

# How Responsible Leadership Drives Organizational Citizenship Behavior for the Environment: A Mediation Moderation

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## ABSTRACT

**Purpose:** This research expects to investigate the central issue faced by transport industry. The environmental issues are arising in developing countries along with developed countries due to demand of equality and quality of life etc. for which green values have become a matter of concern. This study employed social learning theory to link responsible leadership to organizational citizenship behavior for environment (OCBE) through mediating role of employee green intellectual capital.

**Design/Methodology/Approach:** Furthermore, the responsible leadership-employee green intellectual capital relationship is moderated by green discipline management. Data were collected from 259 employees working in the transport company and cross-sectional research design was incorporated. Data were analyzed using SPSS 25, Hayes PROCESS macro and Amos 24.

**Findings/Results:** Results supported the proposed model and showed that responsible leadership and OCBE are positively related and mediated by employees' green intellectual capital. Further, we found that green discipline management weakens the responsible leadership-green intellectual capital.

**Practical Implications:** This study has proposed the ways through which organizations will get their employees equipped with environmental concerns. Managers should collaborate with other departmental managers and senior managers to "walk their talk" on the company's green policy (Luu, 2018). Employee knowledge should be preserved and advanced by policymakers since workers are the proprietors of green human capital. In order to fully understand and address the environmental concerns of important stakeholders, managers must also share information with them (Schuler & Jackson, 2014). Given the present state of the environment, which is under rising stress, certain firms must demand more of their staff in terms of doing extra-role or proactive duties, like OCBE (Zhao & Zhou, 2019). HR managers in the firm should organize trainings and seminars to provide awareness as well as engage them in Green Human Resource Management (Al Mamun, 2019).

**Originality/Value:** This study suggests that responsible leaders possess the ability to create a positive culture in transport sector, by enhancing OCBE which is important for employees' satisfaction as well as well-being. The present research provokes to academic as well as real-world implications particularly in segment of HR of transport sector of economy.

**Keywords:** *Responsible leadership, Employee green intellectual capital, Green discipline management and Organizational Citizenship Behavior for the environment, Transport industry*