

From Green Intentions to Green Actions: The Role of Organisational Context in Employee Pro-Environmental Behaviour

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Abstract: Employee pro-environmental behaviour is important for organisational sustainability, yet employees' pro-environmental intentions do not always translate into workplace green action. Although previous research has identified numerous individual and organisational antecedents of employee green behaviour, less is known about how organisational context is positioned within the process linking behavioural intention and workplace action. This systematic literature review synthesises empirical evidence on the role of organisational context in this intention-to-action process. Following PRISMA 2020 reporting principles, a systematic search of Scopus identified 91 records, of which 26 publications met the inclusion criteria. The evidence was classified as either direct intention-to-action evidence or integrated contextual evidence and synthesised thematically. Four publications (15.4%) provided direct evidence positioning organisational conditions within the intention-to-behaviour relationship, whereas 22 (84.6%) provided integrated evidence concerning broader organisational pathways surrounding intention and behaviour. Five interrelated dimensions of organisational context were identified: leadership, climate, and organisational support; policies, barriers, supervision, and interventions; green human resource management, training, and organisational culture; social and relational workplace context; and organisational psychological, commitment, and opportunity mechanisms. Overall, the findings suggest that employee green behaviour is organisationally embedded and that organisational conditions may be relevant to whether environmental motivation is expressed in workplace action. The review contributes a process-oriented perspective that distinguishes intention-forming from intention-enacting organisational conditions while highlighting the limited direct evidence concerning the role of organisational context in the enactment of already formed green intentions.

Keywords: employee pro-environmental behaviour; green behavioural intention; intention-to-action gap; organisational context; behavioural enactment; theory of planned behaviour

1. Introduction

Organisations are increasingly expected to improve their environmental sustainability in response to challenges such as climate change, biodiversity loss, pollution, and growing regulatory pressures. Environmental sustainability has consequently become both a strategic and ethical concern for organisations, increasing attention to the role that

employees play in achieving organisational environmental objectives [1,2]. While sustainability strategies, policies, and technologies are important, their effectiveness also depends on how employees behave in their everyday work. Employee green behaviour (EGB) broadly encompasses employee actions in the workplace that contribute to, or detract from, environmental sustainability [1]. Such behaviours can include conserving resources, avoiding waste, recycling, and other actions intended to protect the environment [2]. Because employees enact organisational practices on a daily basis, understanding how pro-environmental workplace behaviour can be facilitated is important for organisations seeking to translate sustainability commitments into practice [2].

A central challenge, however, is that employees' pro-environmental intentions do not necessarily translate automatically into actual green behaviour. Behavioural intention is an established predictor of employee green behaviour, but employees enact their intentions within organisational environments that may support or constrain particular courses of action [1,3]. Norton et al. [3], for example, examined 74 employees across 10 workdays and found that daily green behavioural intentions positively predicted green behaviour on the following day only when employees perceived a positive green psychological climate. Their findings demonstrate that the organisational environment can condition whether an employee's intention is subsequently enacted as green behaviour. Therefore, understanding employee pro-environmental behaviour requires attention not only to whether employees intend to behave sustainably, but also to the organisational context within which those intentions are enacted.

This intention-to-action issue has practical significance for organisational sustainability. Environmental awareness, policies, and sustainability initiatives cannot be assumed to produce corresponding changes in everyday employee behaviour. Understanding the organisational conditions that support behavioural enactment is therefore important for helping organisations translate employees' pro-environmental intentions into workplace action [3].

1.1. Existing Knowledge and Theoretical Background

The Theory of Planned Behaviour (TPB) provides an important theoretical foundation for understanding this process. The TPB proposes that behavioural intention is shaped by attitudes towards the behaviour, subjective norms, and perceived behavioural control (PBC), with behavioural intention subsequently influencing behaviour [4]. Applied to environmental sustainability in the workplace, this framework suggests that employees are more likely to form intentions to engage in green behaviour when they evaluate such behaviour favourably, perceive social expectations for performing it, and believe that they have sufficient control over doing so [1,4]. However, PBC reflects employees' perceptions of their control over performing a behaviour and should not be treated as equivalent to the broader organisational context in which that behaviour occurs.

Empirical research provides substantial support for the relevance of these processes to employee green behaviour. Katz et al. [1] conducted a meta-analysis involving 135 independent samples and 47,442 employees and found that pro-environmental attitudes, norms, perceived behavioural control, and intentions positively predicted employee green behaviour. This evidence highlights the importance of individual motivational and cognitive processes in understanding employee green behaviour. More recently, Frosini et al. [5] included 27 peer-reviewed articles in their systematic review of TPB applications to employee green behaviour. Their review identified growing use of TPB-based approaches to explain employee green behaviour and showed that behavioural intention was an important predictor of behaviour in studies that assessed both constructs. However, many studies examined either intention or behaviour rather than both, and organisational variables were incorporated relatively infrequently into extended TPB models [5].

Nevertheless, an individual intention-based explanation does not capture the full organisational context within which employee green behaviour occurs. Frosini et al. [5] found that extensions of the TPB in employee green behaviour research most frequently incorporated personal norms, whereas organisational factors were seldom included. This limitation is important because employees do not perform green behaviour in isolation. Instead, employee green behaviour can be associated with influences operating at individual, team, work-context, organisational, and societal levels [2]. These broader conditions may affect employees' opportunities to enact environmentally responsible behaviour even where positive environmental intentions exist.

A separate organisational literature provides considerable evidence that workplace context matters for employee green behaviour. Green human resource management (GHRM) provides one example. Dumont et al. [6] empirically examined the relationship between GHRM practices and workplace green behaviour and found that GHRM influenced employees' in-role green behaviour both directly and indirectly, whereas its influence on extra-role green behaviour occurred indirectly through psychological green climate. These findings suggest that organisational practices can influence green behaviour not only directly but also by shaping employees' perceptions of the organisation's environmental priorities. The different findings for in-role and extra-role behaviour further demonstrate that organisational influences may operate differently across forms of employee environmental action.

Green psychological climate is particularly relevant to understanding the relationship between individual motivation and organisational context. Norton et al. [3] conceptualised green psychological climate in terms of employees' perceptions and interpretations of organisational policies, practices, and procedures relating to environmental sustainability. Their study explicitly connected this organisational condition with the intention-to-behaviour process. Green psychological climate moderated the relationship between employees' daily green behavioural intentions and their next-day green behaviour, with a positive relationship occurring only when employees perceived a positive green psychological climate. This indicates that organisational context may do more than independently predict employee green behaviour: under some conditions, it may influence whether existing behavioural intentions are enacted.

Leadership constitutes another substantial organisational stream of employee green behaviour research. Wu et al. [7], in a systematic review of 91 articles, identified multiple leadership approaches examined in relation to employee green behaviour and organisational citizenship behaviour for the environment. Their findings demonstrate the breadth of research examining leadership and employees' environmental behaviour and identify a range of mediating and moderating mechanisms through which these relationships have been studied [7]. This literature further supports the view that employee green behaviour is embedded within a wider organisational environment rather than being determined solely by individual attitudes and intentions.

Taken together, these bodies of research provide two important but only partially connected perspectives. TPB-based research explains how individual attitudes, social expectations, and perceptions of control contribute to behavioural intentions and subsequent green behaviour [1,4]. Organisational research, meanwhile, demonstrates that workplace practices, psychological climate, and leadership can shape employee green behaviour [3,6,7]. The intention-to-behaviour gap may also reflect individual-level influences, and the present review does not assume that organisational context is its only explanation. Rather, the review focuses deliberately on organisational conditions because employee green behaviour is enacted within workplaces where opportunities, resources, social expectations, and organisational practices may shape employees' capacity to act on their intentions. This focus therefore complements, rather than replaces, individual-level explanations of the intention-to-behaviour gap. This focus reflects the distinction between forming an intention and enacting it. Although pro-environmental intention represents an individual motivational state, workplace green behaviour is performed within an organisational environment that shapes the opportunities, resources, expectations, and constraints surrounding action. The translation of intention into behaviour may therefore depend not only on what employees are motivated to do, but also on the conditions under which they are able and expected to act. Considering these perspectives together raises a more focused question: under what organisational conditions are employees able to translate their pro-environmental intentions into workplace action?

1.2. Knowledge Gap and Research Focus

Although existing research has established the importance of both individual and organisational antecedents of employee green behaviour, evidence concerning their intersection remains fragmented. It would be inaccurate to claim that organisational influences on employee green behaviour have been neglected. GHRM, psychological green climate, leadership, and other organisational factors have generated substantial research [1,2,7]. Similarly, the relationship between behavioural intention and employee green behaviour is well established [1,5]. The more specific limitation concerns how these bodies of evidence are integrated when explaining the movement from intention to action.

The importance of this gap extends beyond the limited integration of these two bodies of research. Theoretically, an intention-based explanation remains incomplete if it explains why employees become willing to act sustainably but provides limited insight into the conditions under which that willingness is enacted. This makes the relationship between individual motivation and the organisational conditions surrounding behavioural enactment theoretically important, rather than treating organisational context simply as an additional set of predictors of employee green behaviour.

Practically, organisations may invest in environmental communication, awareness, training, and other initiatives intended to strengthen employees' environmental motivation without achieving corresponding behavioural change if workplace conditions do not enable employees to act on those intentions.

Recent systematic evidence highlights an important gap between these two streams of research. Frosini et al. [5] found that organisational variables were seldom incorporated into extended TPB models of employee green behaviour and that many studies assessed either intention or behaviour rather than examining both within the same model. At the same time, organisational research demonstrates that contextual factors can influence employees' workplace green behaviour [6, 7]. However, evidence that an organisational factor influences employee green behaviour is not equivalent to evidence that it facilitates or constrains the translation of behavioural intention into action. Direct evidence of this intention-to-action process exists, as demonstrated by Norton et al. [3], but organisational factors associated with employee green behaviour have not necessarily been tested within the intention-to-behaviour relationship.

This distinction provides the focus for the present research. Rather than conducting another broad review cataloguing the antecedents of employee green behaviour, this study examines organisational evidence through an intention-to-action lens. It distinguishes between direct intention-to-action evidence, where organisational conditions are explicitly tested as factors that directly shape or condition the relationship between behavioural intention and employee green behaviour, and integrated contextual evidence, where organisational conditions form part of an empirically tested pathway involving both green intention and actual employee green behaviour without being directly tested on the intention-to-behaviour relationship. This distinction enables the review to examine not simply which organisational factors are associated with employee green behaviour, but how organisational context contributes to the process through which green intentions become green actions.

Accordingly, the study addresses the following research question:

RQ: How does organisational context enable or constrain the translation of employees' pro-environmental intentions into green behaviour in the workplace?

The objective is to systematically identify, analyse, and synthesise empirical evidence concerning how organisational context is positioned within the broader process linking employees' pro-environmental intentions and workplace green behaviour. The review has three intended outcomes. First, it will identify and synthesise the organisational conditions and mechanisms represented across the broader process linking pro-environmental intentions and workplace green behaviour. Second, it will assess the extent to which existing evidence directly explains the translation of green intentions into green actions and identify areas where direct evidence remains limited. Third, based on the synthesis of the included studies, it will develop an integrative conceptual framework connecting individual green intentions with the organisational conditions under which pro-environmental workplace behaviour is enacted. Practically, this synthesis may help organisations identify workplace conditions that support employees in turning environmental intentions into everyday sustainable action.

1.3. Systematic Literature Review Approach

A systematic literature review (SLR) was selected because the research question requires empirical evidence dispersed across behavioural and organisational research to be identified, compared, and synthesised systematically. SLRs use explicit and structured procedures to improve the transparency and rigour of research synthesis [8, 9]. This approach enables consistent comparison between direct intention-to-action evidence and integrated contextual evidence involving both green intention and actual employee green behaviour, while identifying patterns, limitations, and gaps across the evidence base. The detailed search strategy, eligibility

criteria, screening process, data extraction procedure, and approach to evidence synthesis are presented in Section 2.

2. Method

2.1. Research Design

A systematic literature review (SLR) was conducted to examine how organisational context enables or constrains the translation of employees' pro-environmental intentions into green behaviour in the workplace. The review followed a structured process comprising five main stages: (1) development and refinement of the search strategy; (2) database searching; (3) title and abstract screening followed by full-text eligibility assessment; (4) data extraction and quality assessment; and (5) thematic synthesis. The study-selection process was documented with reference to the principles of PRISMA 2020 to provide a transparent account of how the final evidence base was identified [10].

2.2. Database and Search Strategy

Scopus was used as the bibliographic database for the review because the research question spans organisational, behavioural, management, and environmental research, requiring a database with broad interdisciplinary coverage and structured search functionality. Searches were conducted on 14 August 2026 using the TITLE-ABS-KEY field so that relevant terms could be identified in article titles, abstracts, and indexed keywords. No lower publication-date limit was imposed because imposing an arbitrary starting year could exclude earlier relevant workplace studies.

The search strategy was developed iteratively and checked against known relevant publications, including studies directly examining organisational conditions within the intention-to-behaviour relationship, to assess whether the terminology was capable of retrieving evidence aligned with the review question. Terminology was broadened to reflect variation across the literature. For example, some relevant studies referred to “energy conservation behaviour” or “energy saving behaviour” rather than employee pro-environmental behaviour, while others used the more general term “intention” rather than “behavioural intention”. A balance was required between search sensitivity and specificity. Relying exclusively on predefined organisational constructs risked overlooking contextual conditions not anticipated in advance, whereas using broad workplace terminology alone was likely to retrieve a much wider range of studies with limited relevance to the review question. The search therefore combined the broad term “workplace” with selected organisational constructs commonly used in the employee green behaviour literature. This represented a pragmatic retrieval strategy rather than an exhaustive operationalisation of organisational context. The named organisational terms were used to identify potentially relevant records, while a broader conceptual definition of organisational context was subsequently applied during title and abstract screening and full-text eligibility assessment.

The final Scopus search string was:

TITLE-ABS-KEY ((“employee green behavio*” OR “employee pro-environmental behavio*” OR “workplace green behavio*” OR “workplace pro-environmental behavio*” OR “pro-environmental behavio*” OR “proenvironmental behavio*” OR “energy conservation behavio*” OR “energy saving behavio*”) AND (intention*) AND (“green psychological climate” OR “green organisational climate” OR “green organizational climate” OR “green organisational support” OR “green organizational support” OR “green HRM” OR “green human resource management” OR leadership OR “organisational culture” OR “organizational culture” OR workplace)).

The final search returned 91 records. One non-English record was removed before title and abstract screening, leaving 90 English-language records for screening. No automatic document-type restriction was applied at the database-search stage; eligibility was instead determined during the screening and full-text assessment process.

2.3. Eligibility Criteria and Study Selection

Studies were eligible for inclusion if they met the following criteria: (1) the study focused on employees or workers in an organisational or workplace context; (2) it reported primary empirical research using quantitative,

qualitative, or mixed-method designs; (3) it included both a measure or explicit assessment of pro-environmental or green behavioural intention and a measure or assessment of actual, reported, observed, or subsequently enacted pro-environmental behaviour; (4) it examined at least one organisational or workplace contextual factor; and (5) it provided sufficient evidence to interpret the role of organisational context within the intention-to-action process.

Organisational context was defined broadly to include workplace conditions, practices, relationships, and systems that could enable or constrain employee pro-environmental behaviour. These included factors such as leadership, organisational and psychological climate, organisational support and culture, green human resource management, environmental policies and interventions, supervision, workplace social influences, barriers, opportunities, and resources. This broad definition was used because relevant organisational influences were conceptualised differently across the literature. This eligibility definition was intentionally broader than the specific organisational terms used in the database search. The search terms served to retrieve potentially relevant records, whereas the broader definition was applied during screening and full-text assessment to determine whether a publication examined an organisational or workplace contextual condition relevant to the review question.

Studies were excluded if they focused exclusively on non-workplace populations or behaviours, did not report primary empirical research, examined behavioural intention without employee pro-environmental behaviour or behaviour without intention, or did not include an organisational or workplace contextual factor relevant to the review question. Studies were also excluded where the available evidence was insufficient to establish their relevance to the intention-to-action process.

Relevance to the intention-to-action process was judged primarily from how the publication conceptualised and empirically examined the organisational factor, whether both behavioural intention and employee green behaviour were assessed, and whether the reported analysis provided evidence about the position of organisational context within the broader behavioural process.

Following removal of one non-English record, 90 records underwent title and abstract screening. Of these, 60 were excluded, 26 were provisionally included, and four were classified as uncertain and retained for further assessment. Consequently, 30 publications underwent full-text eligibility assessment. Four were excluded at this stage: two did not establish the required intention-to-behaviour relationship, one did not examine a distinct organisational or workplace contextual factor, and one did not provide a sufficiently clear employee sample or individual-level intention-to-behaviour test. The final evidence base therefore comprised 26 included publications (see Figure 1).

2.4. Data Extraction

Data were extracted from the included publications using a structured evidence matrix. For each publication, information was recorded on the author(s), year of publication, country or geographical setting, organisational or occupational context, sample characteristics, research design, theoretical framework, measures of behavioural intention and employee pro-environmental behaviour, organisational or workplace contextual factors, and findings relevant to the intention-to-action process. Full-text information was used wherever available to verify study characteristics and relevant findings. The evidence matrix also recorded methodological characteristics relevant to the subsequent quality assessment, including sampling, measurement, analytical procedures, temporal design, and the use of self-reported, observed, or objectively recorded behavioural outcomes.

Particular attention was given to distinguishing between direct intention-to-action evidence and integrated contextual evidence. Direct intention-to-action evidence referred to publications in which an organisational or workplace condition was explicitly tested as shaping or conditioning the intention-to-behaviour relationship itself. Integrated contextual evidence referred to publications in which organisational conditions formed part of an empirically tested pathway involving both behavioural intention and employee pro-environmental behaviour but were not tested directly on the intention-to-behaviour relationship. This distinction ensured that evidence demonstrating the broader relevance of organisational context was not automatically treated as evidence that organisational context directly shaped the translation of an existing intention into behaviour.

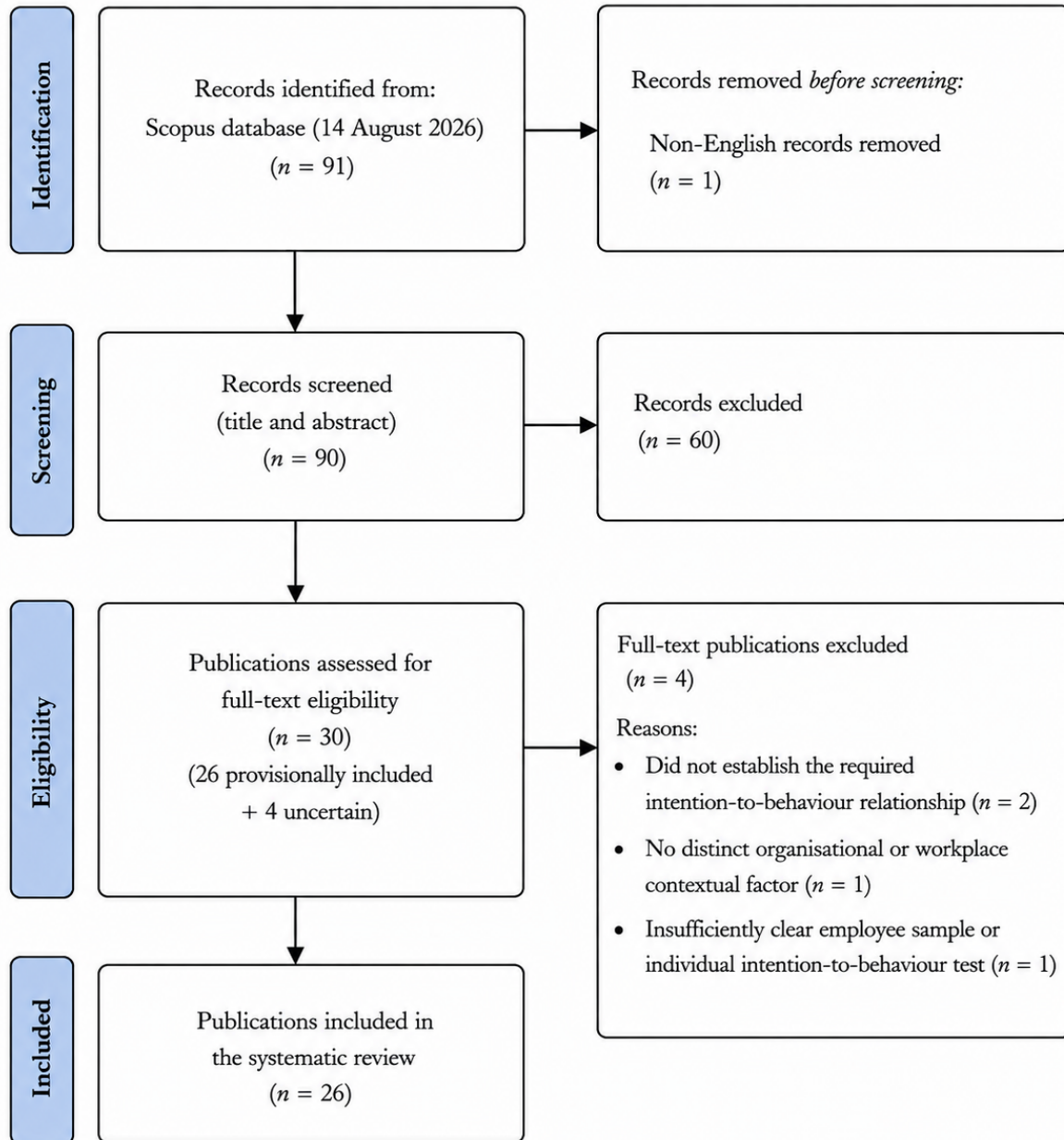


Figure 1. PRISMA 2020 Flow Diagram of the Study-Selection Process. Note: Adapted from the PRISMA 2020 statement [10].

Integrated contextual evidence was retained because the review examines the broader organisational context surrounding the movement from intention to action, rather than restricting the evidence base solely to studies testing statistical moderation of the intention-to-behaviour relationship. Publications in this category empirically connected organisational conditions, behavioural intention, and employee green behaviour within the same explanatory pathway and therefore contributed evidence about the organisational mechanisms surrounding intention formation and behavioural enactment. However, this evidence was not treated as demonstrating that an organisational condition directly enabled or constrained the translation of an already formed intention into behaviour. Claims concerning such translation were based primarily on direct intention-to-action evidence. Integrated contextual evidence instead provided complementary process-level understanding of the organisational conditions within which intention and behaviour were jointly situated.

2.5. Quality Assessment

A structured, design-sensitive quality assessment was undertaken for the 26 included publications to

evaluate the methodological robustness of the included evidence. Because the evidence base included heterogeneous research designs, including cross-sectional surveys, prospective and time-lagged studies, diary research, qualitative and mixed-method studies, observational research, and field interventions, methodological quality was appraised in relation to study design rather than through a single aggregate quality score. The assessment considered the appropriateness of the research design, transparency of the sample and setting, adequacy of measurement and analytical procedures, temporal separation or behavioural observation where applicable, potential limitations associated with self-report and common-method bias, and the extent to which the design supported interpretation of the reported intention-to-behaviour relationships. These design-sensitive criteria were applied consistently across the 26 included publications and recorded in the evidence matrix, with quality judgements based on the methodological information reported in each publication.

Quality judgements were used to inform interpretation of the strength and limitations of the evidence rather than as an additional eligibility criterion. Publications meeting the predefined inclusion criteria were therefore retained regardless of their quality judgement. Potential non-independence was also considered where publications appeared to draw on the same or substantially overlapping samples. The quality assessment was kept analytically separate from the direct/integrated evidence classification and primary thematic coding.

2.6. Data Analysis and Synthesis

The extracted evidence was synthesised using a structured thematic approach. Organisational and workplace contextual factors were compared across publications and grouped according to conceptual similarity and their relevance to the review question. The synthesis considered how these factors were positioned within empirical pathways involving behavioural intention and employee pro-environmental behaviour and whether they enabled, constrained, or otherwise contributed to the broader intention-to-action process.

The synthesis also compared publications classified as providing direct intention-to-action evidence with those providing integrated contextual evidence. Direct evidence was used to assess whether organisational conditions were explicitly positioned within the intention-to-behaviour relationship, whereas integrated contextual evidence was used to identify broader organisational mechanisms and conditions surrounding intention formation and behavioural enactment. This comparison preserved differences in evidential relevance: direct evidence informed conclusions about the enactment of an already formed intention, whereas integrated contextual evidence informed interpretation of the broader organisational process surrounding intention and behaviour.

For thematic reporting, each included publication was assigned to one primary theme based on the dominant organisational mechanism most relevant to the review question. This judgement was based primarily on the focal organisational construct examined in the publication, its conceptual or hypothesised role within the empirical model or analysis, and the findings most directly relevant to the intention-to-action process. This primary classification was used to calculate the frequencies and percentages reported in the Results. Where a publication contained contextual factors relevant to more than one theme, these secondary thematic connections were retained in the qualitative synthesis but were not counted as additional publications in the primary-theme frequencies. This approach allowed thematic overlap to be represented without double-counting publications.

3. Results

3.1. Study Selection and Characteristics

The systematic search identified 91 records in Scopus. After one non-English record was removed, 90 records underwent title and abstract screening. Of these, 60 were excluded, while 26 were provisionally included and four were classified as uncertain and retained for further assessment. Consequently, 30 publications underwent full-text eligibility assessment. Four were excluded at this stage: two did not establish the required intention-to-behaviour relationship, one did not examine a distinct organisational or workplace contextual factor, and one did not provide a sufficiently clear employee sample or individual-level intention-to-behaviour test. This resulted in a final evidence base of 26 included publications.

The included publications spanned the period from 2015 to 2026, although the evidence base was

concentrated in more recent years. Two publications were published in 2015, two in 2017, five in 2021, one in 2022, two in 2023, three in 2024, six in 2025, and five in 2026. Overall, 22 of the 26 publications (84.6%) were published between 2021 and 2026, while 14 publications (53.8%) appeared between 2024 and 2026. The included publications also represented a geographically diverse evidence base, covering research settings across Asia, Europe, the Middle East, North America, South America, and cross-country contexts. Organisational settings included hotels and other hospitality organisations, small and medium-sized enterprises, universities, hospitals, public organisations, pharmaceutical and manufacturing organisations, professional laboratories, office workplaces, and other service and supply-chain settings.

Methodologically, the evidence base was dominated by quantitative survey research, with covariance-based SEM and PLS-SEM frequently used to examine relationships among organisational factors, behavioural intention, and employee pro-environmental behaviour. However, the evidence base also included diary, prospective and time-lagged designs, qualitative and mixed-method studies, behavioural observation, and field interventions, providing some methodological diversity beyond single-wave survey research.

The quality assessment indicated variation in methodological strength across the evidence base. Recurring limitations included reliance on cross-sectional and self-reported data, non-probability sampling, restricted organisational or geographical settings, and limited capacity for causal interpretation. Nevertheless, several publications strengthened the evidence through temporal separation, diary designs, behavioural observation, qualitative or mixed-method triangulation, or field interventions. Many quantitative studies also reported appropriate reliability, validity, and multivariate analytical procedures. Overall, the appraisal supported cautious interpretation of the evidence rather than exclusion or reclassification of publications on methodological grounds.

Theoretical approaches also varied across the included publications, although the Theory of Planned Behaviour (TPB) was the most prominent theoretical foundation. Several publications extended TPB-based explanations by incorporating organisational constructs such as leadership, psychological or organisational climate, organisational support, green human resource management (GHRM), organisational culture, workplace opportunity, and policy-related conditions. Other publications drew on or combined the TPB with frameworks including the Ability-Motivation-Opportunity model, Norm Activation Model, Social Exchange Theory, Conservation of Resources theory, and related behavioural perspectives. Across these theoretical approaches, behavioural intention formed an important component of the explanatory models, while the organisational conditions surrounding the intention-to-behaviour process varied considerably.

The evidence base comprised 26 publications rather than 26 confirmed independent empirical samples. The two AlDana et al. [11,12] publications appear to draw on the same or a substantially overlapping Lebanese SME sample. The two Guerra-Lombardi et al. [13,14] publications also examined closely related hotel contexts in the Canary Islands, although sample overlap could not be established. These potential dependencies were considered when interpreting the frequency and strength of evidence (see Table 1).

Table 1. Characteristics of the Included Publications (N = 26).

Study	Country/ Context	Organisational Setting	Sample	Research Design	Theory/ Analytical Framework
Baydeniz & Kart [15]	Türkiye (Istanbul)	Green-star hotels/ hotel managers	432 hotel managers	Cross-sectional survey; PLS-SEM	S-O-R theory
Nisar et al. [16]	Pakistan	Textile exporting firms	239 employees	Cross-sectional self- report survey; PLS-SEM	Extended behavioural/serial mediation model
AlDana et al. [11]	Lebanon	Small and medium- sized enterprises	367 employees	Cross-sectional survey; convenience sampling; PLS-SEM	AMO + TPB

Table 1. Cont.

Study	Country/ Context	Organisational Setting	Sample	Research Design	Theory/ Analytical Framework
Kotsopoulos et al. [17]	Spain, Switzerland and Italy	Two university buildings, IS institute and technology business incubator	110 pre-intervention; 54 post-intervention respondents	Workplace survey + IoT-enabled gamified field intervention	SDT + TPB + VBN
Hnin et al. [18]	Thailand (Bangkok)	Private-sector office workplaces	105 office workers	Cross-sectional online survey; PLS-SEM	MOA + NAM + TPB
Blok et al. [19]	Netherlands	Wageningen University and Research Centre	411 employees	Cross-sectional survey	TPB extended with organisational factors
Frosini et al. [20]	Italy	Working adults/ workplace waste separation	711 working adults	Two-wave prospective online survey; SEM	TPB + environmentally specific transformational leadership + green organisational climate
Norton et al. [3]	Australia	Full-time employees across organisations	74 employees across 10 workdays	Daily diary study; multilevel analysis	Green psychological climate/intention-to-behaviour framework
Çelik et al. [21]	Country not explicitly reported in available article information	Employees in organisations	338 employees	Cross-sectional survey; random sampling; SEM (AMOS)	TPB
Nguyen et al. [22]	Vietnam	Employees from enterprises	12 qualitative interview participants; 350 quantitative respondents from approximately 60 enterprises	Preliminary qualitative interviews + cross-sectional quantitative survey; PLS-SEM	Extended workplace PEB model
Xu et al. [23]	China (six provinces)	Companies, schools and government departments/ workplace energy conservation	337 valid respondents	Cross-sectional questionnaire survey; SEM	Extended TPB incorporating behavioural-control factors
Al Zaidi et al. [24]	United Arab Emirates (Abu Dhabi)	Public-sector organisations	519 employees	Three-wave time-lagged survey; CFA and SEM	TPB + NAM + Comprehensive Action Determination Model
Chawla et al. [25]	Germany and United Kingdom	Two five-star luxury hotels in one international hotel chain	16 individual interviewees + 11 participants in three group interviews; observational/ documentary evidence	Multiple-case qualitative study; interviews + participant observation + organisational documents	TPB
AlDana et al. [12]	Lebanon	Small and medium-sized enterprises	367 employees	Cross-sectional survey; convenience sampling; PLS-SEM	AMO + TPB
Roquid et al. [26]	Philippines	Professional laboratory workplaces	201 laboratory personnel	Cross-sectional self-administered survey; snowball sampling; PLS-SEM	Extended TPB

Table 1. Cont.

Study	Country/ Context	Organisational Setting	Sample	Research Design	Theory/ Analytical Framework
Ansari & Khan [27]	Pakistan	Pharmaceutical companies	418 employees	Cross-sectional online survey; PLS-SEM + PROCESS Model 14	Social Exchange Theory + behavioural intention model
Yılmaz [28]	Türkiye (Adana)	Service-sector workplaces	Study I: 354 employees; Study II: 25 employees observed	Survey + SEM and 10-day behavioural observation	TPB + Social Exchange Theory
Wesselink et al. [29]	Netherlands	Four housing associations	479 complete cases	Cross-sectional web-based survey; OLS regression	TPB extended with managerial and organisational factors
Singleton et al. [30]	Australia (Queensland) and United Kingdom (England)	Hospital pharmacy departments	Australia: 66; UK: 40; total n = 106	Cross-country mixed-method study; questionnaire + interviews	Workplace PEB/TPB-related framework
Guerra-Lombardi et al. [14]	Spain (Canary Islands)	Hotels	536 hotel employees	Cross-sectional self-administered survey; PLSc-SEM	Conservation of Resources theory + intention-based model
Rasheed et al. [31]	Pakistan	Manufacturing firms/supply-chain functions	178 supply-chain and related managers	Cross-sectional online survey; snowball sampling; SEM	Extended behavioural intention model
Guerra-Lombardi et al. [13]	Spain (Canary Islands)	Hotels	497 hotel employees	Cross-sectional survey; PLS-SEM	Green behavioural intention/contextual mediation model
Allen et al. [32]	United States	Employees participating in organisational environmental initiatives across industries	T1: 206 employees; T2: 110 employees	Two-wave time-lagged survey; CFA and SEM	Goal-framing theory + TPB
Dixon et al. [33]	United States	Cornell University	2,919 faculty, staff and graduate students	Cross-sectional survey; regression analysis	TPB + sense of community
Li et al. [34]	China	Nurses in three hospitals	489 nurses	Cross-sectional questionnaire survey; PROCESS moderation analysis	TPB + ethical leadership
Sierra-Barón & Meneses-Baéz [35]	Colombia (Huila)	Employees across organisations	856 employees	Cross-sectional survey; SEM + mediation analysis	Blok et al. integrative model + TPB/NAT/VBN

Note: Study characteristics were extracted from the included publications and verified against full-text information where available. Sample figures refer to the analytical sample where this could be established. Two AlDana et al. [11, 12] publications appear to draw on the same or a substantially overlapping sample, while possible overlap between the Guerra-Lombardi et al. [13, 14] samples could not be established. Publications, rather than confirmed independent samples, were retained as the unit of inclusion.

3.2. Nature of the Intention-to-Action Evidence

Among the 26 included publications, the evidence concerning the role of organisational context in the intention-to-action process varied in its degree of directness. Based on the classification criteria established in the review, four publications (15.4%) provided direct intention-to-action evidence, while 22 publications (84.6%) provided integrated contextual evidence. Direct evidence referred to studies in which an organisational

or workplace condition was explicitly tested as shaping or conditioning the relationship between behavioural intention and employee pro-environmental behaviour. Integrated contextual evidence referred to studies in which organisational conditions formed part of an empirically tested pathway involving both intention and behaviour but were not tested directly on the intention-to-behaviour relationship. This classification reflected the position of organisational context within the intention-to-behaviour process rather than the methodological quality of individual publications.

The four publications providing direct evidence demonstrated several ways in which organisational context could enter the intention-to-action relationship. Norton et al. [3] found that green psychological climate conditioned whether employees' daily green behavioural intentions were translated into next-day green behaviour. Li et al. [34] showed that ethical leadership strengthened the relationship between nurses' green behavioural intentions and their real green behaviour. Ansari and Khan [27] similarly found that a supportive work environment strengthened the positive relationship between behavioural intention and employee pro-environmental behaviour. Guerra-Lombardi et al. [13] identified a different mechanism, showing that contextual influences associated with customers, coworkers, supervisors, and organisational environmental policy partially mediated the relationship between green behavioural intention and in-role green behaviour.

The remaining 22 publications provided integrated contextual evidence. In these studies, organisational conditions operated within broader pathways involving both intention and behaviour, including as antecedents of intention, alongside individual motivational processes, or through wider mediating mechanisms. These studies demonstrate the breadth of organisational influences surrounding employee green behaviour, although organisational context was not positioned directly on the intention-to-behaviour relationship itself.

Overall, the evidence therefore reveals an important distinction between the breadth of organisational-context research and the depth of direct intention-to-action evidence. Organisational conditions were widely represented across the included publications, but explicit tests of how they shape the enactment of an already formed green intention remained comparatively limited. Table 2 summarises this classification.

Table 2. Nature of the Intention-to-Action Evidence Across the Included Publications (N = 26).

Evidence Classification	<i>k</i>	%
Direct intention-to-action evidence	4	15.4
Integrated contextual evidence	22	84.6
Total	26	100.0

Note: *k* = number of included publications. Direct intention-to-action evidence refers to publications in which an organisational or workplace condition was explicitly tested as shaping or conditioning the intention-to-behaviour relationship itself. The four publications classified as direct evidence were Norton et al. [3], Li et al. [34], Ansari and Khan [27], and Guerra-Lombardi et al. [13]. Integrated contextual evidence refers to publications in which organisational conditions formed part of an empirically tested pathway involving both intention and behaviour but were not tested directly on the intention-to-behaviour relationship. Publications, rather than confirmed independent empirical samples, were used as the unit of counting.

The predominance of integrated contextual evidence is important for interpreting the findings. These publications establish that organisational conditions are empirically connected with behavioural intention and employee green behaviour within broader explanatory pathways, but they do not provide the same evidence as publications that directly test organisational conditions within the intention-to-behaviour relationship. Accordingly, integrated contextual evidence is used in the following thematic synthesis to identify the broader organisational mechanisms and conditions surrounding intention formation and behavioural enactment, while claims concerning the translation of an already formed intention into action are based primarily on the direct evidence.

3.3. Organisational Contextual Factors and Mechanisms

The thematic synthesis identified five interrelated dimensions of organisational context relevant to the broader intention-to-action process: (1) leadership, climate, and organisational support; (2) policies, barriers, supervision,

and interventions; (3) GHRM, training, and organisational culture; (4) social and relational workplace context; and (5) organisational psychological, commitment, and opportunity mechanisms.

These dimensions were identified across both direct intention-to-action evidence and integrated contextual evidence and therefore represent organisational conditions surrounding the broader behavioural process rather than factors uniformly demonstrated to influence the translation of an already formed intention into behaviour.

Based on the primary thematic coding, nine publications (34.6%) were primarily associated with the first theme, six (23.1%) with the second, four (15.4%) with the third, three (11.5%) with the fourth, and four (15.4%) with the fifth. Each publication was assigned to one primary theme according to its dominant organisational mechanism, so the counts sum to the 26 included publications. The themes nevertheless remained conceptually overlapping, and secondary thematic relationships were retained in interpreting the findings. Table 3 summarises the five primary themes, their principal contextual factors and roles in the intention-to-action process, and the publications primarily assigned to each theme

3.3.1. Leadership, Climate, and Organisational Support

Leadership, organisational climate, organisational support, and the broader work environment formed the most prominent thematic cluster. Relevant constructs included environmentally specific or green transformational leadership, ethical and exemplary leadership, leadership support, green psychological and organisational climate, perceived organisational support for environmental behaviour, and supportive work-environment conditions [3,15,16,19,20,22,27,29,34].

The direct evidence reported in Section 3.2 showed that green psychological climate, ethical leadership, and supportive work-environment conditions could operate as boundary conditions around behavioural enactment [3, 27, 34]. The broader integrated evidence identified related but more indirect pathways. Environmentally specific transformational leadership and psychological green climate contributed to environmental passion, intention, and pro-environmental behaviour [16], while environmentally oriented leadership was connected with later workplace waste-separation behaviour through green organisational climate and TPB-related mechanisms [20]. Leadership support and exemplary leadership also featured in workplace pro-environmental behaviour models [19, 29], while leadership behaviour and GHRM were associated with employees' pro-environmental intentions and behaviour in Vietnamese enterprises [22].

Notably, Wesselink et al. [29] found organisational support and exemplary leadership to be associated with workplace pro-environmental behaviour even though the intention-to-behaviour relationship itself was not significant. This suggests that supportive organisational conditions may also operate through pathways not fully captured by behavioural intention.

3.3.2. Policies, Barriers, Supervision, and Interventions

A second theme concerned the practical organisational conditions shaping employees' opportunities and capacity to perform environmental behaviour. Relevant factors included organisational policies and targets, workplace barriers, supervision, comfort and user-experience conditions, feedback mechanisms, resource availability, and behavioural interventions [17,23,25,30–32].

Xu et al. [23] found that behavioural intention had only a limited effect on workplace energy-conservation behaviour, while comfort, user experience, and supervision were important in explaining actual behaviour. Rasheed et al. [31] similarly identified organisational barriers as relevant to supply-chain managers' pro-environmental intentions and behaviour. Qualitative evidence reinforced the importance of implementation conditions: Chawla et al. [25] identified limited perceived behavioural control as a constraint on hospitality employees' pro-environmental food-waste practices, while Singleton et al. [30] found that legislated carbon-reduction targets did not automatically correspond with stronger workplace pro-environmental behaviour.

Table 3. Thematic Synthesis of Organisational Context in the Intention-to-Action Process (N = 26).

Primary Theme	<i>k</i> (%)	Organisational/ Contextual Factors	Main role in the Intention-to-Action Process	Publications Primarily Assigned to the Theme
Leadership, climate, and organisational support	9 (34.6%)	Green/environmentally specific transformational leadership; ethical and exemplary leadership; leadership support; green psychological/organisational climate; perceived organisational support; supportive work environment	Signals organisational environmental priorities, shapes motivation and intention, and can provide boundary conditions that strengthen or weaken the translation of intention into behaviour.	Ansari & Khan [27]; Baydeniz & Kart [15]; Blok et al. [19]; Frosini et al. [20]; Li et al. [34]; Nguyen et al. [22]; Nisar et al. [16]; Norton et al. [3]; Wesselink et al. [29]
Policies, barriers, supervision, and interventions	6 (23.1%)	Environmental policies and targets; organisational and personal barriers; supervision; resource and comfort conditions; feedback mechanisms; workplace interventions; perceived costs and benefits	Identifies organisational conditions that may affect the practical feasibility of green behaviour and create implementation opportunities or constraints surrounding behavioural enactment.	Allen et al. [32]; Chawla et al. [25]; Kotsopoulos et al. [17]; Rasheed et al. [31]; Singleton et al. [30]; Xu et al. [23]
GHRM, training, and organisational culture	4 (15.4%)	GHRM; green training and development; employee empowerment and participation; organisational culture; sustainability communication; job satisfaction and work well-being	Embeds sustainability within formal organisational systems and develops attitudes, motivation, behavioural intention, psychological resources, and organisational capability for green action.	AlDana et al. [11]; AlDana et al. [12]; Guerra-Lombardi et al. [14]; Roquid et al. [26]
Social and relational workplace context	3 (11.5%)	Coworker green climate; customers; supervisors; customer pressure; workplace community; relational expectations; organisational environmental attitudes/policy	Provides social information, norms, expectations, and reinforcement surrounding green behaviour and can form part of the mechanism through which intention is translated into action.	Çelik et al. [21]; Dixon et al. [33]; Guerra-Lombardi et al. [13]
Organisational psychological, commitment, and opportunity mechanisms	4 (15.4%)	Perceived opportunity; organisational commitment; organisational citizenship; CSR perceptions; motivation and ability; workplace-related psychological mechanisms	Shapes employees' psychological readiness, interpretation of organisational conditions, perceived opportunity, and capacity for workplace green action.	Al Zaidi et al. [24]; Hnin et al. [18]; Sierra-Barón & Meneses-Baéz [35]; Yilmaz [28]
Total	26 (100.0%)			

Note: *k* represents the number of included publications assigned to each primary theme. Percentages were calculated using the 26 included publications as the denominator. Each publication was counted once according to its dominant organisational mechanism, so the primary-theme counts sum to 26. However, the themes are conceptually interrelated, and several publications also contained factors coded under one or more secondary themes. The thematic classification therefore represents the dominant emphasis of each publication rather than mutually exclusive conceptual boundaries. Publications, rather than confirmed independent empirical samples, were used as the unit of counting.

Conversely, organisational interventions could facilitate action. Kotsopoulos et al. [17] found that an IoT-enabled gamified feedback intervention contributed to organisational energy conservation through employees' motivation and energy-saving behaviour. Allen et al. [32] similarly linked perceived costs and benefits of organisational environmental initiatives with behavioural intention and subsequent participation. Collectively, these findings indicate that organisational arrangements may create practical opportunities or constraints

surrounding green action, although most of this evidence does not directly test whether those conditions alter the intention-to-behaviour relationship itself.

3.3.3. GHRM, Training, and Organisational Culture

The third theme concerned formal organisational systems designed to develop and reinforce environmentally responsible behaviour. Relevant mechanisms included GHRM, green training and development, employee empowerment and participation, organisational culture, sustainability communication, job satisfaction, and work well-being [11,12,14,26].

The two closely related AlDana et al. [11,12] publications linked green training and development, and in one study employee empowerment and participation, with employee attitudes, behavioural intention, and green behaviour. Because both publications reported the same sample size of 367 employees in Lebanese SMEs, they were treated as closely related publication-level evidence rather than independent empirical confirmations. Roquid et al. [26] similarly found that organisational culture, environmental literacy, and sustainability communication were associated with green intentions and behaviours among professional laboratory personnel.

In the hospitality sector, Guerra-Lombardi et al. [14] linked GHRM with green behavioural intention and in-role employee green behaviour, with job satisfaction providing a supported psychological pathway, whereas the corresponding mediating role of work well-being was not supported. Overall, the evidence in this theme primarily reflected integrated contextual pathways, in which formal organisational systems contributed to attitudes, motivation, intention, and psychological conditions surrounding green behaviour rather than directly modifying the intention-to-behaviour relationship.

3.3.4. Social and Relational Workplace Context

The fourth theme concerned the socially embedded nature of workplace green behaviour. Relevant influences included customers, coworkers, supervisors, organisational environmental policy, and employees' sense of workplace community [13,21,33].

As reported in Section 3.2, Guerra-Lombardi et al. [13] provided direct evidence that customer, coworker, supervisory, and organisational environmental influences formed part of the mechanism linking green behavioural intention with in-role green behaviour. Broader relational pathways were identified by Çelik et al. [21], who linked customer pressure and job satisfaction with environmental attitudes and subsequent intention and behaviour, and by Dixon et al. [33], who identified workplace sense of community as relevant to energy-saving intentions and self-reported behaviour.

Together, these studies indicate that workplace green behaviour occurs within social environments that provide norms, expectations, and reinforcement surrounding behavioural enactment.

3.3.5. Organisational Psychological, Commitment, and Opportunity Mechanisms

The fifth theme captured organisational conditions operating through employees' psychological relationship with their workplace and their perceived opportunity to act. Relevant mechanisms included perceived opportunity, organisational commitment, perceived corporate social responsibility, organisational citizenship, job-related motivation, and employees' interpretations of organisational conditions [18,24,28,35].

Hnin et al. [18] found that intention and opportunity did not exhibit straightforward positive relationships with workplace energy-saving behaviour, whereas motivation and ability were important predictors. Al Zaidi et al. [24] found that perceived corporate social responsibility was associated with intentions to perform voluntary pro-environmental behaviour, while pro-environmental habit strengthened the relationship between intention and actual voluntary behaviour. Although habit is an individual mechanism, this study illustrates how organisational perceptions and individual processes can operate jointly within the broader intention-to-action process.

Organisational commitment and related workplace attitudes were also represented. Yilmaz [28] connected organisational commitment and organisational citizenship-related mechanisms with workplace energy-saving intentions and practice, while Sierra-Barón and Meneses-Baéz [35] found that intention mediated the effects of

several contextual factors on workplace pro-environmental behaviour and that leadership behaviour also directly influenced behaviour. Overall, this theme suggests that organisational context may operate through intermediate psychological, commitment, and opportunity-related mechanisms surrounding behavioural enactment.

3.3.6. Cross-Theme Synthesis

Across the five themes, organisational context was represented within the broader intention-to-action process through multiple interrelated mechanisms. Leadership, climate, and organisational support provided organisational signals and support; GHRM, training, and culture embedded sustainability within formal organisational systems; policies, supervision, resources, interventions, and barriers shaped practical implementation conditions; social actors provided relational expectations and reinforcement; and psychological, commitment, and opportunity mechanisms shaped employees' responses to organisational conditions.

The evidence was weighted more strongly towards enabling than constraining conditions. Most publications examined supportive leadership, climate, organisational systems, training, or interventions, whereas a smaller group identified limited control, comfort requirements, structural constraints, or weak implementation conditions that could interfere with behavioural enactment [18, 23, 25, 30]. Organisational context therefore emerged across the themes as both a potential facilitator and constraint on green action.

However, the evidence supporting these roles differed in directness. Most publications identified organisational conditions surrounding intention and behaviour within broader explanatory pathways, whereas only a small subset directly examined how organisational conditions were positioned within the enactment of an already formed green intention.

3.4. Integrative Synthesis of the Intention-to-Action Process

Taken together, the findings suggest that employee green behaviour is organisationally embedded and that organisational conditions may be relevant to the movement from pro-environmental intention to workplace action. Behavioural intention provides motivational readiness for action, while organisational context forms part of the conditions within which that readiness may be expressed. The distinction between direct and integrated contextual evidence indicates two different levels of organisational relevance: direct evidence positions organisational conditions within the intention-to-behaviour relationship itself, whereas integrated evidence identifies organisational conditions operating across the broader behavioural process. The resulting synthesis therefore distinguishes between evidence directly concerning intention enactment and evidence providing broader contextual understanding of how intention and behaviour are situated within organisational settings.

Across the five thematic domains, the evidence could be synthesised into three broader functions of organisational context. First, a motivational and signalling function involved leadership, climate, GHRM, culture, and organisational support communicating environmental priorities and reinforcing green motivation. Second, an opportunity and implementation function involved policies, resources, supervision, physical conditions, interventions, and barriers affecting whether intended behaviour was practically feasible. Third, a social and psychological reinforcement function involved workplace relationships, perceived support, commitment, job satisfaction, CSR perceptions, and related mechanisms shaping employees' willingness and capacity to sustain action.

These functions were represented at different points in the behavioural process. Some organisational conditions were associated with the formation of attitudes, norms, perceived control, motivation, and intention. A smaller body of direct evidence positioned organisational conditions within the relationship between intention and behaviour. Other conditions contributed through broader pathways surrounding behaviour. This integrated pattern can be represented conceptually as:

Individual and motivational antecedents → Green behavioural intention → Employee green behaviour with organisational context operating across the pathway through leadership, climate, and organisational support; policies, barriers, supervision, and interventions; GHRM, training, and organisational culture; social and relational workplace context; and organisational psychological, commitment, and opportunity mechanisms (see Figure 2).

Within this conceptual framework, organisational context may be positioned as an antecedent, intervening mechanism, boundary condition, or facilitating or constraining implementation environment, depending on how it was examined in the underlying evidence. The framework synthesises the reviewed evidence around the organisational conditions surrounding behavioural enactment and should therefore be interpreted as a conceptual synthesis rather than a single empirically tested causal model.

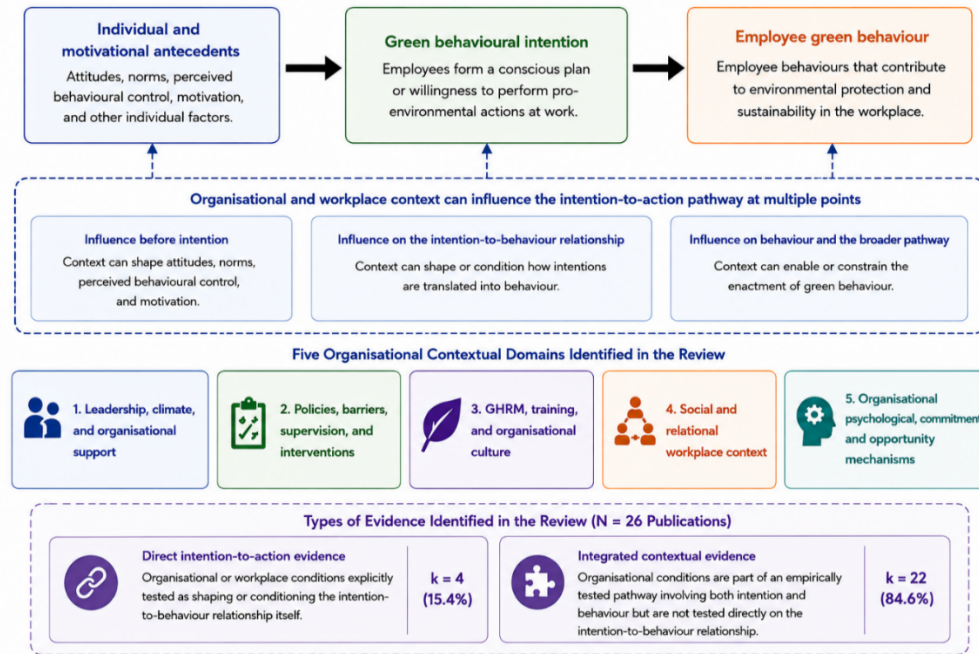


Figure 2. Organisationally Contextualised Intention-to-Action Framework for Employee Green Behaviour.

4. Discussion

4.1. Overview of the Main Findings

The findings suggest that the intention-to-action gap should not be understood solely as an individual motivational issue. Rather, behavioural intentions are enacted within organisational environments that may support, facilitate, or obstruct their expression in workplace action. This interpretation complements the Theory of Planned Behaviour (TPB) by drawing greater attention to the organisational conditions surrounding behavioural enactment [4].

A central implication is the distinction between the breadth of organisational-context research and the depth of evidence specifically addressing intention enactment. Organisational influences on employee green behaviour are widely recognised, yet comparatively less research has established where, when, and how organisational conditions affect an already formed green intention. This refines the knowledge gap identified in the Introduction: the unresolved issue is not whether organisational context matters generally, but how it becomes relevant within the transition from intention to action.

The thematic and integrative findings also suggest that organisational context matters at different points in the behavioural process. Some conditions may shape the motivation from which intentions develop, whereas others may affect whether an existing intention can be enacted in practice. The organisational environment may therefore facilitate or constrain the expression of environmental motivation in workplace behaviour.

Taken together, the review shifts attention from whether employees intend to behave sustainably towards the organisational conditions under which those intentions become actionable. The following sections develop this interpretation by considering the intention-to-action gap, its theoretical implications, and its implications for organisational practice.

4.2. Organisational Context and the Intention-to-Action Gap

A useful interpretation of the findings is to distinguish between intention-forming and intention-enacting

organisational conditions. Within this interpretation, intention-forming conditions may influence the motivational processes through which employees develop willingness to behave sustainably. Leadership, organisational climate, GHRM, training, culture, and social expectations may contribute to attitudes, norms, perceived control, motivation, and ultimately behavioural intention. Intention-enacting conditions, by contrast, may influence whether an already formed intention can be expressed in practice through workplace opportunities, resources, supervisory support, social reinforcement, and the absence of implementation barriers. Some organisational conditions may perform both functions, but distinguishing their position in the behavioural process provides a more precise explanation of how context relates to the intention-to-action gap.

This distinction also clarifies why an organisational antecedent of green behaviour is not necessarily an explanation of the intention-to-action gap. A factor may predict behavioural intention, green behaviour, or both without affecting the transition between them. The predominance of integrated contextual evidence therefore suggests that organisational context is relevant across the broader behavioural process but does not by itself establish that every identified organisational factor facilitates or constrains the enactment of an already formed intention. Stronger claims about the gap require evidence that explicitly positions contextual conditions within, or immediately around, the intention-to-behaviour relationship.

The findings further suggest that organisational enactment can be understood in terms of support and friction. Support occurs when organisational conditions make intended green behaviour easier, more legitimate, or more socially reinforced. Supportive leadership and climate, appropriate resources, opportunities for participation, feedback, and consistent workplace expectations can align employees' intentions with feasible courses of action. Friction arises when organisational arrangements make the intended behaviour difficult, inconvenient, uncertain, or incompatible with other workplace demands. Limited control, resource constraints, competing priorities, or weak implementation conditions may therefore interfere with behavioural enactment even where employees are motivated to act sustainably.

This interpretation helps explain why interventions directed primarily at attitudes, awareness, or intention may have limited effects on workplace behaviour when implementation conditions remain unchanged. Once employees are already motivated to act sustainably, additional motivational efforts may offer less practical value than removing barriers or strengthening opportunities for enactment. In this sense, the findings suggest a stage-sensitive proposition: before intention, organisations may need primarily to motivate; after intention, they may increasingly need to enable. This does not imply a rigid separation between motivation and opportunity, but highlights the importance of matching organisational interventions to the point in the behavioural process at which the principal constraint occurs.

The intention-to-action gap can therefore be viewed, in part, as an organisationally conditioned process: the relevant question is not only whether employees possess green intentions, but what happens organisationally after those intentions have formed. This shifts attention from identifying additional predictors of employee green behaviour towards examining when organisational conditions facilitate, reinforce, or obstruct behavioural enactment. The next section develops the theoretical implications of this perspective.

4.3. Theoretical Implications

The findings of this review have several theoretical implications for understanding employee green behaviour, particularly for the application of the Theory of Planned Behaviour (TPB) in organisational settings. Rather than suggesting that organisational context should replace or fundamentally revise the TPB, the findings suggest that the theory's application to employee green behaviour can benefit from greater organisational contextualisation. The TPB provides a well-established explanation of how attitudes, subjective norms, and perceived behavioural control contribute to behavioural intention and how intention, together with perceived behavioural control, contributes to behaviour [4]. Meta-analytic evidence also supports the relevance of these relationships to employee green behaviour [1]. The present review complements this individual-level explanation by showing that the organisational setting in which behavioural enactment occurs warrants more explicit theoretical attention.

This contextualisation also has implications for how TPB-based models are extended. Organisational

variables should not be incorporated simply because they improve prediction. Their inclusion should be theoretically justified according to where and why they operate within the behavioural process. This is particularly relevant because organisational variables remain relatively uncommon in extended TPB applications to employee green behaviour [5]. More broadly, organisational context should not be treated as a single additional predictor. Different contextual conditions may occupy different theoretical positions, including as distal antecedents, mediating mechanisms, boundary conditions, or implementation conditions surrounding behaviour. Treating heterogeneous organisational variables simply as additional predictors risks obscuring these theoretically distinct roles.

A further theoretical implication is that perceived behavioural control (PBC) and organisational context should be conceptually distinguished while recognising their potential connection. The TPB already acknowledges that behavioural performance depends partly on control considerations [4], so organisational context should not be presented as filling a theoretical space that the TPB entirely ignores. However, workplace structures, resources, policies, technologies, supervisory expectations, and barriers are objective or socially organised conditions from which control beliefs may partly arise, while also potentially influencing behaviour beyond employees' subjective perceptions of control. Organisational context may therefore help explain the workplace origins of some control beliefs without being reduced to PBC itself.

More broadly, the findings highlight the importance of considering employee green behaviour as an outcome of the relationship between individual motivation and the organisational environment in which behaviour is enacted. Behavioural intention reflects an employee's readiness or willingness to act, but the expression of that motivation occurs within workplace conditions that may provide or restrict opportunities, resources, support, and behavioural expectations. From this perspective, organisational context is theoretically relevant not merely because it predicts green behaviour independently, but because it forms part of the environment within which individual motivation may be expressed in workplace action. This individual-environment perspective therefore shifts attention from asking whether motivation or context is more important towards examining how their respective roles differ across intention formation and behavioural enactment.

The distinction between direct and integrated contextual evidence also has theoretical significance. Integrated evidence can establish that organisational context forms part of the broader behavioural process, but it does not necessarily show that context changes the translation of an existing intention into behaviour. Direct evidence, by contrast, positions organisational conditions within or immediately around that relationship. Distinguishing these forms of evidence therefore helps prevent general organisational predictors of green behaviour from being interpreted automatically as boundary conditions on behavioural intention.

Taken together, these implications support a shift from a predominantly predictor-oriented approach towards a more process-oriented account of employee green behaviour. The theoretical question is not only which organisational variables are associated with intention or behaviour, but where they operate, through what mechanisms, and under what conditions they become relevant to the progression from motivation to action. This process-oriented perspective retains behavioural intention as a central explanatory construct while locating its behavioural consequences within the organisational setting in which employee green behaviour occurs.

4.4. Practical Implications

Organisations seeking to strengthen employee green behaviour should ensure that environmental objectives are supported by the everyday conditions under which employees work. Environmental communication, leadership, and training should therefore be accompanied by adequate resources, appropriate infrastructure, workable procedures, sufficient discretion, and opportunities for employees to perform the behaviours being encouraged.

Organisations should also identify practical obstacles that make green behaviour difficult within normal work routines. These may include inconvenient procedures, insufficient resources, competing performance demands, technological or physical constraints, limited autonomy, or inconsistent supervisory expectations. Evidence concerning limited control and implementation conditions indicates that such factors may restrict behavioural enactment even where employees are motivated to act [23, 25, 30]. Managers should therefore diagnose and redesign problematic work processes rather than respond automatically with additional awareness

or motivational initiatives.

Formal sustainability commitments should be reflected consistently in everyday managerial and operational practices. Evidence from the review suggests that supportive leadership, organisational climate, and work-environment conditions can strengthen the organisational context surrounding behavioural enactment [3,27,34]. More broadly, GHRM, training, environmental policies, work procedures, resource allocation, and performance expectations should be aligned so that formal environmental objectives are supported by realistic opportunities for green action.

Organisations should also make sustainable behaviour socially supported within teams and supervisory relationships. Coworkers, supervisors, customers, and wider workplace communities can influence whether green behaviour is perceived as legitimate and compatible with normal workplace expectations [13,21,33].

Finally, environmental initiatives should be evaluated using behavioural outcomes as well as attitudes or intentions. Where feasible, organisations can track indicators such as participation in environmental initiatives, waste reduction, recycling, energy or resource use, or other observable outcomes relevant to the intervention. This can help identify situations in which employees express positive environmental intentions but organisational conditions continue to inhibit corresponding behaviour.

Overall, the practical implication is a shift from promoting green intentions alone towards designing organisational conditions in which green action is feasible, supported, and measurable. Intention should therefore be treated as an important intermediate outcome rather than the endpoint of employee-focused sustainability initiatives.

4.5. Limitations and Directions for Future Research

Several limitations should be considered when interpreting the findings of this review. These relate both to the review process and to the characteristics of the underlying evidence base and identify priorities for future research on the organisational conditions surrounding the translation of employees' pro-environmental intentions into workplace behaviour.

First, the review relied on a single bibliographic database, Scopus, and was restricted to English-language publications. Although the search strategy was developed iteratively and combined broad workplace terminology with selected organisational constructs, this approach involved a trade-off between search sensitivity and specificity. The use of named organisational terms may have favoured constructs already established in the employee green behaviour literature, while relevant studies using different contextual terminology may not have been retrieved. Conversely, broader workplace terminology may have reduced search specificity and cannot guarantee identification of all studies examining organisational conditions around the intention-to-behaviour relationship. Relevant studies indexed exclusively elsewhere, published in other languages, or using substantially different terminology may therefore not have been identified. Accordingly, the review should not be interpreted as an exhaustive account of all possible organisational conditions relevant to the intention-to-behaviour relationship. Future reviews could extend database and language coverage and employ complementary search strategies, including broader process-oriented terms relating to moderation, boundary conditions, interaction, facilitation, or constraint, to assess whether additional organisational mechanisms emerge.

Second, the evidence base comprised 26 publications rather than 26 confirmed independent empirical samples. The two AlDana et al. [11,12] publications appear to draw on the same or a substantially overlapping Lebanese SME sample, while possible sample overlap between Guerra-Lombardi et al. [13,14] could not be established. Publication counts should therefore not be interpreted as equivalent to independent empirical replications. Future reviews should distinguish publications from independent datasets where sufficient information is available, particularly when assessing the consistency or frequency of particular findings.

Third, the quality assessment indicated that much of the evidence base relied on cross-sectional, self-reported survey designs, limiting temporal and causal interpretation. Although several publications strengthened the evidence through diary, prospective or time-lagged designs, mixed methods, behavioural observation, or field interventions, these approaches were less common across the overall evidence base. Future research should therefore make greater use of longitudinal, multi-source, observational, and intervention-based designs that

establish temporal ordering and assess behavioural enactment more directly.

Fourth, direct evidence concerning the intention-to-action relationship remained limited, with four publications providing direct evidence compared with 22 providing integrated contextual evidence. The evidence also placed greater emphasis on enabling organisational conditions than on constraints. Future studies should therefore position organisational conditions explicitly within the intention-to-behaviour relationship and test both facilitating and constraining conditions using designs capable of establishing when and how an existing intention is translated into action.

Finally, the included publications spanned diverse countries, occupations, industries, organisational settings, and forms of employee pro-environmental behaviour. This diversity broadened the scope of the review but limits assumptions that the identified mechanisms operate similarly across contexts. In addition, the five thematic domains and the direct/integrated distinction are analytical classifications developed through the synthesis, with some publications containing constructs relevant to more than one domain. Future research should therefore test the proposed relationships across different organisational settings, levels of analysis, and forms of employee green behaviour rather than treating the integrative framework as a universally established causal model.

5. Conclusions

This systematic literature review examined how organisational context is relevant to the translation of employees' pro-environmental intentions into green behaviour in the workplace. The findings suggest that behavioural enactment should not be understood solely in terms of individual motivation. Employees act within organisational environments that may shape the conditions under which environmental motivation is expressed in practice. Accordingly, the intention-to-action gap can be understood, in part, as an organisationally conditioned process, while recognising that individual-level factors may also contribute to whether intentions are translated into behaviour.

The review contributes by distinguishing between direct intention-to-action evidence and integrated contextual evidence. While the broader evidence base demonstrates that organisational conditions are connected with behavioural intention and employee green behaviour, comparatively limited evidence positions those conditions directly within the intention-to-behaviour relationship itself. This distinction refines the research gap: organisational context is widely recognised as relevant to employee green behaviour, but considerably less is known about its role in the enactment of an already formed green intention. The resulting organisationally contextualised intention-to-action perspective therefore provides a more process-focused account of how organisational context may become relevant across different stages of employee green behaviour.

Overall, translating green intentions into workplace action involves more than employees' willingness to behave sustainably. Organisational conditions may also shape whether that willingness can be expressed in practice. Understanding employee pro-environmental behaviour therefore requires attention to both what employees intend to do and the organisational conditions within which workplace action occurs.

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