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Impact of the pro-environmental organizational climate on the commitment and sustainable behavior of workers in Peru

Impacto del clima organizacional proambiental en el compromiso y comportamiento sostenible de los trabajadores en Perú

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Abstract: organizations that are an important part of society have the challenge of implementing sustainable practices in their business management and also achieving good performance in a highly competitive market, for which it is necessary to have personnel committed to the organization. Therefore, the present study aims to propose a theoretical model where the pro-environmental organizational climate (CPA) impacts on the enthusiasm for the employer brand (EME), the affective organizational commitment (COA), the emotional attachment (AE) and the pro-environmental behavior in the workplace (CPLT). A survey was carried out through an online questionnaire, and information was collected from 863 workers of companies located in the city of Lima. To test the hypotheses of the proposed research model, the data was analyzed with the path modeling method of partial least squares with the SmartPLS software. The results showed a significant positive effect of CPA on EME, COA, AE and CPLT. In conclusion, it can be stated that organizations that adopt sustainable practices and promote a pro-environmental organizational climate not only contribute to caring for the environment but can also improve various aspects of the employees' work experience. Therefore, it is essential that organizations recognize the importance of a pro-environmental organizational climate and actively work to promote sustainable practices in the workplace.

Keywords: employer brand, emotional commitment, emotional attachment, pro-environmental commitment.

Resumen: las organizaciones que son parte importante de la sociedad tienen el desafío de implementar prácticas sostenibles en su gestión empresarial y además lograr un buen desempeño en un mercado altamente competitivo, para lo cual es necesario contar con personal comprometido con la organización. Por lo tanto, este estudio tiene como objetivo proponer un modelo teórico donde el clima organizacional proambiental (CPA) impacta en el entusiasmo por la marca empleadora (EME), el compromiso organizacional afectivo (COA), el apego emocional (AE) y el comportamiento proambiental en el lugar de trabajo (CPLT). Se realizó una encuesta mediante un cuestionario en línea, y se recolectó información de 863 trabajadores de empresas ubicadas en la ciudad de Lima. Para probar las hipótesis del modelo de investigación propuesto, los datos fueron analizados con el método de modelado de ruta de mínimos cuadrados parciales con el software SmartPLS. Los resultados mostraron un efecto positivo significativo del CPA en EME, COA, AE y CPLT. En conclusión, se puede afirmar que las organizaciones que adoptan prácticas sostenibles y promueven un clima organizacional proambiental no solo contribuyen al cuidado del medioambiente, sino que también pueden mejorar varios aspectos de la experiencia laboral de los empleados. Por lo tanto, es fundamental que las organizaciones reconozcan la importancia de un clima organizacional proambiental y trabajen activamente para fomentar prácticas sostenibles en el lugar de trabajo.

Palabras clave: marca empleadora, compromiso afectivo, apego emocional, compromiso proambiental, sostenibilidad.

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Introducción

Sustainability is a major global concern due to the environmental, social and economic challenges facing humanity (UNESCO, 2015), for this reason, the Sustainable Development Goals (SDGs) developed by the United Nations in 2015 focus national and international efforts to build a world free of social ills, with responsible actions with the environment and thus contribute to sustainability (UN, 2015). Organizations are an important part of society and have a key role in promoting sustainable practices (Aluchna and Boleslaw, 2018). In addition, consumers are increasingly becoming aware of the importance of responsible consumption (García-Salirosas and Rondon-Eusebio, 2022; Müller-Pérez *et al.*, 2022; Valenzuela-Fernández *et al.*, 2022). Therefore, an organization committed to promoting sustainability can not only reduce its negative impact on the environment, but also improve its image, its productivity and its long-term profitability (Cupertino *et al.*, 2020; Datta *et al.*, 2015; García-Salirosas and Gordillo, 2021; Zhou and Jin, 2023). Therefore, it is critical to conduct studies in this regard for companies and organizations interested in promoting a more sustainable future.

The sustainability of organizations in Latin America is a growing concern today. Despite advances in economic and social development in the region, many organizations face significant challenges in implementing and maintaining sustainable practices in their operations (United Nations, 2021). Lack of awareness of the importance of environmental protection and lack of knowledge of government incentives to implement sustainable measures are factors that contribute to this problem (Cuevas Zúñiga *et al.*, 2016). Many organizations in Latin America lack the financial and technical resources needed to implement sustainable practices (United Nations, 2018). High costs associated with clean technologies, staff training and sustainable certifications can be significant barriers for organizations, especially for small and medium-sized enterprises (Ociepa-Kubicka *et al.*, 2021; Purwandani and Michaud, 2021; Rizo *et al.*, 2016; Takacs *et al.*, 2022). In some cases, resistance to change and lack of awareness of the benefits of sustainability may limit the adoption of sustainable practices in Latin American organizations (United Nations, 2018). The business culture rooted in short-term production and profitability traditional models makes it difficult to integrate sustainability criteria into business strategies (Peñaflor-Guerra *et al.*, 2020; Rodríguez-Espíndola *et al.*, 2022).

Peru is a country with great diversity of natural resources and a rich biodiversity, but also faces significant challenges in terms of environmental, social and economic sustainability (Sánchez, 2019). In recent years there has been an increase in awareness of the importance of sustainability in Peruvian companies. Many organizations are recognizing the need to adopt responsible and sustainable business practices to minimize their environmental impact, contribute to social welfare and ensure their long-term viability (GRI, 2021). Companies are increasingly committed to their corporate social responsibility, seeking to contribute positively to the welfare of local communities and society in general (OCDE, 2020). This includes the promotion of education, health, social inclusion and community development initiatives. Companies are recognizing the need to adopt sustainable and responsible practices to meet the country's environmental and social challenges (Saenz, 2023). There are studies that indicate that promoting sustainability in their operations, companies not only contribute to the well-being of the environment and society, but can also improve their reputation, attract talent and ensure their long-term success (Barrena-Martínez *et al.*, 2015; Magbool *et al.*, 2016). In this sense, this study raises the following research question: What is the impact of a pro-environmental organizational climate (PEOC) on the enthusiasm for the employer brand (CEB), affective organizational commitment (AC), emotional attachment (EA) and pro-environmental behavior in the workplace (PEBW) in companies in Peru?, thus, the objective is to propose a theoretical model where the pro-environmental organizational climate (PEOC) impacts on the enthusiasm for the employer brand (CEB), affective organizational commitment (AC), emotional attachment (EA) and pro-environmental behavior in the workplace (PEOC). Research on the impact of pro-environmental organizational culture on different aspects

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of employee behavior in companies in Peru has significant relevance in the current context for sustainable and responsible development. The results of this research can provide valuable information to guide more sustainable business policies and practices, improve companies' reputation and attractiveness as employers, and contribute to progress towards a more environmentally conscious and sustainable society.

The structure of this paper is presented as follows: point 1 presents the literature review and theoretical model; point 2 presents the materials and methods; point 3 presents the results; and point 4 presents the discussion, implications, limitations, future research, and finally, the conclusions.

Proenvironmental Organizational Climate (PEOC)

The pro-environmental organizational climate focuses on environmental awareness in the workplace, which means that the company cares about the environment as a whole and promotes sustainable practices (Norton *et al.*, 2012; Zientara and Zamojska, 2018). It is achieved by fostering engagement, the use of green technologies, and fostering a culture of sustainability where all employees support and promote environmental awareness (Costa *et al.*, 2022; Mouro and Duarte, 2021). Numerous studies support the benefits of this philosophy. According to literature, employees in companies that adopted pro-environmental practices have better well-being and greater job satisfaction (Composto *et al.*, 2023; Patrasc-Lungu and Iliescu, 2022). In addition, the company can realize long-term economic benefits by reducing energy costs and resources (Albrecht *et al.*, 2022; Peng *et al.*, 2022). Therefore, the pro-environmental organizational climate is important to promote sustainability and the health of the planet, as well as to improve the welfare of employees and the economic performance of companies.

Proenvironmental organizational climate (PEOC) and pro-environmental behavior in the workplace (PEBW)

When workers perceive that the organization values and promotes sustainable practices, they feel more motivated and committed to adopt pro-environmental behaviors in their daily work (Composto *et al.*, 2023; Gusmerotti *et al.*, 2023), which can be seen in actions such as recycling, energy saving, resource efficiency and waste reduction (Costa *et al.*, 2022; Fatoki, 2020). When employees perceive that the organization actively supports the adoption of pro-environmental behaviors, they feel more empowered and motivated to participate in sustainability initiatives and projects (Mouro *et al.*, 2021). Leadership plays an important role in the organization as it promotes voluntary pro-environmental behavior of workers (Robertson and Carleton, 2017). When employees observe that their peers and superiors also adopt pro-environmental behaviors, a positive influence is created, reinforcing the collective commitment to sustainability (Dahiya, 2020). Studies have also shown that sustainable policies implemented in an organization are successful in promoting employee environmental behavior (Dahiya, 2020; Robertson and Carleton, 2017). Therefore, the following hypothesis is formulated:

H1 Proenvironmental organizational climate (PEOC) has a positive impact on pro-environmental behavior in the workplace (PEBW).

Proenvironmental organizational climate (PEOC) and enthusiasm for the employer brand (CEB)

Enthusiasm for the employer brand is a fundamental concept in the field of human resources and talent management in organizations. It refers to the passion and emotional connection that current and potential employees feel towards the company as an employer, motivated by the vision, values and culture of the organization (Meyer and Maltin, 2010). This phenomenon is a crucial aspect to attract and retain talent in an increasingly competitive and globalized labor market (Ahmad *et al.*, 2020). When a company promotes and values sustainable practices in its operation, this can have a positive impact on how employees perceive and feel about the employing brand (Huseynova and Matošková, 2022).

A pro-environmental organizational climate fosters a positive image of the organization as an employer committed to the well-being of the environment and society, which can attract talents committed to sustainability and looking to work in companies that share their environmental and social values (Schmidt Albinger and Freeman, 2000; App *et al.*, 2012). Potential candidates may be attracted by the opportunity to contribute to a larger cause and be proud to belong to an organization that cares about the environmental impact of its operations (Ahmad *et al.*, 2020; Deepa and Baral, 2017). Similarly, a pro-environmental organizational climate can generate a greater sense of belonging and pride among existing employees (Akuratiya, 2017). When employees perceive that the organization is committed to sustainable practices, they feel more connected to the employer brand and are proud on being part of it (Aranguren Gómez and Maldonado García, 2022; Kumar *et al.*, 2021). Based on the above, the following hypothesis is proposed:

H2 The pro-environmental organizational climate (PEOC) has a positive impact on the enthusiasm for the employer brand (CEB).

Proenvironmental Organizational Climate (PEOC) and Affective Organizational Commitment (AC)

Affective organizational commitment refers to the emotional and affective bond that employees develop with the organization (Meyer *et al.*, 2002; Meyer and Allen, 1996). Employees who experience a high level of affective organizational engagement feel an integral part of the organization and are emotionally linked to it in a positive way (Boles *et al.*, 2007). Affective organizational commitment contributes to the well-being and growth of the organization (Chordiya *et al.*, 2017). Affective organizational commitment is directly and fundamentally related to employee performance (Bhatti *et al.*, 2022; Wang *et al.*, 2021). To achieve this level of commitment, organizations must foster a culture of support, recognition and personal development, which will create a solid foundation for the emotional engagement of their employees (Chordiya *et al.*, 2017). In this sense, when workers perceive that the organization cares about the environment and promotes sustainable practices, it can generate greater emotional identification with the company (Pimenta *et al.*, 2023; Piñeros Espinosa, 2022; Zientara and Zamojska, 2018). Employees are proud to work in an organization that shares their values and concerns about the environment and society (Bhatti *et al.*, 2022; Zientara and Zamojska, 2018). In addition, a pro-environmental organizational climate can generate a sense of purpose and meaning in the employees (Nazir *et al.*, 2021; Yadav *et al.*, 2018). Knowing that their work contributes to a larger cause and benefits the environment can increase their job satisfaction and their sense of belonging to the organization (Schwarz *et al.*, 2023). Affective organizational commitment is strengthened when employees feel emotionally connected to the mission and vision of the company, and a pro-environmental climate can be a key factor in this emotional connection (Allen, 2015). Therefore, the following hypothesis arises:

H3 Proenvironmental organizational climate (PEOC) has a positive impact on affective organizational commitment (OAC).

Proenvironmental Organizational Climate (PEOC) and Emotional Attachment to Organization (EA)

Emotional attachment refers to the emotional bond between people and their environment (Brown and Raymond, 2007). The emotional attachment that employees develop with the company generates a sense of belonging, loyalty and commitment to the organization (Scrima, 2015; Zhu and Lo, 2022). From an environmental perspective, the authors have considered attachment to the workplace as a resource for employees (Rioux and Pignault, 2013). Studies have found that employees who are more attached to their workplace are more satisfied, show a lower tendency to quit their job and improve their perfor-

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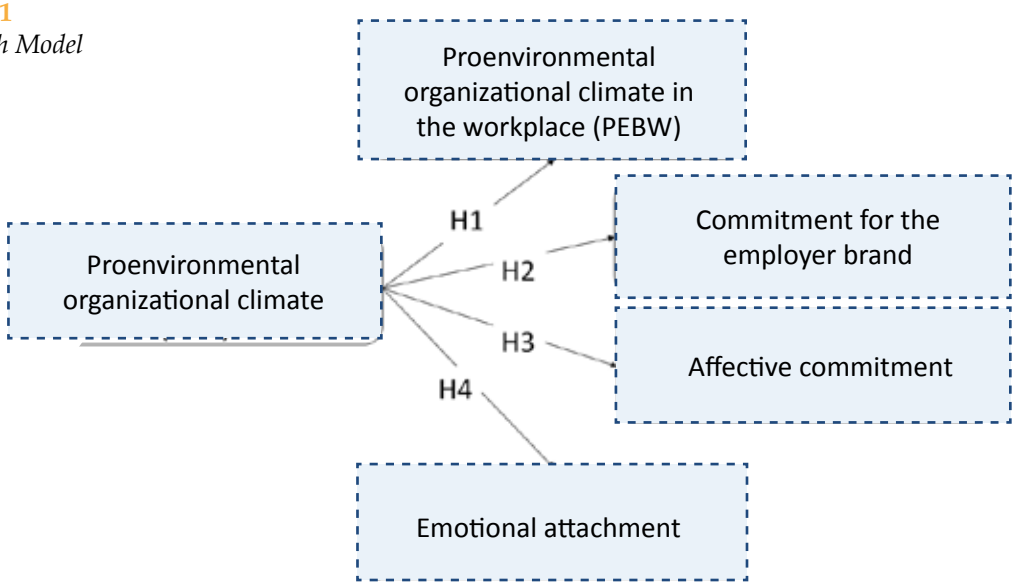
mance at work (Rioux and Pignault, 2013; Le Roy and Rioux, 2013).

When the organizational climate promotes and values sustainability and care for the environment, it can affect emotional attachment in several ways: knowing that the organization cares about the environment and engages in sustainable practices gives them a sense of purpose and meaning in their daily work (Nazir *et al.*, 2021). This sense of purpose strengthens emotional attachment, as employees feel part of a larger cause and identify with the values and mission of the company (Hicklenton *et al.*, 2019). Pride of belonging is a key element in emotional attachment (Dutta, 2020), as employees develop an emotional connection with the company and feel committed to its success and its image in the market (Aguinis and Bradley, 2014). Employees see that the organization cares about aspects beyond economic benefit, which strengthens confidence in their actions and decisions (Martin *et al.*, 2022). Confidence is an essential factor in developing a strong emotional attachment (Ayça, 2023), as employees feel safe and valued in their workplace and find happiness at work (Aboramadan and Kundi, 2022). Therefore, the following hypothesis is presented:

H4 Proenvironmental organizational climate (PEOC) has a positive impact on emotional attachment (EA).

According to the hypotheses, Figure 1 shows the theoretical model of the research.

Figure 1
Research Model



Methodology

A quantitative approach and a non-probabilistic sampling for convenience was used for collecting the data (Etikan, 2017). To evaluate the variables of commitment for the employing brand (CEB) and emotional attachment (EA), the scale developed by Fernandez-Lores *et al.* (2016) was used. To measure the variables of pro-environmental organizational climate (PEOC), pro-environmental behavior in the workplace (PEBW) and affective organizational commitment (AC), the scale developed by Peng *et al.* (2020) has been used. In total, the questionnaire consisted of 21 items (COP = 4 items, PEBW = 4 items, CEB = 4 items, EA = 4 items and AC= 5 items). All items were measured using a five-point Likert scale which was classified as (1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree) (see Annex 1). The data collection was done through a self-administered questionnaire, hosted on a Google form. In order to validate the

questionnaire, prior to its definitive application, a pilot test was conducted on 40 individuals, which showed a good understanding of the items. The study population consisted of people older than 18 years who were working in a company in the city of Lima, the sociodemographic profile of the participants can be seen in Table 1. All participants were informed of the objective of the study and participated voluntarily. To participate they had to provide their informed consent at the beginning of the digital form.

Table 1
Socio-demographic data (N= 863)

Demographic Information	Categories	Frequency (n)	Percentage (%)
Sex	Female	309	35.8
	Male	538	62.3
	I prefer not to say	16	1.9
Age	18-26	383	44.4
	27-39	345	40.0
	40-52	126	14.6
	53-61	9	1.0
Marital status	Married	244	28.3
	Cohabiting	102	11.8
	Divorced	17	2.0
	Single	489	56.7
	Widowed	11	1.3
Higher educational level	Graduate	51	5.9
	Primary	2	0.2
	Secondary	263	30.5
	Senior Technician	252	29.2
	University (undergraduate)	295	34.2
Years working in the company	Less than 1 year	233	27.0
	1 to 3 years	324	37.5
	3 to 5 years	178	20.6
	5 to 7 years	67	7.8
	7 to 9 years	37	4.3
	9 to 11 years	19	2.2
	Over 11 years	5	0.6
Size of the company	Enterprise large (> 200 employees)	654	75.8
	Medium enterprise (51-200 employees)	136	15.8
	Small Business (11-50 employees)	48	5.6
	Microenterprise (0-10 employees)	25	2.9
Type of enterprise	Private	845	97.9
	Public	18	2.1
Business Sector	Metalworking	366	42.4
	Services	240	27.8
	Commercial	185	21.4
	Others	72	8.4

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For data analysis, the partial least squares structural equation model (PLS-SEM) was used with the SmartPLS3 program. The validity and reliability tests provided by PLS-SEM help to analyze the important aspects of the variables that indicate the capacity of the measuring items. The research presented two models, the measurement and the structural. The first, tests the validity of the model through convergent and discriminant validity; and the second, tests and examines the hypothetical research framework (Memon *et al.*, 2021).

Data Analysis

This study used the partial least squares structural equation model (PLS-SEM) for data analysis. PLS-SEM can easily run regression analysis to test complex relationships between constructs. Due to the non-parametric nature of PLS-SEM, it does not require the assumption of normality and large sample size (Hair *et al.*, 2012). It is a multivariate technique that evaluates the structural and measurement model with a low variance of error. In this study, version 4 of the PLS-SEM software is used to test the conceptual framework and describe the relationships between the constructs (Hair *et al.*, 2014). PLS-SEM is suitable as it validates and simultaneously describes the relationship between the constructs (Hair *et al.*, 2014).

SmartPLS software PLS-SEM was used to perform data analysis in this study (Ringle *et al.*, 2015). A two-step evaluation approach including structural and measurement models was used to analyze the collected data (Hair *et al.*, 2017). There are several reasons for selecting PLS-SEM in this study. First, it is thought to be an ideal option when researchers intend to establish an existing theory (Urbach, 2010). Second, exploratory studies contain complex models that can ideally be addressed by PLS-SEM (Hair *et al.*, 2016). Third, instead of dividing it into parts, the complete model is analyzed as a unit in PLS-SEM (Goodhue *et al.*, 2012). Fourth, PLS-SEM provides concurrent analysis for both the structural model and the measurement, which subsequently results in clear and precise estimates (Barclay *et al.*, 1995).

Results

The model is contrasted using a two-stage procedure. The first is to evaluate the psychometric properties of the scale, such as reliability, convergent validity, and discriminant. The second stage consists of contrasting the hypotheses through the system of structural equations.

Converged Validity

Following Hair *et al.* (2017), an estimation of the construct reliability (Cronbach's alpha and composite reliability) and validity (discriminant and convergent validity) was proposed in order to evaluate the measurement model. Cronbach's alpha values are between 0.875 and 0.900, and the threshold value of 0.7 falls below these values (Hair *et al.*, 2017). Likewise, the composite reliability (CR) yields values between 0.876 and 0.904, which were above the suggested value of 0.7 (Kline, 2015). According to these findings, all constructs were considered error-free and construct reliability was established (see Table 2).

Table 2
Converged validity results

Construct	Items	Factorial load	Cronbach alpha	CR	AVE
Emotional attachment (EA)	EA1	0.846	0.894	0.894	0.759
	EA2	0.881			
	EA3	0.885			
	EA4	0.872			

Construct	Items	Factorial load	Cronbach alpha	CR	AVE
Affective commitment AC	AC1	0.827	0.900	0.904	0.714
	AC2	0.856			
	AC3	0.852			
	AC4	0.863			
	AC5	0.826			
Pro-environmental organizational climate (PEOC)	PEOC1	0.877	0.900	0.900	0.768
	PEOC2	0.874			
	PEOC3	0.868			
	PEOC4	0.887			
Pro-environmental behavior in the xworkplace PEBW	PEBW1	0.853	0.883	0.885	0.740
	PEBW2	0.849			
	PEBW3	0.870			
	PEBW4	0.868			
Commitment for the Employer Brand (CEB)	CEB1	0.876	0.875	0.876	0.727
	CEB2	0.836			
	CEB3	0.832			
	CEB4	0.866			

Note. The convergent validity results ensured acceptable values (Factor load, Cronbach alpha and composite reliability (CR) ≥ 0.70 and mean extracted variance (AVE) > 0.5).

The mean extracted variance (AVE) and the factor load should be tested for convergent validity (Hair *et al.*, 2017). According to Table 2, all factor loads had values above the suggested value of 0.7. In addition, Table 2 indicated that the AVE yields at values between 0.714 and 0.768 were above the threshold value of 0.5. These results satisfy the convergent validity for all constructs.

Discriminatory Validity

Two criteria were considered to determine the discriminant validity: (1) the Fornell-Larker criterion and (2) the Heterotrait-Monotrait (HTMT) relationship (Hair *et al.*, 2017). According to Table 3, the requirements were confirmed by the Fornell-Larker condition since all AVEs and their square roots are greater than their correlations with other constructs (Fornell and Larcker, 1981).

Table 3
Fornell-Larcker scale

	EA	AC	PEOC	PEBW	CEB
EA	0.871				
AC	0.598	0.845			
PEOC	0.609	0.584	0.877		
PEBW	0.601	0.606	0.637	0.860	
CEB	0.681	0.585	0.598	0.551	0.853

Note. The values of the diagonal bold represent the square of the average variance extracted (AVE).

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The results of the HTMT relationship are provided in Table 4, which shows that the threshold value of 0.85 is greater than the value of each construct (Henseler *et al.*, 2015) such as partial least squares, the Fornell-Larcker criterion and the examination of cross-loadings are the dominant approaches for evaluating discriminant validity. By means of a simulation study, these approaches do not reliably detect the lack of discriminant validity in common research situations. Therefore, we propose an alternative approach, based on the multitrait-multimethod matrix to assess discriminant validity: the heterotrait-monotrait correlation ratio. We demonstrate its superior performance by means of a Monte Carlo simulation study, in which we compare the new approach to the Fornell-Larcker criterion. Therefore, the HTMT relationship was established. Discriminant validity is determined according to these findings. According to the results of the analysis, there were no problems related to its validity and reliability for the evaluation of the measurement model. Thus, the structural model can be assessed by making greater use of the collected data.

Table 4
Heterortrait-Monortrait (HTMT) Ratio

	EA	AC	PEOC	PEBW	CEB
EA					
AC	0.664				
PEOC	0.678	0.646			
PEBW	0.676	0.674	0.713		
CEB	0.770	0.658	0.672	0.624	

Structural Model Analysis

The hypotheses proposed were tested using the PLS-SEM technique. Predictive relevance values were used for the fit of the model. The cross-validated redundancy values (Q2) represent the predictive relevance of the model. Q2 values should be greater than 0 for model accuracy (Hair *et al.*, 2014; Henseler *et al.*, 2015). The Q2 values were determined by the *blindfolding* method where all endogenous construction values were greater than 0, representing the model accuracy (see Table 5).

Table 5
R^2 of endogenous latent variables

Construct	R^2
Pro-environmental behavior in the workplace (PEBW)	0.510
Commitment for the Employer brand (CEB)	0.465
Emotional attachment (EA)	0.461
Affective Commitment (AC)	0.420

The values of the route coefficient, p-value and t-statistics were used to accept and reject the hypotheses as shown in Figure 2 and Table 6. The strength of the relationship between the variables can be examined through the values of the route coefficient. Route coefficient values close to +1 indicate a strong relationship and vice versa (Hair *et al.*, 2016). p-values and statistical t-values refer to the acceptance and rejection of the proposed hypotheses. In this study, the conceptual model contains four hypotheses. The results of the hypotheses tested are summarized in Table 6. H1

was accepted, which proposed that the pro-environmental organizational climate (PEOC) has a positive impact on pro-environmental behavior in the workplace (PEBW) (β = 0.714, p < 0.000, t = 23.204); H2 was accepted, which proposed that the pro-environmental organizational climate (PEOC) has a positive impact on the commitment for the employer brand (CEB) (β = 0.673, p < 0.001, t = 21.073); and H3 is accepted, which proposed that the pro-environmental organizational climate (PEOC) has a positive impact positive in affective organizational commitment (AC) (β = 0.648, p < 0.003, t = 19.671). Finally, H4 is accepted, which proposed that the pro-environmental organizational climate (PEOC) has a positive impact on emotional attachment (EA) (β = 0.679, p < 0.002, t = 23.844). Thus, all the hypotheses were tested, and it is evident that the pro-environmental organizational climate has a great impact on the four variables proposed in the theoretical model (see figure 1). Table 5 shows the endogenous latent variables where their respective R2 can be seen.

Figure 2
Structural Model

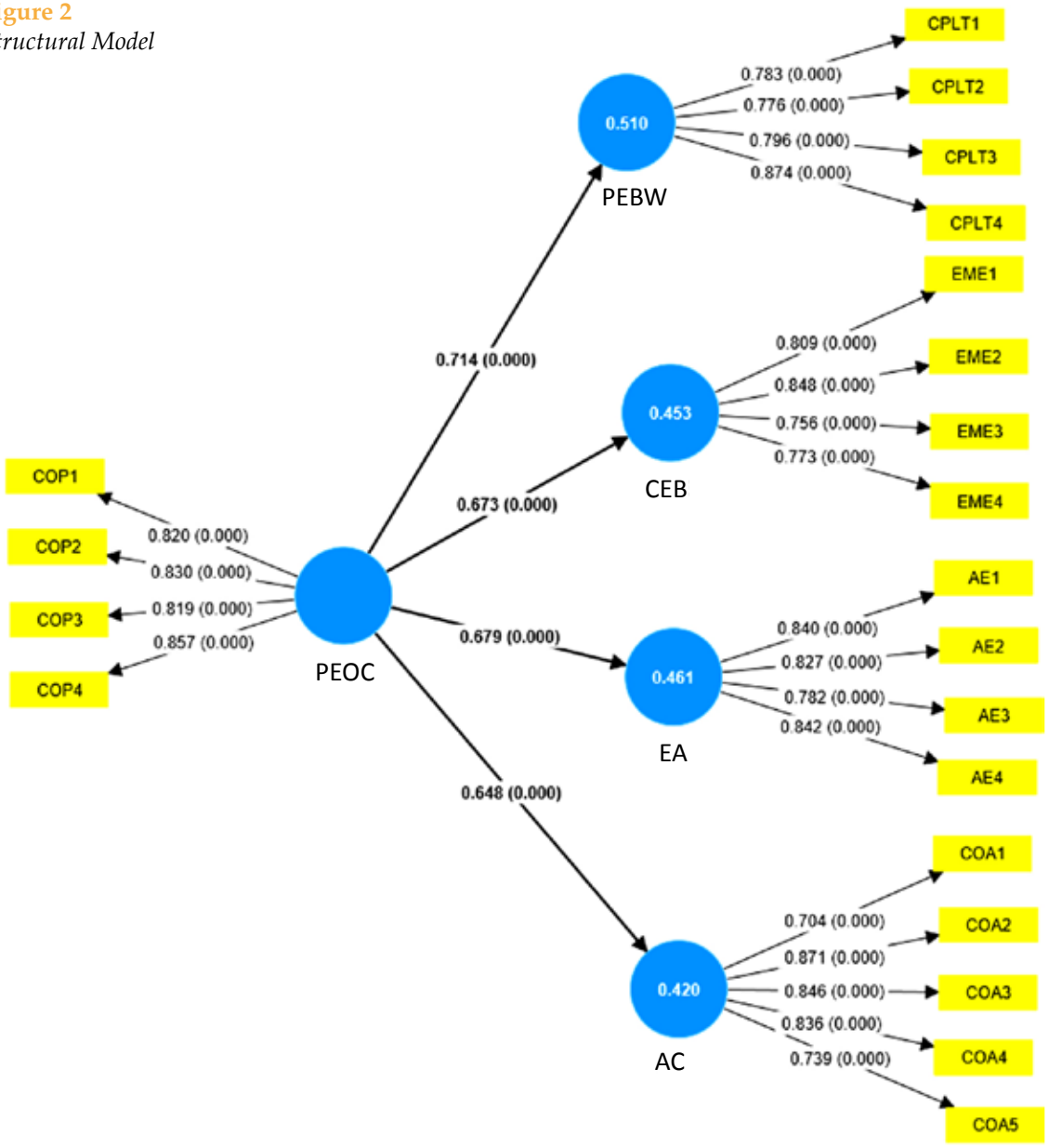

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Table 6

Results of the Structural Model

H	Hypothesis	Route coefficient	p-values	t-values	Address	Decision
H1	PEOC - PEBW	0.714	0.000	23.204	Positive	Accepted
H2	PEOC-CEB	0.673	0.001	21.073	Positive	Accepted
H3	PEOC-AC	0.648	0.003	19.671	Positive	Accepted
H4	PEOC-EA	0.679	0.002	23.844	Positive	Accepted

Discussion and conclusions

This study built a theoretical model based on the scientific literature, where the pro-environmental organizational climate (PEOC) impacts on the enthusiasm for the employer brand (CEB), affective organizational commitment (AC), emotional attachment (EA) and pro-environmental behavior in the workplace (PEBW). The findings of the study contribute to the literature of the study of the pro-environmental organizational climate and its impact on various aspects of the work experience of employees and suggest valuable information for entrepreneurs regarding the implementation of an organizational culture focused on sustainability. The current literature shows that very limited studies have been conducted on the impact of pro-environmental business orientation on the commitment of the employer brand that creates a competitive advantage and improves the sustainable performance of companies. The study of the impact of a pro-environmental organizational culture is still in the initial phase; therefore, this study will contribute theoretically and provide valuable information to entrepreneurs from the various business sectors, which will help them achieve sustainable business performance.

The results of this study reveal the positive impact of pro-environmental organizational culture on pro-environmental behavior in the workplace, which corroborates the work of (Norton *et al.*, 2012; Zientara and Zamojska, 2018), showing that managers and senior executives of companies in Peru should foster a pro-environmental organizational culture in their organizations. In addition, the findings reveal that the pro-environmental organizational climate has a positive impact on the commitment of the employer brand of companies, which supports the work of (Ahmad *et al.*, 2020; Deepa and Baral, 2017; Huseynova and Matošková, 2022), indicating that a pro-environmental organizational climate is an important and integral component in the construction of the brand. Likewise, the results show that the pro-environmental organizational climate has a significant impact on affective commitment in companies, which is in line with the work of (Bhatti *et al.*, 2022; Chordiya *et al.*, 2017; Wang *et al.*, 2021). The findings of the study also confirm the positive impact of the pro-environmental organizational climate on emotional attachment to the organization, which supports the position of previous researchers who argued that the emotional attachment that employees develop with the company generates a sense of belonging, loyalty and commitment to the organization (Scrima, 2015; Zhu and Lo, 2022). As suggested by the researchers, organizations are an important part of society and have a key role in promoting sustainable practices (Aluchna and Boleslaw, 2018). An organization committed to promoting sustainability can not only reduce its negative impact on the environment, but also improve its image, productivity and long-term profitability (Cupertino *et al.*, 2020; Datta *et al.*, 2015; Zhou and Jin, 2023). Therefore, it is imperative that companies from different sectors in Lima implement strategies to promote a pro-environmental organizational culture and boost their environmental, social and economic performance.

The pro-environmental organizational climate has a significant influence on several aspects of the work experience of employees. It promotes pro-environmental behavior in the workplace, promotes enthusiasm for the employer brand, strengthens affective organizational commitment and fosters emotional attachment to the organization. Organizations that adopt sustainable

practices and promote a pro-environmental organizational climate not only contribute to the care of the environment but can also improve the satisfaction and commitment of their employees, probably leading to a positive impact on the reputation, talent retention, and overall performance of the organization.

In Peru, the pro-environmental organizational climate has a significant impact on pro-environmental behavior in the workplace, commitment for the employer brand, affective commitment and emotional attachment to the organization. Organizations in Peru that promote sustainable practices and a pro-environmental organizational climate generate a positive impact on the environment and strengthen their brand image as an employer. In addition, they foster greater employee engagement and emotional attachment, contributing to talent retention and organizational goals. Therefore, it is essential that Peruvian organizations know the importance of a pro-environmental organizational climate and work actively to promote sustainable practices and strengthen the emotional connection with their employees.

Although this study presented a new framework that addresses the pro-environmental organizational climate and its impact on key variables of human talent management, there are several limitations. Future research should investigate the impact of the pro-environmental organizational climate on other human talent management variables. Another limitation is related to the population of the study, which are workers of different companies in the city of Lima, which indicates that there may be generalization problems as different contexts may have different perceptions of workers. Therefore, it is suggested that future research try to draw conclusions from different emerging economies, which could be in Latin America and other global business context.

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Annex 1

Instrument for data collection

Construct	Cod.	Items
Proenvironmental Behaviors in the Workplace (PEBW)		**In my workplace...**
	PEBW1	I try to reduce my electricity consumption (e.g. turn off lights, machines, computers ...if I am not using them)
	PEBW2	I try to save water (e.g. I close the pipes if I am not using them...)
	PEBW3	I try to recycle, reuse and reduce the use of materials (e.g. double-sided printing)
	PEBW4	I offer ideas to reduce the negative environmental impact of the company.
Affective Organizational Commitment (AC)		**In the company where I work I feel that...**
	AC1	When someone criticizes it, it feels like a personal insult.
	AC2	When I talk about it, I usually say 'us' instead of 'them.'
	AC3	Its success is my success.
	AC4	When someone praises it, it feels like a personal compliment.
	AC5	If a news story criticized it, I would feel ashamed.

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Construct	Cod.	Items
Proenvironmental Organizational Climate (PEOC)		**Our company...**
	PEOC1	It publicly expresses an environmental policy.
	PEOC2	It promotes environmental measures in the workplace.
	PEOC3	It continuously trains employees in environmental education.
	PEOC4	The chiefs support the task of environmental protection.
Commitment for the Employer Brand (CEB)		**In the company where I work...**
	CEB1	I feel that its projects are mine.
	CEB2	I stand firm on my commitment.
	CEB3	Its problems affect me.
	CEB4	Its success is mine too.
Emotional Attachment (EA)		**In the company where I work...**
	EA1	I like your brand.
	EA2	I have developed a strong bond with your brand.
	EA3	I am emotionally attached to your brand.
	EA4	I feel the colors of your brand.