

Full title: Perceived Organizational Support Towards the Environment and Resilience: The role of Meaningful Work, Work Engagement, Sustainable Behaviour and Attitudes Towards the Environment.

Short title: Perceived Organizational Support Towards the Environment and Resilience

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Abstract

Background: Widespread global environmental challenges drive urgent need for sustainable behaviors. Understanding how employee's attitudes toward the environment interact with perceived organizational support, meaningful work, work engagement, and lead to resilience may provide valuable insights into promoting sustainability within organizations.

Objectives: Examine the associations among perceived organizational support towards the environment, meaningful work, work engagement, sustainable behavior, and resilience with a specific focus on the role of attitudes towards the environment.

Design: Cross-sectional study.

Methods: Three hundred and sixty-five participants from the banking sector completed an online survey. Five validated scales measured organizational support for green behaviors (*Perceived Organizational Support toward the Environment Scale*), *Meaningful work* (Positive meaning and Greater good motivations from the Work and Meaning Inventory Scale), *Work engagement* (Utrecht Work Engagement Scale), *Attitude toward sustainable behavior* (Pro-Environmental Behavior Scale), *Sustainable behavior* (Private Green Behavior Scale), and *Resilience* (shortened version of the Ego-Resiliency Scale). Potential mediation and moderation models were examined.

Results: Results indicate positive and direct relationships between the focal factors in the study. Support is provided for the hypothesized dual *process model*, indicating that both work-related processes (meaningful work and work engagement) and green behavior processes (attitudes towards the environment and sustainable behavior) mediate the relationship between perceived organizational support towards the environment and resilience. In contrast, the findings did not support the proposed *moderation model*, suggesting that attitudes towards the environment do not moderate the relationship between perceived organizational support towards the environment and meaningful work. This signifies the importance of attitudes towards the environment as a behavioral process, rather than a buffering element.

Conclusion: These findings enhance our understanding of how organizational support for the environment influences employees' well-being and sustainable behaviors.

Keywords: Attitudes Towards the Environment; Banking; Meaningful Work; Perceived Organizational Support Towards the Environment; Resilience; Sustainable Behavior; Work Engagement.

Introduction

Global environmental challenges, driven by factors such as overpopulation, industrialization, and globalization, are fundamentally changing the business landscape (1). Global warming, natural resource depletion, and climate change are driving international policy changes, forcing business to not only adapt to new regulations but also to adopt more sustainable business practices to help cultivate more sustainable behaviours (2-4).

Sustainable business practices are not only crucial for addressing environmental concerns, but also for ensuring the long-term financial performance of businesses and to meet societal expectations (5). One way to influence sustainable behavior within organizations is through organizational support and environmental leadership (1). Employees' perception of organizational support toward the environment can significantly impact their engagement in pro-environmental choices and initiatives (6). This in turn, may affect the meaning employees' attach to or derive from work which are essential drivers for important individual outcomes like engagement and resilience (7, 8).

While the role of organizational support in promoting sustainable behavior and desirable work outcomes has been recognized, the influence of employees' attitudes toward the environment remains a critical area for investigation (6). Attitudes toward sustainability play a crucial role in predicting and shaping sustainable behavior both within and outside the organization (9). Understanding how employees' attitudes toward the environment interact with perceived organizational support towards the environment and meaningful work may provide valuable insights into promoting sustainability within organizations.

Literature Review

Existing research has alluded to the relationship between perceived organizational support towards the environment (POS-E), desirable employee work experiences (meaningful work, engagement), sustainable behaviours and mental health drivers (like resilience). This following brief review of the literature aims to clarify how these factors relate, in order to develop different conceptual process models that could explain how POS-E affects important sustainable behaviours and desired employee outcomes.

POS-E and Resilience

POS-E involves the specific beliefs held by employees concerning the extent to which the organization contributes to, and values contributions toward, environmental sustainability (8). Lamm et al. suggest the socio-political environment at work could encourage or motivate individuals to behave more sustainably (8). This means that when organizations are supportive or encourage certain behaviors (such as pro-environmentalism), employees perceive that the organization appreciates or values their effort

to engage in such behaviors, which results in beneficial individual and organizational outcomes for all stakeholders (6). Perceived organizational support is one of the key socio-political factors that organizations can leverage to alter the behavior of their employees (10). Perceived organizational support, referring to the employees belief that the organization values their contribution, could be used to facilitate more sustainable behaviors of employees to the environment (11). Perceived organizational support toward the environment is characterized by the belief that organizations offer their staff opportunities and autonomy over some decisions and by valuing employees' contributions towards the environment (6). Here, pro-environmental behaviors are actively targeted, valued and rewarded by the organization.

The banking industry has taken a key leadership role in driving more sustainable behaviours of both their staff and clients (12). These are key market players with a vital social responsibility to promote sustainability (12). In the banking sector, POS-E is essential because this sector is one of the main pillars supporting countries economy's by promoting stability and enhancing economic growth (13). The performance of the banking sector contributes to the performance of the economy and reflects the intensive efforts aimed at achieving financial, monetary and social stability (14). People expect financial services to be the catalyst for achieving the United Nations' Sustainable Development Goals (15). The banking industry recognizes that climate change poses a profound, immediate and existential threat to the global economy. Banks can no longer ignore or deny climate change, nor the catastrophic financial and system costs that come with it. Therefore, the financial sector is under pressure to address sustainability commitments and do so immediately (15). However, even if banks invest in the Sustainable Development Goals, the question remains whether employees consider this, whether they experience this commitment as organizational support toward the environment, and how it affects their overall employee experience.

When employees perceive their organizations to support the environment, this leads to employees being more resilient (22). In this context, resilience is the capacity of an employee to bounce back when beset by stressors and adversity, or even positive events and increased responsibility (16). Organizations benefit from employees who have a high level of resilience as they are more open and less cynical about changes in the organization (16). Further, resilience impacts employee work behavior and positively influences work outcomes, such as turnover intentions, organizational commitment, commitment to change, job satisfaction and work engagement (17). Perceived organizational support can contribute to the further development of resilience in an individual (6). Individuals who work in a supportive environment are more likely to manage stressors and setbacks because they have higher levels of resilience. These employees can move on from such adversities and focus on successfully fulfilling other tasks (6). When employees perceive their organization as supportive of environmental initiatives, they exhibit higher levels of resilience in the face of challenges or adversity (18).

Resilience is of particular importance within the financial services sector in 2024. There is currently an unprecedented disruption within the financial services industry that is threatening the stability of the traditional financial management business models on which the global financial system is built. Resilient employees will be better prepared to rapidly adopt new innovations and adapt to disruptions and significant threats. For the banking sector just some of these challenges include the consequences of artificial intelligence and digitization (19), threats to cyber security (20), geopolitical instability (21), and climate change (22). Resilient employees offer strength to organizations facing radical restructures (23) and threatened assets (22).

The Employee Experience Route: Meaningful work and Engagement

Meaningful work is an important route to employee engagement (24), consistently demonstrated in strong positive relationships between work meaningfulness and employee engagement (25). Given the time commitment to work, creating meaningful work experiences is one vital component required to enhance mental health, well-being and performance at work. Meaningful work is a positive psychological state in which people feel that they make a positive, important and useful contribution to a worthwhile purpose through the execution of their work (26). Employees have a primary motive to search for meaning in their work, assessing the value of a work goal or purpose against individual ideals or standards (24). Finding meaning in work is more than a preference, it is a basic human need because work is a key source of meaningfulness in life (27). Employees are increasingly looking to their jobs to provide a sense of meaning in their lives, and to the company they work for to help them have a positive impact on the world and their communities (28).

If work is meaningful, individuals are more likely to reach challenging goals and are more motivated to learn and develop. This, in turn, enhances their level of resilience (29). Further, when work is perceived as meaningful, employees show more resilience when confronted with personal or professional setbacks or adversities (30). However, meaningful work is not only beneficial for the employee, but also for the organization (27). When people experience their work as meaningful, they are more likely to act with integrity and also, the quality of the service increases (31). This is especially in the banking industry where integrity plays an essential role (32). Employees who experience work as meaningful are more motivated and work harder to achieve goals (10). Meaningful work positively impacts job satisfaction, organizational commitment and work satisfaction, and turnover cognition (33). A study among 2,000 British and 2,000 American employees revealed that two thirds of employees want to work for a company that is having a positive impact on the world (both environmental and societal), while nearly half of these respondents would consider resigning if the company values do not align with their own (34). In addition, meaningful work is an essential predictor of other preferable outcomes, such as strengths use, happiness and work engagement (7, 35, 36).

Work engagement is defined as a positive, fulfilling, work-related state of mind characterized by vigor, dedication and absorption (37). First, vigor refers to high energy levels, and mental resilience during work, and it also refers to perseverance in times of difficulties. Second, dedication is characterized by involvement in work-related activities and experiencing a feeling of significance. Last, absorption refers to the state in which one is highly concentrated and happily engrossed in work. In such a state time passes quickly and one has difficulties detaching oneself from work. This state of mind is not described as a temporary or specific state, however, it is referred to as a more persistent and pervasive affective-cognitive state that does not focus on any object, event, individual or behavior in particular (37). There are extensive benefits for work engagement. Employees report experiencing a higher degree of work engagement when they view their work as meaningful (30, 35, 36). Employees who are engaged in their work are physically, cognitively and emotionally connected with their work roles, and are more likely to work harder because of their increased levels of discretionary effort when compared to employees who are not engaged (38). Low levels of work engagement are experienced in all organizations, also in the banking industry (39). The banking industry operates in a complex environment underpinned by changing circumstances, and highly impulsive economic surroundings, meaning that these environments require a high degree of work engagement (39). However, work engagement is important for both employees and employers in all types of organizations and industries since it predicts health, well-being and performance (40). Further, employees' work engagement is a predictor of resilience (41).

The Sustainability Route: Attitudes towards the environment and Sustainable Behaviour

Individual pro-environmental attitudes are positively associated with pro-environmental behaviors (42-44). Environmental responsibility and reducing the impact organizations have on climate change are salient environmental-social-governance topics for both employees and employers (34, 45-47). Attitudes towards the environment and sustainability among employees are changing with increased expectations of organizations to do more (34). Attitude refers to a person's belief about the consequences of specific actions (48), and attitudes refer to positive or negative evaluations of something quite specific (49). In the environmental sustainability context, attitude refers to an individual's specific positive or negative evaluations of attitudes toward the environment. Attitudes toward the environment moderate the relationship between POS-E and meaningful work (8). Positive attitudes toward the environment strengthen the relationship between POS-E and meaningful work, because employees who do not have positive attitudes toward the environment may be unable to recognize that the organization supports employees in their sustainable and ecological initiatives (6). For environmentally-conscious individuals, POS-E may indicate that the organization shares, or at least tacitly acknowledges, the employee's environmental values and goals (8).

Sustainable behaviors have a number of definitions and variations in terminology ranging from pro-environmental behavior to “green office” behaviors. Pro-environmental behavior is defined as behavior that consciously seeks to minimize the negative impact of one's actions on the natural and built environment (50). A 2021 systematic review Paille et al. (51) highlighted a number of measures of sustainable, or “green office”, behaviors, one such measure is the Private Green Behaviors Scale (52). Predictors of sustainable behaviors include perceived organizational support for the environment and personal attitudes about environmental responsibility (53). Leadership support and exemplary pro-environmental behavior by leaders have a significant positive impact on employee's intention to act pro-environmentally. Employee engagement is positively associated with sustainable behaviors (54), an individual's pro-environmental behaviors, and their wellbeing (55). Hence, sustainable behavior is not only good for the environment and our society, but also for individual wellbeing. Since the banking sector contributes to the performance of the economy and reflects the intensive efforts aimed at achieving financial, monetary and social stability (14), managers ought to encourage sustainable attitudes in the banking industry to impact a sustainable banking evolution (56).

In summary, the above literature review highlights a potential relationship between *perceived organizational support towards the environment* and *employee resilience*. This relationship may be mediated and/or moderated by individual-related factors such as *attitudes towards the environment* and *meaningful work*, and/or work-related factors such as *work engagement* and *sustainable behavior*. However, the extent and particular organization of these relationships has not yet been quantified, with research on some particular relationships (as noted above), and none on others, and importantly no overall framework of these relationships.

The current study

We examine the relationships between perceived organizational support towards the environment and employee resilience, specifically exploring potential moderation and/or mediation of individual-related factors (attitudes toward the environment & meaningful work) and work-related factors (work engagement & attitudes towards sustainable behavior). Two conceptual models are investigated, a moderation model (model 1) and a process model (model 2), as illustrated in Figures 1 and 2 below.

Figure 1.

Conceptual Moderation Model 1

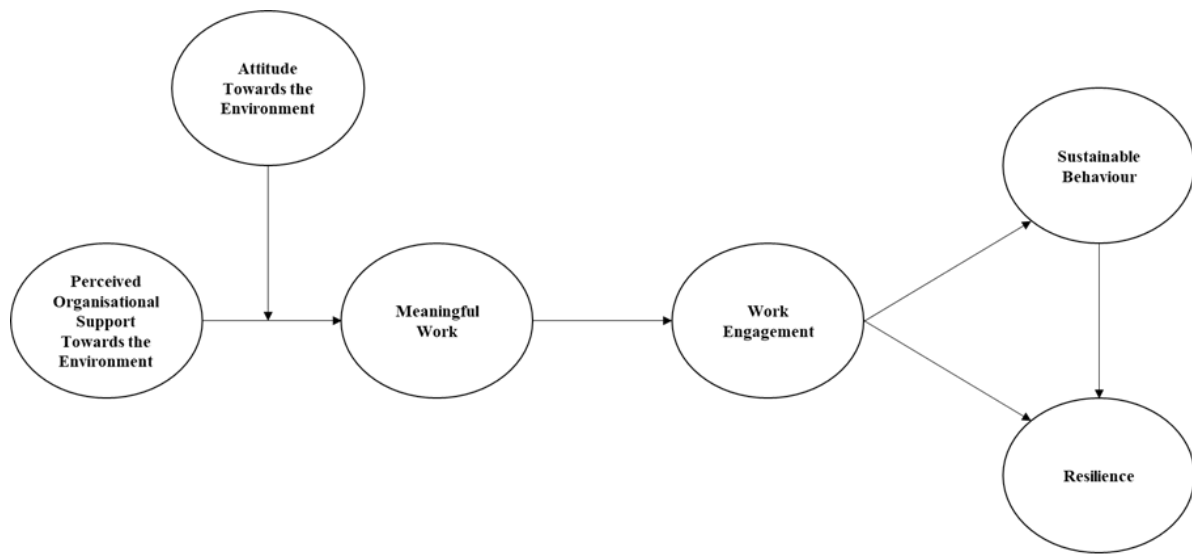
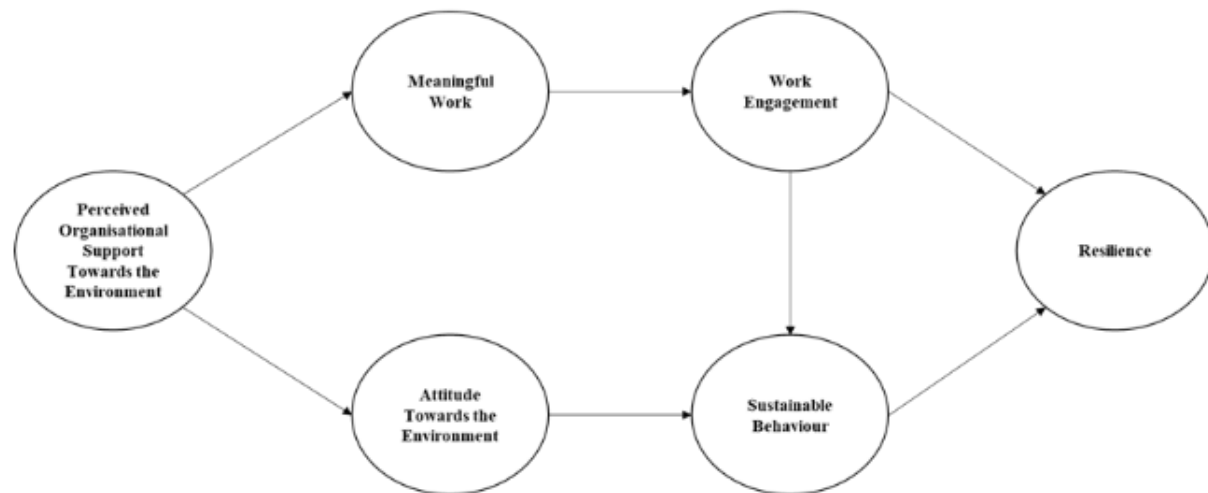


Figure 2.

Conceptual Process Model 2



Research Methodology

Research design

A quantitative, cross-sectional online survey-based research design was used to investigate the relationships between perceived organizational support towards the environment and employee resilience, specifically exploring potential moderation and/or mediation of individual-related factors (attitudes towards the environment & meaningful work) and work-related factors (work engagement & attitudes towards sustainable behavior).

Participants

A Monte-Carlo simulation was used to conduct a power analysis to determine the most optimal sample size. The findings indicated that a minimum of 191 respondents was required to achieve data-model fit, while 311 respondents were needed to attain the desired effect. Consequently, a census-based sampling strategy was implemented, resulting in the recruitment of 365 participants from the banking sector in the Netherlands for this study. Table 1 presents a descriptive summary of the demographic characteristics of the participants. Most of the participants were full-time employed (79%), between the ages of 51 and 60 years old (37%), and with a diploma (higher vocational education: 60%). Gender balance was evenly split. Further, most of the participants were employed in a Corporate sector (43%) and did not hold a managerial role (80%).

Table 1.

Characteristics of Study Participants

Item	Category	Frequency (<i>f</i>)	Percentage (%)
Gender	Male	184	50.4
	Female	181	49.6
Age	21-30 years	19	5.2
	31-40 years	68	18.9
	41-50 years	125	34.2
	51-60 years	136	37.3
	61+ years	17	4.7
Education	HAVO	12	3.3
	VWO	1	0.3
	MBO	30	8.2
	HBO	218	59.7
	Bachelor's Degree	4	1.1
	Master's Degree	99	27.1
Sector	Doctorate	1	0.3
	Corporate	155	42.5
	Private	134	36.7
Employment	Support Staff	76	20.8
	Part-Time	76	20.8
Managerial Role	Full-Time	289	79.2
	Yes	25	20.5
	No	290	79.5

Note: $N = 365$.

Measures

The following six measures were used to collect data for the study, which covered the constructs of 1) perceived organizational support towards the environment, 2) resilience, 3) attitudes towards the environment, 4) meaningful work, 5) work engagement, and 6) sustainable behavior.

The extent of organizational support for green behaviors was assessed using the Perceived Organizational Support toward the Environment Scale (POS-E) (8). This scale comprises five self-report items, measured on a 7-point Likert scale ranging from 1 (strongly disagree) to 7 (strongly agree). Participants responded to statements such as 'I feel that I am able to behave as sustainably as I want to at the organization where I currently work' and 'My organization does not care about whether I behave in a sustainable manner or not' (reverse coded). In the current study the Cronbach's alpha was 0.71 and McDonald's Omega was 0.73.

Resilience was measured through a shortened version of the Ego-Resiliency Scale (ERS) (57). The shortened version includes 5 items, such as 'I enjoy dealing with new and unusual situations' and 'I like to take different paths to familiar places'. Participants rated their agreement on a 4-point Likert scale ranging from 1 (does not apply at all) to 4 (applies very strongly). Within the current study the Cronbach's alpha was 0.78 and McDonald's Omega was 0.78.

Attitudes toward the environment were assessed using the Pro-Environmental Behavior Scale (PEB) (43). This scale consists of five items, rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Items included statements such as 'I am in favor of behaving pro-environmentally in the workplace' and 'I think too much attention is paid to pro-environmental behavior in the workplace'. Within the current study the Cronbach's alpha was found to be 0.83 and McDonald's Omega was 0.84.

Meaningful work was assessed using the Work and Meaning Inventory Scale (WAMI) (58). This 10-item scale measures three components of meaningful work, however for the current study only two components were utilised: Positive meaning (4 items) and Greater good motivations (3 items). Participants rated their level of agreement on a 5-point Likert scale ranging from 1 (absolutely untrue) to 5 (absolutely true). Sample items included 'I have a good sense of what makes my job meaningful' and 'My work really makes no difference to the world' (reverse coded). Within the current study the Cronbach's alpha's ranged from 0.81 to 0.88 and McDonald's Omega from 0.82 to 0.88 on the scales two subscales.

The Utrecht Work Engagement Scale (UWES-9) (37) was used to assess work engagement. This nine-item scale measures three components of work engagement: Vigor, Dedication, and Absorption. Participants indicated their agreement on a 7-point Likert scale ranging from 0 (never) to 6 (always). Sample items included 'At my work, I feel bursting with energy' (Vigor), 'I am enthusiastic about my job' (Dedication), and 'I am immersed in my work' (Absorption). Within the current study the Cronbach's alpha's ranged from 0.84 to 0.88 and McDonald's Omega from 0.84 to 0.95 on the various three subscales.

Sustainable behavior was measured using the Private Green Behavior Scale (PGB) (52). This scale comprises 9 items, measuring two components of sustainable behaviors: Sustainable Consumption and Eco-Friendly Practices. Participants rated their frequency of engagement in these behaviors on a 6-point Likert scale ranging from 1 (never) to 6 (always). Samples included 'I recycle household waste (cans, bottles, paper, etc.)' and 'I avoid unnecessary consumption of energy (electricity, gas, etc.)'. Within the current study Cronbach's alphas ranged from 0.74 to 0.86 and McDonald's Omega from 0.73 to 0.86 on the various subscales of the instrument.

Statistical Analysis

Data was processed with JASP v. 0.14.1 (59) and Mplus v. 8.9 (60). We used a Structural Equation Modelling Framework (SEM) with the Maximum Likelihood Mean (MLM) adjusted estimation method to test the study hypotheses. First, descriptive statistics, McDonald's Omega / Cronbach's alpha's reliability estimates, and Pearson correlation coefficients were estimated to test assumptions and explore the data. The results are summarized in Table 2 below.

Table 2.*Descriptive Statistics, Reliability and Pearson Correlations*

No	Construct	\bar{x}	σ	Skw	Ku	Shapiro-Wilk	Reliability		Correlation Coefficients													
						Test Estimate	ω	α	1	2	3	4	5	6	7	8	9	10	11	12		
1	Perceived Organisational Support Towards the Environment	4.42	1.03	-0.21	-0.25	0.99	0.73	0.71	—													
2	Meaningful Work	3.70	0.66	-0.59	0.69	0.98	0.84	0.85	0.54	—												
3	<i>Positive Meaning</i>	4.01	0.69	-0.86	1.85	0.90	0.88	0.88	0.40	0.83	—											
4	<i>Greater Good Motivations</i>	3.38	0.84	-0.57	0.04	0.95	0.82	0.81	0.51	0.89	0.48	—										
5	Work Engagement	5.24	1.04	-0.76	0.64	0.96	0.95	0.95	0.43	0.71	0.76	0.48	—									
6	<i>Vigor</i>	5.29	1.06	-0.92	1.18	0.93	0.92	0.92	0.35	0.61	0.70	0.39	0.91	—								
7	<i>Dedication</i>	5.41	1.18	-0.90	0.81	0.93	0.93	0.93	0.44	0.73	0.78	0.51	0.93	0.78	—							
8	<i>Absorption</i>	5.02	1.16	-0.64	0.57	0.96	0.85	0.84	0.39	0.59	0.62	0.42	0.91	0.74	0.76	—						
9	Sustainable Behavior	3.87	0.74	-0.42	1.19	0.98	0.82	0.83	0.25	0.23	0.14	0.24	0.21	0.23	0.14	0.21	—					
10	<i>Sustainable Consumption</i>	3.17	0.87	0.24	0.72	0.98	0.86	0.86	0.22	0.17	0.09	0.19	0.18	0.19	0.12	0.19	0.84	—				
11	<i>Eco Friendly Practices</i>	4.56	0.89	-0.90	1.59	0.95	0.74	0.73	0.19	0.21	0.14	0.22	0.17	0.20	0.12	0.16	0.85	0.42	—			
12	Resilience	3.17	0.52	-0.42	0.57	0.96	0.78	0.78	0.15	0.23	0.26	0.15	0.31	0.33	0.24	0.30	0.32	0.34	0.20	—		
13	Attitudes Towards the Environment	3.95	0.60	-0.98	3.23	0.93	0.84	0.83	0.33	0.28	0.26	0.23	0.25	0.26	0.19	0.25	0.55	0.48	0.45	0.37	—	

Bold = Not statistically significant at $p < 0.05$; \bar{x} = Mean; σ = Standard Deviation; Skw = Skewness; Ku = Kurtosis; ω = McDonald's Omega; α = Cronbach's alpha

Second, competing measurement models were estimated and sequentially compared to identify the optimal model for the data. Determining the best-fitting model for the data involved both the inspection of traditional data-model fit criteria (see Table 3 below) and the examination of measurement quality indicators (61). Measurement quality was assessed by inspecting parameter estimates, such as standardised factor loadings ($\lambda > 0.30$), item uniqueness (between 0.1 and 0.9), and absence of significant cross-loadings (61). The best-fitting measurement model was retained and transformed into a structural path model to analyse the linear relationships between latent factors (62). The same model fit and measurement quality indicators were employed to evaluate data-model fit of the structural model, and the statistical significance of the direct paths was set at $p < 0.05$.

Table 3.

Model Fit Statistics

Fit indices	Cut-Off Criterion	Sensitive to N	Penalty for Model Complexity
<u>Absolute fit indices</u>			
Chi-Square (χ^2)	Lowest comparative value between measurement models Non-Significant Chi-Square ($p > 0.01$)	Yes	No
<u>Approximate Fit Indices</u>			
Root-Means-Square Error of Approximation (RMSEA)	0.06 to 0.08 (Acceptable); 0.01 to 0.05 (Excellent) Non-Significant RMSEA ($p > 0.01$) 90% Confidence Interval Range should not include Zero	No	Yes
Standardized Root Mean Square Residual (SRMR)	0.06 to 0.08 (Acceptable); 0.01 to 0.05 (Excellent)	Yes	No
<u>Incremental fit indices</u>			
Comparative Fit Index (CFI)	0.90 to 0.95 (Acceptable Fit); 0.96 to 0.99 (Excellent)	No	No
Tucker-Lewis Index (TLI)	0.90 to 0.95 (Acceptable Fit); 0.96 to 0.99 (Excellent)	No	Yes
Akaike Information Criterion (AIC)	Lowest value in comparative measurement models	Yes	Yes
Bayes Information Criterion (BIC)	Lowest value in comparative measurement models	Yes	Yes

Note: Adapted from Van Zyl and Ten Klooster (61).

Third, a sequential or “serial” mediation model was employed to assess the overall and specific indirect effects of meaningful work, engagement, attitudes towards the environment and sustainable behavior on the relationship between perceived organizational support for the environment and resilience. The bias-corrected bootstrapping method was utilized with 5,000 bootstrap samples to estimate the indirect effect at the 95% confidence interval range. For the establishment of serial mediation, it was necessary

for the standardised indirect effect estimate of the overall model to be statistically significant ($p < 0.05$), and the confidence interval should not include zero (63).

Lastly, a moderation model was estimated with the direct effects of perceived organizational support towards the environment and meaningful work being moderated by attitudes towards the environment. An interaction term was created by using the product of the independent variable (endogenous) and the moderator. Evidence of moderation is present if the interaction effect was significantly related to the dependent (or exogeneous) variable ($p < 0.05$) and that the confidence interval range did not include zero (63).

Results

Comparing competing measurement models

A series of theoretically informed confirmatory factor analysis (CFA) measurement models were estimated and compared to identify the optimal model for the data. In these models, items were considered as indicators for the corresponding first-order latent factors, with the items directly loading onto their predetermined factors. The estimation process focused solely on the vocal factors (excluding attitudes towards the environment as the moderator), without any removal or parceling of items. In total, six models were tested:

- Model 0. A baseline model where all factors were specified as unidimensional.
- Model 1. Unidimensional factor models for perceived organizational support towards the environment, work engagement, sustainable behavior, and resilience. Additionally, two first-order factors were specified for meaningful work (positive meaning and greater good motivations).
- Model 2. Unidimensional factor models for perceived organizational support towards the environment, work engagement, sustainable behavior, and resilience. Here, meaningful work was represented as a second-order factorial model comprising two first-order factors (positive meaning and greater good motivations)
- Model 3. Unidimensional factor models for perceived organizational support towards the environment, sustainable behavior, and resilience. The second-order factorial model for meaningful work included two first-order factors (positive meaning and greater good motivations). Additionally, work engagement was modelled with three first-order factors (vigor, dedication, and absorption).
- Model 4. Unidimensional factor models for perceived organizational support towards the environment, sustainable behavior, and resilience. Similar to Model 3, meaningful work was a second-order factorial model with two first-order factors (positive meaning and greater good

motivations). Work engagement, in this case, was a second-order factor model with three first-order factors (vigor, dedication, and absorption).

- Model 5. Unidimensional factor models for perceived organizational support towards the environment and resilience. Meaningful work was represented as a second-order factorial model with two first-order factors (positive meaning and greater good motivations). Work engagement was modelled as a second-order factor with three first-order factors (vigor, dedication, and absorption). Additionally, sustainable behavior was estimated as a second-order factor model with two first-order factors (Sustainable Consumption and Eco-Friendly Practices).

The results of these tests are displayed in Table 4 below.

Table 4.
Competing Measurement- and Structural Models

Model	χ^2	df	CFI	TLI	RMSEA	SRMR	AIC	BIC	aBIC	Meets Goodness of Fit Criteria	Meets Measurement Quality Criteria	
Measurement Models												
Model 0	1736.62	550	0.81	0.80	0.08	[.073-.081]	0.07	31979.11	32427.60	32062.75	No	Yes
Model 1	1469.58	545	0.86	0.84	0.07	[.064-.072]	0.06	31677.08	32145.06	31764.35	No	Yes
Model 2	1520.39	548	0.85	0.84	0.07	[.066-.074]	0.07	31732.79	32189.07	31817.88	No	Yes
Model 3	1214.19	537	0.89	0.88	0.06	[.054-.063]	0.07	31399.62	31898.81	31492.72	No	Yes
Model 4	1258.25	545	0.89	0.88	0.06	[.056-.064]	0.07	31434.90	31902.89	31522.18	No	Yes
Model 5	1068.14	543	0.92	0.91	0.05	[.047-.066]	0.06	31217.59	31693.38	31306.32	Yes	Yes
Structural Models												
Model 1	1109.97	548	0.91	0.90	0.05	[.049-.057]	0.07	31253.60	31709.88	31338.69	Yes	Yes
Model 2	1356.66	725	0.91	0.91	0.05	[.045-.053]	0.07	34490.93	35017.42	34589.12	Yes	Yes

χ^2 = Chi-square; df = degrees of freedom; TLI = Tucker-Lewis Index; CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardised Root Mean Square Residual; AIC = Akaike Information Criterion; BIC = Bayes Information Criterion; **Bold** = Non-significant

The results, summarized in Table 4 above indicate that only Model 5 both fitted the data, and met the measurement quality criteria. Model 5, where perceived organizational support towards the environment, and resilience, were estimated as unidimensional models, and meaningful work (positive meaning, greater good motivations), work engagement (vigor, dedication, absorption) and sustainable behavior (sustainable consumption, eco-friendly practices) were specified as second order factorial models, showed adequate fit (Model 5: $\chi^2_{(365)} = 1068.14$; $df = 543$; CFI = 0.92; TLI = 0.91; RMSEA = 0.05 [.047 - .066] $p > 0.05$; SRMR = 0.06; AIC = 31217.60; BIC = 31693.38). Among all the estimated models, Model 5 demonstrated comparatively better fit compared to the others. It exhibited lower values

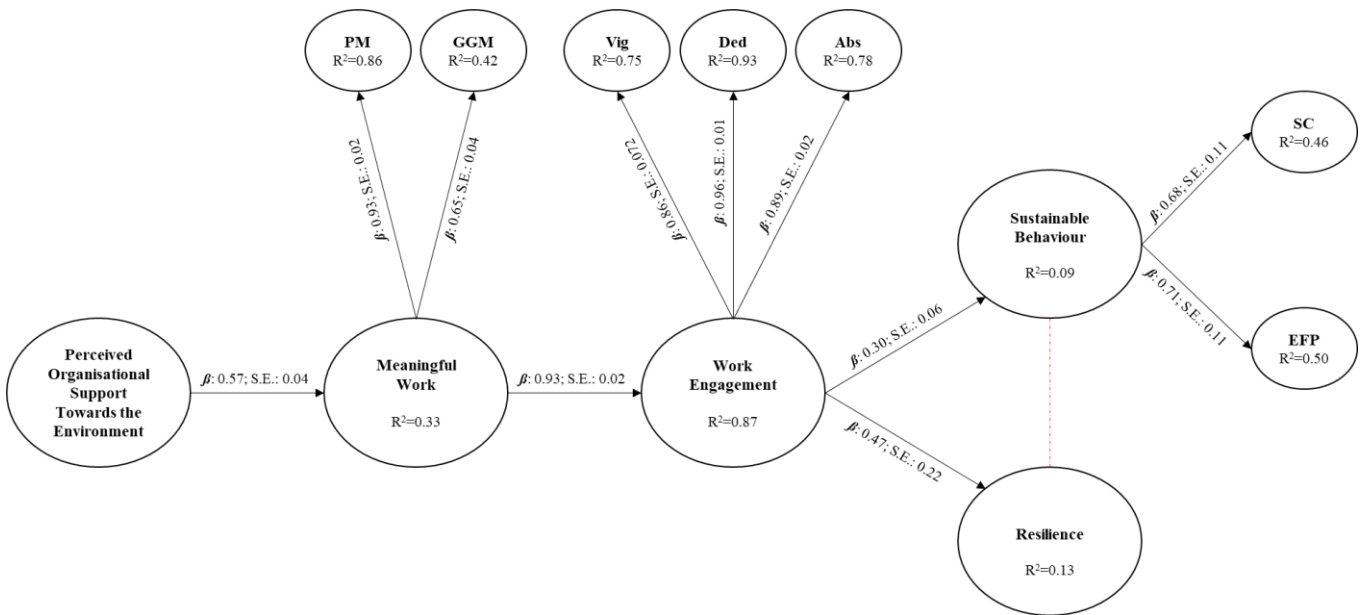
for χ^2 , RMSEA, SRMR, AIC, and BIC, while having higher estimates for CFI and TLI. Further, all indicators of measurement quality were met ($\lambda > 0.40$; item uniqueness > 0.1 but < 0.9). Therefore, Model 5 was retained for further analysis.

Estimating competing structural models

Based on the best fitting measurement model, two structural path models were estimated. In Structural Model 1, the “moderation model”, perceived organizational support towards the environment served as the exogenous factor, while meaningful work and work engagement acted as sequential mediators. Sustainable behavior and resilience were considered as two independent outcomes (endogenous factors) of work engagement. A direct relationship between Sustainable behaviour and Resilience in this model was assumed. However, this model did not converge. Therefore, the relational path was constrained to be zero. Following the recommendations of Kline (64) and Wang and Wang (63), the moderating factor (attitudes towards the environment) was not included in the structural path model, as its presence can artificially inflate or deflate regression coefficients. On the other hand, Structural Model 2, referred to as the “process model”, was specified as a dual path model. In this model, perceived organizational support towards the environment (exogenous factor) influenced resilience (endogenous factor) through two distinct pathways. The first pathway involved *work-related processes* with meaningful work and work engagement acting as mediators. The second pathway focused on the influence of *green behavior processes*, with attitudes towards the environment and sustainable behavior serving as mediators. Attitudes towards the environment was specified as a unidimensional factor in both models. The model fit statistics are summarized in Supporting Information. The results are summarized in Table 4 above, and in Figures 3 and 4 below.

Figure 3.

Structural Model 1 – Moderation Model

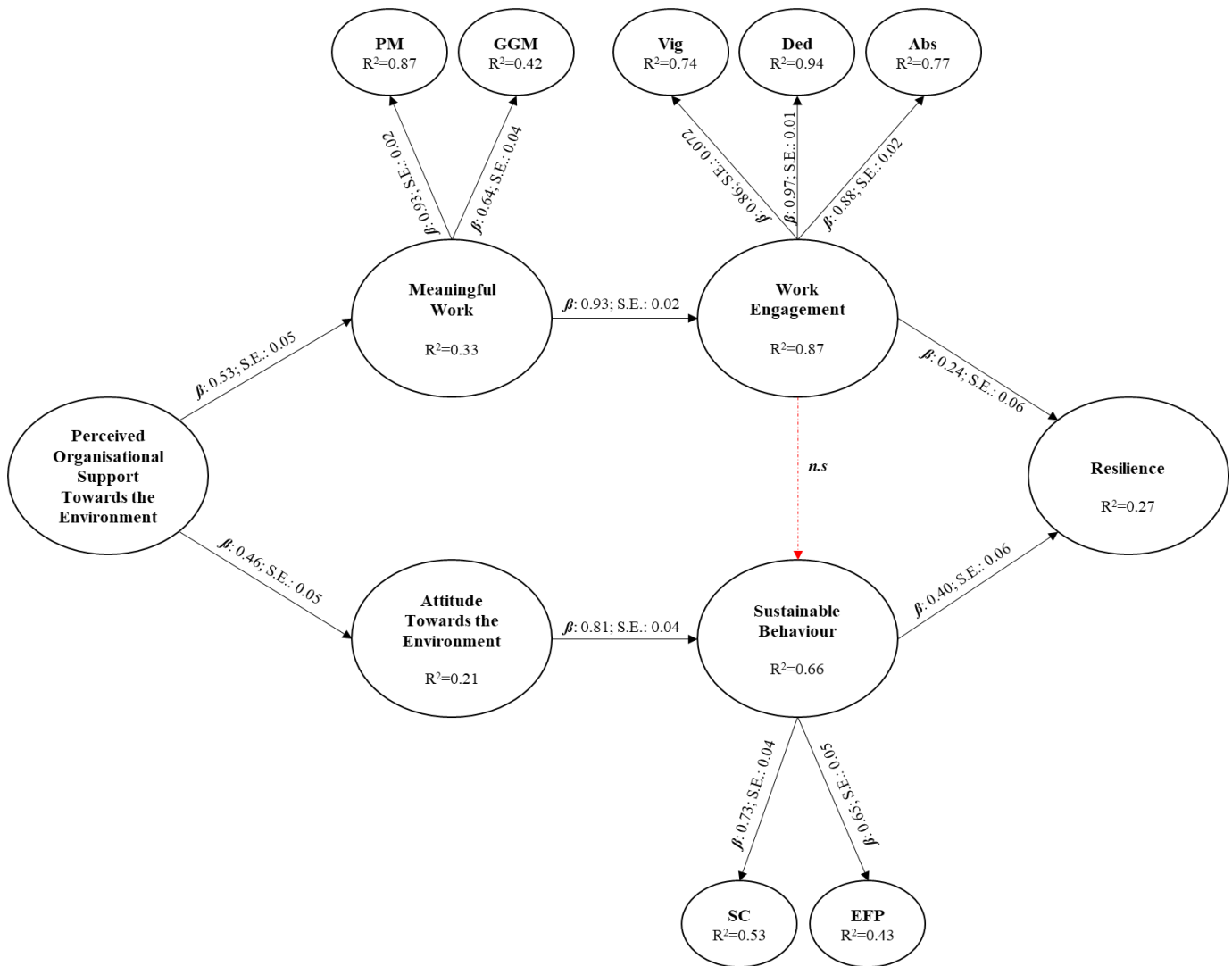


Note: PM = Positive Meaning, GGM = Greater Good Motivations, Vig = Vigor, Ded = Dedication, Abs = Absorption, SC = Sustainable Consumption, EFP = Eco-Friendly Practices.

Structural Model 1, depicted in Figure 3 as the Moderation Model, demonstrated an acceptable fit to the data ($\chi^2_{(365)} = 1109.97$; $df = 548$; CFI = 0.91; TLI = 0.90; RMSEA = 0.05 [.049 - .057] $p > 0.05$; SRMR = 0.07; AIC= 31253.60; BIC = 31709.88). The findings revealed a positive association between perceived organizational support towards the environment and meaningful work ($\beta = 0.57$, S.E. = 0.04, $p < 0.05$; $R^2 = 0.33$), explaining 33% of its variance. In turn, meaningful work exhibited a positive relationship with work engagement ($\beta = 0.93$, S.E. = 0.01, $p < 0.05$; $R^2 = 0.87$). Work engagement was also positively associated with both sustainable behavior ($\beta = 0.30$, S.E. = 0.06, $p < 0.05$; $R^2 = 0.09$) and resilience ($\beta = 0.47$, S.E. = 0.22, $p < 0.05$; $R^2 = 0.13$).

Figure 4.

Structural Model 2 – Process Model



Note: PM = Positive Meaning, GGM = Greater Good Motivations, Vig = Vigor, Ded = Dedication, Abs = Absorption, SC = Sustainable Consumption, EFP = Eco-Friendly Practices.

Structural Model 2, illustrated in Figure 4 as the Process Model, also demonstrated a satisfactory fit to the data ($\chi^2_{(365)} = 1356.66$; $df = 725$; CFI = 0.91; TLI = 0.91; RMSEA = 0.05 [.045 - .053] $p > 0.05$; SRMR = 0.07; AIC = 34490.93; BIC = 35017.42). Within the *work-related process path* (top path), perceived organizational support towards the environment showed a positive association with meaningful work ($\beta = 0.53$, S.E. = 0.05, $p < 0.05$; $R^2 = 0.33$), accounting for 33% of its variance. Furthermore, meaningful work demonstrated a positive relationship with work engagement ($\beta = 0.93$, S.E. = 0.02, $p < 0.05$; $R^2 = 0.87$). Work engagement, in turn, showed a positive association with resilience ($\beta = 0.24$, S.E. = 0.06, $p < 0.05$; $R^2 = 0.27$). In the *green behavior process path* (bottom path), perceived organizational support towards the environment was positively associated with attitudes towards the environment ($\beta = 0.46$, S.E. = 0.05, $p < 0.05$; $R^2 = 0.21$). Furthermore, attitudes towards the environment exhibited a positive relationship with sustainable behavior ($\beta = 0.81$, S.E. = 0.04, $p <$

0.05; $R^2 = 0.66$). Lastly, sustainable behavior demonstrated a positive association with resilience ($\beta = 0.40$, S.E. = 0.06, $p < 0.05$; $R^2 = 0.27$).

To determine which model should be retained for further analysis, the Satorra-Bentler scaled chi-squared difference test was conducted (65). The results showed a scaled chi-squared difference of -245.76 with a p -value of 1.00. This suggests that there is no statistically significant difference between Structural Model 1 (the Moderation Model) and Structural Model 2 (the Process Model). Both models were thus retained for further analysis.

Indirect effect estimation

Structural Model 1 aimed to investigate the sequential indirect effects of meaningful work and work engagement on the relationship between perceived organizational support towards the environment and sustainable behavior, as well as resilience (cf. models in Table 5 below).

Table 5.

Total Indirect Effects for the Overall Sequential Mediation Path

Variable	Estimate	S.E	t	p	95% BC CI		Meets Criteria
					LCI	UCI	
Model 1: Moderation Model							
POS --> Meaning --> Engagement --> Resilience	0.25	0.278	0.90	0.37	-0.107	0.792	No
POS --> Meaning --> Engagement --> Sustainable Behavior	0.16	0.052	3.06	0.00	0.064	0.268	Yes
Model 2: Process Model							
POS --> Meaning --> Engagement --> Resilience	0.12	0.037	3.15	0.00	0.053	0.203	Yes
POS --> Attitudes towards the Environment --> Sustainable Behavior --> Resilience	0.15	0.035	4.25	0.00	0.091	0.229	Yes
POS --> Resilience	0.01	0.011	0.85	0.39	-0.009	0.036	No

BC CI = bias-corrected confidence interval, LCI = lower confidence interval, p = level of significance <0.05 , POS = Perceived Organizational Support, S.E. = standard error; UCI = upper confidence interval.

In Structural Model 1, the results revealed that meaningful work and work engagement had a significant indirect effect on the relationship between perceived organizational support towards the environment and sustainable behavior, within a 95% confidence interval (CI) ranging from 0.065 to 0.269. The indirect effect estimate was significant (0.16; SE: 0.05; $p < 0.01$), and the bias-corrected CI did not include zero, indicating that meaningful work and work engagement indirectly influence the relationship between perceived organizational support towards the environment and sustainable

behavior. However, the results showed that meaningful work and work engagement did not have an indirect effect on the relationship between perceived organizational support towards the environment and resilience (0.25; SE: 0.24; $p = 0.29$; 95% CI = LCI: -0.104, UCI = 0.778).

In Structural Model 2, the objective was to assess the sequential indirect effects of the work-related process path (meaningful work and work engagement) and the green behavior process path (attitudes towards the environment and sustainable behavior) on the relationship between perceived organizational support towards the environment and resilience. The overall indirect effect estimate indicated a significant indirect effect (0.22; SE: 0.56; $p = 0.00$; 95% CI = LCI: 0.196, UCI = 0.373). Specifically, within the *work-related process path* (top path), the indirect effect estimate was significant (0.12; SE: 0.37; $p < 0.01$), and the bias-corrected CI (95% CI = LCI: 0.053, UCI = 0.203) did not include zero. This suggests that meaningful work and work engagement indirectly impact the relationship between perceived organizational support towards the environment and resilience. Similarly, within the *green behavior process path* (bottom path), a significant indirect effect estimate was observed (0.15; SE: 0.35; $p < 0.01$), and the bias-corrected CI (95% CI = LCI: 0.091, UCI = 0.229) did not include zero. Consequently, it can also be concluded that attitudes towards the environment and sustainable behaviors indirectly influence the relationship between perceived organizational support towards the environment and resilience. However, the results showed that the path between perceived organizational support towards the environment and resilience is not cumulatively mediated by both the work-process and green behavior process paths.

Interaction effect estimation: Attitudes towards the environment as a moderator

Structural Model 1 was used to determine whether attitudes towards the environment could moderate the relationship between perceived organizational support towards the environment and meaningful work. First, observed indicators for both perceived organizational support towards the environment and attitudes towards the environment were standardised. Second, an interaction term was created by using the product of perceived organizational support towards the environment (exogenous factor) and the attitudes towards the environment (moderator). The results showed that perceived organizational support towards the environment was positively related to meaningful work ($\beta = 0.51$, S.E. = 0.07, $p < 0.05$). However, neither attitudes towards the environment ($\beta = 0.13$, S.E. = 0.08, $p < 0.05$) nor the interaction term ($\beta = 0.036$, S.E. = 0.10, $p < 0.05$) showed to be significantly related to meaningful work. Further, the confidence interval range (CI 95%) of the interaction term was between -0.286 at the lower- and 0.416 at the upper limit range. The results thus imply that attitudes towards the environment do not significantly affect the relationship between perceived organizational support towards the environment and meaningful work.

Discussion

This study aimed to examine the association among perceived organizational support towards the environment, meaningful work, work engagement, sustainable behavior, and resilience, with a specific focus on the role of attitudes towards the environment. Using a sample from the banking sector, the results showed positive and direct relationships between the focal factors in the study. Results provided support for the hypothesized dual *process model*, indicating that both work-related processes (meaningful work and work engagement) and green behavior processes (attitudes towards the environment and sustainable behavior) mediate the relationship between perceived organizational support towards the environment and resilience. In contrast, the findings did not support the proposed *moderation model*, suggesting that attitudes towards the environment do not moderate the relationship between perceived organizational support towards the environment and meaningful work. This signifies the importance of attitudes towards the environment as a behavioral process rather than a buffering element. These findings enhance our understanding of how organizational support for the environment influences employees' well-being and sustainable behaviors. Although both models fitted the data, subsequent indirect effect estimation and moderation analysis supported the process model more than the moderation model.

The Process Model

The *process model* supports the notion that perceived organizational support towards the environment is associated with resilience through two independent processes: *work-related processes* (meaningful work and work engagement) and a *green behavioral process* (attitudes towards the environment and sustainable behavior). Firstly, the work-related process involving meaningful work and work engagement mediated the relationship between perceived organizational support towards the environment and resilience. This suggests that when employees perceive that their organization supports environmental initiatives, they are more likely to feel that their work connects to something larger than themselves and that their work-related tasks serve a greater purpose, aligned with the findings of Bhatnagar and Aggarwal (6). This sense of connection and purpose, in turn, leads to higher levels of work engagement, reflecting their enthusiasm about, dedication to, and absorption in their work, reflecting the findings of Albrecht (26) and Bakker (38). These factors, in turn, affect their resiliency by aiding employees to cope with challenges and bounce back from adversity at work, building from the work of Leal et al. (30) and Luthans, Youssef, et al. (29). Secondly, the green behavioral process involving attitudes towards the environment and sustainable behaviors, were also identified as important mediating factors between perceived organizational support towards the environment and resilience. Employees who perceive strong organizational support for the environment are more likely to develop positive attitudes towards environmental issues and engage in more sustainable behaviors, reflecting social exchange principles as discussed by Paillé and Boiral (66). This alignment between employees' individual and organizational values fosters a sense of congruence, contributing to their overall resilience. By actively participating in eco-friendly practices and

demonstrating a commitment to sustainable behaviors, employees enhance their ability to adapt and thrive in the face of challenges, which resonates with the findings of Athota et al. (67) where values were found to form the basis of mechanisms of resilience. This model suggests that both work-related processes and green behavioral processes independently mediate this relationship, indicating that interventions targeting these mechanisms can enhance employees' resilience within the context of environmental sustainability.

The Moderation Model

Similarly, the *moderation model* provided insights into the relationships between perceived organizational support towards the environment, meaningful work, work engagement, sustainable behavior, and resilience. The direct, positive associations observed between perceived organizational support towards the environment and meaningful work, as well as meaningful work and work engagement, highlight the importance of a supportive environmental context in fostering an employees' sense of purpose, which is required for engagement in their work. Furthermore, the positive relationships between work engagement and sustainable behavior indicate that employees are more likely to exhibit environmentally friendly behaviors when they are highly engaged in their work. This suggests that work engagement can act as a catalyst for promoting sustainable behaviors within the current context. The results further showed that meaningful work and work engagement mediated the relationship between perceived organizational support towards the environment and sustainable behavior. This implies that when employees perceive strong support for the environment in their organization, it enhances their experience of meaningful work and work engagement, which, in turn, facilitates their engagement in sustainable behaviors. This implication fits with literature cited for the process model above. In contrast, the results indicate that the indirect effects of meaningful work and work engagement on the relationship between perceived organizational support towards the environment and resilience could not be established. Such a result suggests that while meaningful work and work engagement promote sustainable behaviors, they may not directly contribute to employees' resilience in the face of environmental support. This moderation model was therefore used as the foundation for exploring the potential moderation effect that attitudes towards the environment had on the relationship between perceived organizational support for the environment and meaningful work. Our results did not show any evidence that attitudes towards the environment would strengthen or amplify the impact of perceived organizational support for the environment on meaningful work. Thus, for employees that are pro-environmental, it is possible that perceptions of organizational support increase their sense of meaning at work. Conversely, for employees that are not pro-environmental the organizational support for the environment does not seem to impact their sense of meaning at work. It is possible that for these individuals a sense of meaning at work is derived more from individual related factors than organizational related factors for these individuals. As suggested by Steger and Dik (68), meaningful work comes from a range of sources, some from the individual and some from the

organisation. It is possible that for those people whose sense of meaning at work was not impacted by organisational support for the environment, their sense of meaning and purpose arises from what they bring themselves to the workplace. For those whose sense of meaning at work was impacted by organisational support for the environment, it is possible their sense of meaning and purpose arises more from being part of the workplace and organizational culture (68).

Implications

The main practical implication of this study is that perceived organizational support for the environment and resilience are related in multiple ways. The positive relationship between perceived organizational support for the environment and employee well-being makes the cultivation of POS-E an important task for both management and HR which could stimulate the perceptions of organizational support for the environment.

Limitations and Recommendations

The present study is subject to several limitations that need to be considered when interpreting the results. Firstly, the study employed a cross-sectional, self-report survey-based research design which restricts the ability to establish direct causal relationships between constructs. No causal inferences can therefore be made, and the results are not generalizable to other industries or population groups. To determine causality and improve generalizability, longitudinal research is required coupled with more objective measures or indicators for sustainability, attitudes towards the environment, and organizational support mechanisms. The sample may have been skewed towards individuals with positive attitudes towards the environment, as reflected by the high average scores on the attitudes towards the environment scale. It is important for future research to explore whether similar findings emerge when employees hold less positive attitudes towards the environment. Additionally, considering the predominantly higher education levels among respondents, it would be valuable to replicate the study with a different target group to examine potential variations in the results. Future research should aim to employ more stratified random samples. Thirdly, data was obtained from a single organization in the banking industry within the Netherlands. It is imperative for future research to investigate the applicability of these findings to other organizations and industries to enhance generalizability.

Conclusion

In conclusion, this study has increased our understanding of the complexity of the relationship between perceived organizational support towards the environment and resilience. Although perceived organizational support towards the environment affects resilience in multiple ways, the necessity of cultivating perceived organizational support towards the environment is often emphasized for other more ethical reasons.

Due to the merits identified in this study, we advocate the deliberate cultivation of perceived organizational support towards the environment within organizations. Therefore, we hope that this study motivates other researchers to further explore antecedents and outcomes of perceived organizational support towards the environment in order to increase both employee well-being within contemporary organizations and sustainable behavior in our society.

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Supporting Information

Competing Measurement Models for Moderating Factor (Attitudes Towards the Environment)

No	Model	χ^2	df	CFI	TLI	RMSEA	SRMR	AIC	BIC	aBIC	Meets Goodness of Fit Criteria	Meets Measurement Quality Criteria
1	Model 1	15.44	5	0.98	0.96	0.08 [.035-.120]	0.03	3464.46	3522.95	3475.37	Yes	Yes

χ^2 = Chi-square; df = degrees of freedom; TLI = Tucker-Lewis Index; CFI = Comparative Fit Index; RMSEA = Root Mean Square Error of Approximation; SRMR = Standardised Root Mean Square Residual; AIC = Akaike Information Criterion; BIC = Bayes Information Criterion; **Bold** = Non-significant; *two items were permitted to covary