Supportive Leaders and Sustainable Banking: How Supportive Leaders Develop Employee Green Behavior

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ABSTRACT: In this era organizations are significantly accepting the importance and need for incorporation of environmentally favorable practices to cultivate beneficial results for sustainable development. In the context of the workforce inside an organization, leaders play a vital role in motivating and engaging their followers to gain fruitful outcomes. This qualitative research investigates the role of supportive leadership in developing green behavior among the employees in the banking sector of Pakistan. The banking sector has a pivotal role in the economy of any country, as it provides financial support to government institutions and the public as well. On the other hand, sustainability concerns are also more relevant to the banking sector as it falls under the category of non-polluting industries, but its financial practices have a great impact on environmental sustainability. This study provides a comprehensive framework for this contemporary challenge by incorporating an under-researched leadership style, "Supportive Leadership," with "Employee Green Behavior". Semi-structured interviews will be conducted with employees of the top five banks in Pakistan. This study employs the six-step thematic analysis approach to apply qualitative methodology followed by inductive reasoning.

KEYWORDS: Supportive Leaders, Sustainable Banking, Employee Green Behavior, Sustainable Development, Banking Sector

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Introduction

The convergence of an effective leader and organizational green practices will act as a pathway for achieving advantageous sustainable outcomes. Leadership is considered an imitative, empathetic, and role-taking process. The role of leaders is considered to be one of the most important contributing factors in an organization's success. (Eliyana et al., 2019). Previous research on leadership provides multiple actionable insights for organizational scientists for enhancing organizational performance by influencing their subordinates in a positive way. (Faupel & Süß, 2019). Prior studies have provided useful findings on leadership styles, including transformational, charismatic, transactional, and supportive, to investigate the impact of relationships between leaders and followers in the workplace. (Liu & Huang, 2020; Patzelt et al., 2021). Categorically, the research on Supportive Leadership aims to delve into a comprehensive interpretation of how leaders can effectively deliver by inspiring and guiding their team

members; furthermore, it was also observed that environment-specific supportive leaders motivate their team members for in-role performance and extra-role activities. (Kim et al., 2021).

(Ying et al., 2020) addressed about the relationship of servant leaders with employee's workplace green behavior, that presence of servant leaders in an organization fosters green behavior at workplace when they are empowered and motivated to do such activities. (Sørengaard & Langvik, 2022) explored the process to create a healthy and safe work environment, including low Job Burnout among the employees; they highlighted that a supportive leader acts as a shield against the unfavorable effects of stress by contributing towards improved occupational health. A healthy workplace environment provides motivation to work. In addition to the above discussions (Lin & Ling, 2021) examined the relationship between supportive leaders at top-level management on service quality of employees in Chinese tourism and hospitality sector and revealed about a strong impact of supportive leaders in enhancing the service quality at workplace.

The pursuit of sustainability and environmental protection has now become an important concern for businesses across the globe. As the world is facing challenges including climate change, environmental degradation, etc., companies are now rapidly integrating environmental considerations into their decision-making and operations. (Zhou & Zheng, 2023). One of the critical aspects in these transitions is employee behavior at the workplace, which is not only responsible for reducing an organization's environmental footprint but also essential for overall employee satisfaction and well-being. (Sun et al., 2022). The environmentally friendly behavior of an employee is a reflection of his pro-environmental activities at the workplace; these activities are comprised of in-role green behaviors (IGRB) and extra-role green behaviors (EGRB). IGRB covers the performance of roles of an employee within an organization, which can be termed as complying with the organization's norms and substituting certain products with green resources. While EGRB, in contrast, is not necessarily required of employees while performing their duties (Zhang et al., 2024; Zhou & Zheng, 2023). The relationship between employee workplace green behavior and its importance has been discussed extensively; however, there is still a need to explore further the ways to improve and develop this behavior among employees to comply with United Nations sustainability goals. (Horvath et al., 2022). As discussed above the role of supportive leaders in shaping organizational practices has been investigated in different perspectives, but how does this leadership style contributes in developing Employee Green Behavior is still yet a covered area that need to be addressed more effectively.

In the present era of globalization, the debate of sustainability has evidently arisen as a crucial concern for business organizations worldwide. It was observed that several organizations have practically integrated these practices to enjoy fruitful outcomes. (Zacher et al., 2023). Regarding non-polluting industries, the banking sector is recognizing these policies more aggressively. In this context, different researchers have provided valuable insights for the literature as well as for practitioners. (Malsha et al., 2020). The success of these initiatives in the banking sector is not merely about reducing carbon footprints, but also relevant to promoting sustainable financial practices. Keeping in account the other relevant factors for encouraging sustainable development, the part of leadership in promoting the environmental friendly behavior among employees has gained utter attention of researchers. Previously, this concept has been explored in different regions and different study settings, both empirically and qualitatively. Unlike other leadership styles, supportive leadership is a style in which a leader is more concerned about the followers' respect and well-being, which provides them a sense of being valued. (Lin & Ling, 2021)This contemporary leadership style has gained the utmost attention of researchers.

However, there is a strong need to uncover this transition in the non-polluting sectors of the economy. That is why this study aims to investigate the underlying mechanisms and in-depth understanding of employee green behavior in the banking sector of Pakistan in the presence of a supportive leader.

Research Questions

1. How do supportive leadership practices in Pakistani banks influence employee perceptions of environmental responsibility?
2. What are the perceived barriers and facilitators of employee green behavior within the Pakistani banking sector?

Literature Review

Leadership is a crucial element in the context of business organizations; leaders with multiple traits contribute in a positive way to organizational growth. The concept of leadership is an important area of research for management sciences researchers; prior studies have contributed to the literature by addressing multiple possible contextual and theoretical gaps by investigating the role of leadership in an organization. (Barkhordari-Sharifabad et al., 2018; Brockner et al., 2006; Hsieh et al., 2022; Top et al., 2020). To address the need to take initiatives for environmental sustainability, the role of employee green behavior has emerged as a core research area for organizational scientists for the past few decades.

Supportive Leadership

The concept of supportive leadership was first proposed by House & Mitchell (1975). Contrary to other leadership styles a supportive leader is defined as a form of leadership style characterized by a friendly and approachable behavior, who shows concern for his follower's conditions, welfare and needs. In the context of organizational settings, a supportive leader does such little things that show his followers that their work is highly valued. (Stein et al., 2020). A leader with a supportive style treats followers equally; in simple words, such a leader tries to provide support and attention to all the followers without differences. (Kim et al., 2021). After the initial recognition of this leadership style, further studies contributed to the development of this concept by providing a variety of definitions that provide different emphases. (Lin & Ling, 2021) characterized supportive leader who is considerate, sensitive and approachable to the follower's needs. This style cultivates harmonious relationships among team members at the workplace. In addition to the above studies (Yu, 2017) staunchly emphasized that Supportive leadership is a behavior that aims to satisfy the needs of the followers, which eventually develops a strong positive attitude and helps the followers in building confidence. It validates the other researchers' approach by categorizing this leadership style with respect and concern. In line with the above research studies, (Lee et al., 2022) discussed the importance of support by the supervisor at the workplace; a leader with supportive behavior contributes to the satisfaction, needs, and well-being of the followers. Moreover, such leaders try to create a friendly and psychologically supportive workplace environment for the followers. These findings of Lee et al. support the prior research.

While a group of researchers focuses on the social and emotional support provided by a supportive leader, (Emory-Johnson & Mckinney, 2022) argued about the role of supportive leaders in the informational, instrumental, and rewarding support to followers. In this case, a leader with supportive behavior is expected to show support and concern for the followers to promote cohesiveness among team members; this eventually leads to increased job satisfaction, employee performance, and organizational growth. (Sørengaard & Langvik, 2022).

Employee Green Behavior

Environmental issues have achieved a remarkable prominence in the field of management research as a global challenge to the sustainable development of the economy and overall society (Gibb et al., 2020). Within this context there is need for such scalable actions and behaviors that motivate employees towards environmental sustainability is termed as "employee green behavior" (Zacher et al., 2023). This workplace behavior has become an essential part for organizations to tackle the grand challenge of sustainability across the globe. Previous studies have extended the

scope of sustainability management due to employee green behavior from the organizational level to the individual level of employees, and hence it acknowledges the role of employees as agents in contributing to sustainable development (Katz et al., 2022). Due to increasing recognition of this concept in research and practice, it produces multiple conceptualizations about this behavior. Some research studies consider it as part of an organization's human resource management practices that govern employee green behavior (Ren et al., 2018), whereas other researchers see it as a type of behavior among employees that urges them to go beyond formal job requirements (Sathye, 2004).

In the review of this behavior by (Tang et al., 2023) it was observed that fewer research studies were conducted by conceptualizing employee green behavior as part of job performance. In this approach, it was observed that a low level of task accomplishment does not translate into expected behavioral outcomes (Norton et al., 2015). Research in this domain has differentiated employee green behavior into in-role and extra-role performance by the employees; this advances its linkage with voluntary versus required task accomplishment at the workplace. (Ones et al., 2018).

(Gottman et al., 1998) explores that an organization's environmental strategy positively impacts the green psychological climate, which acts as a bridge between employees' intention to act green and actual green behavior; their research further indicated that employee green behavior varies between individuals, and it can be shaped by both individual-level context as well as organizational context. A positive psychological climate for employees will strengthen the link between their intentions and behavior; hence, it will provide a fostering climate to encourage employee green behavior.

The proliferation of this emerging conceptualization related to employee green behavior has advanced the scope of research on the topic from a focus on the content at the individual level to the interplay between employees and the context. As per the United Nations Sustainable Development Goals, implementation of sustainability-related initiatives is increasing. Globally, the education sector, IT sector, and the banking sector have successfully shown their contribution in line with the UN SDG'S. Therefore, this research study aims to advance the literature in the context of employee green behavior to develop a new conceptualization by examining employees' in-role and extra-role performance in the presence of supportive leadership in the workplace in the banking sector of Pakistan. In light of previous research discussions, it has been observed that organizations with a positive psychological climate can cultivate more beneficial results in terms of employee green behavior; furthermore, it has been explored by different research studies that a supportive leader has the potential to motivate followers by taking into account their needs, respect, and well-being, which ultimately contributes to the development of a positive and friendly psychological climate at the workplace. Our study has addressed the underlying assumptions by applying a qualitative research approach to uncover the ambiguities in this very relationship between supportive leadership and the development of employee green behavior to provide valuable insights for the literature and for the practitioners as well.

Methodology

This research study employs a qualitative research approach, following the interpretivism research philosophy, as it aims to uncover and develop a new framework by considering these two constructs: "Supportive Leadership" and "Employee Green Behavior".

Data Collection

This study involves the qualitative research technique with in-depth interviews that are being conducted from different banking officials. The ethical considerations were strictly followed to ensure the privacy of the respondents. The consent of every single respondent was obtained for the interview and further interpretation of the findings. Participants were interviewed in their native language, including Urdu and Punjabi, to ensure open and confident

communication about their experiences. Our sample size comprised 11 Interviews from different banks in Pakistan, out of which 4 respondents were serving in the government banking sector, while the remaining 7 respondents were from the private banking sector at different designations. Some of our respondents were in managerial-level positions, MTOs (Management Trainee Officers), AVPs (Assistant Vice Presidents), and Heads of the Internal Audit Department. They were qualified and experienced enough to participate in this research with an aim to uncover the current prevailing practices about Employee Green Behavior and also discuss the needed mechanism/frameworks to enhance this behavior in the banking sector of Pakistan. The interviews lasted from 15 to 20 minutes with an aim to uncover the maximum opinions and experiences of employees about this behavior. The demographics of our respondents are mentioned in Table 1.

Table 1

Demographics					
Respondent	**Gender**	**Country**	**Bank Name & Type**	**Designation/Department**	**Experience Years**
R1	Male	Pakistan	Al Baraka (Pvt)	Shariah Advisor	5
R2	Male	Pakistan	NBP (Govt)	Internal Audit	3
R3	Male	Pakistan	ZTBL (Govt)	MTO	1
R4	Male	Pakistan	Al Falah (Pvt)	Asst. Manager	3
R5	Male	Pakistan	ZTBL (Govt)	MTO	1
R6	Male	Pakistan	Faysal Bank (Pvt)	Internal Audit	8
R7	Male	Pakistan	Faysal Bank (Pvt)	Internal Audit	10
R8	Male	Pakistan	Faysal Bank (Pvt)	Internal Audit	5
R9	Male	Pakistan	Faysal Bank (Pvt)	Internal Audit	5
R10	Male	Pakistan	BOP (Govt)	AVP (RFD)	15
R11	Male	Pakistan	HBL (Pvt)	OG 1	1

Table 1, Demographics

This study followed the six-step thematic analysis by (Braun & Clarke, 2006) using NVIVO-15 Software to incorporate this method in an effective manner. It includes the following steps.

1) **Getting Familiar with the Data:** In this step, the obtained data is reviewed repeatedly to gain an in-depth understanding of the data (Stranges et al., 2014)

2) **Assigning the Codes at Initial Level:** At this stage, the relevant codes were assigned to summarize our data in order to move towards the next step for further categorization. A thorough and in-depth reading provided helpful insights to assign the preliminary codes to the statements of the respondents. This involves a complete review of the transcripts with the help of NVivo 15 software; findings from this stage are illustrated in Table 2.

Table 2

Main Themes	Sub Themes/Codes	Frequency of Coding
Administrative Requirements	Paper Requirement	5
	Use of Paper	6
Challenges & Barriers	Excessive Use of Paper	2
	Excessive use of resources	6
	Hazardous Activities	5
	Lack of Policy	21
	Lack of Trainings	17
	Poor Control	2

Main Themes	Sub Themes/Codes	Frequency of Coding
Employee Engagement	Getting Inspired	4
	Motivating Employees	14
Environmental Awareness	EGB Understanding	3
	Lack of Awareness	15
	Personal Ethics	10
	Role of Education	6
Green Banking	Green Banking Practices	18
	Initiative by Bank	12
	Policy by Bank	9
	Training by Bank	3
Resource Management	Efficient use of resources	20
	Paperless Banking	18
	Reusing Paper	7
	Use of reusable resources	6

Table 2, Main Themes and Sub-Themes

3) **Searching the Themes:** According to (Braun & Clarke, 2006)themes are those significant components of the data that are aligned with the subject of the study. The process of coding the data that is being performed in the previous step acts as a starting point for the further analysis of the data. Table 2 explains about how the codes are assigned and helped in reaching out the main themes from the data.

4) **Reviewing Themes:** In this step, we explored sub-themes in the second step, which were further reviewed in detail to find out the linkage between the codes and possible themes.

5) **Defining the themes:** In this step, the themes found from the obtained data using the software were defined as the output of the research. For this purpose, each sub-theme/code was thoroughly studied again in light of the assigned title/main theme. The ideas and opinions gathered from the participants that helped us in generating initial codes acted as a pathway to further categorize them. The output of the interviews in the transcripts was studied again to derive a collective and comprehensive definition for each theme.

6) **Report writing:** In the last step of thematic analysis, it involved detailed report writing based upon the findings of the data. It includes the output identified in step 5, as it is a collective interpretation of the whole process of thematic analysis. For this purpose, the relevant statements of some of the respondents and graphical representations with the help of NVivo 15 in the form of hierarchy charts are included.

Reporting the Outputs

The following table provides an effective and comprehensive understanding of the themes extracted from the data.

Table 3

S. No	Title of Theme	Definition of Theme
1	Administrative Requirements	The administrative requirements of the banking sector include the formal procedures and operational standards that have an impact on environmental practices. These practices can have an impact on resource use, especially when the use of paper is a major constraint and affects the way green behaviours are embedded in the organizational structure.
2	Challenges & Barriers	The barriers to green behavior in banking are related to operational inefficiencies, policy weaknesses, training inadequacy, and poor oversight mechanisms. It is evident from these obstacles that there are systemic challenges that need to be addressed to put in place effective environmental initiatives that address them, and resource allocation needs to be improved.

S. No	Title of Theme	Definition of Theme
3	Employee Engagement	Employee engagement in environmental initiatives is an indicator of the extent of active involvement and motivation of employees in promoting green behaviour. Inspiration, motivation, and reinforcement are critical to engaging employees, which is vital to developing a culture of sustainability within the organisation.
4	Environmental Awareness	Environmental awareness is the understanding and recognition of green practices and the importance of them. among employees. This means not just knowledge of green banking, but ethical issues and the importance of education in changing behaviours, showing a lack of awareness that must be filled.
5	Green Banking	Green banking practices demonstrate the actions and policies that banks are taking to incorporate sustainability into their operations. The practices outlined are an initiative of the financial sector towards environmental sustainability, as formalized policies and employee training are provided to help shift the sector towards more eco-friendly operations.
5	Resource Management	Good resource management in banks is essential to reduce the environmental impact. The focus of the reduction is on. Paper use, paperless options, and reusing resources are examples of ways in which banks can do more to become more sustainable and to use resources more efficiently to reach their goals.

Table 3, Defining the Themes

Theme-1 Administrative Requirements

The theme *Administrative Requirements* highlights the operational and procedural frameworks within banking institutions that significantly impact environmental practices. In the context of promoting green behavior, administrative processes, particularly those involving documentation and resource use, play a pivotal role. This topic is expressed in our study with the help of two further sub-themes, including "Paper Requirement" and "Use of Paper".

For documentation of legal requirements and for compliance requirements of Sharia, we need printed documents in large quantities for every client. (R1)

Many banking operations are still heavily dependent on traditional methods, such as the use of physical paper, which directly contributes to environmental inefficiencies.

I use to take print of every single document Like even if the document is available in soft form To Me Still I take the print. (R2)

The qualitative analysis shows that administrative requirements not only represent a structural problem, but also an opportunity for innovation. Solving these challenges requires a re-imagining of regulations and processes to help, not hinder, sustainable practices.

Theme-2 Challenge & Barriers: The theme of Challenges and Barriers in the context of promoting employee green behavior in the banking sector reflects the significant hurdles that institutions face when attempting to integrate sustainable practices into their operations. These obstacles are multi-faceted, arising from a combination of organizational inefficiencies, insufficient policy frameworks, and cultural resistance to change. To explain this theme, we used 7 sub-themes comprising Excessive Use of Paper, Excessive Use of Resources, Hazardous Activities, Lack of Policy, Lack of Training, Poor Control, and Workload.

- *We do not usually turn off the systems on weekends, occasionally when there comes holidays then we try to switch off the systems. (R5)*
- *Last year, when I was at Faysal Bank, Regional Office, due to employee negligence, the building caught on fire, and after that 3,4 days, that regional office remained closed. (R8)*
- *No such formal awareness has been observed yet. No seminars or trainings have been conducted yet. (R10)*
- *I believe our bank requires a clear policy to implement the practices of green behavior across the bank. (R7)*

The theme is a depiction of the factors which make the implementation of green behavior in the banking sector challenging. This will take place through structural changes, policy changes, and a change in the culture of the organisation to put sustainability goals on par with other operations.

Theme-3 Employee Engagement

The theme Employee Engagement highlights the importance of employees in the successful implementation and penetration of green behavior in banking institutions. Employee engagement should not be seen as a passive element, but as an active part of the sustainability efforts that can actually contribute to the success of the initiatives. This theme is covered by three codes: Getting Inspired, Motivation from employees, and Penalty.

- *I believe till there is no such penalty being imposed on the employees they will not cooperate or to adapt this kind of practices. (R1)*
- *I try to motivate my other colleagues on this behavior, like avoiding unnecessary use of resources and minimizing the use of resources. (R3)*

Employee Engagement is a highly relevant topic and plays a vital role in the understanding of successful implementation of Green Behaviour in the banking sector. Employee engagement is not only about individual actions, but it's also about a joint effort to integrate sustainability into the organization's culture. To reach high levels of engagement, motivation, inspiration, adequate training, and leadership support are all needed to help set up an environment that supports, sustains, and normalizes green behaviors.

Theme-4 Environmental Awareness

Environmental Awareness is another theme that is essential and foundational in influencing employees' green behavior in the banking industry. It's the awareness, knowledge, and understanding of employees about environmental issues and sustainable practices. The theme is very important as it is related to the level of awareness among the employees, which directly affects their ability and willingness to adopt eco-friendly practices within the workplace.

In our research study we further explored this theme with the help of further four sub-themes that are EGB Understanding, Lack of Awareness, Personal Ethics and Role of Education. Respondents provided multiple opinions on these sub-themes that led us to create an overarching definition for this theme.

- *I feel that a major deficiency is that employees are not aware of this concept; they are very much educated and experienced but not educated about this behavior. (R2)*
- *I also try to motivate and educate the people even outside the bank to follow these kind of behaviour and practices that helps making environment clean that makes some effort in preservation of the environment. (R4)*

The more informed and aware employees are about the environmental impact of their actions, the more likely they are to contribute to sustainability efforts. Closing awareness gaps through education, aligning personal ethics with

organizational goals, and fostering a culture of collective responsibility are essential strategies for improving environmental performance within banks.

Theme-5 Green Banking

Green Banking is a pivotal theme in understanding the role of financial institutions, particularly banks, in promoting sustainability and reducing their environmental impact. This theme provides the specific policies, initiatives, and practices adopted by banks to align their operations with environmental goals, encouraging both internal and external stakeholders to contribute to sustainable development. It was investigated with the help of four sub-themes that consist of Green Banking Practices, Initiatives by Banks, Policy by Bank, and Training by Bank. Out of these, respondents mainly argued that there is an important role of policy by the Statement Bank of Pakistan for implementation and evaluation of these practices at the workplace.

- *It is a clear instruction from the State Bank of Pakistan for banks to issue loans on subsidized rates for green investments; our bank, as it is related to the agriculture sector, issues loans for biogas or solar projects at only a 7% markup. (R3)*

To implement the green banking initiatives successfully, important factors are clear policies, employee training, and leadership commitment. Green banking practices are constantly being developed at banks, where banks play a great role in environmental sustainability, not only through their own practices but also through the financial services they offer in green banking.

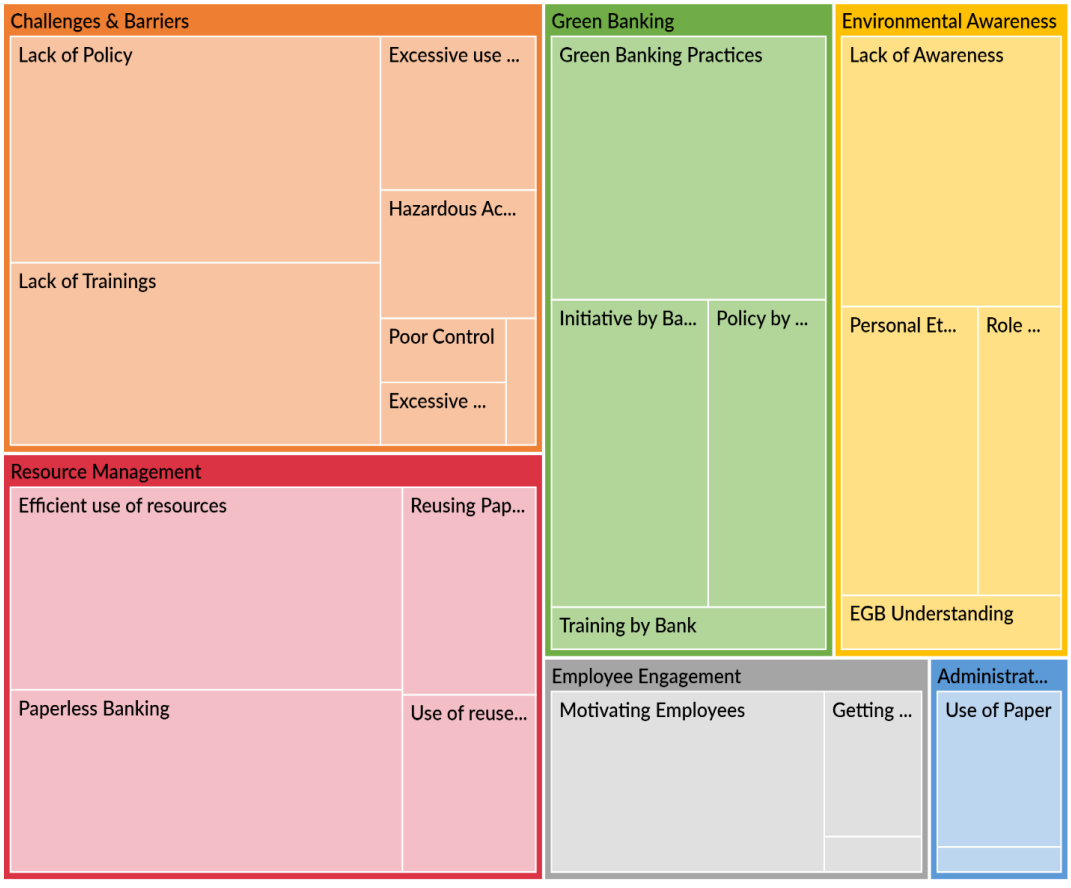
Theme-6 Resource Management

Resource Management is a critical theme in understanding how banks optimize the use of resources to reduce their environmental impact and enhance operational efficiency. In the context of green behavior, resource management refers to the strategies and practices employed by banks to minimize waste, promote sustainability, and use resources more effectively. We explored this very important component using four sub-themes: Efficient use of resources, Paperless Banking, Reusing Paper, and Use of reusable resources.

- *I also try to make sure that our employees turn off their PC'S and unplug their LCDs because normally employees turn off their PC and do not unplug. (R10)*
- *We also try to make sure that there is no late sitting in the office after 5:30 p.m. unless it is required due to some official engagement. (R3)*

In the banking sector, managing resources is a multi-faceted theme that covers the efficient use of materials, energy, and other resources. It plays a vital role in reducing the environmental impact of banking operations, with strategies such as paperless banking, energy efficiency, reuse of materials, and investment in digital infrastructure being at the forefront of these efforts.

Hierarchal Chart



Conclusion

This study explored the relationship between supportive leadership and employee green behavior (EGB) in the banking sector of Pakistan, providing new insights into how leadership styles can foster environmental sustainability in non-polluting industries. By examining how supportive leaders can motivate employees to develop green behaviors, this study fills an important research gap in the literature on leadership and sustainability. The findings of this study provide insight that supportive leadership, mainly characterized by concern for employee well-being and a commitment to nourishing a positive workplace climate, plays a key role in shaping both in-role and extra-role green behaviors. (Malsha et al., 2020)(Elsaied, 2019).

Theoretical Implications

This study adds to the growing body of research about leadership and environmental management by giving a view of how supportive leadership can help people act green. Supportive leadership plays a role in promoting green behavior. While past studies have mainly looked at leadership styles such as servant leadership (Agrawal & Pradhan, 2023), this study deepens the little-known area of supportive leadership in sustainability contexts. Supportive leadership is now seen as an approach for environmental management. This study shows that supportive leadership can push not only task performance but also voluntary environmental behavior among employees. The results also show that a safe workplace, where employees feel valued and supported, can lead to more engagement in sustainable practices. This expands the framework that links supportive leadership with environmental sustainability, giving a basis for future research into leadership styles that promote corporate social responsibility.

Practical Implications

From this point of view, this study shows several important steps that banking institutions can take to improve how employees act in a green way. First, banks should put money into leadership development programs that teach managers how to be leaders. These leaders can open up communication, give informational help, and build a workplace that values the environment. By putting these practices into rules, green behavior can become a normal part of work instead of a special project. Also, the study says banks can reach green behavior by adding training that gives staff the knowledge and skills needed to do eco-friendly work.

Moreover, the results show that banks need environmental policies that give a solid base for green behavior. Firms must close the gaps between rules and training by building structures that push sustainability at every level of the bank. Regular checks and feedback systems must be set up to track progress and make sure that managers and staff stay on the same page with the bank's green goals. These steps can lower the bank's impact and create a workplace that truly backs sustainability.

In conclusion, the study highlights how supportive leadership can make a big difference in sustainability within the banking sector. It fills in missing pieces in the theory. Gives real-world ideas. This gives a path for researchers and professionals to keep studying and putting leadership-based green efforts into action. As companies deal with growing challenges around sustainability, supportive leadership gives a practical way to build eco-friendly habits into the heart of the organization. This helps not only the environment but also the business itself.

Limitations and Directions for Future Research

Despite the information that came from this study, there are some things that need to be recognized, and those things can also be places to look for more research.

First, the number of people who took part in the study is small. There were interviews with 11 people who work in banking from banks in Pakistan. Even though this group gave some ideas, a bigger group with more different people could lead to more complete and widely useful results. Relying on people from the banking industry makes it hard to use the study's findings in other fields, especially those that affect the environment more directly, like making things or producing energy. Second, the research is based on talking with people, not on numbers. This way of doing things lets people share their thoughts in detail. It doesn't give strong proof of how one thing causes another. For example, it doesn't clearly show how leadership that supports behavior affects employees. Also, the study only looked at one place, Pakistan. This might mean it's not easy to use the results in places where the way people lead and the rules about the environment might be different. Another thing is that people might have answered in a way that makes them look good, not the truth. This kind of answer could change how real the answers are about their actions or how they see their leaders. From the things that were not perfect in this study, there are chances for more research. First, making the group of people include different jobs and industries would help see if the findings about leadership that supports green behavior are the same in different places. Comparing companies that hurt the environment with those that don't could give an understanding of how leadership changes the way employees act.

Second, future research could use both talking and numbers. For example, asking people questions in a survey. Doing an experiment. This would help check the results from the talking part and show clearly how leadership and green behavior are connected.

Third, looking at cultures could help understand how leadership that supports green behavior works in different places. Leadership styles and what employees expect from leaders might be different in countries. It would be helpful to see if the same patterns happen in different areas, including both rich and poor countries.

This research has several implications, as it addresses global challenges with an actionable framework for business organizations to replicate and apply for getting better outcomes. Primarily it addresses the core concept in terms of environmental sustainability "Employee Green Behavior" in a developing country which will help in creating awareness about this practice at country level. Secondly this study will add up in the literature of both constructs as it contributes towards development of a new framework. Thirdly this study will serve as a pathway not only for academicians but also for practitioners and policy makers.

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