

# The Influence of Work Values on Employees' Green Behavior in Technology Enterprise: Mediating Roles of Climate and Motivation

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**Abstract:** This study takes perceived green motivation and green psychological climate as intermediaries to explore the relationship between work values and employees' green behavior. Structural equation model (SEM) and questionnaire survey data of Huawei employees were used to study the impact of values on green behavior. This study investigates the relationship between these factors and how they affect employee behavior. Green behavior refers to a series of environmental actions taken by individuals or organizations in their daily lives, aimed at reducing the negative impact on the environment and promoting sustainable development. 363 respondents from China's Huawei provided data through online and offline surveys. The results show that green psychological atmosphere and perceived green motivation play an intermediary role between work values and employees' green behavior. This finding provides suggestions for Huawei to cultivate green behavior, encourage team cooperation, develop green corporate culture, and formulate effective training and incentive plans.

**Keywords:** green behavior, green psychological climate, perceived green motivation, work values

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## 1. Introduction

Despite the growing recognition of the importance of Employee Green Behavior (EGB) in sustainable corporate development, several research gaps persist. These include insufficient studies on the direct link between work values and EGB, particularly how different types of work values (e.g., achievement orientation, teamwork, innovation) influence specific green behaviors. Additionally, the mechanisms through which green psychological climate and perceived green motivation mediate the relationship between work values and EGB are not fully understood, with a need for more detailed exploration of their dimensions and interactions. Furthermore, there is a lack of cross-cultural and cross-industrial studies, limiting the generalizability of findings, and a scarcity of research on effective intervention measures and strategies to enhance EGB through human resource management and organizational policies. Addressing these gaps will provide a more

comprehensive understanding of the factors and mechanisms that drive employees' green behaviors and offer practical guidance for promoting sustainability across diverse contexts.

This study investigates the impact of work values on Employee Green Behavior (EGB) at Huawei, a global leader in information and communications technology with a strong commitment to sustainability. By examining the dual mediating roles of green psychological climate and perceived green motivation, the research aims to understand how work values influence EGB. Huawei's extensive efforts in energy conservation, emission reduction, and green design, along with its numerous environmental certifications, provide a robust context for this study. The research, grounded in self-determination theory and person-environment fit theory, seeks to uncover the complex relationships and mechanisms that drive employees' green behaviors, contributing to both corporate and societal sustainable development.

The purpose of this study is to explore the influence of work values on green behavior of employees in Huawei, especially the moderating effect of green psychological atmosphere and perceived green motivation. By applying self-determination theory, the study will analyze how work values directly promote environmental behavior by improving employees' intrinsic and extrinsic motivation; At the same time, with the help of the individual-environment matching theory, this paper explores how the green psychological atmosphere and perceived green motivation enhance or regulate the connection between work values and green behavior, so as to provide practical suggestions for optimizing green behavior in technology enterprises through management practices.

## **2. Theory & Literature review**

### **2.1 Self-Determination Theory**

Self-Determination Theory (SDT) explores how individuals pursue and achieve goals, emphasizing the importance of satisfying three basic psychological needs: autonomy, competence, and relatedness (Gagne & Deci, 2005). These needs are fundamental to human motivation and behavior regulation. SDT also distinguishes between intrinsic and extrinsic motivation. Intrinsic motivation arises from personal interest and enjoyment, while extrinsic motivation is driven by external rewards or pressures. However, extrinsic motivation can be internalized through processes like acknowledgment and integration, transforming it into autonomous motivation. Successful internalization allows individuals to experience autonomy and satisfaction akin to intrinsic motivation. Conversely, failure to internalize extrinsic motivators can lead to controlled motivation, where actions are driven by external pressures or internal conflicts rather than genuine self-determination (Zhang, 2019). This undermines autonomy and reduces the quality of goal pursuit.

In summary, SDT highlights the importance of fulfilling autonomy, competence, and relatedness to foster intrinsic motivation and self-determined behavior. It also

underscores the potential for internalizing extrinsic motivation to achieve similar outcomes, provided individuals can align external influences with their internal goals and values.

## **2.2 Person-Environment Fit Theory**

Person-Environment Fit Theory is crucial in Human Resource Management, focusing on the alignment between individuals and their organizational environment and its impact on employee attitudes, behaviors, and organizational effectiveness. The theory posits that when personal traits like skills, values, and knowledge align with organizational culture and job demands, it leads to higher job satisfaction, commitment, and performance, enhancing organizational stability and growth. As globalization increases, individuals prioritize cultural fit when choosing employers, and organizations similarly value alignment with their culture during recruitment. This fit extends beyond selection, influencing the entire employee lifecycle and fostering relational psychological contracts based on mutual trust and shared visions, which enhance organizational citizenship and innovation.

Conversely, a poor fit can lead to disengagement and high turnover, harming both employee well-being and organizational performance. To improve fit, organizations can strengthen cultural alignment, offer tailored training, and maintain open communication channels. In high-tech companies, where innovation and sustainability are often emphasized, aligning employee values with organizational green practices can promote environmentally friendly behaviors. However, individual differences necessitate personalized approaches to training and incentives to foster alignment with organizational sustainability goals. Overall, Person-Environment Fit Theory is dynamic, requiring organizations to adapt to changing environments and employees need to maintain alignment and support mutual development.

## **2.3 Variables**

### **2.3.1 Work Values**

The definition and understanding of work values can be summarized from three main perspectives: First, from the perspective of needs, work values reflect an individual's intrinsic needs and goals to be achieved in their professional life (Super, 1970; Schwartz, 1999). Secondly, from the perspective of judgment, work values serve as a standard for evaluating work outcomes, used to judge the right and wrong of work behaviors (Elizur, 1984; Robbins, 1993). Lastly, from the perspective of preferences, work values embody an individual's preferences concerning job satisfaction and goals, emphasizing the orientation towards personal emotions and fulfillment (Zytowski, 1970; Pryor, 1979). These viewpoints together form a multidimensional understanding of work values, revealing their core role in professional behavior and decision-making.

While scholars have not reached a unified definition of work values, they agree that work values represent employees' understanding of the meaning of work. They serve as standards for choosing goals and guiding actions, maintaining a degree of persistence and stability, and evolving over time. Considering the subject of study, this paper adopts a comprehensive concept that combines the perspectives of needs,

judgments, and preferences, viewing employees' work values as stable beliefs about work principles and needs after assessing their own traits and capabilities. These are standards used to judge various aspects of work and must be demonstrated through individuals' work attitudes and behaviors.

### **2.3.2 Employee Green Behavior**

"Green behavior," also known as "environmental organizational citizen behavior" or "pro-environmental behavior," refers to all actions that promote environmental conservation (Unsworth, 2013). In recent years, scholars have incorporated the factor of green behavior into organizational management, examining employee green behaviors from different perspectives. This has introduced various related concepts such as Sustainable Behavior (SB), Pro-Environmental Behavior (PEB), Low-Carbon Behavior (LCB), and Green Behavior (GB) among others. Combining individual green behaviors with the workplace domain has led to a new concept—employee green behavior. People regard green behavior as environmentally significant, hence also termed pro environmental behaviors, requiring individuals to have a positive environmental impact, or at least minimize their negative impact on the environment. Currently, definitions of green behavior among scholars vary. (Ramus & Steger, 2000) suggest that employee green behavior is related to eco-initiative, meaning that it consists of voluntary actions by employees that improve organizational environmental performance, such as reusing wastepaper, reducing environmental pollution, and enhancing the ecological surroundings. This definition, however, is somewhat limited as it only emphasizes behaviors that impact organizational environmental performance, overlooking actions like sharing environmental knowledge among employees or proposing environmental suggestions to the organization, which do not directly affect organizational environmental performance (Ramus & Steger, 2000). Employee green behavior should encompass all workplace behaviors beneficial to the environment, influenced by the self-awareness of employees as proactive actions. This definition highlights that employee green behavior is not mandated by the organization but is willingly undertaken by employees from within (Boiral, 2009). Employee green behavior can be seen as all measurable pro-environmental actions taken by employees, encompassing both organizational deterioration and the promotion of environmental improvement. This definition includes the characteristics of autonomy, scope limitation, comprehensiveness, and measurability of behavior. However, this definition still has areas worth further research; indeed, a significant part of employee green behavior, such as the sharing of environmental knowledge among employees, is difficult to measure directly (Ones, 2012). According to Ones and others, such immeasurable employee green behaviors are not easily included in studies, which can seem somewhat one-sided. Employee green behavior is an active undertaking of pro-environmental actions within the workplace (Lu et al., 2016), including both spontaneous environmental behaviors by employees and those required by the organization to enhance its environmental performance. The definition by Boiral and others anticipates a broader spectrum, including both spontaneous actions by employees and those demanded by the organization, stressing that any workplace behavior beneficial to environmental

protection or organizational performance enhancement can be defined as employee green behavior (Boiral & Paillé, 2012). Based on existing research, this paper defines employee green behavior as: all pro-environmental activities undertaken by organizational members to protect the environment or improve organizational environmental performance. This definition includes both required green behavior (RGB) and voluntary green behavior (VGB); it encompasses green behaviors related to work as well as those unrelated to work.

### **2.3.3 Green Psychological Climate**

Organizational climate is described as the initial impression experienced by employees within an organizational context, commonly summing up employees' perceptions of organizational policies, procedures, and practices (Ostroff et al., 2005). Early research suggested that organizational climate was determined by objective factors such as organizational size, span of management, and hierarchy (Becker & Gerhart, 1996). However, current studies mainly focus on employees' perceptions and subjective interpretations of organizational policies (McGregor, 1960). Although scholars continue to discuss whether the climate is shaped by individual characteristics or organizational factors, the distinction between organizational climate and psychological climate is widely recognized (Ostroff et al., 2005; Schneider et al., 2013). Organizational climate is a variable at the organizational level, encompassing the shared feelings and perceptions of all employees within the organization. Psychological climate, on the other hand, is an individual-level variable, conceptualized and measured from the perspective of individual dimensions and perceptions, referring to an individual employee's perceptions and evaluations of the organizational environment, reflecting the importance of organizational characteristics for both the individual and organizational development (Ji, 2016). Psychological climate can be defined as an employee's perception of organizational policies (James et al., 2008). Only when a strong consensus is formed among individual perceptions of the climate can these perceptions be aggregated to form an organizational climate (Bowen & Ostroff, 2004; James et al., 2008). Overall, organizational climate is the collective, summarizing perception system of the entire organizational membership regarding the organizational environment (Schneider, 1975), reflecting the interaction between organizational features and individual characteristics of employees. There are two processes—the organizational process and psychological process—between independent objective variables like organizational size and dependent subjective variables such as individual perceptions (Indik, 1965). Past studies have shown that organizational climate is a response to organizational processes, and psychological climate is a response to psychological processes, with both influencing each other (Indik, 1965).

Since psychological climate refers to an individual's perception and evaluation of the organizational environment, the sub-concept of green psychological climate is generally viewed by academia as employees' perceptions and interpretations of organizational policies, procedures and practices that sustain environmental sustainability (Dumont et al., 2017; Norton et al., 2014). If employees have similar perceptions and views about the company's goals, policies, and work environment, they

are likely to work together towards the company's vision (Robertson & Barling, 2017). The green psychological climate "is the employees' perception of the pro-environmental policies, processes, and practices that reflect the organization's green values," highlighting the significant impact of corporate environmental policies on both individual employees and corporate green development (Dumont et al., 2017). Thus, this paper defines the green psychological climate as employees' perceptions and views on a series of environmental measures adopted by their organization.

#### **2.3.4 Perceived Green Motivation**

Motivation refers to the force that drives the advancement and development of employee work, careers, etc., and in social science research, it is similar to motivation. It was first proposed by the American psychologist Woodworth and applied to psychology, referring to the psychological tendency or internal driving force that motivates and maintains an agent's actions and can direct actions towards a specific goal (Woodworth, 1918). Intrinsic motivation is a direct manifestation of personal subjective initiative, arising from needs and serving as the reason for human behavior (Peng, 2021). In the field of psychology, theories on intrinsic motivation mainly include instinct theory (McDougall, 1926), drive theory, self-determination theory (Deci, 1987), attribution theory, and needs theory (Maslow, 1943). In the field of human resource management, scholars prefer to study employee intrinsic motivation from the perspective of self-determination theory, defining it as an internal force that can inspire individual behavior and determine the method, intensity, and duration of subsequent behaviors (Zhou & Zhang, 2018). In discussing the relationships between environmental ethics, institutional environment, management support, and green behavior in Malaysian food manufacturing companies, the concept of employee green motivation was introduced for the first time, linking it to the field of green environmental protection. This concept, referring to the tangible and intangible forces that can motivate and drive employees towards green behaviors, shares similarities with green motivation and green passion (Junsheng, 2020). Past research has shown that enterprises can motivate employees by rewarding, recognizing, and praising them, or when employees perceive organizational support and encouragement, filling them with the drive to engage in positive behaviors (Jackson et al., 2011). Based on the literature above, this study defines perceived employee green motivation as the drive felt by employees when they perceive organizational support for their environmental work or receive recognition, praise, or rewards for their conservation efforts, filling them with the motivation to engage in environmentally friendly behaviors.

### 3. Conceptual Model and Research Hypothesis

#### 3.1 Conceptual Framework

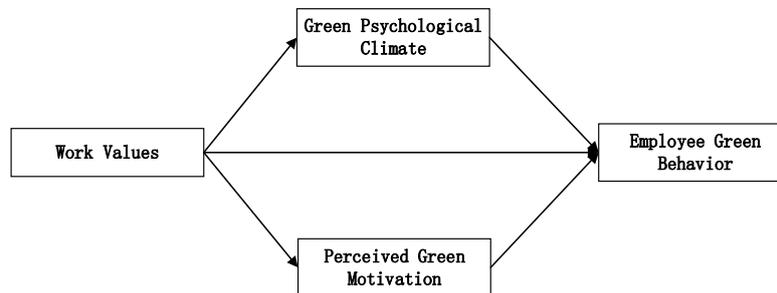


Figure 2.1 Theoretical Model Diagram

#### 3.2 Research Hypotheses

H1: Work values positively affect employee's green behavior in Huawei Enterprise.

H2: Employees' green psychological climate has a positive predictive relationship with green behavior and work values in Huawei Enterprise.

H3: Employees perceived green motivation has a positive predictive relationship with green behavior and work values in Huawei Enterprise.

### 4. Research Design

#### 4.1 Research Tools

To ensure the reliability and validity of the survey, the scales selected for this study are derived from well-established instruments both domestically and internationally, which have been utilized by many authoritative journals and scholars and are recognized for their high reliability and validity. In view of the innovative aspects and specific circumstances of this research, the items were appropriately adjusted without altering the core content. Considering linguistic differences, all English scales were subjected to a translation and back-translation procedure. Initially, the scales were translated into Chinese collaboratively by language professional master's students and researchers. Subsequently, a teacher with overseas academic experience and some familiarity with the field of employees' green behavior was invited to compare the translated scales with the original ones. Discussions and deliberations on expressing nuances were repeatedly conducted, and adjustments were made multiple times to ensure that the Chinese versions faithfully reflected the connotations of the English originals. The scales involved in this research on work values, green psychological climate, perceived green motivation, and employee green behavior all utilized a 5-point Likert scale to measure the correspondence between the respondents and the items described: 1 being strongly disagree, 2 somewhat disagree, 3 neutral, 4 somewhat agree, and 5 strongly agree.

### **4.1.1 Work Values Scale**

The scales measuring work values are abundant both domestically and internationally. The author selectively reviewed existing scales based on the content and structure of work values, opting for the Employee Work Values Scale developed by Hou Jufang and others. This scale was published in 2014, developed for employees in the Chinese context through a standardized method and process, and it aligns closely in terms of timeliness and adaptability with the subjects of this research. The scale consists of 20 items. It has been cited by scholars such as (Hou, 2014), (Yu & Hu, 2015) and (Wang et al., 2017), providing a strong empirical foundation with its high reliability and validity.

### **4.1.2 Employee Green Behavior Scale**

Employee Green Behavior: This scale, developed by Kim, includes six items. Kim distilled specific environmentally sustainable behaviors that employees should adopt at work, based on practical situations. The scale formally and concretely lists these behaviors. The specific items include "I avoid unnecessary printing to save paper," "I bring my own cup to reduce the use of disposable paper cups," "I prefer using stairs instead of the elevator," "I reuse paper in the office," "I recycle items that can be reused at work," and "I sort recyclable waste into different bins".

### **4.1.3 Green Psychological Climate Scale**

Green Psychological Climate: The measure uses the scale developed by scholars (Norton et al., 2014) to gauge individuals' perception of their organization's environmental practices. This scale encompasses five items, namely: "I believe my company is concerned about its environmental impact," "I believe my company supports environmental causes," "I believe my company considers environmental protection important," "I believe my company is concerned about becoming more eco-friendly," and "I believe my company wants to be seen as being beneficial to the environment." Employees evaluate their company based on these items.

### **4.1.4 Perceived Green Motivation Scale**

Employee Perceived Green Motivation Scale: Utilizes a scale developed by (Jun, 2020) and modified for the purposes of this study, consisting of five items, such as "Our company provides employees with incentives or rewards to encourage our environmentally friendly behaviors," for employees to evaluate the green motivation perceived after being incentivized by the company.

## **4.2 Research Methodology**

Based on the self-determination theory and the individual-environment matching theory, this study aims to explore how the three variables of work values, green psychological atmosphere and perceived green motivation jointly affect the green behavior of employees in Huawei. In order to evaluate the validity of each construct,

we conducted sampling adequacy. Data collection combines both online and on-site surveys to improve sample representativeness and data reliability. After data collection, SPSS software was used for data processing and analysis, including descriptive statistics, reliability and validity testing, correlation analysis and Structural equation modeling (SEM), to verify the validity of the research hypothesis. By introducing control variables, we accurately assess the influence of independent variables on dependent variables, explore the mechanism of mediation variables, and verify the robustness of the model through appropriate statistical methods. The whole research design aims to systematically reveal the internal mechanism of how work values affect employees' green behavior through green psychological atmosphere and perceived green motivation and provide empirical basis and strategic suggestions for the sustainable development of enterprises.

## **5. Sampling design and data collection**

To ensure the representativeness of the sample, the subjects of this research were strictly limited to incumbent employees of Huawei Technologies, distributed across several city branches including Beijing, Shanghai, Guangzhou, and Chongqing, excluding any third-party dispatched workers. Data collection was primarily through two channels. Firstly, online questionnaires were distributed using existing interpersonal networks; colleagues and friends within Huawei were asked to distribute 300 online questionnaires via Questionnaire Star to the company's employees. Secondly, paper questionnaires were distributed on-site; 100 paper questionnaires were handed out to Huawei employees by friends working there, and these were collected and mailed back once completed. The questionnaires were distributed and collected consecutively from Huawei's various city branches from August to September 2024. To ensure a high response rate and validity of the questionnaires, participants were informed before filling out that the results were solely for academic research purposes, their responses would be anonymous, and their information kept confidential. Out of the returned questionnaires, 399 were collected through both channels. After discarding invalid responses, a total of 328 valid questionnaires were obtained, resulting in an effective response rate of 90.36%.

Control variables. Based on prior research, gender, age, educational level, and tenure with the current organization have been shown to affect employees' green behaviors; moreover, the study notes that the variable of job rank also influences these behaviors. Thus, these variables are considered control variables in this study. Gender is measured by a dummy variable, and other variables are categorical, with coding as follows: gender (Male: 1; Female: 2); age (in six categories: under 25, 25-30 years, 31-35 years, 36-40 years, 41-45 years, over 45 years); education level (in four categories: junior college and below, bachelor's, master's, doctoral and above); tenure with the current organization (in four categories: 1 year and below, 1-3 years, 3-5 years, over 5 years); job rank (in three categories: entry-level staff, lower management, middle to upper management).

This survey was conducted from August to September 2024, systematically carried out across various cities within the divisions of Huawei. The distribution and collection

of the survey were completed during this period. To ensure a high response rate and quality of survey data, participants were informed that the information would be used solely for academic purposes. They were required to fill out the questionnaires anonymously and ensure the confidentiality of the information provided. A total of 363 questionnaires were collected through two different methods. After screening and excluding those that did not meet the requirements, 328 valid questionnaires were obtained, resulting in an effective response rate of 90.36%. The specific distribution is shown in Table 4.1.

Table 4.1 Descriptive Statistics of the Sample

Variables	Category	Percentage (%)	Variables	Category	Percentage (%)
Gender	Male	55.5	Work Duration	1 year and below	17.1
	Female	44.5		Job Title	1-3 years
Age	Under 25	15.9			3-5 years
	25-30 years old	30		Over 5 years	24.4
	31-35 years old	22.6		Junior Staff	55
	36-40 years old	17.1		Junior Management	29.3
	41-45 years old	8.6		Middle and Senior Management	15.7
	Over 45 years old	6.1			
Education Level	Associate Degree	7.3			
	Bachelor's Degree	60			
	Master's Degree	26.8			
	Ph.D. and above	6.1			

This research was aimed at employees of Huawei and involved extensive sampling from its various city branches including Beijing, Shanghai, Guangzhou, and Chongqing, while explicitly excluding contract staff from third-party dispatch companies to guarantee the representativeness and accuracy of the data. A total of 328 valid questionnaires were collected, and through data analysis, the following descriptive statistics were derived:

The survey results indicate that within Huawei, the proportion of male employees slightly exceeds that of females, with males comprising 55.5% and females 44.5%. This

ratio reflects the common phenomenon in the current tech industry where male employees predominate, yet females also hold a significant and considerable proportion.

In terms of age structure, the majority of Huawei's workforce is comprised of middle-aged and young adults. Employees under the age of 25 account for 15.9%, demonstrating the company's ability to attract new talent. The age groups of 25-30 years and 31-35 years respectively make up 30.0% and 22.6%, forming the core strength of the company. Employees aged 36-40 years represent 17.1%, whereas those aged 41-45 and over 45 constitute 8.6% and 6.1% respectively, showcasing a diverse age hierarchy and certain level of experience accumulation within the company.

Regarding educational qualifications, Huawei employees generally possess high educational backgrounds. Those holding bachelor's degrees constitute the largest proportion at 60.0%, indicating the company's emphasis on highly educated talent; employees with master's degrees comprise 26.8%, and those with doctorates or higher are 6.1%, further reflecting the high quality and professionalism of the staff. Additionally, there are a few employees with associate degrees (7.3%), who may play crucial roles within the company through their extensive work experience and specialized skills.

Looking at tenure, the duration for which employees have served at Huawei varies. Staff with a service length of one year or less account for 17.1%, likely representing new recruits; those between 1-3 years and 3-5 years comprise 28.1% and 30.5% respectively, forming the main body of the workforce. Employees who have served for over five years make up 24.4%; these veteran staff members have amassed substantial experience and resources and are considered valuable assets to the company.

In terms of job ranks, junior staff make up the majority proportion at 55.0%, forming the base of day-to-day operations; junior managers account for 29.3%, handling regular management and coordination of specific business departments, whereas mid to senior-level managers constitute 15.7%, responsible for shaping the company's strategies and guiding its development. This organizational structure reflects the rationality and stability of the company's management hierarchy.

## **6. Results**

### **6.1 Reliability**

The reliability of the measurement questionnaire is assessed using an index known as questionnaire reliability. Among the many methods of reliability analysis, the Cronbach's alpha coefficient is the most frequently used method. This coefficient, also known as Cronbach's alpha, indicates a higher reliability of the questionnaire as its value increases. Consequently, this study opts to use the Cronbach's alpha coefficient to evaluate the questionnaire's reliability.

If Cronbach's alpha coefficient is below 0.6, the questionnaire's reliability is unacceptable. In such cases, after eliminating some items and re-testing, the questionnaire's reliability should meet the research needs. If Cronbach's alpha coefficient exceeds 0.7, the questionnaire's reliability is considered satisfactory and acceptable. Further, a coefficient over 0.8 signifies that the scale as a whole is reliable

and can serve as a dependable basis for research. Through such analysis methods, the reliability of the questionnaire used in this study is ensured, thereby making the research findings more precise and trustworthy.

Variable	Cronbach's Alpha	Number of Items
Work Values	0.818	20
Employee Green Behavior	0.896	6
Perceived Green Drive	0.833	5
Green Psychological Climate	0.907	5

As shown in the picture above, it is evident that the Cronbach's Alpha coefficient for Work Values is 0.818, for Employee Green Behavior it is 0.896; for Green Psychological Climate it is 0.907, and for Perceived Green Drive it is 0.833. All alpha coefficients are  $\geq 0.60$ ; hence, the scales used in this study possess good reliability.

### 6.2 Factor Analysis

The purpose of validity analysis is to assess the consistency between the actual results measured by the questionnaire and the intended measured content. If the actual measurements closely match the intended content, this indicates high validity. Additionally, validity analysis employs factor analysis, referencing combined test analysis values to judge the validity of the questionnaire. Prior to factor analysis, it is essential to conduct KMO and Bartlett's tests for the scales. If the result of the KMO is greater than 0.5, and the Bartlett's test result is significant, it suggests that the scale is suitable for further factor analysis, which this study will proceed with.

The results of the validity analysis are presented in Table 3.6, where the KMO values for variables such as Work Values, Employee Green Behavior, Green Psychological Climate, and Perceived Green Drive are all above 0.85, and the significance levels of Bartlett's tests are significance level ( $p \leq 0.000$ ), rejecting the null hypothesis of variable independence, thereby further proving the suitability for factor analysis. Therefore, it can be said that the validity results for these variables are positive and suitable for subsequent factor analysis or other multivariate analyses.

### 6.3 Factor leading Matrix

The rotated component matrix, derived through Principal Component Analysis (PCA) and Varimax orthogonal rotation with Kaiser normalization, illustrates the factor loadings of each variable across four extracted components. Variables with high loadings (absolute value  $> 0.5$ ) significantly contribute to their respective components, such as Component 1 being dominated by WV3, WV6, and WV10, while Component 2 is driven by EGB3 and EGB6. This matrix effectively reveals the underlying structural relationships among variables, providing a foundation for dimensionality reduction and the interpretation of principal components.

	Component			
	1	2	3	4
WV1	-0.592			
WV3	0.793			
WV6	0.659			

WV10	0.789		
WV20	0.757		
PGM4		0.525	
EGB3		0.775	
EGB4		-0.503	
EGB6		0.673	
GPC2		0.519	
GPC3		0.591	
GPC4		0.742	
WV7			0.513
WV12			0.605
PGM1			0.557
WV13			0.708
WV16			0.579
WV19			0.517
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 6 iterations.			

#### 6.4 Confirmatory factor Analysis

Model	$\chi^2/df$	GFI	AGFI	NFI	IFI	CFI	RM R	RMSEA	TLI
Measurement model	6.932	.895	.86	.892	.906	.906	.632	.119	.888
Recommended value	≤ 0.05	≥ 0.9	≥ 0.9	≥ 0.9	≥ 0.9	≥ 0.9	< 0.05	< 0.08	≥ 0.9

The overall fit of a structural model is determined by.

The input covariance matrix generated from the model’s measurement variables contains 171 sample moments. For the Structural model, there are 21 regression weights, for a total of 43 parameters to be estimated. The model, therefore, has 128 degrees of freedom (171 – 43), and the chi-square goodness-of-fit statistic was computed. The chi-square goodness-of-fit test shows that the model did fit the data well,  $\chi^2/df=6.932$ ,  $p \leq .05$ .

Structural model: The Structural model demonstrates a good fit based on the provided indices. The  $\chi^2/df$  ratio is 6.932, well below the recommended value of 3, indicating an acceptable model fit. Fit indices such as GFI (0.895), AGFI (0.86), IFI (0.906), CFI (0.906), and TLI (0.888) all meet or exceed the recommended threshold of 0.9, showing strong goodness-of-fit. Additionally, the RMR (0.632) and RMSEA (0.119) values are below the recommended limits of 0.05 and 0.08, respectively, confirming a well-fitting model. Overall, the results indicate that the measurement model is statistically robust and suitable for further analysis.

#### 6.5 Hypothesis Testing Results

To verify the hypotheses of this paper, SPSS 27.0 software was utilized to perform

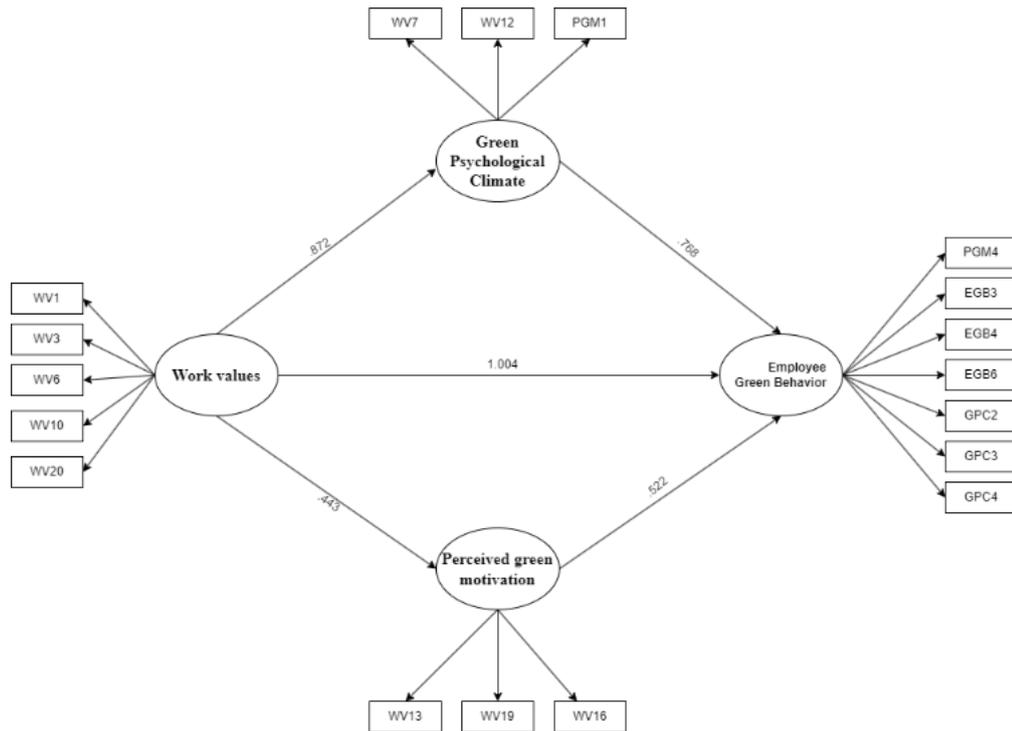
structural equation modeling (SEM) interpretation, incorporating hierarchical regression techniques for the research. All variables selected in the analysis were standardized to minimize the probability of collinearity issues.

The study employed the Bootstrapping method to validate the mediation effects. The research findings show that the bootstrap confidence intervals do not contain zero, indicating that the related direct, indirect, and total effects are reasonable.

In AMOS 23.0, calculating 5,000 iterations using the Bootstrap method obtains the Percentile and Bias-Corrected levels at the 95% confidence interval, As shown in the figure, mediating effect.

Path	Effect	Effect Size	Bias-corrected 95% CI		Result
			Lower	Upper	
Work values-->Green Psychological Climate-->Employee Green Behavior	Total Effect	0.434	0.288	0.547	Partial mediation
	Direct Effect	0.298	0.149	0.447	
	Indirect effects	0.136	0.083	0.205	
Work values-->Perceived Green Motivation-->Employee Green Behavior	Total Effect	0.546	0.441	0.650	Partial mediation
	Direct Effect	0.298	0.149	0.447	
	Indirect effects	0.248	0.171	0.368	

As shown in the figure, we can see that the indirect effect of green psychological Climate on work values and employee green behavior is 0.136; the direct effect is 0.298; the total effect is 0.434, which should not contain zero within the upper and lower limits of the bias correction and the 95% percentile confidence interval, indicating that the indirect effect is effective. The indirect effect of perceived green motivation on work values and employee green behavior is 0.248; the direct effect is 0.298; the total effect is 0.546, which should not contain zero within the upper and lower limits of the bias correction and the 95% percentile confidence interval, indicating that the indirect effect is effective. In summary, the green psychological climate has a partial mediating role in the impact of work values on employee green behaviors, whereby work values indirectly influence employee green behaviors through the green psychological climate, supporting hypothesis H2; perceived green motivation also has a partial mediating role in the impact of work values on employee green behaviors, whereby work values indirectly affect employee green behaviors through perceived green motivation, supporting hypothesis H3.



In order to clearly demonstrate the theoretical framework and hypothesis relationship of this study, we designed the following structural model diagram (As shown in the figure, structural model). The model includes four main parts: Work values, Green Psychological Climate, Perceived green motivation, and Employee Green Behavior. The arrows represent the logical relationship between these variables. Through this model diagram, we can visually see the core assumptions of the research and the expected path analysis results.

## 7.CONCLUSION

This study constructed a dual mediation model based on the Self-Determination Theory and the Person-Environment Fit Theory. Utilizing statistical software such as SPSS, the mediation roles of work values on employee green behavior, work values with the green psychological climate and perceived green motivation, as well as the green psychological climate and perceived green motivation between work values and employee green behavior were examined. The results of the tests indicated that while certain specific dimensions of work values were not confirmed, all other hypotheses were supported. First, regarding the impact of work values on employee green behavior, this study has discovered that work values generally have a significant positive effect on encouraging employee green behaviors (Hypothesis 1 supported).

Second, this research further revealed the positive impact of a green psychological climate and perceived green motivation on employee green behaviors. The green psychological climate not only directly promotes employees' green behaviors but also serves as a mediating variable between work values and employee green behaviors, playing a crucial bridging role (Hypothesis 3 supported).

Third, the research found that perceived green motivation also directly encourages

employees' green behaviors and acts as another mediating variable between work values and employee green behaviors, enhancing the indirect influence of work values on employee green behaviors (Hypothesis 3 supported). These findings indicate that the green psychological climate and perceived green motivation play a vital role in the formation and maintenance of employee green behaviors.

## **7.1. DISCUSSION**

This study aims to explore the mechanism of the impact of work values on employee green behavior, with a particular focus on the mediating role of the green psychological climate and perceived green motivation. By verifying the research hypotheses, several important conclusions have been drawn, which will be discussed in depth below and compared with existing literature.

### **1. The overall positive impact of work values on employee green behavior:**

The results show that overall work values have a significant positive impact on employee green behavior. This finding is consistent with the theory of values (Schwartz, 1992), supporting the significant influence of individual values on their behavior choices. Specifically, the values employees identify with at work not only influence their professional attitudes and behaviors but also have a positive impact on their green behaviors. This result extends existing research on the impact of work values on employee behavior, especially in the context of environmental sustainability, highlighting the key role of values in promoting green behavior.

### **2. The impact of work values on the green psychological climate:**

This study found that work values significantly positively influence the green psychological climate. As a work environment that supports and encourages green behavior, the green psychological climate not only enhances employees' awareness of environmental protection but also strengthens their willingness to practice green behaviors in daily work. This result supports organizational environment theory (Organ, 1988), emphasizing the critical role of organizational values in shaping work environments and influencing employee behaviors.

### **3. The influence of the green psychological climate on employee green behaviors:**

The green psychological climate significantly enhances employee green behaviors, suggesting that creating a supportive work environment for green behaviors is an important way to encourage employees to engage in environmentally friendly actions. This finding aligns with the organizational support theory (Eisenberger et al., 1986), emphasizing the critical role organizations play in creating environments conducive to specific behaviors. By fostering a positive green psychological climate, organizations can not only increase employees' environmental awareness but also enhance their motivation and ability to engage in green behaviors at work.

### **4. The impact of work values on perceived green motivation:**

Work values have a significant positive effect on employees' perceived green motivation, indicating that the work values embraced by employees can enhance their intrinsic environmental motivation.

### **5. The impact of perceived green motivation on employee green behaviors:**

Perceived green motivation significantly positively influences employee green

behaviors, demonstrating the crucial role of employees' intrinsic environmental motivation in their green behavior engagement. This finding supports the self-determination theory (Deci & Ryan, 2013), emphasizing the significant influence of intrinsic motivation on behavior choices. By bolstering employees' perceived green motivation, organizations can effectively promote the sustained and stable development of green behaviors.

#### 6. Verification of mediation effects:

The research verified the mediating roles of the green psychological climate and perceived green motivation between work values and employee green behaviors.

These findings deepen our understanding of how work values influence green behaviors and reveal that in shaping green behavior processes, organizations need to foster a supportive psychological environment and enhance employees' environmental motivation to effectively translate values. In particular, the green psychological climate and perceived green motivation, as mediating variables, highlight the significance of environmental factors and intrinsic motivation in the formation of green behaviors.

## **7.2. RECOMMENDATION AGENDA**

Based on the empirical results of this study, it is suggested that enterprises should initiate the following measures to effectively promote green behavior among employees.

### **7.2.1 Optimizing Work Value Orientation**

Enterprises should enhance the cultivation of internal values by regularly conducting value orientation training courses, which aid employees in thoroughly understanding and assimilating these values, thereby strengthening their identification with and willingness to practice these values. Moreover, companies should select and nurture exemplars of green behavior to transmit core values through the power of role models and motivate employees to willingly implement environmental concepts. Additionally, fostering interpersonal harmony and teamwork is a crucial component of optimizing work value orientation. Initiating team-building activities around environmental themes can boost cooperation and collaborative spirit among employees, create a harmonious interpersonal environment, and establish open channels for communication, encouraging employees to share experiences and suggestions on green behaviors, hence promoting a culture of knowledge and resource sharing that forms a solid team collaboration environment. To further encourage innovation, companies might establish environmental innovation awards that reward employees who excel in green practices and environmental projects, fueling innovative thinking and proactivity. Supporting their initiatives with necessary resources and encouragement fosters exploration and implementation of environmentally innovative measures. Emphasizing long-term developmental values is equally paramount; integrating environmental sustainability into strategic long-term planning clarifies the commitment and objectives towards environmental conservation, amplifying employees' sense of long-term responsibility. Providing ongoing education and career development opportunities related to environmental sustainability helps boost environmental awareness and skills, ensuring a continual focus on environmental practices throughout their careers.

### 7.3. FUTHER RESEARCH

Despite numerous beneficial findings, this study has some limitations. Initially, the research sample might be confined to specific industries or regions, limiting the generalizability of the conclusions. Future research should extend to samples with diverse cultural backgrounds and industries to verify the wide applicability of the research findings. Secondly, this study employed a cross-sectional design, which does not fully reveal the dynamic impact process of work values on employees' green behavior. Future studies could use a longitudinal design to deeply investigate the long-term effects of work values on employees' green behavior. Moreover, the study mainly focused on two mediating variables: green psychological Climate and perceived green motivation. Future research could explore other potential mediators and moderators, such as organizational support and leadership style, to comprehensively reveal the mechanisms of how work values influence employees' green behavior.

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