

**THE PRICE OF GREATNESS IS RESPONSIBILITY! ROLE OF
RESPONSIBLE LEADERSHIP ON EMPLOYEE AND
ORGANIZATIONAL OUTCOMES IN THE HOSPITALITY INDUSTRY
OF PAKISTAN**



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**The Price of Greatness is Responsibility! Role of Responsible
Leadership on Employee and Organizational Outcomes in the Hospitality
Industry of Pakistan.**

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Dedication

My work is dedicated solely to my family and my supervisor without whom this would have been impossible. My father (late), who always believed in me and never failed to raise his daughters as his sons, always instilled in us the confidence to progress forward in life, and taught me that the sky is the limit. I would like to dedicate my work to my mother, who has always been this rock-solid woman, who has been a perfect mother and father to us all these years, raising all of her daughters to be as strong and kind as she is, my mother who has never ceased praying for me and has had unwavering faith in me. I dedicate this work to my supervisor who has nothing but always a path of light for me to follow and who has been the most present and helping person there could ever be. Lastly, but certainly not least, I dedicate this work to my sisters, who inspired me to persevere even when I believed I could not, who have always believed in me and encouraged me to pursue my ambitions and goals, and who have always protected me.

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ABSTRACT

The purpose of this research is twofold: (1) the direct impact of responsible leadership on employee green behavior and unethical pro-organizational behavior and indirect impact via meaningfulness at work and felt obligation in hospitality industry of Pakistan, and (2) the relationship of high and low responsible leadership on meaningfulness at work, felt obligation, employee green behavior (EGB) and unethical pro-organizational behavior (UPB). The study was conducted in two phases; a survey-based (N = 257) and scenario-based experimental design (N = 194) were used to collect data. This study found a positive interaction between responsible leadership and EGB through mediating the role of meaningfulness at work. The authors also found out that there exists a positive relationship between responsible leadership and UPB as well, and felt obligation plays a full mediation. Moreover, high responsible leadership has stronger impact on work outcomes as compared to low responsible leadership. This research tells us how responsible leadership can influence positive work attitudes like EGB and how it impacts other behaviors like UPB. The implications for researchers, and guidelines for managers are discussed in detail.

Keywords: Responsible Leadership; Felt Obligation; Meaningfulness at Work; Unethical Pro-Organizational Behavior; Hospitality Industry

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CHAPTER 1

INTRODUCTION

This chapter entails that the hospitality industry plays a significant role in Pakistan's economy and how it relates to leadership styles that can increase its efficiency. Responsible leadership in the hospitality industry of Pakistan is critical to understanding how leaders can promote positive outcomes in this context and dampen the impact of negative work outcomes. This chapter also outlines the problem statement, objectives, and proposed hypotheses for this study. Last but not least, this chapter includes this study's significance as well as managerial and theoretical implications.

1.1 Background of the Study

The hospitality industry is a diverse sector comprising businesses that deliver amenities to visitors or consumers in lodging, food and beverage, travel and tourism, and events (Walker & Walker, 2020). This industry delivers to leisure and business travelers, including hotels, restaurants, bars, coffee shops, amusement centers, cruises, and event venues. World Travel & Tourism Council presented a report saying that the contribution of the global travel and tourism industry to the world's gross domestic product (GDP) is anticipated to surge by 3.5% annually over the next ten years, reaching 10.4% of the global GDP by 2028. As an integral component of the travel and tourism community, the importance of the hospitality sector in propelling this development is highlighted in the report.

The success of companies operating in the hospitality industry is predicated primarily on their ability to provide unmatched customer service and produce unforgettable experiences for their visitors. This requires a strong emphasis on quality, innovation, and adaptability to changing customer demands and requirements (Sigala, 2020). Recent hospitality industry trends include using technology to enhance consumer experiences, the proliferation of sustainable and eco-friendly practices, and the introduction of novel business models like Airbnb and other collaborative economy models (Kim, Kim, & Magnini, 2020).

Giving rise to employment opportunities and garnering revenue, the hospitality industry is essential to Pakistan's economy. Among others, the industry incorporates lodging, dining, tourism, and services related to hospitality. However, the hospitality industry in Pakistan confronts several obstacles, including political unrest, safety-related issues, and an acute shortage of infrastructure (Lodhi & Shah, 2021). Several research projects have examined the challenges and possibilities confronting Pakistan's hospitality industry. For example, the industry encounters several obstacles, including growing rivalry, varying demands from customers, and elevated rates of staff turnover (Hameed & Waheed, 2011). Wang et al. (2021) found that organizations require leadership that promotes responsible and environmentally friendly decision-making process accountability and emphasizes staff wellness as well as motivation.

In the hospitality sector, job satisfaction, employee engagement and organizational commitment, customer satisfaction and profitability are all linked with responsible leadership (Kim et al., 2019; Lashley et al., 2015). Responsible leadership, symbolized by an emphasis on ethical behavior and environmental responsibility, has proven to benefit employee and organizational outcomes in various circumstances (Waldman et al., 2006). Responsibility primarily entails "being efficient at responding" by employing skill and considering accountability (Salancik & Meindl, 1984; Brown, 1986). Responsible leadership is characterized as an approach to leadership that prioritizes ethical and social obligations and considers the benefits of all stakeholders, including consumers, staff members, and the community. Voegtlin and Scherer (2017) explain responsible leaders as being dedicated to issues related to society and the environment, transparent in nature, and able to acknowledge accountability for their choices and behaviors. Research demonstrates that responsible leadership may positively influence the behavior of employees and various organizational outcomes.

One of the primary ways in which responsible leadership may impact employee behavior is through its impact on meaningfulness at work. Voegtlin, Patzer, and Scherer (2012) found that when leaders emphasize morally and socially responsible practices in the choices they make and conduct, employees believe what they do is more meaningful and serves a greater objective than just profit. This feeling of meaning and connection to the organization's principles can boost employee motivation, involvement, and satisfaction with work, resulting in improved organizational performance and results (Schneider et al., 2018).

Responsible leadership is often linked with ethical conduct and promoting the organization's and its stakeholders' well-being. The goal of leaders demonstrating responsible leadership is to "develop and nurture long-lasting and reliable connections with numerous stakeholders within and outside the organization and collaborate on what they do in order to accomplish mutual goals, business sustainability and credibility, and eventually to contribute to the realization of an effective and divulged business vision" (Maak & Pless, 2006). This an incredible mission and careful actions will probably serve the leader as an example to follow for employees. As a consequence, employees may adopt the environmentally conscious behaviors of their superiors to lessen the impact of their socially negligent actions. Unethical pro-organizational behavior (UPB) is described as a kind of socially negligent behavior that could negatively impact the goals of other stakeholders (Umpress et al., 2010). Therefore, responsible leadership is expected to negatively affect UPB.

1.2 Problem Statement

Concerning employee outcomes, the Pakistani hospitality sector encounters numerous obstacles. These obstacles are causing a decline in satisfaction with work, motivation, and commitment, adversely impacting organizational performance. Lodhi and Shah (2021) pointed out that Pakistan's hospitality sector confronts a number of problems and barriers, including wage inequality, unstable employment, and long hours of work, which have a detrimental effect on employees' performance. This indicates that the hospitality sector requires efficient leadership to tackle these problems and enhance individual and organizational outcomes. In addition, multiple efforts in the past were attempted in research pertaining to leadership to clarify and comprehend the method of responsible leadership. As per the investigations of Haque et al. (2017) and Augusto and Mário (2016), insufficient empirical investigations have analyzed its impact on employee and organizational outcomes.

According to Pless et al. (2012) being a societal and psychological process, responsible leadership emphasizes leader–stakeholder relations. Responsible leadership encompasses social, cultural-relational method used by leaders and measures used in organizations that vigorously involve stakeholders in creating environmentally responsible and moral organizations (Maak et al., 2016). It is asserted by Haque et al. (2017) that responsible leadership promises to make

organizations accountable and attain favorable employee outcomes. Responsible leadership emphasizes moral and environmentally conscious organization conduct and requires accountability for business activities' environmental and social consequences (Waldman, Siegel, & Javidan, 2006). Favorable employee outcomes and organizational growth both can be promoted in the hospitality industry by employing practices like responsible leadership.

Considering the prospective advantages of responsible leadership, additional research is needed to determine how employee outcomes are impacted by responsible leadership, such as employee green behavior (EGB) and UPB in the Pakistani hospitality industry. This research gap illustrates the significance of additional research into the effect of responsible leadership in Pakistan's hospitality industry. Therefore, it is crucial to examine the means by which responsible leadership shapes employee outcomes in the Pakistani hospitality industry. In conclusion, Pakistan's hospitality industry confronts hurdles regarding employee outcomes. Responsible leadership can address those obstacles and foster favorable employee outcomes and organizational performance. However, more research is required to uncover the impact of responsible leadership on employee as well as organizational outcomes in the Pakistani hospitality industry, emphasizing further research. This study pursues to fill this research void by examining the role of responsible leadership on employee outcomes that include EGB and UPB in the Pakistani hospitality industry while meaningfulness at work and felt obligation acts as mediators.

1.3 Research Objectives

This research uses multi-study approach where Study 1 was conducted using survey-based research design, whereas Study 2 was carried out using scenario based experimental study. As a part of study 1, a survey was done to uncover the impact of responsible leadership on EGB and UPB. Also, the mediating role of meaningfulness at work and felt obligation between responsible leadership and employee outcomes were tested. In study 2, the model is replicated to perform a scenario-based experimental study to find out the impact of low vs. high responsible leadership on EGB and UPB with meaningfulness at work and felt obligation acting as mediators in these relationships respectively. The specific research objectives are as follows:

1. To determine the positive impact of responsible leadership on EGB.
2. To examine the role of responsible leadership on UPB.

3. To analyze the mediating role of meaningfulness at work between responsible leadership with EGB and UPB.
4. To determine the mediating role of felt obligation between responsible leadership with EGB and UPB.

1.4 Research Questions

The research questions of this study are given hereunder:

RQ1: How responsible leadership impacts meaningfulness at work, and felt obligation?

RQ2: How responsible leadership impacts EGB and UPB?

RQ3: Does meaningfulness at work mediate the relationship between responsible leadership with EGB and UPB?

RQ4: Does felt obligation mediate the relationship between responsible leadership with EGB and UPB?

1.5 Theoretical Framework

Social learning theory is a renowned approach to comprehending how people acquire knowledge and behaviors through observing and communicating with others in the social environment. According to Bandura (1977), social learning involves four fundamental processes: attention, retention, reproduction, and motivation. People notice the actions and results others achieve, commit this information to recollection and replicate the observed behaviors when applicable. In accordance with Bandura's (1977) social learning theory, people can acquire proper conduct by giving their attention to and imitating the behavior patterns of others, particularly those who are alluring. Bandura (1986) argues that a leader's stature, power, and personality make him or her a prominent source of role models for employees in the workplace. In contrast to conventional leaders who pursue profit maximization and shareholder benefit maximization, responsible leaders consider corporate social responsibility while pursuing profitability and seek to generate benefits for a wider range of stakeholders (Maak, 2007).

Responsible leaders hold an optimal position to advance social learning theory. Responsible leaders may influence the morals and obligations of their employees via apparent trustworthiness, behavior modeling, and accessibility to both rewards and punishment (Haque et al., 2017). Thus, employees can learn what behavior ought to be rewarded and penalized by

executives who are accountable. Prior study indicates that leaders may foster prosocial behavior by serving as models for others (Haque et al., 2017). Bandura (1986) suggests that social learning theory can be used to reconcile cognitive and behaviorist learning methodologies since it incorporates motivation, attention and memory. Employing the theory of social learning theory, current study proposes a linkage between EGB, responsible leadership and UPB to validate the proposed model.

1.6 Significance of Research

In Pakistan's hospitality sector, where organizations are under growing pressure to conduct business environmentally as socially responsibly responsible leadership, its effect on employee and organizational outcomes is of the utmost importance. Green employee behavior, such as utility and conserving resources, decrease in waste, and conservation of the environment, has been positively impacted by responsible leadership (Gadenne et al., 2011). By promoting responsible leadership, organizations can foster a culture of ethical conduct and environmental sustainability which may assist the environment and society while enhancing organizational efficiency and repute (Liu & Shi, 2016).

The presence of responsible leadership influences organizational and employee outcomes and has multiple theoretical implications. According to social learning theory, research results indicate that responsible leadership boosts EGB. According to this theory, people learn through watching and reproducing the conduct of other people, and leaders may function as examples for those around them (Gadenne et al., 2011). In relation to this theory, employees exhibit organizationally beneficial behavior when they believe the organization encourages their pursuits and wellness (Liu & Shi, 2016). Organizations may foster an advantageous social exchange atmosphere while decreasing the likelihood of unethical behavior by promoting responsible leadership. In accordance with stakeholder theory, research results also indicate that responsible leadership can improve organizational performance and credibility. According to this theory, businesses must consider all stakeholders' needs and desires, including staff, clients, vendors, and the community at large (Liu & Shi, 2016). Organizations can strengthen their ties with stakeholders by favoring social and environmental responsibility and enhancing efficiency and public image.

Responsible leadership and its influence on employee and organizational outcomes have significant managerial implications. Organizations should stress the significance of responsible leadership in their recruiting and development procedures. Leaders who favor social and environmental responsibility can set an upbeat example for the organization, and employees can model how they behave and think (Liu & Shi, 2016). Secondly, companies should create guidelines and initiatives that encourage virtuous employee conduct and prohibit unethical pro-organizational conduct. For instance, organizations might offer benefits for energy conservation or waste reduction and instruction regarding ethical decision-making (Gadenne et al., 2011). Thirdly, organizations should demonstrate their dedication to responsible leadership and sustainability to consumers and other stakeholders. This can improve the company's brand and attract consumers who appreciate social and environmental responsibility (Liu & Shi, 2016).

1.7 Definitions

1.7.1 Responsible Leadership:

Maak (2007) defines responsible leadership as "the skill and capacity associated with developing, growing, and maintaining trustworthy connections with various stakeholders, within as well as external to the organization, and in organizing responsible behaviors toward accomplishing a significant, widely accepted vision of the business".

1.7.2 Meaningfulness at Work:

According to Frey and Schneider (2019), meaningfulness is conceptualized as freedom within work and setting the circumstances by which individuals prosper in the workplace. It is described as "the significance of an objective or purpose, evaluated relative to a person's beliefs or norms related to his/her work. It consists the individual's innate understanding of the allocated job" (Thomas & Velthouse, 1990). In a nutshell, meaningfulness at work entails the degree to which a person is certain that he or she can achieve personal satisfaction (Farzaneh et al., 2014; Spreitzer, 1995).

1.7.3 EGB:

Ones and Dilchert (2012) characterize that any quantifiable personal conduct that contributes to or detracts from sustainable development objectives in the workplace is said to be as employee green behavior. Stern (2000) defines EGB as intentional behaviors that minimize the adverse impacts of human actions.

1.7.4 Felt Obligation:

Felt obligation is "a normative opinion pertaining to whether one ought to worry regarding the well-being of the organization and assist the organization in accomplishing its goals" (Eisenberger et al., 2001)

1.7.5 UPB:

UPB labels "measures designed to encourage the efficient performance of an organization or its people that contravene fundamental societal principles, customs, regulations, or ideals of appropriate practice." (Umphress & Bingham, 2011).

1.8 Summary

In a nutshell, it is essential to analyze the significance of responsible leadership in Pakistan's hospitality industry to comprehend how leaders may encourage positive outcomes in this setting. This research examines the connection among responsible leadership, organizational and employee outcomes in hospitality industry of Pakistan. This study aims to add to the increasing corpus of research on responsible leadership by examining the influence of responsible leadership on consequences like EGB and UPB. The following study promises to offer an in-depth knowledge of how responsible leadership practices may foster positive organizational outcomes, such as EGB, and how it may lead to morally unacceptable conduct, such as UPB, by reviewing the prior research and conducting a scenario-based experiment and a survey-based research. The results of this research may supply practitioners and managers of hospitality organizations in Pakistan with valuable insights for developing and implementing efficient responsible leadership methods, which may result in increased EGB and how to refrain from morally unacceptable conducts like UPB.

CHAPTER 2

LITERATURE REVIEW

The earlier chapter explained the research objectives, research questions and hypothesis of the proposed study. It also entailed introductory paragraphs on hospitality sector as well as the proposed relationships and definition of all the important variables included. This chapter however includes all the available and related literature related to the study as well as theoretical framework utilized to address all the relevant research questions of this study. This chapter also includes how all the hypothesis were developed taking help from the literature.

2.1 Social Learning Theory

Also identified as social constructivism, the social learning theory or is among the oldest and furthestmost prominent varieties of the constructivism theory put forward by Albert Bandura, which emphasizes cognitive procedures during observing over subsequence conduct. Bandura acknowledged the importance of and cognitive behavior and reinforcement (Kay & Kibble, 2016). In a social context, the theory of social learning emphasizes an individual learn through vicarious experiences that include observation of a role model and hearing from other people. Learning through observation, according to Bandura (1969, 1971, 1977), involves a total of four crucial steps namely; attention, retention, motivation and reinforcement and motor reproduction. First, attentional procedures are significant, considering "exposing individuals to sets of modeling stimulation does not ensure that they will pay careful attention to the signals" (Bandura, 1972). Bandura (1977) and Prestridge (2019) assert that the SLT discloses human behavior through interaction of behavioral, cognitive, and environmental factors. This theory is now among the most prominent theories about learning. Because it incorporates attention, memory, and motivation, it is often termed a bond between behaviorist and cognitive learning theories. This form of learning, claimed by Bandura (1977), may take place through a method referred to as modeling, in which people witness and imitate other people's behaviors. Bandura (1977) identifies the influence of reinforcement on behavior as an essential aspect of the social learning theory. Positive reinforcement occurs when a behavior is accompanied by a reward or favorable consequence, escalating the probability that the behavior will be repeated. On the other hand, negative reinforcement occurs when a behavior is followed by removing a negative consequence, thus

increasing the probability that the behavior will be replicated. This concept has been implemented in various contexts, including classroom management and parental techniques (Bandura, 1986).

In numerous contexts, the social learning theory has been implemented and investigated. Singer and Hensley (2004), for one example, utilized social learning theory to examine the connections between infancy, adolescent arson, and adult serial homicide. These research initiatives uncovered major results regarding the effects of social learning and life situations on growth as an adult. From the perspective of social learning, learning is an exchange among individuals, exemplary behavior, and the environment. In a social context, learning occurs by means of watching and interacting with others, such as imitating a role model. Thomas et al. (2014) state that a person's association with the environment leads to learning assimilation and knowledge improvement. As per social learning theory, learning seeks to form novel roles and alter the behavior, attitude or opinion of a person towards the role model (Swanson & Holton, 2009). Educators may act as role models to educate students and assist them in establishing achievable targets for their future success (Merriam & Caffarella, 2006).

Social learning theory implies that in work environments, staff members learn by witnessing their coworkers' exchanges with customers and participating in cooperative endeavors such as team initiatives (Saks & Belcourt, 2006). Social learning theory additionally highlights the significance of feedback, which may be offered by colleagues, managers, or customers (Eraut, 2004). Scholars have discovered that employees who participate in interactive learning activities report increased levels of job fulfillment and are more probable to view what they do as having meaning (Chiu & Tsai, 2020). In addition, social learning theory has been employed to clarify the efficacy of mentoring programs in enhancing the abilities and expertise of employees (Gould-Williams, 2003). Social learning is frequently utilized as an innovative employee training and development plan of action, for instance, on-the-job orientation or management training (Swanson & Holton, 2009). Existing employees could serve as examples or mentors for fresh employees during on-the-job training. The anticipated abilities and conduct are shown, and the participant can exercise while receiving immediate input from the mentor.

As per Bandura's (1977) social learning theory, people can acquire proper conduct by paying attention to and mimicking the actions of others, particularly those who are alluring. Leaders are important role models for followers in work environments owing to their position of

power, authority, and personality (Bandura, 1986). Transformational leaders that display advantageous traits such as charisma, guidance, and stimulation of thought may promote the education and growth of employees (Wang et al., 2011). Moreover, Ehrhart et al. (2018) found that leaders who demonstrate servant leadership behaviors that involve sympathy and autonomy can cultivate an atmosphere at work that encourages social learning and employee growth. Leaders who actually demonstrate negative behaviors, for instance, poor supervision, may impede the learning and development of their followers (Tepper, 2000). Maak (2007) stated that in contrast with conventional leaders who pursue profitable growth and shareholder benefit enhancement, responsible leaders pursue profits with rules, execute corporate social responsibility, and bring value to various stakeholders. The intent of leaders who adopt responsible conduct is "to establish and nurture mutually beneficial and reliable connections with various stakeholders throughout and outside the organization and collaborate on their actions to accomplish common goals, sustainability of business and credibility, and inevitably to contribute to the achievement of an ideal and collective business vision" (Maak & Pless, 2006). Such a grand mission and conscientious actions are expected to help make the leader as an example for the employee to follow.

2.2 Responsible Leadership

Responsibility refers to the concept of "responding." It involves holding oneself accountable and defending how one acts (Schlenker et al., 1994; Bovens 1998). As stated by Waldman and Galvin (2008) the term 'responsibility' targets towards a particular issue of others as well, a responsibility to comply on those norms, as well as being liable for the results of a person's behaviors. "Responsible leadership" is a behavioral and ethical event, that takes place in situations of relations with individuals that are impacted or impacted by leadership as well as having a stake in the objective and goal of the leadership relationship (Maak & Pless, 2006). By applying the findings of Rost (1991), Freeman et al. (2006), Burns (1978, 2003) and Ciulla (1995, 1998, 2006), the concept of responsible leadership suggests that corporate responsibility is fundamentally a task of leadership, requiring leaders that are ethically mindful who is willing to listen to the stakeholders associated with the organization, and also those who are conscious of and comprehend the roles and duties of business in society as a whole.

Stakeholders are classified as primary or secondary stakeholders is among the greatest prevalent classifications in stakeholder theory (Clarkson, 1995). Important stakeholders are clusters of people "without whom the business cannot thrive" (Clarkson, 1995). These stakeholders are highly interdependent of each other (Voegtlin et al., 2020). These individuals involve investors, owners, staff, consumers, and other stakeholders associated with the company's economic viability. Clarkson (1995) defines second-tier stakeholders as individuals who "impact or influence, or are impacted or influenced by, the business, but do not participate in operations with the company and are not crucial to its sustenance." These include constituents such as non-governmental organizations, neighborhood associations, and other groups of people, and they usually symbolize wider societal issues. Leaders must play specific roles to motivate multiple stakeholders (with various experiences, principles, and sometimes clashing interests) to team up and work toward a common goal. The role model of responsible leadership comprises nine different positions that define different attributes of a responsible leader and constitute a combination. Maak and Pless (2006) identify values-driven duties such as the leader as custodian, person, servant, and innovator from operational responsibilities such as a counselor, networker, communicator, designer, and catalyst for change (Pless, 2007).

Being able to reconcile the desires of several stakeholders constitutes one of the primary traits defining responsible leadership. According to Brown and Trevio (2006), responsible leaders place the best interests of all stakeholders first before they contemplate the effect they have on the organization's future viability. This entails acknowledging that the organization's long-term success depends on its relationships with all stakeholders, including community members and the environment as a whole. Additionally, research indicates that responsible leadership can potentially improve organizational performance. For instance, Waldman et al. (2006) demonstrated that employee satisfaction with work and organizational commitment are positively influenced by responsible leadership. Similarly, Mayer et al. (2012) discovered that organizational citizenship behavior is positively impacted by responsible leadership, and organizational citizenship behavior was positively associated with organizational performance. Furthermore, previous research has demonstrated that responsible leadership has a substantial effect on employee organizational citizenship behavior (Lord & Brown, 2001), job satisfaction (Voegtlin, 2012), resignation intention (Doh et al., 2012), job performance (Han et al., 2019), organizational commitment (Voegtlin et al., 2012; Doh & Quigley, 2014), and unethical behavior (Voegtlin,

2012). Responsible leadership considers moral dilemmas, cultivates interactions with stakeholders, and sets targets for the future. As opposed to other value-driven methods of leadership (including ethical and transformational leadership), RL emphasizes the "responsible" element of leadership (Haque et al., 2021).

Responsible research on leadership explores the leadership patterns in the setting of a society involving stakeholders and incorporates the viewpoint of ethics – the customs, principles, and values. Responsible leadership is distinguished from the conventional sorts of leadership styles such as reformative, ethical, service, or authentic leadership by its emphasis on society as a whole, the environment, the creation of long-term value, and promoting changes that are positive (Pless et al., 2011). Conventional leadership styles (e.g., ethical leadership) stresses its impact and fails to consider the encompassing environment and other stakeholders with whom it engages. Moreover, Voegtlin (2016) states that such leadership styles disregard the responsibility dimension, that is the primary and most important topic of research surrounding responsible leadership. Thus, responsible leadership surpasses the one-dimensional leadership-follower connection, which has served as the main concern of traditional leadership research and highlights numerous leader-stakeholder relationships, taking into account not just the objectives of investors while making decisions but additionally the demands of a variety of stakeholders. Unique from leadership constructs which primarily concentrate on the mutually beneficial interaction between leader and subordinate, leader and follower relationship is widened by responsible leadership by considering stakeholders within as well as out of the organization (Miska & Mendenhall, 2018; Pless & Maak, 2011), thereby generating widespread concern among academics (Voegtlin, Patzer, & Scherer, 2012).

2.3 Felt Obligation

Felt obligation is a strict belief about if one ought to be concerned regarding the success of the company and support the company in achieving its goals as characterized by Eisenberger et al. (2001). According to Lawler and Thye (1999), a sense of obligation facilitates collaboration between partners in pursuing objectives that could be more achievable individually. Greenfield (2009) suggests that felt obligation additionally includes a belief that one party is obligated to act in certain ways to the other party to assist in accomplishing a particular objective. It has additionally been proposed that the core concept of felt obligation is a morally-based faith

(Eisenberger & Stinglehammer, 2011). In a certain way, felt obligation reveals the moral reasoning on which employees choose whether to participate in (or refrain from participating in) transactional interactions regarding their organization. In the words of Cropanzano and Mitchell (2005), it is a type of personal characteristic that reflects an overarching feeling of moral obligation regarding a particular goal. The obligation to give back has minimal to do with the employee's perception of support from the employer when the employer incorporates procedures related to human resources (Aselage & Eisenberger, 2003). They asserted that in certain situations, an obligation is not created as a result of advantageous treatment in creating a welcoming working environment but rather as a person's response to what an organization needs to do to attain its goal. As per Eisenberger et al. (2001) as well as Aselage and Eisenberger (2003) arguments, felt obligation is defined as an employee's generalized willingness to do anything it takes to assist the organization they work in, in achieving its objectives, regardless of what it might be.

Felt obligation is an optimistic state of mind that encourages people to perform tasks diligently and expends personal resources (energy as well as time) on completing a duty (Liang, 2014). Individual engagement with work is enhanced by a feeling of obligation (Albrecht & Su, 2012), and withdrawal behaviors, including tardiness and absence from work, diminish (Eisenberger et al., 2001). Albrecht and Su (2012) discovered that a sense of obligation regulates the association among resources of the job such as coworker support, autonomy and employee engagement. Felt obligation for positive change, which entails “the degree to which employees dedicate themselves to establishing novel processes and fixing problems within the organization” (Liang et al., 2012). It has been acknowledged as a significant motivation that motivates employees internally to demonstrate organizational encouragement by exhibiting the certain acceptable conduct (Fuller, Marler, & Hester, 2006). Employees having a strong sense of obligation for favorable change are more inclined to take on a conduct that is change oriented than being friendly, which is regarded as a non-change-oriented mode of conduct as a beneficial and efficient method of helping the company (Liang et al., 2012). In light of its reform focused and pro-organizational type, felt obligation for positive change has recently been extensively examined as a predictor of behavior that is vocal (Morrison, 2014). Multiple investigations on felt obligation have been undertaken.

Gouldner (1960) undertook one of the initial investigations on felt obligation and presented the idea of "moral norm." In the words of Gouldner, moral norms are social conventions that dictate the responsibilities and obligations of people in a group. People assimilate these standards and use them as a premise for their conduct. Gouldner claimed that a sense of obligation emerges when moral standards guide an individual's behavior. Goffman (1963) undertook another significant study on felt obligation, exploring the notion of "face-saving." Face-saving describes individuals' actions to preserve their social standing while preventing disgrace or degradation. Goffman claimed that felt obligation originates when someone feels accountable for the face-saving requirements of another individual. Recent investigations have examined the significance of felt obligation in various settings. For instance, Dunn and Schweitzer (2005) investigated the effect of perceived obligation on negotiators. They discovered that negotiators who felt some obligation to the other party were more inclined to reach settlements beneficial to both parties. Similarly, research has investigated the implications of perceived obligation in familial relationships. Specifically, Van Lange et al. (2007) discovered that a sense of obligation benefits family support and parenting behavior. They contend that a sense of obligation motivates individuals to participate in prosocial behavior concerning their family members.

2.4 Meaningfulness at Work

Meaningfulness derives from people's ideas of being important, desirable, and beneficial. When individuals feel that they are not taken for granted and that what they do matters, they find psychological meaningfulness (Kahn, 1990). According to Rosso et al. (2010), meaningfulness is individually characterized by every person and can encompass many facets of one's self (e.g., opinions, principles, mindsets, and even social and societal norms) and interdisciplinary fields (e.g., psychology, sociology). Meaningful work enables workers to perceive themselves as more complete, driven and have a stronger sense of moral congruence. According to the meaningfulness literature, there are various types of meaning, and employees are concerned about various factors. According to Bellah et al. (1985) and Wrzesniewski (2003), research on the meaning of work predominantly outlines three orientations regarding work that reflect the meaningfulness that employees find in their jobs. The initial one is a job orientation in which the significance of employment depends mostly on its tangible benefits and stability at work. The second type of orientation is a career orientation that emphasizes progression in the workplace and its associated

benefits. These advantages fulfill higher-level requirements, like self-esteem (Bellah et al., 1985). Lastly, a vocation orientation which includes work being viewed as contributing to improving of the world as a whole. According to Rosso et al. (2010) and Beadle and Knight (2012), people who are employed by organizations that participate in socially responsible activities realize a feeling of purpose. When individuals notice that their actions are making a difference and they are working for the greater good, they endure a sense of meaning (Beadle & Knight, 2012).

Significantly, vocation and meaningfulness as a whole are neither permanent nor preset characteristics of a job or organization; instead, they are discretionary and a particular type of sensemaking (Pratt & Ashforth, 2003). Therefore, there can be two viewpoints for meaningfulness: 1) meaningfulness at work—it originates from affiliation in the organization and doesn't always come from the duties one performs at the job (my organization is dedicated to environmentally friendly procedures, but what I do is not directly linked to sustainable development); and 2) meaningfulness in work—it originates from the duties one performs at his work (my organization is not actually sustainable, but my job helps foster sustainable development). Such differentiation is essential for personnel operating in sustainable organizations. Individual occupations might not be capable of making an immediate contribution to improving society as a whole and/or the environment, whereas an organization may be deemed sustainable on a larger scale. In these organizations, environmental and social responsibilities are frequently restricted to a handful of people or they have a specialized division for this purpose. However, employees may still be satisfied working for such companies if they share a sense of belonging despite having individual jobs (Turban & Greening, 1997; Basu & Palazzo, 2008). This corresponds to the concept of meaningfulness at work laid out by Pratt and Ashforth (2003). Contrary to this, professions where employees perceive that what they do benefits a greater cause, regardless of their perception that the organization as a whole may not be beneficial to society and the environment, may be characterized by meaningfulness.

Meaningfulness at work is the significance of objective or aim of a work determined contrary to a person's personal principles or norms. It entails the person's intrinsic interest in the assigned endeavor" (Thomas & Velthouse, 1990). In a nutshell, meaningfulness at work indicates the extent to which an individual believes they can experience personal contentment through work (Farzaneh et al., 2014; Spreitzer, 1995). Meaningfulness at work indicates a connection between

the individual and the workplace with regard to engagement and commitment (Chalofsky & Krishna, 2009). It is an important aspect of motivation at work since employees are dedicated, engaged, and focused when they perceive meaning in their job duties (Lee, 2015). Individuals need to recognize the significance of their labor to grow apathetic and disconnected from it (Thomas & Velthouse, 1990). (Ghadi et al., 2013; Arnold et al., 2007) Employees find the work they do as meaningful when they exhibit a strong moral compass and internalize the company's principles as their own. Meaningfulness at work represents an individual evaluation of “where do I belong?”, as does the degree to which an individual sees his or her work as improving his or her relationship with the organization (Pratt & Ashforth, 2003). The notion could symbolize an essential psychological process underlying social identification with the organization as well as its stakeholders (Tajfel & Turner, 1979; Cohen-Meitar, Carmeli, & Waldman, 2009).

Meaningfulness at work has a number of advantages for workers and employers, including improved well-being of an employee (Arnold et al., 2007), organizational commitment (Geldenhuys et al., 2014) and being satisfied with one’s work (Duffy et al., 2015). The enhancement of employee performance is an important aspect of meaningfulness at work. Li et al. (2015) and Walumbwa et al. (2018) found that there exists a favorable correlation job performance and meaningfulness at work. Spreitzer (1995) and Li et al. (2015) indicate that employees who feel that their work is meaningful are inspired to work at greater degrees because meaningfulness aids individuals in understanding the worth of what they do. A further potential cause is that substantial amounts of meaningfulness at work encourage greater commitment and concentration (Lee, 2015). Meaningful at work has a beneficial effect on career development (Dik, Eldridge, & Duffy, 2009) reduced absenteeism (Rozin & Schwartz, 1997), employee performance (Hackman & Oldham, 1980; Wrzesniewski, 2003), employee engagement (Kahn, 1990; May, Gilson, & Harter, 2004), turnover and job satisfaction (Wrzesniewski, McCauley), empowerment (Spreitzer, 1996), organization identification (Pratt, Rockmann, & Kaufmann, 2006) career development (Dik, Eldridge, & Duffy, 2009) and work motivation (Hackman & Oldham, 1980; Roberson, 1990). Ulrich and Ulrich (2010) discovered that people who see meaning at work appear more skilled, dedicated, and productive. Several studies have demonstrated that meaning is more essential to employees than remuneration and incentives, possibilities of getting promoted, and working situations (Bailey & Madden, 2016). Meaningful organizations might gain a competitive advantage due to these variables.

2.5 UPB:

Workplaces are plagued with unethical behavior, such as deception, embezzlement, and theft of supplies for the workplace (Umphress & Bingham, 2011). The majority of unethical actions are designed to hurt organizations. However, UPB (Umphress, Bingham, & Mitchell, 2010) refers to involvement in certain unethical conducts (e.g., distorting true facts to improve the group's reputation) for the organization's greater good. In 2010, Umphress et al. first proposed the concept of UPB. UPB encompasses "acts that are meant to encourage the efficient working of a company or its participants but contravene fundamental societal values, traditions, laws, or norms governing suitable conduct" (Umphress & Bingham, 2011). (Cialdini et al., 2004) For instance, employees may feign or embellish the successes of their employer in order to enhance its image or retain their competitive advantage over a rival. Crucial to this description is the multifaceted requirements that the action must be performed to assist the employing organization and violate hyper-moral norms of society. Other instances of UPB involve misleading facts in order to make one's organization appear favorable, inflating the worth of the services or products that the company offers to customers, and hiding detrimental details about the organization from consumers (Umphress, Bingham & Mitchell, 2011). UPB also includes activities like concealing the truth to convey a good image of the organizational or presenting a positive endorsement.

UPB consists of two elements. Firstly, unethical behavior occurs when an employee commits a deed that is "either unlawful or morally objectionable to the broader society" (Jones, 1991). Secondly, it entails an employee doing things in a manner that was neither laid out in the job description nor commanded by a supervisor but which nevertheless favors the organization. According to Umphress et al. (2010), UPBs may encompass deeds of conviction (e.g., fabricating records of accounting in order to enhance the organization's financial picture) or deeds of neglect (e.g., neglecting to disclose a new car's security defect). Both types of UPB are remarkably prevalent in businesses (Umphress & Bingham, 2011). Nevertheless, both types of actions can eventually end in adverse effects, which might include penalties, fines, or unfavorable responses from stakeholders (Umphress et al., 2010), and they are immoral since they infringe generally acknowledged moral norms in the community, such as justice and concern for one's community (Donaldson & Dunfee, 1994; Curry et al., 2019). Green behavior at home (Steg & Vlek, 2009) and in the workplace (Paillé & Boiral, 2013; Ramus & Steger, 2000) has usually been characterized as voluntary type of conduct in the literature (Ramus & Steger, 2000; Paillé & Boiral, 2013; Steg &

Vlek, 2009). However, behavioral economists acknowledge that not all types EGB is voluntary (Ones & Dilchert, 2012a). Job performance-driven classification of EGB has following five subsections: (1) working responsibly, (2) preserving resources, (3) encouraging others, (4) taking responsibility, and (5) averting damage (Ones & Dilchert, 2012b). While this classification essentially acknowledges existence of obligatory and voluntary behavior, the groupings are not overlapping, enabling behavior to be assigned to multiple groups.

UPB is deliberate, voluntary (i.e., not mandated by a leader and it's not a component of a written description of a job), and contrary to ethical norms (Warren, 2003). UPB is distinguished from numerous forms of immoral work conduct, for instance deviant or counterproductive behavior, which are conducted with a view to injure an organization and/or its employees (Spector & Fox, 2005). Individual characteristics like Machiavellianism (Castille et al., 2018), organizational identification (Chen et al., 2016; Umphress et al., 2010) and, leaders' (Effelsberg et al., 2014; Graham et al., 2015; Miao et al., 2013) and coworkers' (Thau et al., 2015) conduct, may influence UPB, according to studies. EGB primarily aids an organization's sustainable growth in two distinct manners. Employees must adhere to organizational guidelines and standards on the one hand. Employees foster green sustainable behaviors at work, particularly by advocating environmental preservation goals and notions and adhering to the organization's strategy related to green actions and regulations (Ramus & Steadman, 2000). In contrast, all EGB ultimately develops at the organizational level. Employees engage in green behavior on individual level, eventually contributing to the enduring sustainability of the organization (Felin et al., 2015).

2.6 EGB:

EGB is derived from pro-environmental type of behavior, which is explained as activities that conserve or assist in the conservation of environment (Steg & Vlek, 2009). Ones and Dilchert (2013) coined the term "employee green behavior" to describe environmentally friendly behaviors that are pertinent to the workplace and employees. EGB derives from pro-environmental behavior, is an essential phase in turning the strategic policy of the organization on sustainability into tangible outcomes, and serves a vital part in the environmental viability of an organization (Galpin & Whittington, 2012; Zhang & Liu, 2016). EGB is an aspect of green behavior that is specific to workplace, has been described by Ones and Dilchert (2012) as "actions and habits that are exercised by the employees and are related to and either enhance or hinder an organization from

environmental sustainability." EGB might be summed up as the behavior employees exhibit that is environmentally conscious (Unsworth, Dmitrieva, & Adriasola, 2013). In addition, Stern (2000) defines EGB as deliberate employee behavior that lessens the adverse effects of human actions. It might involve water conservation, resource efficiency, lowering waste production, recycling of material and preservation of energy (Norton et al., 2015). This type of behavior includes participating in eco-friendly actions to carry out work in a pleasant setting. It is among one of the various approaches used by organizations to advance their contribution to the environment and attain sustainable objectives. Thus, EGB encompasses tasks like turning the lights off when getting out of the office building (conservation of energy), making conference calls for meetings rather than traveling (consuming resources succinctly), modifying documents via computers rather than getting them printed (i.e., steering clear of trash), leftover paper is used to print drafts (recycling), and notifying leakages in the bathrooms (preserving water; Norton et al., 2015; Ones & Dilchert, 2012).

There are two categories of EGB: green behavior that is task-related and discretionary green behavior (Norton et al., 2015). Norton et al. (2015) explained that task green behavior are those behaviors that are green in nature and executed inside the organization and within the scope of mandated job responsibilities. Borman and Motowidlo (1997) define task green behavior as activities officially defined and deemed to be included in the job description. According to Norton et al. (2015), voluntary or discretionary EGB are green behaviors that entail individual effort and surpass the organization's expectations. Voluntary behaviors offer the context for task performance by fostering the social, organizational, and psychological environment (Borman & Motowidlo, 1993).

According to Larson and Almeida (1999), psychological behaviors are the behaviors anticipated through one's emotions. Hwang and Hyun (2012) and Erreygers et al. (2019) examined the association between green behavior and the well-being of employees. As per the research of Mesmer-Magnus et al. (2012), workplace behaviors, which include dedication, could connect organizational sustainability objectives and an individual's EGB. In particular, concepts and studies of social responsibility and commitment (Collier & Esteban, 2007) forecast that the commitment of the employee and his/her identification with company sustainability initiatives taken at company-level are significant indicators of in-role and out-of-role behaviors which

promote these more advanced goals. It has been discovered that job satisfaction and other job attitudes have a positive connection with environmentally friendly company outcomes (Mesmer-Magnus et al., 2012; Harter et al., 2002). Employees with increased levels of psychological well-being put more thought into their employment (Day & Randell, 2014).

2.7 Direct Hypotheses Development

2.7.1 Responsible Leadership and Meaningfulness at Work:

Meaningfulness in work settings has been described by Kahn (1990) as an atmosphere in which employees "felt valuable, useful, and important in the sense that they made an influence and weren't taken for granted." Based on studies in psychology, humans have a natural desire to accomplish something meaningful; thus, participating in meaningful work improves employees' self-worth and prestige in their jobs, and this is crucial for psychological health (Lysova et al., 2019; Yeoman, 2014). At this point, scientific research regarding the association between leadership and meaningfulness has produced conflicting results. The studies of Bailey and Madden (2016a, b, c) reveals that study respondents are unwilling to acknowledge 'leadership' as an aspect impacting meaningfulness at work; nevertheless, quantitative studies have verified that ethical leadership has a beneficial connection with meaningfulness at work (Demitras & Akdogan, 2015; Wang & Xu, 2017).

As far as this research is concerned the concept of responsible leadership has been picked, which refers to "the general expression for the incorporation of moral as well as ethical dimensions in leadership, at the junction of research in leadership, morality, and corporate social responsibility" (Antunes & Franco, 2016). Responsible leadership comprises of five distinct leadership types: servant, transformational, authentic, emotional and spiritual (Antunes & Franco, 2016). Cassar and Buttigieg (2013) discovered that meaningfulness at work is influenced by authentic leadership positively. In recent years, it has been discovered that servant leadership emphasized leadership morals that extend above oneself towards other people (subordinates), can assist organizational new recruits in perceiving what they do as meaningful. Lastly, studies on the meaningfulness of work have demonstrated that leader-follower relationships positively influence meaningfulness at work (Tummers & Knives, 2013). Thus, it is hypothesized that:

H1: Responsible leadership is positively associated with meaningfulness at work.

2.7.2 Responsible Leadership and Felt Obligation:

Felt obligation, a form of perception of oneself, is a person's opinions and insights, and depicts one's perception of being liable for an obligation towards the outcomes of what they do (Culbert, 1974). According to Fuller et al. (2006), felt obligation depicts an arbitrary motivating and prescriptive belief pertaining if one ought to worry for the success of the company and ought to aid the organization in achieving its aims. A responsible leader contemplates on the requirements of people, the community, and the natural environment. A feeling of duty and feel obliged towards the needs of stakeholders is communicated by setting standards and diligently pursuing transformation under the direction of a leader with responsibility. Through interaction with leaders, subordinates observe and imitate their behavior, progressively internalize their morals, and amplify their sense of obligation. Pertinent research indicates that responsible leaders proactively exercise social responsibility, connect with diverse stakeholders, and contemplate on the needs of all the people involved into consideration when taking decisions. Through modelling and learning, subordinates may improve their perception of responsibility by employing it to influence their own behavior while choosing to partake in social responsibility activities.

Respect for employees is demonstrated by responsible leaders who foster employee participation in decision-making and leadership. This behavior increases employees' knowledge of the organization by, for example, fostering a feeling of responsibility and enhancing identification with the organization. By monitoring the organization's social responsibility efforts towards its employees, those employees will believe the organization to be reliable and sincere (Edwards & Kumret, 2017). It encourages employees to collaborate on responsibility with organizations and engage in proactive actions, like organizational citizenship behavior (Parker & Pascarella, 2013). In accordance to certain research (Doh & Quigley, 2014), responsible leadership leads to increase in employees' sense of ownership and boost their drive to work, thereby influencing the quality of their work. Consequently, responsible leadership can boost workers' sense of obligation towards achieving its goals by enhancing their acceptance of the organization. This study suggests that;

H2: Responsible leadership is positively associated felt obligation

2.7.3 Responsible Leadership and EGB:

EGB includes recycling of organizational resources, preservation, and reduced-waste actions (Dumont et al., 2017; Chaudhary, 2020; Ahmed et al., 2020). Major organizational settings,

such as CSR (Su & Swanson, 2019), GHRM (Dumont et al., 2017), and responsible leadership (Luu, 2019), may influence EGB. Responsible leadership strives to establish trustworthy relationships with every pertinent stakeholder, inside as well as outside (i.e., staff, shareholders, the environment, and consumers) (Pless & Maak, 2011; Miska & Mendenhall, 2018). Voegtlin (2011), Doh et al. (2011), and Wang et al. (2015) have documented the beneficial impacts of responsible leadership on organizations as well as employees. Responsible leadership highlights that administrators value businesses' sustainable development objectives, which involve assuming social responsibility for the growing issues of resource depletion, emissions, and food hygiene (Liao & Zhang, 2020; Afsar et al., 2016). The indirect personal relationships between superiors and employees influence the green behavior of employees (Waldman & Balven, 2015; Székely & Knirsch, 2005). Responsible leaders bear the responsibility and authority to motivate and assist employees in engaging in pro-environmental behaviors, like decreasing pollution and recycling (Afsar et al., 2016; Robertson & Barling, 2013). Furthermore, socially responsible leaders regard sustainability in their organizations, implying that they are not just interested in the performance of the business but also in environmental sustainability, and that they assist in delivering on these principles (Doh & Quigley, 2014; S. Wang et al., 2015; Miska et al., 2014). In the workplace, they establish a standard for employees to adhere to (Waldman & Balven, 2015; Kim et al., 2017). Consequently, it is hypothesized that

H3: Responsible leadership is positively associated with EGB.

2.7.4 Responsible Leadership and UPB:

UPB includes acts that are meant to foster the efficient operation of a business, organization or its stakeholders but contravene values that are fundamental to the society, practices, rules, or norms governing appropriate behavior (Umphress & Bingham, 2011). Research indicates that not only "dark" characteristics like Machiavellianism (Castille, Buckner, & Thoroughgood, 2018) and emotional entitlement (Lee et al., 2019) but also effective concepts like mutual-investment, employee-organization relationship, (Wang, Long, Zhang, & He, 2018) and organizational commitment, (Matherne & Litchfield, 2012), lead to UPB in particular circumstances. To more effectively regulate this type of conduct, additional research on inhibitors of UPB and the inhibiting strategies of UPB is required. Responsible leadership is characterized as "a behavioral and moral phenomenon, that takes place in social systems of interacting with those who are impacted or impacted by leadership and who have a concern in the goals and objectives of the

leadership relationship" (Maak & Pless, 2006). Contravening other leadership theories that exclusively emphasize the collaborative leader-follower interaction, responsible leadership expands the connection between leader and follower by considering stakeholders both within and beyond the organization to be members of the organization (; Pless & Maak, 2011; Miska & Mendenhall, 2018).

Existing research has paid more attention to the historical context and organizational outcomes of responsible leadership (Stahl & De Luque, 2014; Witt & Stahl, 2016; Pless, 2007; Miska, Stahl, & Mendenhall, 2013). There needs to be a greater focus on employee outcomes (HaqueHaque, Fernando, & Caputi, 2017; Doh, Stumpf, & Tymon, 2011;), as well as the ones associated with external stakeholders that include UPB. In accordance with Bandura's (1977) social learning theory, people can acquire suitable conduct by observing and imitating the actions of others, particularly the ones that they find alluring. Bandura (1986) argues that a leader's stature, power, and character make him or her an influential source of role models for subordinates in the work environment. As opposed to traditional leaders who pursue profitable growth and value for shareholder, responsible leaders pursue profitability with rules, deliver on CSR, and generate benefits for various stakeholders (Maak, 2007). Leaders who practice responsible leadership aim to " to establish and nurture sustainable and trustworthy relationships with various stakeholders within and outside the organization and manage their acts in order to accomplish mutual goals, company viability and credibility, and finally to contribute to the realization of an effective and collective business vision" (Maak & Pless, 2006). This grand mission and conscientious conduct are bound to serve as a leader and an example for employees. Consequently, employees may adopt the socially conscious behaviors of their leaders to lessen their socially negligent actions. UPB is a form of socially negligent behavior that may impair stakeholders' interests outside the organization (Umphress et al., 2010).

Despite the fact that its pro-organizational characteristic may more effectively cover UPB, its socially negligent nature will be unable to be covered up in the dazzling spotlight of responsible leadership. By copying and obeying responsible leaders, employees will eventually be able to recognize the unethical nature of UPB, appreciate the significance of CSR and subsequently, be less inclined to get involved in UPB. Consequently, via the process of social learning, responsible leadership might hinder UPB. As per the arguments, it is hypothesized that:

H4: Responsible leadership has a negative relationship with UPB.

2.7.5 Meaningfulness at Work and EGB:

Meaningfulness at work is the intuitive understanding of the employee about their work's value, significance, and meaning (Frieder et al., 2017). Meaningful work may make employees feel contentment, and a perception of making a difference in the world and in themselves (Afsar et al., 2020; Nazir et al., 2022; Lu et al., 2020). Both pride as well as self-esteem, according to Tyler and Blader (2003), can enhance the employee's sense of purpose at work. In addition, employees' feelings of self-worth boost significantly once they believe that the people view their organizations as being conscious of the environment (Michaelson et al., 2014). The organizations in which employees adhere tend to have a positive public image, it can boost their self-esteem and sentiments of satisfaction.

As per the research of Steger et al. (2012), the sense of being involved in something that goes beyond oneself is a component of the meaningfulness of work for environmentally aware employees. Therefore, people who experience meaning, value, and objective exhibit commitment, vigor, and interest in their work objectives, which motivates them to put forth greater effort (Han et al., 2021; Barrick et al., 2013). Therefore, employees who sense oneness with organizations they work whose aim to preserve the environment, reduce waste products and emissions in manufacturing, and foster a healthy ecological environment for future generations and in return may experience pride and emotional connection with the organization (Aguinis and Glavas 2019; Roeck et al. 2016). Bellah et al. (1985) stated that if people think that the work they do as meaningful, it is more likely that they appreciate it and devote more effort and time to show out-of-role behavior, such as EGB. As an essential internal motivator, meaningfulness at work may boost employees' readiness to contribute to their organization's long-term growth (Li et al., 2019). Consequently, employees who find meaning at work are likely engage in environmentally conscious or "green," behaviors. So, meaningfulness at work may contribute to green behavior among employees. Therefore, it is proposed that;

H5: Meaningfulness at work correlates positively with EGB

2.7.6 Meaningfulness at Work and UPB:

Employees are pursuing more at work than just profit. Some employees are more motivated by profitability than they are if their work provides more compatibility with their sense of self,

values, virtues, and morality. Meaningfulness is individually characterized by every person, according to Rosso et al. (2010), and it can encompass many aspects of themselves (e.g., opinions, principles, views, and also cultural and social standards) and fields (e.g., psychology, sociology). Meaningful work enables employees to experience feeling more complete, more inspired, and more aligned with their values. Meaningfulness is an important aspect of motivation at work since employees are dedicated, involved, and focused on the job when they experience it (Lee, 2015). One such root cause is UPB, which is characterized by Umphress and Bingham (2011) as "the behaviors aimed at promoting the efficient operation of the company or its participants that contravene fundamental societal principles, traditions, regulations, or norms governing proper behavior." (Cialdini et al., 2004). For example, employees may feign or exaggerate the achievements of the company they work for in order to enhance its image or retain its competitive advantage over an opponent.

When people encounter meaningful work, a feeling of society as a whole and alignment of principles in the place of employment, they can demonstrate an intense devotion or connection with the organization (Rego, Pina & Cunha, 2008), organizational commitment and involvement (Pawar, 2009; Gatling et al., 2016; Milliman et al., 2003; Farahnaz Kazemipour et al., 2012; Farahnaz Kazemipour et al., 2012), and an intellectual and emotional commitment with the organization (Dehler & Welsh, 1994). Therefore, Umphress and Bingham (2011) suggested that loyalty can be by the employees towards their employers through UPB. Expanding this reasoning, employees who experience meaningfulness in their jobs may view UPB, which might include protecting the organization by being dishonest to customers, not providing reimbursements to customers, or offering a dangerous product, as an opportunity to demonstrate loyalty to their employer (Umphress & Bingham, 2011). Therefore, it can be suggested that meaningfulness may result in UPB:

H6: Meaningfulness is positively associated with UPB.

2.7.7 Felt Obligation and EGB:

As put forward by Eisenberger et al. (2001), felt obligation is a strict view pertaining if one ought to be concerned about the success of the company and contribute to helping the organization achieve its objectives (p. 42). According to Fuller et al. (2006), felt obligation depicts an arbitrary and inspiring normative opinion about whether one ought to worry about the well-being of the

company and should assist the organization realize its objectives. According to Lawler and Thye (1999), a sense of obligation facilitates coordination between partners in the pursuit of objectives that are frequently unachievable on an individual basis. Greenfield (2009) suggests that felt obligation encompasses a sense that an individual is obligated to behave in certain manners towards another in the form of assisting in accomplishing a certain objective. When treated favorably, employees are expected to have a feeling of obligation and take action to pay back the organization.

When people receive treatment equitably, they react more favorably to others. According to the social exchange theory, people might acquire sentiments of obligation for those who provide them with social benefits (Blau, 1964). By monitoring the organization's social responsibility efforts to its employees, those employees are more probable to think of their organization as reliable and sincere (Edwards & Kumret, 2017). Social responsibility initiatives also send an indication to employees that the organization is equitable, considerate, and mindful, which persuades employees to sense that organization is concerned about their well-being and encourages them to take part in positive behaviors such as green employee behavior. Greenfield (2009); Fuller et al. (2006); Ng & Felder (2015); Basit (2017) cite an increasing amount of research indicating that felt obligation is a key psychological motivator for employees to exhibit a variety of proactive behaviors. Among these proactive actions is exhibiting green behavior. As per the arguments it is proposed that;

H7: EGB is positively correlated with felt obligation.

2.7.8 Felt Obligation and UPB:

According to Gouldner (1960), individuals are governed by a general moral standard of exchange that requires them to assist and not harm people who have benefited them. The assistance along with psychological aid the employee gets from a leader who is an example for the employee constitutes an advantage that elicits respect, adulation, faith, and an obligation to repay the favor by performing actions that help the leader (Baranik et al., 2010). As per the research (Eisenberger et al., 2002; Eisenberger et al., 2001), employees frequently offer this type of obligatory benevolence to the organization. Den Hartog (2015) observes that "this exchange require not to be concentrated solely on leaders individually but might additionally involve demonstrating broad

constructive behaviors intended to make a difference to the the larger organization or the work group."

Similar to the research on the development of duty in organizations (McAllister & Ferris, 2016), the claims assert that people behave deliberately to help the group as a whole (e.g., organization and workgroup) as a result of a sense of obligation. Occasionally, however, employees participate in unethical behavior because they feel compelled to do so. Umphress and Bingham (2011) put forward the concept of UPB as "the actions meant to foster the efficient operation of the organization or the stakeholders it has that contravene fundamental norms, rules, societal values or guidelines for appropriate conduct". Some instances of UPB that are frequently mentioned are forging financial reports, embellishing facts about services or goods, and concealing negative information from consumers and consumers. In these instances, UPB is mainly believed to be a proactive and deliberate behavior for the assistance of the company (Yan et al., 2021), as the people engaging in this socially undesirable behavior do so out of a goal of improving a firm's competitive advantage, maintain appreciated customers, and eventually advance the best interests of the company (Tian & Peterson, 2016) or since they feel obligated in doing so. Consequently, it is possible to postulate that:

H8: Felt Obligation has a positive relationship with UPB.

2.8 Indirect Hypotheses Testing

2.8.1 Mediating Role of Meaningfulness at Work Between Responsible Leadership and EGB:

Responsible leadership comprises of five distinct leadership styles including servant, transformative, spiritual, real, and emotional (Antunes & Franco, 2016). It is found by Cassar and Buttigieg (2013) that authentic leadership improved meaningfulness at work. In recent years, servant leadership has been shown to help new recruits in organization see their work as meaningful. It is said that leader-follower connections increase meaningfulness at work (Tummers & Knives, 2013). According to Bellah et al. (1985), employees finding their work as meaningful are more inclined to enjoy it and put more effort and time into out-of-role behavior such EGB. Meaningfulness at work may motivate people to help their company thrive (Li et al., 2019). Thus, employees who find their work meaningful might engage in "green" behavior. Responsible leaders may help staff recycle and reduce pollution and engage in pro-environmental

behaviors (Afsar et al., 2016; Robertson & Barling, 2013). Leaders who are socially responsible also care about sustainability in their organizations (Miska et al., 2014; Doh & Quigley, 2014; S. Wang et al., 2015). These leaders set work standards for employees to follow (Waldman & Balven, 2015; Kim et al., 2017) leading them to behave in socially responsible manner and exhibit green behaviors. It can be said that responsible leadership may positively impact EGB. So, it is hypothesized that;

H9: Meaningfulness at work mediates the relationship between responsible leadership and EGB.

2.8.2 Mediating Role of Meaningfulness at Work Between Responsible Leadership and UPB:

Responsible leadership comprises of five distinct leadership styles including servant, transformative, real, emotional and spiritual (Antunes & Franco, 2016). Cassar and Buttigieg (2013) found that meaningfulness at work is improved by authentic leadership. In recent years, servant leadership has been shown to help new recruits in organization see their work as meaningful. It is said that leader-follower connections increase meaningfulness at work (Tummers & Knives, 2013). Meaningful work, a sense of society as a whole, and alignment of principles in the workplace can lead to intense devotion or connection with the organization (Rego, Pina & Cunha, 2008), organizational commitment and involvement (Milliman et al., 2003; Gatling et al., 2016; Farahnaz Kazemipour et al., 2012; Pawar, 2009), and an intellectual and emotional connection to the organization (Dehler & Welsh, 1994). Thus, Umphress and Bingham (2011) specified that UPB may show employee commitment to their companies. Expanding on this, employees who find their jobs meaningful may view UPB, which may involve lying to customers or clients, not providing reimbursements, or selling a dangerous product, as a way to show loyalty to their employer (Umphress & Bingham, 2011). Responsible leaders abide by the laws, carry out corporate social responsibility, and provide value to stakeholders (Maak, 2007).

Responsible leaders "establish and nurture trustworthy and long-term relationships with various stakeholders within and beyond the organization and manage their activities in order to attain mutual goals, company viability and credibility, and finally to contribute to the realization of an effective and common vision of the business" (Maak & Pless, 2006). Thus, workers may emulate their leader's social responsibility to reduce their own. UPB is socially neglectful and may harm external stakeholders (Umphress et al., 2010). Even while its pro-organizational trait may better disguise UPB, its socially negligent nature will not be hidden by competent leadership. By

following responsible leaders, workers will realize UPB is immoral, value corporate social responsibility, and be less likely to participate. So, Responsible leadership may inhibit UPB via social learning. Hence it can be hypothesized that;

H10: Meaningfulness at work mediates the relationship between responsible leadership and UPB.

2.8.3 Mediating Role of Felt Obligation Between Responsible Leadership and EGB:

According to study of Doh & Quigley (2014), responsible leadership can increase employee motivation and sense of ownership, leading to promoting job quality. Thus, responsible leadership may increase employees' sense of obligation to the company's aims by increasing their acceptance of it. So, it is demonstrated that responsible leadership boosts employee sense of obligation. According to the study on organizational duty (McAllister & Ferris, 2016), individuals behave consciously to help the group (workgroup or organization as a whole) due to feeling obligated. Fuller et al. (2006); Basit (2017); Ng & Felder (2015) and Greenfield (2009) cite an increasing amount of research indicating that felt obligation is a key psychological motivator for employees to exhibit a variety of proactive behaviors. Among these proactive actions is exhibiting green behavior. According to this premise, employees who think that they are obligated to their organization are likelier to exhibit environmentally conscious behavior. Socially responsible leaders also care about sustainability in their organizations (S. Wang et al., 2015; Miska et al., 2014; Doh & Quigley, 2014). They set work standards for employees to follow (Kim et al., 2017; Waldman & Balven, 2015) leading them to behave in socially responsible manner and exhibit green behaviors. It can be said that responsible leadership may positively impact EGB. Hence, it is proposed that;

H11: Felt obligation mediates the relationship between responsible leadership and EGB.

2.8.4 Mediating Role of Felt Obligation between Responsible Leadership and UPB:

According to study of Doh & Quigley (2014), responsible leadership can increase employee motivation and sense of ownership, leading to promoting job quality. Thus, employees' sense of obligation may increase due to the presence of a responsible leader and employees accept and work on company's aims by increasing their acceptance of it. So, it is demonstrated that responsible leadership boosts employee sense of obligation. According to the study on organizational duty (McAllister & Ferris, 2016), individuals behave consciously to help the group (workgroup or the organization) because they feel obligated towards the organization. However,

sometimes workers feel obligated to act unethically. Umphress and Bingham (2011) describe UPB as "activities meant to foster the efficient operation of the organization or its stakeholders that contravene fundamental societal values, laws, norms, or guidelines for appropriate conduct." UPB is believed to be a proactive and voluntary behavior in most cases for the advantage of the company (Yan et al., 2021), with employees depicting such behavior to improve the organization's competitive advantage, maintain esteemed customers, and advance the company's best interests (Tian and Peterson, 2016). So, employees feel obligated to engage in UPB simply to help the organization so, felt obligation leads to unethical pro-organizational behavior.

Responsible leaders follow rules, fulfil corporate social responsibility, and benefit stakeholders (Maak, 2007). Responsible leaders "establish and nurture long-term and trustworthy ties with various stakeholders within and out of the organization and manage their activities in order to attain mutual goals, company viability and credibility, and finally to contribute to the realization of an effective and collective business vision" (Maak & Pless, 2006). UPB is socially neglectful and may harm external stakeholders (Umphress et al., 2010). Even while its pro-organizational trait may better disguise UPB, its socially negligent nature will not be hidden by competent leadership. By following responsible leaders, workers will realize UPB is immoral, and by valuing corporate social responsibility they will be less prone to be involved in such behaviors. So, Responsible leadership may inhibit UPB via social learning. Hence, it is proposed that;

H12: Felt obligation mediates the relationship between responsible leadership and UPB.

The graphical representation of the theoretical model is given in Figure 1.

Figure 1

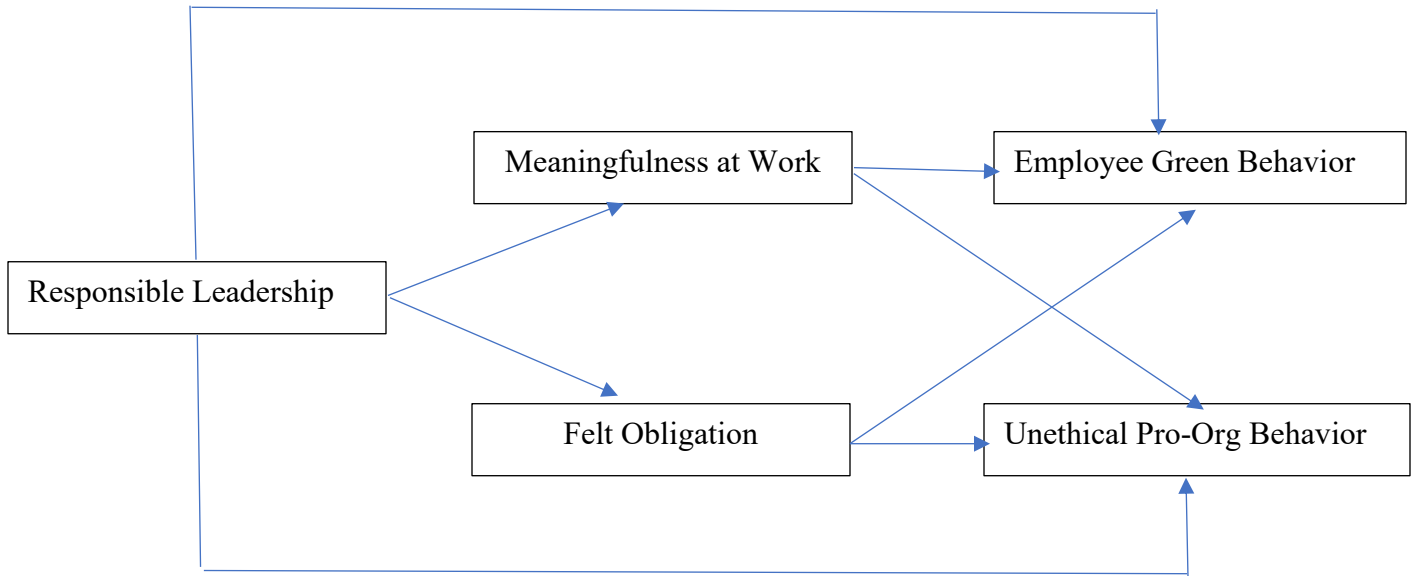


Figure 1: Theoretical Framework

CHAPTER 3

METHODOLOGY

The methodology chapter discusses the strategies and techniques used for data analysis as well as data collection in order to respond to the research questions or validate the proposed hypotheses. This chapter is essential because it provides a thorough and detailed explanation of the research methodology, enabling other researchers to comprehend and, if necessary, replicate the study. This chapter entails the research strategy and methodology utilized to respond to the research questions and fulfill the objectives set forth. This chapter discusses research design, participants, data acquisition, sampling and analysis. A well-written methodology section guarantees the research's rigor, validity, dependability, credibility, and veracity, as well as the authenticity of its findings.

3.1 Research Design

When establishing a research study, researchers should choose a research design that corresponds with their research topic or hypothesis. In this study, experimental and survey-based studies are two prevalent research methodologies. In contrast to experimental studies, in which to examine its impact on a dependent variable the independent variable is manipulated, survey-based studies collect data through self-reported questionnaires or interviews. The research is conducted in two stages. As part of study 1, a survey was done to find out the relationship between responsible leadership and EGB, with meaningfulness at work serving as a mediator. We also analyze the way responsible leadership impacts UPB with felt obligation to act as a mediator in this relationship. In study 2, the model is replicated to carry out a scenario-based experimental study to examine the impact of low versus high responsible leadership on EGB and UPB, with meaningfulness at work and felt obligation acting as mediators for these relationships, respectively.

Survey research is a form of quantitative data collection consisting of a list of standard questions about an individual's beliefs, attitudes, behaviors, or traits. The core objective of every survey is to address a sound research question that interests everyone in the population being studied (Tait & Voepel-Lweis, 2015; John et al., 2006; Sharma et al., 2021). Frequently, research via surveys is conducted to identify the traits that define a population, the prevalence of a particular phenomenon, or the relationships between variables. According to Babbie (2016), "survey research

is a method of gathering primary data through inquiring individuals about their understanding, beliefs, choices, and purchasing behavior" (p.133). Depending on the research objectives and the target population's characteristics, various survey administration methods are available, like in-person, telephone, online, and mail surveys. Survey research collects huge amounts of data from a representative population sample to solve several research concerns in numerous fields.

Experimental research is a scientific technique in which one or more independent variables are altered to observe their impact on a dependent variable while controlling other variables. According to Creswell (2014), "experimental research involves altering a single variable to see if differences in that variable produce systematic variations in another variable" (p. 73). This form of research aims to establish causal connections among variables. Usually, experimental research winds up with a controlled or field-based statistical analysis of the data gathered. Experimental research is a successful approach to determining causal relationships among variables, and it can be implemented in a vast array of research topics in various academic fields.

Common research methods include survey-based studies, which are simple to execute and enable data collection from a sample of significant size. In addition, because they allow respondents to elaborate on their responses to open-ended inquiries, they can provide rich and diverse data. Response bias, in which respondents may provide false or insufficient data, may influence survey-based research. They may also be limited by the quality of the queries, which may not adequately reflect the complexity of the study topic. In contrast, experimental studies monitor the impact of the independent variable on a dependent variable the independent variable is altered which may yield more reliable causal findings. Experimental designs are frequently used in scientific research because they provide a level of control that is impossible in survey-based investigations. However, the external validity of experimental methods may be limited if the results cannot be generalized to other situations or individuals. Additionally, they may be expensive, tedious, and challenging to keep track of. This research adopts a mixed-methods approach incorporating surveys and experiments to obtain a deeper understanding of the topic. For instance, a researcher may execute surveys to collect data on particular phenomena. According to the findings, the researcher can create an experiment to investigate the causal relationships between variables. This methodology also increases external validity (Study 1), internal validity, and confidence in causal relationships (Study 2) (Babalola et al., 2019).

3.2 Population

This study's population includes people in Pakistan's hospitality industry, who are essential to the prosperity of businesses in this sector. Pakistan's economy relies on the hospitality industry, which offers countless possibilities for employment. Recognizing the knowledge, views, and practices of employees in this industry is essential for developing strategies that improve sector's efficiency and promote economic growth. Employees in Pakistan's hospitality industry come from different cultures and have a variety of training, expertise, and knowledge. From management and administration to customer service and maintenance, they're responsible for a variety of duties. This diversity presents an exceptional chance for studying the factors that influence numerous organizational and employee outcomes. This study emphasizes on employee outcomes like ethical pro-organizational behavior and EGB. Recognition of these variables is crucial to establishing efficient human resource management policies in the hospitality industry and improving the success of companies in this industry as a whole. The demand to obtain more current and precise information is an obstacle that comes from undertaking research studies on employees in the Pakistani hospitality industry. This is an opening for researchers to collaborate with hospitality industry enterprises to acquire data to inform evidence-based management practices and policy decisions. In summary, Pakistan's hospitality industry employees constitute an essential and diverse population for research studies. Understanding these employees' experiences, attitudes, and behaviors can inform strategies for increasing the performance of businesses in this industry, fostering economic development, and augmenting the overall well-being of workers in this field.

3.3 Sample and Sampling Method

In the words of Bryman (2011), precision cannot be achieved through a larger sample size, and Hair et al. (2010) found that degree of precision of SEM values decreased with fewer data. Kline (2010) suggested that a comprehensive path model requires an adequate sample size of 200. The sample and method of sampling employed in a research study are crucial factors because they affect the generalizability and dependability of the results. In the first investigation, the sample and sampling technique employed was purposive sampling. Purposive sampling is a method of sampling that is non-random in which participants are selected according to specified criteria relevant to the research question. Participants are selected for this research based on their job or

position in the Pakistani hospitality industry and their level of experience or knowledge in a certain area of interest. A benefit of purposive sampling is that it enables researchers to select participants with pertinent knowledge or experience who can contribute meaningfully to the research question. This can aid in ensuring that the collected data is of high quality and pertinent to the research question. In the first study, 400 people were sent the surveys and 257 responded, having a response rate of 76%. In study 2, 350 participants were e-mailed who met the inclusion criteria, and 194 of them responded, with a response rate of 55%. In a nutshell, using purposive sampling in studies 1 and 2 enabled the researchers to select participants who were probable to have pertinent know-how or knowledge about the research questions set forth.

3.4 Data Collection Method

In Study 1, survey-based data collection was used to collect participant information. Surveys are among the most common means of gathering data in research because they enable researchers to gather significant quantities of data from an extensive range of individuals in an incredibly brief period of time. The survey was almost intended to gather information on particular variables associated with the research question, including employee job satisfaction, motivation, and organizational commitment. A questionnaire was developed to collect data via survey and distributed to participants via email. In Study 2, a scenario-based experimental study was employed to collect data from participants. Experimental studies are a powerful research tool that allows researchers to establish cause-and-effect relationships among the variables. In this study, the scenario-based experimental study involved presenting participants with hypothetical scenarios related to the research questions, and then data was collected on their responses to the scenarios. Both studies 1 & 2 utilized questionnaires to gather respondents' data, which enabled systematic data collection. In research, standardized questionnaires are valuable because they enable contrasts between distinct groups or populations. The online circulation method makes it easy for respondents to complete the survey, increasing the response rate while decreasing the possibility of nonresponse bias. Furthermore, online surveys can be affordable owing to the elimination of publishing and shipping expenses.

3.5 Measuring Instruments:

Measuring instruments are crucial instruments for research that enable the acquisition of precise and reliable quantitative data. They are used to measure and capture the values or attributes of the variables under study. The selection of a measuring instrument is contingent upon the research question, the type of the variables, and the requisite level of measurement. Research commonly employs surveys, questionnaires, interviews, assessments, and observation forms as measuring instruments. Measuring instruments must be carefully constructed to ensure that they measure what they are meant to measure and are valid and dependable. Validity ensures the instrument measures what it intends to measure, whereas reliability ensures consistency and stability over time. Utilizing appropriate measurement instruments is essential for producing accurate and reliable research results. The variables in this study were evaluated on a 7-point Likert scale (1= strongly disagree and 7= strongly agree). The scales used to measure each variable is as follows:

3.5.1 Responsible Leadership:

Voegtlin's (2011) Responsible Leadership Scale is a tool used to evaluate the conduct of leaders in organizations. It measures moral competence, stakeholders' orientation, results orientation, and societal responsibility. The scale has been validated and is extensively employed in research to determine the influence of responsible leadership on organizational outcomes. It offers valuable insights for organizations seeking to improve leadership practices and promote ethical and responsible conduct. Voegtlin (2011) devised a five-item scale to assess responsible leadership, which is used for this research.

3.5.2 Meaningfulness at Work:

The psychological meaningfulness scale, devised in 2004 by May et al., includes six items that measure the extent to which people consider their actions as valuable. The scale measures both the cognitive and affective components of work-related meaning. It has already been proven that it is an accurate and reliable instrument for gauging psychological meaningfulness, and it has been employed in numerous studies to examine the relationship between meaningful work and significant work outcomes.

3.5.3 EGB:

The EGB scale utilized in the present research was developed by Dumont et al. in 2017 and included six items utilized to measure employees' green behavior. The scale assesses in- and out-of-role green behavior with three items for each group. Energy efficiency and handling waste are examples of in-role green behaviors that are specified as an aspect of an employee's job duties. Volunteering for an initiative to promote sustainability is a prime instance of out-of-role, environmentally conscious conduct. The reliability and validity of this scale to assess green behavior have been established, and it has already been used in multiple studies to find the variables that impact green behavior in the workplace.

3.5.4 UPB:

The UPB scale utilized in this study is a six-item tool developed in 2010 by Umphress and Bingham to assess how likely staff members are to take part in unethical actions which help the company they work for. The scale assesses behaviors such as misleading consumers, hiding errors, and suppressing knowledge that could damage the organization's image. It has been discovered that the UPB Scale is an accurate and reliable tool to assess unethical behavior, and it has been employed in an array of research studies to evaluate the effect of corporate culture and management on unethical behavior in work settings. The scale offers informative data to organizations trying to promote ethical behavior while avoiding practices that damage their reputations and trustworthiness.

3.5.5 Felt Obligation:

This study employed a scale established by Eisenberger et al. (2001) that has seven-items to evaluate employees' perceived obligation to be concerned about the organization and assist it in attaining its goals. The scale has been proven reliable and valid instrument for evaluating felt obligation and has been utilized in various research studies to examine the impact of reciprocity on social behavior and interpersonal relationships. The scale provides valuable insights into social exchange mechanisms and can inform interventions designed to promote prosocial behavior and preserve social bonds.

3.5.6 Responsible Leadership Scenario

For study 2, the measuring scale remains the same except for Responsible Leadership. As it was a scenario-based-experimental study, scenarios were used for low vs. high responsible leadership. The scenarios were provided to two sets of respondents. The scenarios are as follows;

Responsible Leadership – High

Suppose you are an employee in an organization operating in the hospitality industry, and you work directly under a line manager and take orders from them. You have been working at the organization for two years or so. From the last year, you acknowledge that they symbolize the basic principles of long-term sustainability, accountability, and ethical decision-making. They consider the impact of their decisions on all stakeholders, which also includes the environment, customers, communities, and employees. They strive for positive outcomes and minimize negative consequences. They prioritize integrity, transparency, and fairness in their interaction, build trust, and promote equal opportunity. They acknowledge the different experiences and perspectives of the employees. They effectively address environmental and societal challenges by seeking sustainable and innovative solutions. Importantly, they focus on long-term achievements and drive meaningful change for a sustainable future.

Responsible Leadership – Low

Suppose you are an employee in an organization operating in the hospitality industry, and you work directly under a line manager and take orders from them. You have been working at the organization for two years or so. From the last year, you acknowledge that they are not symbolizing the basic principles of long-term sustainability, accountability, and ethical decision-making. They do not consider the impact of their decisions on all stakeholders, which also includes the environment, customers, communities, and employees. They do not strive for positive outcomes and minimize negative consequences. They are not prioritizing integrity, transparency, or fairness in their interaction to build trust. Also, they are not acknowledging the different experiences and perspectives of the employees. They do not effectively address environmental and societal challenges by seeking sustainable and innovative solutions. Importantly, they do not focus on long-term achievements or drive meaningful change for a sustainable future.

3.6 Pilot Study

Before the data collection for both Study 1, and Study 2, a pilot study was carried out. The data was collected from eighty respondents enrolled in Executive MBA in different universities. All the respondents were given a questionnaire that contains questions related to demographics, responsible leadership, meaningfulness, felt obligation, EGB, and UPB. The validity as well as reliability of each variable was tested using Cronbach's alpha, and exploratory factor analysis (EFA). The two items of felt obligations have low factor loadings in EFA were deleted. After deleting these items, the reliability and EFA run again, and the results showed adequate support to reliability and validity results.

3.7 Data Analysis

The subsequent data evaluation strategy is being implemented in current study employing SPSS 26 and AMOS 24 for the purpose of data analysis.

CHAPTER 4

RESULTS

The previous chapter entailed the methodology section of this study. This chapter includes the results of the current research. This chapter includes the measurement model, descriptive statistics, correlations, direct and indirect hypothesis testing and one-way ANOVA. These techniques were employed in order to find out if the relationships that were proposed existed or not. The results showed that almost all the relationships as hypothesized were true except for one. All the results of both of the studies were positive and significant.

4.1 Study 1

4.1.1 Measurement Model (CFA)

A multivariate method to test hypotheses regarding how interacting variables influence each other is path analysis or also known as structural equation modelling (SEM). The SEM has two components namely; structural model and measurement model. The latent variables are matched with observed covariates in measurement model. The structural model enters here, the relationship of latent variables without and with regression are performed in structural model. The use of both the models, the measurement model and then structural model is commended by researchers respectively (Anderson & Gerbing, 1982).

CFA confirms the factor structure it confirms whether or not the collected data fits the model that is proposed in accordance with previous researches or studies (Kline, 2005). The factor structure adopted from various different valid measures is confirmed by performing CFA. It also checks if the collected data fits the model that was hypothesized that was grounded on earlier findings as well as theory (Kline, 2010). CFAs were performed at two stages in this study; First at scale level and then as overall measurement model. AMOS 24 was used for the data analysis and for SEM. It is important to discuss the fit indexes which define the criteria upon which the model acceptance criteria rely before moving forward.

4.1.1.1 Fit Indices

To assess the model fitness, various fit indices are present some of them are stringent and some are lenient. When the relative chi-square (CMIN/DF) is less than 3 the model is acceptable (Kline, 1998), and sometimes it is also acceptable when its less than 5 (Ullman, 2001; Hair et al. 2010). RMSEA less than .05 is ideal (Stieger, 1990) but it can also be sometimes less than .08 (Browne & Cudeck, 1993; Hu & Bentler, 1998) but as recommended by Hair et al. (2010) less than 0.10 is also tolerable. The acceptable values for the Goodness of Fit Index (GFI) and the Normed Fit Index (NFI) should not be more than .90 (Byrne, 1994). There is no agreement on the acceptable value of Comparative Fit Index (CFI). The models had the value of .70 previously, while now the CFI value of .85 represents progress so it should be tolerable (Bollen, 1989). If the RMSEA of the null model is less than 0.158 CFI should not be calculated. The RMSEA of null model should be less than 0.158 or the value of CFI will be too small (Kenney, 2014). The CFI values $>.95$ are great, $>.90$ are good and $>.80$ are sometimes acceptable as suggested by Hair et al. (2010). Moreover, CMIN/DF values < 3 are good, and < 5 are acceptable sometimes, Adjusted Goodness of Fit Index AGFI value $> .80$ is acceptable while Standardized Root Mean Residual (SRMR) $< .09$, PCLOSE $< .05$ is acceptable. The minimum threshold of fit indices and our model fitness is shown in Table 2.

Table 2: Model Fit Results & Threshold Values

Measure	Estimate	Threshold	Interpretation
CMIN	819.975	--	--
DF	340.000	--	--
CMIN/DF	2.412	Between 1 and 3	Excellent
CFI	0.904	>0.95	Acceptable
SRMR	0.050	<0.08	Excellent
RMSEA	0.074	<0.06	Acceptable
Cutoff Criteria			
Measure	Terrible	Acceptable	Excellent
CMIN/DF	> 5	> 3	> 1
CFI	<0.90	<0.95	>0.95
SRMR	>0.10	>0.08	<0.08
RMSEA	>0.08	>0.06	<0.06

4.1.1.2 Factor Loading

Responsible leadership shows excellent model fitness where factors, RL5, RL4, RL3, RL2, and RL1 with following factor loadings of 0.842, 0.794, 0.815, 0.767 and 0.807. For meaningfulness at work, Mean1, Mean2, Mean3, Mean4, Mean5 and Mean6 showed good loadings at 0.736, 0.868, 0.820, 0.842, 0.815, and 0.840, respectively. In felt obligation model, items FO1, FO2, FO3, FO4 and FO5 displayed factor loadings of 0.824, 0.722, 0.782, 0.726, and 0.730. The items in the construct of EGB; EGB1, EGB2, EGB3, EGB4, EGB5 and EGB6 show the excellent factor loadings of 0.808, 0.794, 0.760, 0.725, 0.785 and 0.665 with reference to sample size. The UPB model shows excellent factor loadings of UPOB1, UPOB2, UPOB3, UPOB4, UPOB5 and UPOB6 as 0.765, 0.773, 0.810, 0.763, 0.835 and 0.807 respectively. The standardized factor loading is available in Table 3.

Table 3: Standardized Regression Weight

	Estimate
RL5 <--- RL	.842
RL4 <--- RL	.794
RL3 <--- RL	.815
RL2 <--- RL	.767
RL1 <--- RL	.807
EGB6 <--- EGB	.665
EGB5 <--- EGB	.785
EGB4 <--- EGB	.725
EGB3 <--- EGB	.760
EGB2 <--- EGB	.794
EGB1 <--- EGB	.808
FO5 <--- FO	.824
FO4 <--- FO	.722
FO3 <--- FO	.782
FO2 <--- FO	.726
FO1 <--- FO	.730
UPB6 <--- UPOB	.765
UPB5 <--- UPOB	.773
UPB4 <--- UPOB	.810
UPB3 <--- UPOB	.763
UPB2 <--- UPOB	.835
UPB1 <--- UPOB	.807
Mean6 <--- Mean	.736
Mean5 <--- Mean	.868
Mean4 <--- Mean	.820
Mean3 <--- Mean	.842

	Estimate
Mean2 <--- Mean	.815
Mean1 <--- Mean	.840

4.1.1.3 Composite reliability

The degree of internal consistency in the items of the scale is called composite reliability or construct reliability just like Cronbach's alpha (Netemeyer, 2003). It is equal to the total score variance (Brunner & Süß, 2005) related to total value of true score variance. It indicates the shared variance among observed variables that indicated a latent construct (Fornell & Larcker, 1981).

4.1.1.4 Cronbach's Alpha

The measure that calculates reliability of a scale or a measure it that assesses the internal consistency of items in a scale is called Cronbach's alpha. The reliability of any given measure means the extent to which it consistently measures a concept and Cronbach's Alpha is one of the ways to measure that consistency. It is analyzed by correlating score for each scale item with the the total score of each observation and then it is compared to the variance for all individual item scores.

4.1.1.5 Average Variance Extraction (AVE)

According to Gerbing and Anderson (1988) one of a distinctive technique for analyzing discriminant validity is Average Variance Extracted (AVE). The AVE method was put forward by by Fornell and Larcker (1981) and it can be applied by examining the square root of AVE computed for each construct and cross loadings of items present in the construct.

4.1.1.6 HTMT

Introduced by Henseler et al. (2015) the HTMT estimates the correlation among two latent variables. As per multi-trait-multimethod (MTMM) matrix, the correlations are compared to analyze discriminant validity (Campbell & Fiske, 1959).

4.1.1.7 Explanation of Results

As indicated in the following table 4, the composite reliability and Cronbach's Alpha of responsible leadership is CR= 0.902 and α = 0.90. Similarly, meaningfulness (CR= 0.925, α = 0.92), UPOB (CR= 0.910, α = 0.88), FO (CR= 0.871, α = 0.87) and EGB (CR= 0.890, α = 0.88).

Table 4: Validity & Reliability Analysis

	CR	AVE	MSV	α	RL	EGB	FO	UPB	Mean
RL	0.90	0.64	0.43	0.90	0.80				
EGB	0.89	0.57	0.37	0.88	0.55***	0.75			
FO	0.87	0.57	0.39	0.87	0.58***	0.51***	0.75		
UPB	0.91	0.62	0.43	0.88	0.65***	0.56***	0.48***	0.79	
Mean	0.92	0.67	0.41	0.92	0.64***	0.61***	0.62***	0.53***	0.82
HTMT Analysis									
	RL	EGB	FO	UPB	Mean				
RL									
EGB	0.540								
FO	0.585	0.508							
UPOB	0.659	0.557	0.468						
Mean	0.626	0.606	0.611	0.529					

4.1.2 Descriptives Statistics:

The descriptive statistics display the attributes of the data set in Table 5. It contains the various observations, average value, smallest and largest value, and dispersion in the data set of each variable. There are total of 257 observations. The average value of Responsible Leadership is 5.3580 and its standard deviation is 0.86211. The average value of Meaningfulness at Work is 5.5589, and its standard deviation is 0.89062. The average value of EGB is 3.1232, and its standard deviation is 0.78547. The average value of UPB is 5.3611, and its standard deviation is 0.78547. The average value of Felt Obligation is 5.8514, and its standard deviation is 0.78432.

Table 5: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
FeltOb	257	3.20	7.00	5.8514	.78432
UEPB	257	1.80	7.00	5.3611	.90711
EGB	257	2.83	7.00	5.5589	.78547
ResLead	257	3.00	7.00	5.3580	.86211
Meaning	257	2.50	7.00	5.2865	.89062
Valid N (listwise)	257				

4.1.3 Correlation

The association between the variables is explored by using the correlation analysis. The correlation analysis tells us about the intensity of link among the variables, it does not tell us about the cause and effect relationship between the variables or how one variable is dependent on the other (Zou Tuncali & Silverman, 2003; Read, 1998; Wonnacott & Wonnacott, 1990). The sign being positive or negative tells us about the course of relationship among the variables. The value r tells us about the strength of correlation that exists among the variables, the value ranges between 0 to 1. If the value is close to 1 or -1 it tells us that the relationship is either perfectly negative and positive between the variables. Most of the correlations in statistics are measured using the correlation coefficient. There are two major types of correlations namely; Spearman correlation coefficient and Pearson correlation coefficient. If the ordinal scale is used in the study then Spearman correlation coefficient is used (Zou et al., 2003) while the Pearson correlation is used with interval scale. This study employed Likert scale to collect data so Pearson correlation is used.

The results of correlation showed that the correlation of responsible leadership with meaningfulness ($r= 0.571$, $Sig = 0.001$), felt obligation ($r= 0.519$, $Sig= 0.001$), UPB ($r=0.580$, $Sig= 0.001$) and EGB ($r= 0.483$, $Sig= 0.001$). The correlation of meaningfulness with Felt Obligation ($r= 0.549$, $Sig= 0.001$), UPB ($r= 0.515$, $Sig= 0.001$) and EGB ($r= 0.547$, $Sig= 0.001$). The correlation of Felt Obligation with UPB ($r= 0.483$, $Sig= 0.001$) and Green Behavior ($r= 0.447$, $Sig= 0.001$). The correlation of UPB with EGB ($r= 0.553$, $Sig= 0.001$) as indicated in Table 6.

Table 6: Correlation Results

		ResLead	Meaning	FeltOb	UPB	EGB
ResLead	Pearson Correlation	1	.571**	.519**	.580**	.483**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	257	257	257	257	257
Meaning	Pearson Correlation	.571**	1	.549**	.515**	.547**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	257	257	257	257	257
FeltOb	Pearson Correlation	.519**	.549**	1	.483**	.447**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	257	257	257	257	257
UPB	Pearson Correlation	.580**	.515**	.483**	1	.553**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	257	257	257	257	257
EGB	Pearson Correlation	.483**	.547**	.447**	.553**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	257	257	257	257	257

4.1.4 Direct Hypotheses

After testing for the fitness and measurement model, a structural model was constructed as per a priori approach as discussed in Chapter 2. The Structural Model shows the relationship between Responsible Leadership, Meaningfulness, Felt Obligation, UPB and EGB (Table 7). Path coefficients of the model were significant for all the relationships that were hypothesized. The path

coefficients showed that the relationship between Meaningfulness at Work and Responsible Leadership was positive and statistically significant ($\beta=0.589$, S.E.= 0.053, Sig.= 0.001). Responsible Leadership also revealed positive and significant effects on Felt Obligation ($\beta=0.472$, S.E.= 0.049, Sig.= 0.001). There was a positive relationship between UPB and Responsible Leadership ($\beta=0.389$, S.E.= 0.069, Sig.= 0.001).

The relationship between EGB and Responsible Leadership was also positive and significant ($\beta=0.189$, S.E.= 0.062, Sig.= 0.002). Meaningfulness also revealed positive and significant effects on UPB ($\beta=0.210$, S.E.= 0.060, Sig.= 0.001). The relationship between EGB and Meaningfulness at Work was also positive and significant ($\beta=0.306$, S.E.= 0.054, Sig.= 0.001). The relationship between Felt Obligation and UPB was also positive and significant ($\beta=0.206$, S.E.= 0.065, Sig.= 0.002). The relationship between EGB and Felt Obligation was also positive and significant ($\beta=0.149$, S.E.= 0.059, Sig.= 0.01). This structural model was used as a baseline model for subsequent analysis and testing of hypotheses.

Table 7: Direct Effects Results

	Estimate	S.E.	C.R.	P	Label
Meaning <--- ResLead	.589	.053	11.118	***	
FeltOb <--- ResLead	.472	.049	9.702	***	
UPB <--- ResLead	.389	.069	5.644	***	
EGB <--- ResLead	.189	.062	3.051	.002	
UPB <--- Meaning	.210	.060	3.525	***	
EGB <--- Meaning	.306	.054	5.681	***	
UPB <--- FeltOb	.206	.065	3.170	.002	
EGB <--- FeltOb	.149	.059	2.546	.011	

4.1.5 Indirect Hypotheses

Through bootstrapping mediation analyses were done in SEM. Bootstrapping is a technique in which confidence intervals are created and to estimate standard errors a sampling distribution is created (Cheung & Lau, 2008). For mediation analysis it is important to find out what are actual mediational effects. Confidence intervals are accurately calculated when the result of mediation effect is not zero. This technique does not need the data to be normally distributed in order to measure the mediation effects which is this method's true power. If there are measurement errors then the significance of the mediation effect is probable to be miscalculated. The researchers can find out stability of perimeter estimates using this technique (MacKinnon, 2008; Byrne, 2001).

The results indicate that indirect effect of responsible leadership on UPB via meaningfulness is positive and significant (beta= 0.124, LLCI-ULCI=0.055-0.211, p= 0.004). The indirect effect of responsible leadership to EGB via meaningfulness is positive and significant (beta= 0.180, LLCI-ULCI=0.119-0.252, p= 0.001). The indirect effect of responsible leadership to UPB via felt obligation is positive and significant (beta= 0.097, LLCI-ULCI=0.041-0.166, p= 0.002). The indirect effect of responsible leadership to EGB via felt obligation is positive and significant (beta= 0.070, LLCI-ULCI=0.019-0.132, p 0.027). As shown in Table 8.

Table 8: Indirect Effects Results

Indirect Path	beta	LLCI	ULCI	p-Value	SE
ResLead --> Meaning --> UPB	0.124	0.055	0.211	0.004	0.119**
ResLead --> Meaning --> EGB	0.180	0.119	0.252	0.001	0.200***
ResLead --> FeltOb --> UPB	0.097	0.041	0.166	0.002	0.093**
ResLead --> FeltOb --> EGB	0.070	0.019	0.132	0.027	0.078*

Significance of Estimates:

*** p < 0.001; ** p < 0.010; * p < 0.050

4.2 Study 2

4.2.1 One Way ANOVA

ANOVA is a technique that determines if the mean of two or more groups is dissimilar (Stahle & Wold, 1989). To measure variance, probability distribution is used in this method. The probability value which is denoted as p-value is the probability of getting observed results of a test. The p-value assumes that null hypothesis denoted by H_0 is correct and that the observed value is equal to the test value or a value is predicted by the alternative hypothesis denoted by H_1 . The null hypothesis tells us that there is no difference among the observed groups in the study while alternative hypothesis tells us that the difference exists. The p-value indicates whether to eliminate the null hypothesis according to the results with significance level. The significance level is the probability that decides whether to reject the null hypothesis when it is true. The significance level of 0.05 implies that there is 5% possibility of error that the difference between the groups exists even when there is no difference in reality. The smaller the p-value the more there is evidence to support H_1 (Wasserstein & Lazar, 2016). One-way ANOVA is a univariate method that calculates the scores for all features and then features with highest scores are selected. One-way ANOVA has proved that its effective in resolving the problems related to high dimensionality (Grünauer & Vincze, 2015).

4.2.2 1 Assumptions of ANOVA:

Following assumptions should be considered before executing a Between Groups ANOVA:

1. The dependent variable should be on a scale that is continuous.
2. The independent variables should have two independent groups with two distinct levels. It is best to use one-way ANOVA when there are three or more independent groups that has categories. It can be used to test difference between two groups but for two groups t-test would be more appropriate.
3. There should be independence of observation in the data (The same participants should not be involved in two groups)
4. There should be normal distribution of independent variable for each group. If the data is not normal then bootstrapping method would be more appropriate.
5. Spurious outliers should be removed from the data before performing one-way ANOVA
6. The homogeneity of variance must be present in the data

For EGB, high responsible leadership scenario case the mean was 4.08 and for low responsible leadership scenario case the mean was 4.88. For high responsible leadership scenario case for meaningfulness the mean was 4.25 and for low responsible leadership scenario for meaningfulness the mean was 3.70. For felt obligation, for low responsible leadership the mean was 4.34 and for high responsible leadership the mean was 4.57. For unethical pro-organizational behavior, for low responsible leadership the mean was 4.09 and for high responsible leadership the mean was 5.43. Table 9 represents these values.

Table 9: Descriptives

		N	Mean	SD	SE	95% CI		Min	Max
						LLCI	ULCI		
EGB	Low	99	4.0859	2.35982	.23717	3.6152	4.5565	1.00	7.00
	High	95	4.8866	1.88721	.19362	4.5022	5.2711	1.00	7.00
	Total	194	4.4780	2.17334	.15604	4.1702	4.7857	1.00	7.00
Mean	Low	99	3.7057	2.04580	.20561	3.2976	4.1137	1.00	7.00
	High	95	4.2561	2.06046	.21140	3.8364	4.6758	1.00	7.00
	Total	194	3.9752	2.06616	.14834	3.6826	4.2678	1.00	7.00
FO	Low	99	4.3475	1.37190	.13788	4.0739	4.6211	1.00	7.00
	High	95	4.5768	1.68115	.17248	4.2344	4.9193	1.00	7.00
	Total	194	4.4598	1.53148	.10995	4.2429	4.6767	1.00	7.00
UPB	Low	99	4.0949	1.36122	.13681	3.8235	4.3664	1.00	7.00
	High	95	5.4389	1.84519	.18931	5.0631	5.8148	1.00	7.00
	Total	194	4.7531	1.74725	.12544	4.5057	5.0005	1.00	7.00

The results of homogeneity of variances show that for EGB the Levene's test rejected the null hypothesis of equal population variances ($F_{1, 192} = 8.877, p = 0.003$). For meaningfulness the results of Levene's test disclosed that null hypothesis was not rejected ($F_{1, 192} = 0.081, p = 0.776$). For felt obligation the results of Levene's test revealed that null hypothesis was rejected ($F_{1, 192} = 9.833, p = 0.002$). For unethical pro-organizational behavior, the results of Levene's test showed that null hypothesis was rejected ($F_{1, 192} = 18.689, p = 0.001$) as indicated in Table 10.

Table 10: Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
EGB	Based on Mean	8.877	1	192	.003
	Based on Median	5.465	1	192	.020
	Based on Median and with adjusted df	5.465	1	191.842	.020
	Based on trimmed mean	8.829	1	192	.003
Mean	Based on Mean	.081	1	192	.776
	Based on Median	.163	1	192	.687
	Based on Median and with adjusted df	.163	1	189.135	.687
	Based on trimmed mean	.108	1	192	.743
FO	Based on Mean	9.833	1	192	.002
	Based on Median	9.255	1	192	.003
	Based on Median and with adjusted df	9.255	1	191.986	.003
	Based on trimmed mean	10.081	1	192	.002
UPB	Based on Mean	18.689	1	192	.000
	Based on Median	5.433	1	192	.021
	Based on Median and with adjusted df	5.433	1	146.399	.021
	Based on trimmed mean	15.617	1	192	.000

The results in Table 11 indicate that the mean is statistically different for high and low responsible leadership ($F_{1, 192} = 6.779, p = 0.01$) for EGB. The mean for meaningfulness of high and low responsible leadership is also statistically different ($F_{1, 192} = 3.485, p = 0.063$). The mean for felt obligation for high and low responsible leadership is statistically different ($F_{1, 192} = 1.088, p = 0.298$). The results of mean for UPB for high and low responsible leadership is also statistically different ($F_{1, 192} = 33.517, p = 0.001$). The graphical representation of mean differences between the variables is given in Figure 12 (Responsible leadership and EGB), 13 (Responsible leadership

and meaningfulness),14 (Responsible leadership and UPB) and 15 (Responsible Leadership and felt obligation).

Table 11: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
EGB	Between Groups	31.087	1	31.087	6.779	.010
	Within Groups	880.527	192	4.586		
	Total	911.613	193			
Mean	Between Groups	14.689	1	14.689	3.485	.063
	Within Groups	809.232	192	4.215		
	Total	823.921	193			
FO	Between Groups	2.550	1	2.550	1.088	.298
	Within Groups	450.116	192	2.344		
	Total	452.666	193			
UPB	Between Groups	87.570	1	87.570	33.517	.000
	Within Groups	501.633	192	2.613		
	Total	589.203	193			

Figure 12: Graphical Representation of Mean Differences between Responsible Leadership and EGB

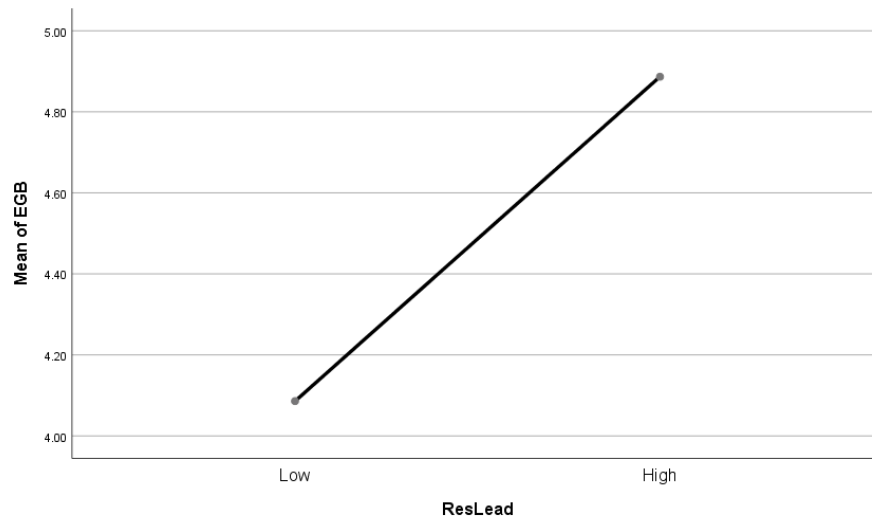


Figure 13: Graphical Representation of Mean Differences between Responsible Leadership and Meaningfulness

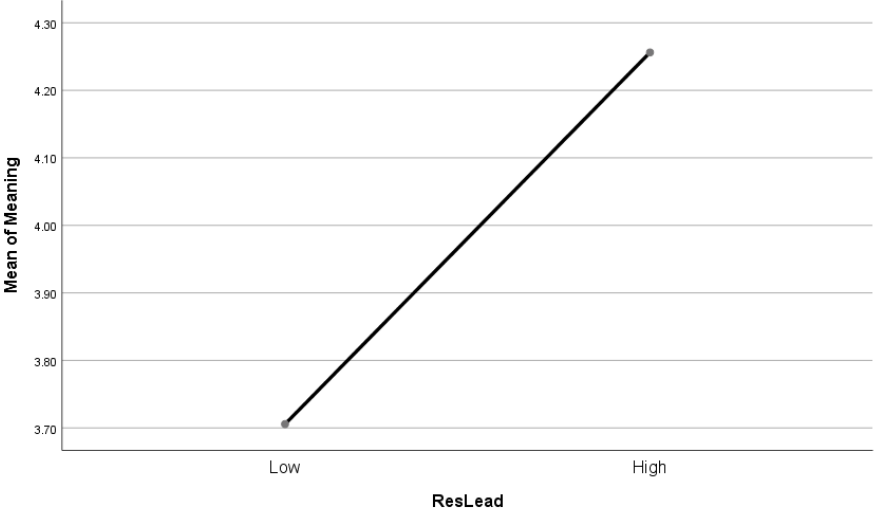


Figure 14: Graphical Representation of Mean Differences between Responsible Leadership and UPB

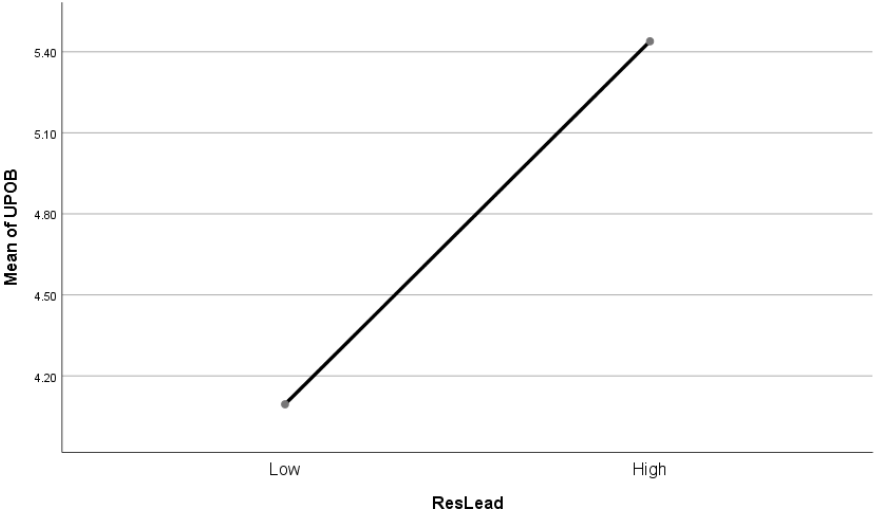
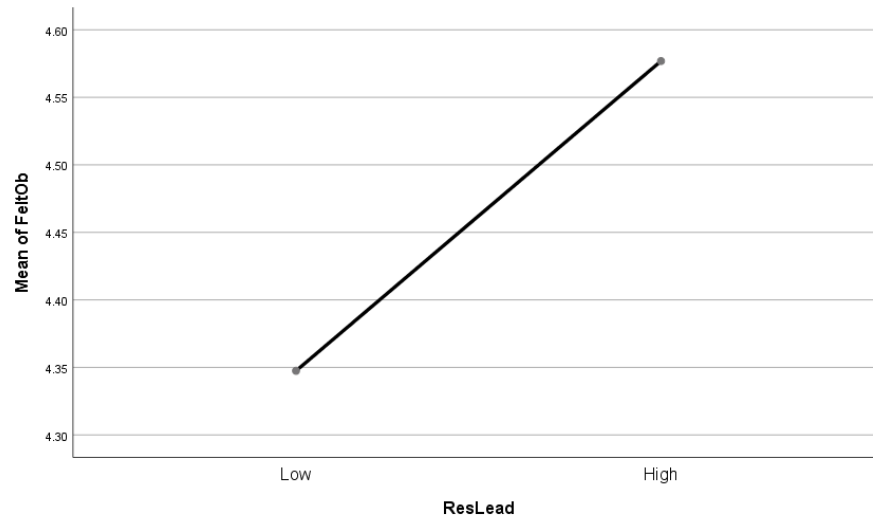


Figure 15: Graphical Representation of Mean Differences between Responsible Leadership and Felt Obligation



4.2.2 Hypothesis Testing

Andrew Hayes developed the PROCESS macro. It is an unofficial modification to SPSS that is used to calculate regression analysis with multiple combinations of mediators, moderators, and covariates. An ordinary least squares or logistic regression-based path analytic framework is used for analyzing direct and indirect effects in parallel or serial mediator models as highlighted by Hayes (2013). For indirect effects, Bootstrap and Monte Carlo confidence intervals are used. The mediators in current study are simply located between X and Y so Hayes PROCESS model 4 is used in this study.

For hypotheses testing, PROCESS Hayes Model v. 4 was used in which responsible leadership was independent variable, meaningfulness and felt obligation as mediator, and EGB as dependent variable. The model is significant ($F = 247.8578$, $p = 0.001$). The impact of responsible leadership on EGB is positive and significant ($\beta = 0.29$, $SE = 0.14$, $t = 2.04$, $LLCI-ULCI = 0.0098 - 0.5745$), whereas the meaningfulness is also having positive and significant impact ($\beta = 0.90$, $SE = 0.04$, $t = 19.77$, $LLCI-ULCI = 0.8172 - 0.9983$). The felt obligation has insignificant impact on EGB as shown in table 16.

In next step, the independent variable was responsible leadership while UPB acts as dependent variable while meaningfulness and felt obligation acts as mediators. The model is significant ($F = 25.6328$, $p = 0.001$). As indicated in the table (xx) the impact of responsible leadership on UPB is ($\beta = 1.1963$, $S.E. = 0.2154$, $t = 5.5551$, $LLCI - ULCI = 0.7715-1.6211$, $p = 0.001$). The impact of meaningfulness on UPB is ($\beta = 0.1645$, $S.E. = 0.0690$, $t = 2.3835$, $LLCI - ULCI = 0.0284-0.3006$, $p = 0.018$). The impact of felt obligation on UPB is ($\beta = 0.2492$, $S.E. = 0.0925$, $t = 2.6933$, $LLCI - ULCI = 0.0667-0.4317$, $p = 0.0077$) as shown in table 17.

Table 16: Hypothesis Testing on EGB as Dependent Variable

Dependent Variable: EGB								
	R	R-sq	Coeff	SE	t	p	LLCI	ULCI
ResLead	0.89	0.79	0.29	0.14	2.04	0.04	0.0098	0.5748
Meaning			0.90	0.04	19.77	0.000	0.8172	0.9983
FeltOb			0.038	0.06	0.625	0.53	-0.089	0.1599

Table 17: Hypothesis Testing

Dependent Variable: UPB								
	R	R-sq	Coeff	SE	t	p	LLCI	ULCI
ResLead	0.53	0.28	1.19	0.21	5.55	0.000	0.7715	1.6210
Meaning			0.16	0.06	0.38	0.01	0.0284	0.03006
FeltOb			0.24	0.09	2.69	0.001	0.0667	0.4317

CHAPTER 5

DISCUSSION AND IMPLICATIONS

The previous chapter discussed the techniques used for data analysis as well as the results obtained in order to validate the proposed hypothesis. This chapter discusses those results in detail and also outlines whether the proposed hypotheses are consistent with the previous researches as shown by the results of data analysis. This chapter also outlines the major managerial implications of the study as well as how the study is related to the theoretical framework used. The important managerial implications are also proposed in order to apply in organizations for effective working of organizations. Lastly, the limitations as well as conclusion of the study are given at the last of this chapter.

5.1 Discussion

The study was conducted in order to find out how responsible leadership impacts employee and organizational outcomes in the hospitality sector of Pakistan. The hospitality sector of Pakistan is an important sector that gives employment opportunities and is important source of revenue for a country. The success of this sector relies on the fact that it provides unmatched service to its customers which is possible if the company is operating effectively and efficiently. In order for a company to operate effectively it is important for its leadership to be effective so that employees can work effectively. This study was conducted in two stages, study 1 was conducted a survey-based study that found out the impact of responsible leadership on EGB and UPB. Whereas, meaningfulness at work and felt obligation acts as mediators upon these relationships. Study 2 was conducted as a scenario based experimental study. The objectives of this study were 1) EGB is influenced positively by responsible leadership, (2) UPB is positively influenced by responsible leadership, (3) the relationship among EGB and responsible leadership is mediated by meaningfulness at work, (4) relationship between UPB and responsible leadership is mediated by felt obligation.

According to the first hypothesis of the research there is a favorable association between responsible leadership and job satisfaction. The findings demonstrated a positive and significant association between the two variables. According to the research of Antunes and Franco (2016),

there are five distinct styles of responsible leadership: servant, transformational, authentic, spiritual, and emotional. In contrast, Cassar and Buttigieg (2013) identified that authentic leadership is positively related with work meaningfulness. In accordance with the current study and its findings, this argument asserts that responsible leadership has a positive relationship with meaningfulness at work.

According to the second hypothesis, responsible leadership has a positive connection with felt obligation. The findings revealed a positive and statistically significant relationship between responsible leadership and a sense of obligation. Our findings align with those of Doh and Quigley (2014), who discovered that responsible leadership may boost the sense of responsibility and enhance their work drive in employees, thus affecting the value of what they do. Therefore, having the presence of a responsible leader who helps employees feel obligated to accomplish the organization's objectives increases employees' sense of obligation.

According to the third hypothesis of the study responsible leadership influences EGB positively. Our findings demonstrated that the relationship was significant and positive. He, Morrison, and Zhang (2020) found that GHRM, CSR, and responsible leadership have the ability to increase EGB in organizations (Leroy et al., 2018; Aguinis and Glavas, 2019;). Kim et al. (2019) found that organizations and leaders set standards and serve as examples that promote green behavior among employees. He et al. (2020) discovered that GHRM, CSR, and responsible leadership have synergistic effects on green employee behavior. Consequently, it conforms to our findings.

According to the fourth hypothesis responsible leadership has a negative influence on UPB. Our findings revealed a significant and positive association between UPB and responsible leadership. Therefore, our hypothesis is rejected. Our hypothesis aligned with the findings of Cheng, Wei, and Lin (2019), who hypothesized and discovered a negative relationship between responsible leadership and UPB. This hypothesis was rejected as the results of this study demonstrated a significant and positive association among the two variables.

According to the fifth hypothesis, meaningfulness at work is positively correlated with employee green behavior. Our findings indicate that there is a beneficial and statistically significant connection meaningfulness at work and EGB. These findings align with the findings of Roeck et al. (2016), Aguinis and Glavas (2019), mentioned that employees who feel a sense of

connection with distinguished businesses that seek to safeguard the environment, reduce emissions and waste in manufacturing process, and encourage a healthy environment for generations to come, and feel a sense of belonging and satisfaction. In addition, Bellah et al. (1985) reported that if people perceive their work as meaningful, they are more inclined to value it and dedicate a greater amount of time and effort to fostering out-of-role conduct, such as employee green behavior.

According to the sixth hypothesis, meaningful work has a positive relationship with UPB. Our positive and statistically significant results show that this premise is accurate. In accordance with the findings of Umphress and Bingham (2011), employees who find their work meaningful may view UPB as a possibility to indicate loyalty to their employer. UPB might involve preserving the organization by not telling the truth to customers, not giving refunds to customers, or giving an unsafe product. This study demonstrates that employees may involve in behavior that is unethical in nature as a means of safeguarding their organization and demonstrating their loyalty to it, which falls under the category of UPB.

According to seventh hypothesis a felt obligation is positively related to EGB. Our research indicated a positive and statistically significant relationship between the two variables. Corresponding with the findings of Greenfield (2009), Fuller et al. (2006), Basit (2017) and Ng & Felder (2015) a rising body of research indicated that felt obligation is a vital psychological stimulus for employees to engage in an array of actions that are proactive. Of these proactive actions is EGB. Thus, it is discovered that felt obligation has a beneficial relationship with proactive behaviors such as EGB. Therefore, this study proved this premise.

According to the eighth hypothesis, felt obligation is positively associated with UPB. The findings demonstrated a positive and significant relationship between the two variables. The findings line up with those of Tian and Peterson (2016), who stated that employees demonstrate unethical behaviors due to the fact that they feel compelled to behave in a way that protects the organization from damage and preserves its reputation.

According to ninth hypothesis the relationship between responsible leadership and employee green behavior is mediated by meaningfulness at work. Our findings revealed that meaningfulness at work actually mediates this relationship. In harmony with the findings of Bellah et al. (1985) and Afsar et al. (2016), who concluded that responsible leaders are prone to inspire employees to engage in green and pro-environmental behaviors, the current study discovered that

employees who feel that the work they do as meaningful are more probable to display green behaviors. Additionally, Cassar and Buttigieg (2013) discovered that authentic leadership, which is a vital component of responsible leadership and it contributes to meaningfulness at work. Consequently, our results indicate that meaningfulness at work mediates the relationship between responsible leadership and EGB.

According to the tenth hypothesis, meaningfulness at work mediates the relationship between responsible leadership and UPB. The results demonstrated that meaningfulness at work actually mediates the relationship between responsible leadership and UPB. Cassar and Buttigieg (2013) discovered that authentic leadership, which is a crucial component of responsible leadership, contributes to meaningfulness at work. UPB, which might entail defending the organization by not telling customers the truth, not providing compensation to customers, or supplying an unsafe product, may be viewed by employees who find their jobs meaningful as a way to reveal loyalty to their employer (Umphress & Bingham, 2011). According to Tian and Peterson (2016), employees participate in UPB to enhance the competitive edge of a company, retain valued consumers, and promote the best interests of the company. In addition, Cheng et al. (2019) discovered that responsible leadership is negatively associated with UPB. In line with these studies, it was discovered that meaningfulness at work mediates the relationship between responsible leadership and UPB.

According to eleventh hypothesis of the study felt obligation mediates the relationship between responsible leadership and EGB. This study revealed a significant and positive result, indicating that felt obligation mediates the relationship between responsible leadership and EGB. As previously stated, our research corresponds with the findings of Doh and Quigley (2014), who discovered that responsible leadership impacts employees' sense of obligation to the organization. Fuller et al. (2006); Basit (2017); Greenfield (2009); Ng & Felder (2015) indicating that felt obligation is a crucial psychological motivating factor for employees to participate in an assortment of proactive behaviors, which might involve EGB, and with the study of He et al. (2020), CSR, GHRM, and responsible leadership have an opportunity to directly improve EGB in organizations. Consequently, it is apparent from these studies and the results of this study that the relationship between responsible leadership and EGB is mediated by felt obligation.

Finally, it was hypothesized that the relationship between responsible leadership and UPB is mediated by a felt obligation. The results advocate that felt obligation mediates the relationship between responsible leadership and UPB. In compliance with the findings of Doh and Quigley (2014), who discovered that responsible leadership may boost employee motivation and a sense of control, thereby enhancing the quality of work. Thus, responsible leadership may increase employees' sense of obligation to the organization's aims by enhancing their adoption of those goals. McAllister and Ferris (2016) found that individuals act deliberately to help the organization out of a feeling of obligation, while Tian and Peterson (2016) discovered that employees' practice UPB to enhance the competitiveness of a company, retain valued customers, and grow what is best for the business. In addition, Cheng et al. (2019) discovered that responsible leadership is negatively associated with UPB. Thus, it is discovered that felt obligation mediates the connection between responsible leadership and UPB.

5.2 Theoretical Implications

This research investigating the influence of responsible leadership on employee green behavior and unethical pro-organizational behavior in the Pakistani hospitality industry has a number that have major theoretical implications which add to the current body of literature. First, the study broadens our comprehension of responsible leadership by emphasizing that leaders motivate their followers to act in a correct way (Freeman & Auster, 2011; Waldman 2011) and how it positively impacts EGB. The study emphasizes the significance of leaders' behaviors and values for fostering sustainability inside organizations by proving that responsible leadership enhances employee participation in environmentally conscious practices. By emphasizing on improved social, ecological, and economic performance, responsible leadership can promote organizational sustainability (Szekely and Knirsch, 2005; Miska et al., 2014). This result adds to the growing field of responsible leadership by offering concrete proof of its influence on particular environmental sustainability-related behaviors.

Secondly, the research incorporates to the theoretical awareness of meaningfulness at work as a mediator between responsible leadership and employee green behavior. By identifying meaningfulness at work as the means by which responsible leadership influences employee engagement in green practices, the study emphasizes the significance of employees considering

their work as meaningful in promoting sustainable behavior. This theoretical contribution facilitates the connection between responsible leadership and the wider idea of meaningful work, as well as the consequences for fostering beneficial organizational outcomes.

In addition, the research presents felt obligation as a mediator in the relationship between responsible leadership and unethical pro-organizational behavior. This study uses the theoretical framework of social learning theory put forward by Bandura (1977). As per this theory, individuals can acquire acceptable habits and social standards by witnessing the conduct of others, in particular reliable individuals. In organizations, leaders are prime role model for observing for subordinates. This study on the relationship between leadership and UPB has focused on responsible leadership, (Kalshoven, van Dijk, & Boon, 2016; Miao et al., 2013), and discovered that such leadership may encourage UPB under certain conditions. The present research adds to the comprehension of the psychological processes underpinning ethical choices inside organizations by indicating that responsible leadership impacts employees' sense of obligation, which leads to unethical behavior. This conceptual understanding reveals the processes by which ethical leadership may lead to unethical behavior.

Furthermore, the study emphasizes the context-specific nature of the examined relationships by focusing on the Pakistani hospitality industry. This demonstrates the significance of contemplating cultural and specific to the industry when researching responsible leadership and employee behavior. Theoretical implications specify that the influence of responsible leadership on employee behavior may vary in sectors and nation-states, highlighting the necessity for contextually grounded research to completely comprehend the underlying dynamics.

The study concludes with a number of theoretical contributions to the disciplines of responsible leadership, EGB, and UPB. It broadens our comprehension of responsible leadership by demonstrating its positive impact on employee engagement in environmentally friendly practices and its function in nurturing a sense of meaning at work. Furthermore, it emphasizes the mediating role of felt obligation in the relationship between responsible leadership and unethical conduct. These theoretical implications enhance our comprehension of the fundamental processes and environmental factors that influence employee behavior throughout organizations, leading the path for future research on the impact of responsible leadership on environmental sustainability and ethical behavior.

5.3 Managerial Implications

This study examined the impact of responsible leadership on EGB and UPB in the Pakistani hospitality industry provides multiple useful managerial implications for organizations that operate in this industry. The positive relationships identified in the study provide a framework for how responsible leadership can be utilized to encourage sustainability and ethical behavior for employees.

The findings first emphasize the significance of creating and encouraging responsible leadership in hospitality organizations. Managers and leaders should aspire to exemplify responsible behaviors and serve as examples for employees. By proactively showing environmentally favorable techniques and ethical behavior, leaders may encourage employees to exhibit green behaviors. This may entail instituting environmentally friendly initiatives, such as pollution reduction initiatives or cost-effective initiatives, and cultivating a culture that places a premium on making ethical choices.

Second, organizations ought to emphasize the development of purposeful job opportunities for their employees. The research indicates that meaningfulness at work functions as a mediator among responsible leadership and employee green behavior. Managers may encourage meaningfulness through offering employees with an unambiguous sense of purpose, giving possibilities for skillset growth and development, and acknowledging and appreciating employees' contributions. Employees who regard their work as meaningful are probable to be inclined to be inspired to engage in environmentally favorable practices more than others, thereby bolstering the organization's sustainability efforts.

Furthermore, the study highlights the significance of instilling a sense of ethical obligation in employees. Ethical guidelines and demands should be disseminated and reinforced throughout the organization by those with leadership responsibilities. By emphasizing the importance of ethical behavior, leaders can foster a sense of shared responsibility and inspire employees to adhere to ethical principles in their daily activities. Training initiatives, rules of conduct, and open avenues for interaction may all lead to the establishment of a robust ethical culture within an organization that provides hospitality services.

Finally, the study's findings recommend integrating responsible leadership practices into organizational policies and strategies. Look into including criteria for responsible leadership into

the selection and advancement processes of hospitality organizations. By emphasizing the recruiting and promotion of individuals with responsible leadership characteristics, organizations may guarantee an ongoing emphasis on sustainability and ethical conduct across all levels. In addition, performance assessments and rewards can be linked with responsible leadership behaviors, providing additional motivation for managers and employees to involve in environmentally responsible behavior and uphold the highest levels of ethics. The managerial implications of the current study emphasize the importance of responsible leadership, meaningful work experiences, and an ethical behavior culture to foster sustainability and ethical conduct in the hospitality sector. By adopting these findings and executing methods based on the principles of responsible leadership, organizations can have a beneficial effect on employee behavior, promote environmentally friendly practices, and adhere to ethical standards, thereby improving their image, employee engagement, and their prospects for success.

5.4 Limitations and Future Directions

This study employed both a scenario-based experimental study and a survey-based study to examine the influence of responsible leadership on EGB and UPB in the Pakistani hospitality industry. Even though almost all of relationships were found to be positive, it is essential to recognize the limitations of the research and develop appropriate conclusions.

Initially, the external validity of the scenario-based experimental study may be compromised. The scenarios developed in a controlled environment may not accurately represent the complicated structures and intricacies of actual organizational settings. The answers and actions of the participants in such a simulation might vary from their real-life workplace behaviors and actions. Therefore, care must be taken when extrapolating the experimental study's conclusions to everyday situations. Second, the survey-based research utilized self-report measures, which can be prone to common method bias and social desirability bias. The answers they gave may have been swayed by their desire to project a positive portrayal of themselves or to adhere to social norms. Furthermore, self-reported data may be subject to recall biases or subjective interpretations. In order to overcome these limitations, future research could employ multi-source data acquisition techniques, such as supervisor ratings or objective performance measures.

In addition, the study's narrow concentration on the hospitality industry in Pakistan restricts its applicability to other industries or cultural contexts. The observed relationships may have been influenced by the specific organizational structures, customer service requirements, and cultural norms of the hospitality industry. Consequently, care must be taken when applying the findings to various sectors or countries. Last but not the least the relationship between responsible leadership and UPB was found to be positive by this study while the previous researchers found that this relationship is negative. Further research on this area is required to find out the actual impact of responsible leadership on UPB in order to reach the consensus and to find out what is the actual relationship between the two.

In conclusion, despite the fact that the study delivers important understandings into the relationships among responsible leadership, employee green behavior, and unethical pro-organizational behavior in Pakistan's hospitality industry, a number of limitations must be addressed. The scenario-based experimental study may lack external validity, whereas the survey-based study is susceptible to both common method and social desirability biases. Moreover, the emphasis on a particular industry and social setting restricts the generalizability of the results. Future research should strive to work on these limitations by including more diverse samples, employing objective measures, and investigating a broader range of sectors and cultural settings. By doing so, a greater comprehension of responsible leadership and its impact on employee behavior can be attained, contributing to the creation of improved approaches to foster sustainability and moral behavior in organizations.

5.5 Conclusion

This study utilized both a scenario-based experimental study and a survey-based study to examine the effect of responsible leadership on EGB and UPB in the hospitality industry of Pakistan, found that all the relationships were positive. This indicates that responsible leadership has a positive impact on both EGB and the mitigation of UPB in the hospitality industry. The results of the scenario-based experimental study support the positive effect of responsible leadership on EGB while meaningfulness at work acts as a mediator in this relationship. Participants' involvement with environmentally favorable practices improved as a result of the experimental manipulation of responsible leadership behaviors. It also indicates that when leaders

demonstrate responsibility and set a good example and lead to employees finding meaning in their work, employees are more inclined to follow in their footsteps and take part in environmentally friendly behaviors.

The survey-based study strengthened the findings by showing the positive correlation between responsible leadership and employee green behavior. The data gathered by means of self-report measures showed that employees view responsible leadership as an inspiration for their participation in environmentally friendly practices. This suggests that when employees view their leaders to be socially and environmentally responsible, they are more probable to proactively participate in sustainability initiatives inside the organization. In addition, the survey-based research revealed that responsible leadership promotes UPB via the mediating effect of felt obligation. Responsible leaders who emphasize ethical behavior and exhibit integrity instill a sense of obligation in their employees to act responsibly. This finding emphasizes that responsible leadership may lead to unethical pro-organizational behavior making employees feel obligated to act in the favor of the organization.

In conclusion, this study offers compelling proof that responsible leadership has a positive effect on EGB and may also lead to EGB in employees in the Pakistani hospitality industry. These conclusions are supported by both the scenario-based experimental research and the survey-based study. The findings highlight the importance of responsible leadership in promoting sustainable practices and ethical behavior within organizations as well as UPB behavior. By exhibiting responsible conduct and imparting a sense of duty, leaders can motivate employees to engage in environmentally friendly practices. These findings have practical implications for leaders and organizations seeking to improve environmental sustainability and ethical standards in the hospitality industry and possibly beyond.

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APPENDIX

SURVEY QUESTIONNAIRE

Responsible Leadership

1. My Supervisor demonstrates awareness of the relevant stakeholder claims
2. My Supervisor considers the consequences of decisions for the affected stakeholders
3. My Supervisor involves the affected stakeholders in the decision-making process
4. My Supervisor weighs different stakeholder claims before making a decision
5. My Supervisor tries to achieve a consensus among the affected stakeholders

Meaningfulness at Work

1. The work I do on this job is very important to me.
2. My job activities are personally meaningful to me.
3. The work I do on this job is worthwhile.
4. My job activities are significant to me.
5. The work I do on this job is meaningful to me.
6. I feel that the work I do on my job is valuable.

Felt Obligation

1. I feel a personal obligation to do whatever I can to help the organization achieve its goals
2. I owe it to the organization to give 100% of my energy to its goals while at work
3. I have an obligation to the organization to ensure that I can produce high-quality work
4. I would feel obligated to take time from my personal schedule to help the organization if it needed my help.
5. I feel that the only obligation I have to the is to fulfill the minimum requirements of my job

Unethical Pro-organizational Behavior

1. If it would help my organization, I would misrepresent the truth to make my organization look good.

2. If it would help my organization, I would exaggerate the truth about my company's products or services to customers and clients.
3. If it would benefit my organization, I would withhold negative information about my company or its products from customers and clients.
4. If my organization needed me to, I would give a good recommendation on the behalf of an incompetent employee in the hope that the person will become another organization's problem instead of my own.
5. If my organization needed me to, I would withhold issuing a refund to a customer or client accidentally overcharged.
6. If needed, I would conceal information from the public that could be damaging to my organization.

Employee Green Behavior

1. Today, I performed tasks that are expected of me in environmentally friendly ways (in-role behavior)
2. Today, I fulfilled responsibilities specified in my job descriptions in environmentally-friendly ways (in-role behavior)
3. Today, I adequately completed assigned duties in environmentally-friendly ways (in-role behavior)
4. Today, I did more for the environment at work than I was expected to (extra-role behavior)
5. Today, I took the initiative to act in an environmentally-friendly way (extra-role behavior)
6. Today, I took a chance to be actively involved in environmental protection at work (extra-role behavior)