaviour, Skinner advocated looking at the causes and consequences of actions. The likelihood of a response being repeated depends upon its consequences. According to this theory, people are more likely to repeat the behaviour with positive consequences than negative ones. Skinner argued that operant conditioning could train people to depict more complex behaviours by rewarding them

Fig. 1 Research framework



for getting closer to the desired behaviour. Thus, behaviour can be reshaped by successive approximation. Firms value employees who adhere to the company's values and policies and work to foster a green and eco-friendly culture. It becomes a part of their personality, and they tend to build a positive reputation for themselves and their company at every level.

Organizational green culture

Organizational culture refers to a company's guiding principles in the form of a shared set of values, beliefs, and behaviours (Qu et al. 2021). It is an amalgamation of the various standards of an organization, as well as its values, principles, behaviours, and ethics, that can motivate employees (Rathi and Lee 2021). OGC refers to a set of widely accepted values that guide all members of an organization to act in an environmentally friendly manner (Chen et al. 2020). Taking corporate culture to a green context and realizing ecological equilibrium are the foundations of this environment-friendly and sustainability-oriented culture (Abbas 2020b). Employee morale and productivity are directly tied to a company's culture (Kazmi and Abbas 2021). OGC provides a healthier workplace with better efficiency and incentives (Parletta 2019). To minimize their operations' negative impact on the natural environment, green organizations use eco-friendly technologies and practices to help them achieve sustainability goals. However, firms cannot achieve their greening goals by merely focusing on the natural resources integrated with the industry. They have to extend it to their human resource by altering their attitude and behaviour with green employee behaviour.

Organizational green culture and employee socially responsible behaviour

Organizational behaviour refers to how people behave and interact within an organization and the impact of their activities on the overall organizational performance (Satyendra 2020). It also focuses on individual behaviour in an organizational setting, specifically the relationship between the organization and human behaviour and the organization itself (Asli et al. 2020). It is closely linked with leadership, decision-making, and organizational culture. Employees are an organization's most valuable asset, and culture is the driving force that shapes their work satisfaction, relationships, and work processes (Habib et al. 2019). Culture serves as a model for employee behaviour and attitude. Dynamic organizations continuously figure out ways of directing employees' behaviour to ensure a balanced system, even when that balance can be lower than optimal for organizational prosperity (Liu and Lin 2020). Employees are deliberately indoctrinated into the

presumptions of the organization's culture. Organizational standards and norms can help transmit cultural principles and ethics by determining employee behaviour following organizational principles and moral values (Mendis and Welmilla 2021). Employees' attitudes towards the activities critical to the organization's success are regulated by the organization's culture, which is made up of standardized organizational norms, beliefs, and standards. When an organization has a green culture, it encourages employees to follow environmentally friendly values and practices, such as printing minimally, turning off unnecessary lights, and purchasing products that can be recycled (Luu 2021).

Employees' environmental awareness and behaviour can reduce the negative impact of an organization's operations on the natural environment (Ahsan et al. 2020). In this regard, companies and their employees should act sustainably (Abbas 2020a). Companies can't achieve sustainability goals unless they go green with their employees. Through workshops and seminars, workers should be educated on living socially and environmentally responsibly (Mendis and Welmilla 2021). Cultural greening is not a one-dimensional concept. It involves how deeply employees perceive it to be important by various organizational factions and members and how widely they believe this behaviour is executed throughout the firms (AlSuwaidi et al. 2021). Researchers pay close attention to how employees' attitudes affect workplace productivity. Azhar and Yang (2021) found that employees can make their work environment greener for themselves and future generations by becoming more environmentally conscious and making minor changes to their lifestyles. Bhutto et al. (2021) stated that employees' perceptions of the workplace's "green work climate" and their green behaviour significantly impacted their green behaviour. As a result of working in an environment-friendly culture, employees gain a more positive outlook on life as a whole. OGC is made beneficial by its employees who understand environmental management, and a robust green organization is equivalent to the one with a strong workforce of CSR activities (Clark et al. 2019). Employees learn environmental stewardship on the job and in their personal lives. Because of this, it is critical to have employees who are also concerned about the external environment (Chian 2021).

The impact of OGC on employee productivity, corporate reputation, and green behaviour is well documented. However, rare attention is paid to examining the role of OGC in ERBS in society. In the current research, the authors claim that OGC significantly reshapes employees' behaviour towards the environment in society. They depict socially and environmentally responsible behaviour within and outside the organization in society. Employees exposed to green practices become more socially conscious within their organizations and society. Based on these arguments:

Hypothesis 1: Employees of firms with green culture tend to behave socially responsible in society.

Corporate social responsibility

In the current era, businesses need to develop a distinct brand identity that sets them apart from their rivals and helps them achieve a competitive advantage (Kumari et al. 2021a). Studies such as Abbas (2020a, b) and Chian (2021) found that CSR initiatives help companies achieve these goals. Thus, companies must devote a significant portion of their profits to CSR activities. Individuals impacted by an organization's social operations may benefit from this role (Kalyar et al. 2021). CSR can take different forms, such as ethical practices positively impacting businesses. It also provides customers with a sense of confidence because they can identify the companies, they do business with based on their moral and ethical standards (Hwang et al. 2022). CSR also builds corporate reputations that lead to more loyal customers, better supplier relations, motivated and dedicated employees, etc. According to Herrera and Heras-Rosas (2020), CSR has various meanings, depending upon a person's understanding of the organization working on it. Ahmed and Khan (2019) said that it is an organizational policy that integrates the company's and its stakeholders' interests with the interests of the community and society, such as assisting those in need of solving social problems. Along with ensuring monetary benefits for businesses, CSR fosters community cohesion and leads to a healthy ecosystem (Tang et al. 2016). Dynamic firms see CSR as a social opportunity for value creation, competitiveness, and innovation to unite and benefit the company and society (Chian 2021).

Organizational green culture and corporate social responsibility

CSR is a collection of self-regulatory and stimulating activities carried out by an organization to aid its reputation and realize its capacity to be held accountable and trusted by its stakeholders (Abbas 2020a). As a result, society's values and norms generate a response to the organization's values (Chian 2021; Shakoor et al. 2021). It encompasses various activities, such as employee volunteerism, ethical sourcing, community involvement, and environmental stewardship (Imran and Abbas 2020). It can take many forms, such as resolving social issues, developing social and environmental infrastructure, strengthening local communities, and making charitable contributions to those in need (Liu and Lin 2020). Similar to OGC, CSR may also be accelerated while facing criticism for impending green behaviour of the organizations or when the firms consider sustainability goals (Tang et al. 2016; Safdar et al. 2020). The organizational environment is a significant indicator of organizational commitment to

CSR (Lewin et al. 2020). Firms committed to CSR activities enjoy more reputation and loyal customers than others (Ahmed et al. 2020). Dynamic companies use to keep their staff informed about their CSR efforts. In their study, Kim et al. (2018) stated that CSR-committed organizations tend to engage employees with eco-responsible attitudes in programmes that benefit the well-being of their employees. Their positive perceptions of social responsibility improve the well-being of employees. According to DeRoeck and Farooq (2017), organizational CSR activities help employees understand how to behave and change their behaviour. This study states that OGC is a driving force for CSR initiatives and thrives through environmental management employees. Therefore, an organization with a solid green culture is equal to the one engaged in vigorous CSR activities. Under OGC, organizations support CSR initiatives that help in achieving sustainability goals.

Hypothesis 2: Firms with green culture are more likely to get involved in corporate social responsibility activities.

Corporate social responsibility and employee socially responsible behaviour

Employees of firms committed to socially responsible activities consider it a privilege to be a part of it (AlSuwaidi et al. 2021). Their self-worth and personal development are enhanced when they know that their firms are socially responsible (Chian 2021). Modern organizations believe that employee participation in organizational strategies increases employee commitment to achieve corporate goals. Consequently, a growing number of companies are turning to employee-focused CSR programmes as a strategic tool (Mitchel 2020). Farid et al. (2019) also found that CSR has a positive impact on employees' work engagement and corporate behaviour in the banking sector of Pakistan. CSR is becoming an essential part of organizational strategy for four reasons. Firstly, it can increase revenue through customers who opt to pay more to a company they trust and know (Lai et al. 2010). Secondly, customer expectations from organizations in developed societies also increase, which must be fulfilled (Lee 2020). Thirdly, it impacts global operations and the free flow of information. Any corporate negligence related to CSR can easily be noticed, and the communication between the coordination of collective action and active groups is greatly appreciated and facilitated (Belal 2016). Finally, CSR helps the rational use of resources and energy. Companies that fail to consider their operations' environmental and social consequences may face sanctions from legislation, socially active groups, and bad publicity (Frynas and Yamahaki 2019).

The literature review indicates that organizational reputation, corporate performance, employee engagement, behaviour within the organization, and organizational citizenship

behaviour are all linked to CSR. However, the role of CSR in promoting employees' socially responsible behaviour (stewardship) outside the company has rarely been the subject of any study. Based on the behavioural paradigm (operant conditioning theory), which states that individual behaviours are reshaped through environment or conditioning; this study states that since employees of CSR-committed organizations tend to behave in a socially responsible manner within the organization, they use to exhibit the similar behaviour outside their organization.

Hypothesis 3: Employees of firms involved in social responsibility activities tend to behave social responsible manner in the society.

Considering the philosophical roots of CSR, this study also takes it as an intervening variable between OGC and ERBS and proposes the following hypothesis:

Hypothesis 4: Corporate social responsibility mediates the relationship between organizational green culture and employee responsible behaviour towards society.

Methodology

Target population and sampling procedure

The target population for the current research includes the managerial, including the first-line, middle, and top managers, and non-managerial staff of firms located in Islamabad, Karachi, and Lahore cities. These cities were selected as they are the most popular business venues in the country. The authors focused on public, private, or semi-government manufacturing and services organizations having, have applied, or intend to apply for ISO 14001 certification. Since it is a cross-sectional study conducted in multiple institutions and cities, it was nearly impossible for the authors to reach all participants. Thus, following Sekaran's (2003) suggestion, the authors collected data using a non-probability convenience sampling technique. Based on Hinkin's (1998) recommendation, a pilot study involving 43 participants was conducted before the comprehensive survey. The initial results showed that constructs' internal consistency ranged from 0.68 to 0.91. Since the initial survey's result complied with Hinkin's 0.6 minimum suggested requirements, a comprehensive survey was launched on 832 people, of which 318 completed responses were received. However, only 301 of the total responses could be used since 17 were discarded due to missing values or outliers. Data were collected from March 2021 to June 2021 through self-administration and made available on Google Drive.

Measuring instrument

The first section of the survey inquired about the participants' demographics, such as their gender, age, and job title. OGC-related questions were included in the second section and were taken from Mendis and Welmilla's (2021) and Wang's (2019) studies. The third and fourth sections contained questions for CSR and ERBS. Their items were adapted from Abbas (2020a, b), Ong et al. (2018), Lewin et al. (2020), Mendis and Welmilla (2021), Malik et al. (2021), and Chen et al. (2021) studies, respectively. These items were evaluated on a five-point Likert scale where one represented strongly disagree, and five represented strongly agree.

Analysis of data

To examine the relationship between OGC and CSR activities on ERBS, the researcher followed the structural equation modelling technique (SEM) technique. SPSS v.25 and AMOS v.25 were used to analyse the data for this study. An advantage of using SEM is that it can remove the biases effect caused by measuring errors and building latent constructs' hierarchical structure (Prajojo and Cooper 2010). The adequacy of the sample was checked through the Kaiser–Meyer–Olkin (KMO) test. The collected data showed a value of 0.922 which fully meets 0.6 requirements by Kaiser and Rice (1974). The variance inflation factor (VIF) was used to calculate the multicollinearity factor, which presented a value of 2.993. Hair et al. (2010) suggested a value less than 4 to confirm that multicollinearity does not exist, and the current research' value adequately meets that requirement. The researchers calculated the common method bias (CMB) effect through Harman's single-factor test. According to Schwarz et al. (2016), CMB is a severe issue in quantitative studies and, before the structural analysis, authors must ensure its non-existence. For the current research, the single-factor loading was 38.19%. Podsakoff et al. (2012) said that if the single-factor loading contribution is less than 50% of the total variance, there is no problem with CMB in data. Based on these preliminary analyses, it can be said that the data is fine for structural analysis (Table 1).

Assessment of the measurement and structural model

The measurement model was examined through confirmatory factor analysis (CFA). According to Hinkin (1998), CFA ensures the measurement model's one dimensionality and validity. The researchers used Cronbach's Alpha to check the reliability of data, and the 0.884 value confirmed

Table 1 Demographic profile of respondents

Particulars	Description	Values	%
Gender	Male	186	61.79%
	Female	111	36.88%
	Prefer not to disclose	4	1.33%
Age	Less than 20	31	10.30%
	20 – 30	102	33.89%
	31 – 40	95	31.56%
	41 – 50	58	19.27%
	50+	15	4.98%
Qualification	Undergraduate	35	11.63%
	Graduate	78	25.91%
	Postgraduate	174	57.81%
	Ph.D. or Certification	14	4.65%
Length of services in Organization	Less than 2	4	1.33%
	2 – 5 years	98	32.56%
	6 – 10 years	145	48.17%
	More than ten years	74	24.58%
Organizational Position	Non-Managerial	152	50.50%
	1 st Line Manager	82	27.24%
	Middle Line Manager	52	17.28%
	Top Line Manager	15	4.98%
Organization Type	Manufacturing	132	43.85%
	Services	169	56.15%

that the data are reliable, as Peterson (1994) recommended a minimum value of 0.6. Further, to ensure that the data measurements were accurate, the researchers examined the convergent and discriminant validity. According to Awang (2012), items' factor loading can be used to assess convergent validity, and the ideal factor loading is greater than 0.5. As mentioned in Table 2, all variables' factor loadings indicated greater than 0.5.

According to Molina et al. (2007), all constructs should have an average variance extracted (AVE) value greater than 0.5. The results indicated the AVE value for all constructs higher than 0.5. The details of items loading, AVE values, and composite reliability are given in Table 2, which shows that results adequately meet Molina et al. (2007) and Awang (2012) requirements. Using the discriminant validity test, researchers could determine if all variables are distinct from

one another. According to Fornell and Larcker (1981), the variance of the constructs with their indicators should not be less than other constructs. According to Hair et al. (2010), the correlation between the two predictor variables should be less than 0.9. Moreover, the square root values of the average variance extracted (AVE) can also be used to measure discriminant validity. There should be a higher correlation between the calculated values and the two indicators. Table 3 represents the discriminant validity results, which show that all of the criteria proposed by Hair et al. (2010) and Fornell and Larcker (1981) have been met. Thus, all of the constructs have adequate discriminant validity (Table 4).

According to Kaynak (2003), the fitness of the measurement model can be judged through seven indicators, i.e. comparative fit index (CFI), the goodness of fit index (GFI), normative fit index (NFI), root mean square error

Table 2 Instrument Reliability

Variable	Items	Factor Loading	Composite Reliability	AVE
Organizational Green Culture	8	0.739–0.894	0.869	0.671
Corporate Social Responsibility	12	0.789–0.887	0.848	0.734
Employee Responsible Behaviour Towards Society	13	0.784–0.885	0.879	0.693

¹ The composite reliability value should be ≥ 0.7 (Molina et al. 2007).

² The average variance extracted (AVE) value should be ≥ 0.5 (Molina et al. 2007).

Table 3 Discriminant Validity Analysis

Variable	OGC	CSR	ERBS
OGC	0.822		
CSR	0.542	0.859	
ERBS	0.584	0.623	0.832

of approximation (RMSEA), Chi-square to the degree of freedom (χ^2/DF), adjusted goodness of fit index (AGFI), and standardized root mean squared residual (SRMR). To ensure the fitness of the structural model and its measurement, the researchers also included the Tucker–Lewis index (TLI).

The measurement model results show that the χ^2/DF value is 1.601, satisfying the requirement of Byrne (1989), i.e. below 2. It also fulfils the requirement of Bagozzi and Yi (1988), which is less than 3. The analysis of other indicators, which are GFI, NFI, CFI, TLI, and AGFI, also satisfies the requirements recommended by McDonald and Marsh (1990), Bagozzi and Yi (1988), Bentler and Bonett (1980), and Byrne (1989), where values should be above 0.9. The value of RMSEA is 0.039 and, according to Browne and Cudeck (1992), the RMSEA value should be less than 0.08. Finally, the value of SRMR is 0.0476, which also fulfils the 0.08 cut-off requirement determined by Hu and Bentler (1998). After evaluation of the measurement model, the authors analysed the structural model. For the structural model, the value of χ^2/DF is 1.624, satisfying the requirement of Byrne (1989). Moreover, comparing the values of other fit indices such as TLI, NFI, GFI, CFI, and AGFI with recommended values of McDonald and Marsh (1990) and Bagozzi and Yi (1988) found their values are adequately meeting 0.9 desirable value standard. The value of RMSEA is 0.041, which complies with Browne and Cudeck's (1992) requirement of less than 0.8. Finally, the value of SRMR is 0.0489, which also satisfies the requirement of Hu and Bentler (1998), i.e. the requirement of less than 0.08 (see Table-4 for further details). These results show that the measurement and structural models fit the collected data entirely.

Table 4 Analysis of Measurement and Structural Model

Goodness of fit measures	CMIN/DF	NFI	GFI	AGFI	CFI	TLI	RMSEA	SRMR
Recommended value	$\leq 3^1$	$\geq 0.9^2$	$\geq 0.9^2$	$\geq 0.9^2$	$\geq 0.9^2$	$\geq 0.9^2$	$\leq 0.08^3$	$\leq 0.8^4$
Measurement Model	1.601	0.921	0.918	0.901	0.919	0.918	0.039	0.0476
Structural Model	1.624	0.928	0.925	0.916	0.923	0.923	0.041	0.0489

¹ (Bagozzi and Yi 1988)² (Bentler and Bonett 1980; McDonald and Marsh 1990)³ (Browne and Cudeck 1992)⁴ (Hu and Bentler 1998)

Hypotheses testing and discussions

This research investigates whether OGC and CSR activities affect employees' socially responsible behaviour outside the workplace. The structural analyses were performed using SEM. The analysis of OGC's impact on ERBS presented significant positive results with 0.311 β and 0.003 p-values, respectively. Thus, the first hypothesis, i.e. employees of green culture tend to behave socially responsible in society, is accepted. This finding matches Mendis and Welmilla's (2021) study that green culture helps employees build positive environment-friendly behaviour. However, their study focused on individual behaviour within the firm. It also relates to Azhar and Yang's (2021) study, where they said that green culture promotes pro-environmental behaviour among employees. This finding suggests that employees who work in firms with a green culture adopt organizational norms and practices in their personality and try to emulate the same socially responsible behaviours outside of the workplace. It also suggests that OGC helps people integrate nature into their daily lives, guiding them in their communities, organizations, and societies. The analysis of OGC impact on CSR indicated a significant positive result with 0.355 β and 0.001 p-values, respectively, suggesting the acceptance of the second hypothesis, i.e. firms with green culture are more likely to get involved in CSR activities. This means that OGC is a driving force in organizational CSR activities, and sampled firms adequately link their OGC practices with CSR initiatives. This finding relates to Chen et al.'s (2020) study that green culture firms tend to get more involved in socially responsible activities than traditional culture firms. In their study, Liu and Lin (2020) also reported similar results from China, stating that firms with green culture are more active in CSR activities than their counterparts.

Similarly, the analysis of CSR's impact on employee ERBS found a significant positive impact with 0.334 β and 0.001 p-values. This significant positive result means that the sampled firms are adequately educating their employees about their CSR activities, and employees of these firms are following similar practices at the individual level outside

the organization. Thus, the third hypothesis, i.e. employees of firms involved in social responsibility activities tend to behave socially responsible in society, is accepted. After that, the mediating effect of CSR was examined between OGC and ERBS. Before checking the mediation effect, as suggested by Awang (2012), the authors ensured that the independent variable has a significant impact on the intervening variables and the intervening variable presents a significant impact on the dependent variables. After that, the inclusion of CSR as a mediating variable indicated 0.214 β and 0.009 p -values. The indirect effect was reduced from the 0.311 β value to 0.214 β . According to Awang (2012), in mediation analysis, a portion of the effect is shifted to mediating variables which causes a decline in the direct effect. However, since the result is still significant, it can be concluded that CSR partially mediates the relationship between OGC and ERBS (Table 5).

Finally, the authors examined the role of control variables. The inclusion of gender as a control variable indicated significant results. It explained that female workers tend to behave more socially responsibly in society than male workers. Similarly, the inclusion of organizational position also presented significant results explaining that top and middle-level manager employees tend to behave more socially responsible than first-line or non-managerial staff. One of the reasons could be that top managers are the one who tends to design strategies and provides resources to employees to promote sustainability initiatives. Since they are the initiators and serve as a role model for their subordinates, they are more dedicated to absorbing such practices in their personality and tend to follow them even in society at the individual level. The inclusion of organizational type, i.e. manufacturing and services firms, indicated insignificant results. This means that it does not matter whether employees are from manufacturing or services firms; the OGC and

CSR activities motivate employees for socially responsible behaviour outside the organization.

Conclusions and implications

The current study investigates the role of OGC and CSR activities in promoting the socially responsible behaviour of workers in society. It confirms operant conditioning theory in the organizational context that the practices an employee uses to follow within an organization are similar to behaviour he depicts outside his organization. The literature of operant conditioning theory explains that behaviour is likely to be repeated by the consequences of response. The findings of the behaviour of employees relating to the green culture show positive results towards the society and comply with the operant conditioning theory that when there is a positive influence on human behaviour, outcomes are positive. In other words, employees of firms with green culture tend to behave in a socially responsible manner in society. Such firms' CSR activities partially mediate the relationship between OGC and ERBS. Thus, it is suggested that top management of firms should promote environment-friendly practices in their operations. This will help organizations and nations achieve sustainability goals by expanding such practices from organizations to society, leading to achieving sustainable society goals.

Organizational financial performance, corporate reputation, green employee behaviour within the organization, etc., are the primary roles of OGC and CSR in the existing literature. This study is one of the first to examine the role of OGC and CSR in ESRB outside of their organization. Nations cannot achieve their social sustainability goals without promoting socially responsible attitudes and behaviours in the general public and making them socially responsible

Table 5 Examining the Hypotheses

Hypothesis	Constructs	Estimate	Critical ratio	p -Value	Decision
H ₁	OGC → ERBS	0.311	3.140	0.003*	Accepted
H ₂	OGC → CSR	0.355	3.778	0.001**	Accepted
H ₃	CSR → ERBS	0.334	3.652	0.001**	Accepted
Mediation					
	OGC → ERBS	0.214	2.114	0.009*	
	OGC → CSR	0.235	2.226	0.011*	Partially Accepted
	CSR → ERBS	0.226	2.219	0.009*	
Control Variable					
	Gender → ERBS	0.211	2.216	0.013*	Significant
	Position → ERBS	0.236	2.347	0.006*	Significant
	Org. Type → ERBS	1.124	1.991	0.069	Insignificant

** $p \leq 0.01$; * $p \leq 0.05$; OGC: Organizational Green Culture; CSR: Corporate Social Responsibility; ERBE: Employee Responsible Behaviour Towards Environment; ERBS: Employee Responsible Behaviour Towards Society

citizens. OGC and CSR can reshape employee behaviour to be more socially and environmentally friendly in the workplace. To foster an eco-friendly culture in the workplace, companies must educate their employees about CSR initiatives and encourage them to adopt similar practices both inside and outside of the workplace. This research aims to understand how to promote a socially responsible attitude and behaviour among employees to promote and create a responsible and sustainable society. This study also enriches rare literature on the role of OGC and CSR in promoting socially responsible attitudes among employees.

One of the study's limitations is that it only looks at firms in Pakistan, a developing Asian country. Thus, future studies should test this model in other developing or developed regions. Moreover, only quantitative methods were used to accomplish the goals of the current study. Future studies can follow a mixed-method approach to identify the factors that promote social and environmental responsibility in the workplace. Future studies should also examine whether leadership or motivation plays a role in employees' responsible behaviour in the community.

Author contribution Eyup Dogan was involved in writing, reviewing, and editing, and supervising; Jawad Abbas was responsible for methodology, writing, and data.

Data availability The data that support the findings of this study are openly available on request.

Declarations

Ethical approval and consent to participate Authors state that they have no known competing financial interests or personal relationships, which seem to affect the work reported in this article. We declare that we have no human participants, human data, or human issues.

Consent for publication Authors do not have any individual person's data in any form.

Competing interest statement Authors declare no conflict of interest.

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