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Linking Emotional Intelligence with Employee Pro-Environmental Behavior

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Abstract

Changing behaviour towards pro-environment will not only can contribute towards organization sustainability but also will help to prevent further environment destruction. However, empirical research on developing model or solution to foster employee pro-environmental behaviour in workplace is still lacking. Therefore, this paper examines existing literature pertaining employee pro-environmental behaviour in the workplace from year 2008 to 2017 that (1) discussed individuals' pro-environmental behaviour at workplace, (2) identified variables and antecedence that lead to pro-environmental behaviour and (3) theories used towards this behaviour. Several researches suggested the anticipated role of emotion in Theory of Planned Behaviour (TPB) might strengthen the behavioural predictability. Addressing this particular gap in this literature, this paper examines existing literature pertaining emotional intelligence that contribute towards behavioural formation. In particular, this paper discusses the significant role of emotional intelligence in TPB construct that can lead towards fostering employee pro-environmental behaviour.

Keywords: Pro-Environmental Behaviour, Employee, Organization

Introduction

There is a rising realization that significant impact on natural environment can be made by organizations through the implementation of pro-environmental and sustainable workplace initiatives (Davis, O'Callaghan, & Knox, 2009). Various contentions have been progressed with respect to why organization should take responsibility to preserve the environment. Corporations need to preserve the environment because a despoiled environment can compromise their business (Rajandran, 2016). Svensson et al. (2016) mentioned that, the global economy and the natural environment relationship cannot be denied in the extent to which large companies influence the society. Meanwhile, the increase of economic recessions, inequities in

society and the swiftly changing of natural environment due to gaining profit continues to be the main objective of companies manifests this. However, making profit is no longer the only focus for the company now since conditions have changed dramatically (Evans & Sawyer, 2010). In order to sustain under these realms, organizations are obliged to lead their business in a manner that they not just socially responsible operations but also environmentally capable as well (Evans & Sawyer, 2010).

The encouragement for corporate organizations to address their environmental and social responsibility in line with financial performance and economic have been progressively done by governments worldwide. The organizations' reaction toward this environmental plan varies in many ways, which includes a detailed deliberation of situation faced by the business in order to integrate sustainability into their organization strategies. Nonetheless, for the organization, it is a huge agenda that comprises of how to formulate and implement these environmental sustainability initiatives. This is where psychology is needed to play its role. Contrary to significant verbal confrontation that keeps seething over the relative impact of creative new environmental innovation and the respective role of bodies such as the governments, universal bodies, private and public sector organization, the right solution to this issue is agreed upon the fact that preservation of the environment can be done through the change of individual behaviour because only through the change of behaviour in individuals that the problem of environmental degradation can be addressed (Ramus & Killmer, 2007).

Research identified with emotion may impact representative pro-environmental behaviour through different procedures which are unique in relation to cognitive parts of attitude that can will lead towards creating quantities of new exploration (Russell and Griffiths 2008; Robertson and Barling 2013). Along with these advancements in affective literature, emotion or affect, has been considered as a motivational factor that may influencing environmental behaviour (Hipolito, 2011). Meanwhile, Inoue et al., (2015) proposed that review on exploring role of emotion, might want to appreciate chances to propel the environmental literature related to workplace environmental behaviour. However, in most environmental literature, the significant role of emotion is scarcely being discuss (Searles, 2010). Accordingly, one of the main limitations of the problem examining pro-environmental behaviours using attitude theories is that they largely neglected the emotional aspects and to the best of researcher knowledge, only few research in the context of environmental literature that have the attempt to understand how the effects of emotion can contribute towards environmental behaviour. Parallel to this, substantial attention in a rising area of study has been generated through the construct of "emotional intelligence" even though the analysis interaction between cognition, emotion and behaviour is not new (Aguilar et al., 2014). In spite of the logic of this argument, there are, to the researcher knowledge, studies have been done to observed the role of emotional intelligence towards fostering pro-environmental in workplace remain scarce.

What is Employee Pro-Environmental Behaviour?

In related to workplace, researchers in management generally discuss pro-environmental behaviour in wider scope. In general, pro-environmental behaviour at work comprises wide range of activities and this requires significant class of employee behaviours, because it facilitates and

may contribute towards organizational plan to preserve natural resources and the environment (Anderson & Bateman, 2000). Employees tend to be pro-environmental behaviour by their own interest and feeling of care about the environment without influence by other people or reward by the management (Boiral, 2009). The effectiveness of pro-environmental behaviour in an organization highly depends on the involvement of the employees in the programs and activities that implement in organization. Daily, Bishop, and Govindarajulu (2009) stated that voluntary basis of employees which act without concerning with any benefit and reward will contribute towards success of organization that aim operate in their business in preserving nature. In other words, the success of fostering employee pro-environmental behaviour in a person also depends on the factor where the person is required to be pro-environment or voluntary basis. When a situation where the person is required to be pro-environmental, they are mandatory to perform that behaviour. It usually happened in organization that operates in a greening environment that required their employees to act environmentally in their practice and doing their task. In contrast, voluntary basis is important to influence pro-environmental behaviour when this act is not including in the reward system of the organization. Moreover, employees that independently motivate themselves can contribute towards the significant part in encouraging voluntary pro-environmental behaviour in organization. Therefore, the effectiveness of person to be pro-environmental behaviour is mostly depend on their own voluntary basis that can motivate them to have their own environmental values or by their self-interest that they get when the acting environmentally.

It is still remained a challenge on the implementation of an effective strategy to achieve a sustainable organization event though many organization are starting to understand and acknowledge the importance of sustainability (Galpin, Whittington, & Bell, 2015). This scenario reflected the level of environmental behaviour of an employee in organizations is low than supposed to care for the environment when performing their daily task. This is supported by Robertson and Barling (2013), that revealed the major cause of environmental degradation today is caused by human activity within organizations. Due to this, how business can able to structure their initiatives and policies to enhance the opportunities for environmental sustainability is crucial to be covered by researchers (Renwick et al., 2013). According to Ciocirlan (2017), research on individual behaviours performed that concern for the natural environment at work has prospered, but the problem of environmental degradation specifically related to organizational outcome still remain unsolved and there are still lacks of agreement regarding the appropriate model of antecedents and the relative importance of variables in explaining the engagement in environmental behaviour at workplace (Lo, Peters, & Kok, 2012). Thus, the encouragement of pro-environmental behaviours at workplace such as conservation, waste reduction behaviours, recycling and others will contribute to not only just towards greening process of organizations, but will also affect climate change positively while preventing further environmental degradation (Robertson & Barling, 2013).

Table1: Previous Research on Pro-Environmental in Organization

Author	Behavioural Examine	Context	Theory/ Model Used	Method	Findings
Brick and Lewis (2016)	Emission reduction behaviour (ERB)	Adults survey through Amazon MTurk (USA)	HEXACO personality framework, New Ecological Paradigm Scale (NEP) & Big Five Personality Traits	Quantitative, Online survey, N=345	Openness and Conscientiousness predicted ERB as mediates by environmental attitude.
Zientara and Zamojska (2016)	Organizational citizenship behaviour for the environment (OCBE)	Hotel Industry (Poland)	Value-belief–norm theory (VBN) & Social exchange theory	Quantitative, self-report questionnaire, N= 249	Green organization climate significantly moderate environmental values and OCBE
Manika, Wells, Gregory-Smith, and Gentry (2015)	Recycling behaviour, energy savings behaviour, and printing reduction behaviour	Seven different organizations (United Kingdom)	Not specified	Quantitative, Email survey, Self-report measurement, N=1204	IV = Organization Perceived environmental behaviour, organization environmental friendly reputation, perceived incentives from organization, perceived support from organization and general environmentally friendly attitudes. Result shows printing reduction behaviours were significantly higher than recycling and energy saving behaviours
Temminck et al. (2015)	Organization citizenship behaviour directed towards the	Environmental Regulator and Educational Institute	New Ecological Paradigm Scale (NEP)	Quantitative, Online survey, Self-report measurement, N=547	Significant relationship between (a) employees' concern for their environment and

	environment (OCBE)	(United Kingdom)			OCBE, (b) perceived organizational support for environment efforts and OCBE and (c) organizational commitment and OCBE were found.
Zibarras and Coan (2015)	General employee pro-environmental behaviour	214 organizations representing different sizes and industry sectors (United Kingdom)	Environmental management system (EMS). Theory not specified	Mix Method (Survey and interview) N=266	HRM practices (employee life cycle; rewards; education and training; employee empowerment; and management commitment) are not a great extent to encourage employees pro-environmental behaviour.
Boiral, Talbot, and Paillé (2015)	General employee pro-environmental behaviour	Mexican university (Mexico)	Social exchange theory (SET)	Quantitative. Using survey form. N=449	Results shows employees are encouraged to engage in eco-helping when they experience relationships with their peers. Indicating that the social exchange framework is appropriate for studying pro-environmental behaviours in the workplace
Norton, Zacher, and Ashkanasy (2014)	Employee green behaviour (EGB)	Full time employees (Australia)	Theory of normative conduct (TNC)	Quantitative. Online survey, N=436	Organizational sustainability policy positively related to self-report task-related and proactive EGB and fully mediated by green

					work climate perceptions of the organization and of co-workers
Lo, Peters, van Breukelen, and Kok (2014)	Energy saving behaviour	Four different organizations (Netherlands)	Theory of Planned Behaviour (TPB) and self-reported habit.	Quantitative. Tested using confirmatory factor analysis (CFA) and SEM. N=not specified	Attitude is not always the strongest predictor of intention for office energy-saving behaviours.
Kim, Kim, Han, Jackson, and Ployhart (2017)	Voluntary workplace green behaviour (VWGB)	Different type of company in construction, information technology and financial sector. (South Korea)	Not specified	Quantitative. Survey distribution. N=325	Leader's VWGBs appear to increase employee advocacy of such behaviour. Positive linkage between green behaviours of leaders and those of followers
Kastner and Matthies (2014)	Energy saving behaviour	Higher Education Institutions (HEIs). (Germany)	Not specified	Quantitative. N=not specified.	Found lower levels of implementation (i.e. reducing the intervention materials) and lower levels of participation to decrease the interventions' outcomes.
Chou (2014)	Employees' environmental behaviour (General)	Hotel Industry (Taiwan)	Theory of planned behaviour (TPB), Value-belief-norm theory (VBN) & Expectancy-value motivational model	Quantitative. N=254	Found that organizational climate is a moderating effect through personal environmental norms on personal environmental behaviour.
Blok, Wesselink, Studynka,	Pro-environmental behaviour in	Green university (Netherlands)	Theory of planned	Qualitative. N=411	Conclude that clear differences between factors influencing

and Kemp (2015)	the workplace (General)		behaviour (TPB)		pro-environmental behaviour in households and in the workplace. TPB is insufficient to explain PEB in the workplace completely since social norms and leadership support to act pro-environmentally have an impact on PEB.
Zhang, Wang, and Zhou (2014)	Employee energy saving behaviour	Employees working in Beijing. (China)	Norm activation model (NAM)	Quantitative. N=344	Shows that personal norm positively influences employee electricity saving behaviour
Paillé, Boiral, and Chen (2013)	Organization citizenship behaviour directed towards the environment (OCBE)	Employees enrolled in the executive MBA programmes Canadian university (Canada)	Social exchange theory (SET)	Quantitative. N=407	Employee will perform environmental efforts if they perceive that the organization supports his/her supervisor by granting the decision-making latitude and necessary resources to engage in pro-environmental behaviour.
Zhang, Wang, and Zhou (2013)	Electricity saving behaviour	Employees working in Beijing. (China)	Theory of planned behaviour (TPB)	Quantitative. N=273	Results show that employee attitude toward electricity saving and perceived behavioural control positively influence employee intention to save electricity. Environmental benefit,

					organizational benefit, enjoyment, and organizational electricity saving climate positively influence employee attitude toward electricity saving, whereas the effect of anticipated extrinsic benefit is found insignificant.
Greaves, Zibarras, and Stride (2013)	Environmental behavioural intentions in a workplace	UK-based publicly funded Organization (United Kingdom)	Theory of planned behaviour (TPB)	Quantitative. N=449	TPB can be used to explain Video-conferencing behavioural, PC switch off behavioural and recycling behavioural.
Robertson and Barling (2013)	Employees' environmental behaviour (General)	Subordinates from Study Response Program (USA & Canada)	Social comparison theory & Social learning theory	Quantitative. N=231	1) Employees' harmonious environmental passion and their leaders' workplace pro-environmental behaviours predicted their workplace pro-environmental behaviours. 2) Leaders' environmental descriptive norms and pro-environmental behaviours play an important role in the greening of organizations.
Bissing-Olson, Iyer, Fielding, and	Employees' environmental behaviour (General)	Employees working in small businesses.	Broaden-and-build theory of positive emotions	Quantitative. N=not specified	1) Unactivated positive affect was positively related to daily task-related

Zacher (2013)		(Australia)			pro-environmental behaviour. 2) Individuals' incidental daily affect positively related to PEB
Lo, van Breukelen, Peters, and Kok (2013)	Employee Pro-environmental travel behaviour	4 organizations in two Dutch provinces. (Netherlands)	Theory of planned behaviour (TPB)	Qualitative. N=not specified	1) Found that teleworking and teleconferencing have the potential to reduce travel frequency. 2) Financial incentive may change employee travelling behavioural mode.
Murtagh et al. (2013)	Energy use behaviour	Medium-sized University (United Kingdom)	Not specified	Mixed Method. N=83	1) Attitude significantly related to energy use behaviour. 2) Motivation is needed to foster energy use behaviour.
Graves, Sarkis, and Zhu (2013)	Employees' pro-environmental behaviours (General)	Four global organizations (China)	Self-determination theory	Quantitative. Cross Section N=294	1) Environmental transformational leadership (ETL) will increase in employees' autonomous and external motivation. 2) Autonomous motivation in turn, positively related to PEBs. 3) Motivation and PEBs was moderated by ETL
Boiral et al. (2015)	Organization citizenship behaviour directed towards the environment (OCBE)	Manufacturing sector (Canada)	Theory of planned behaviour (TPB)	Quantitative. Simple Random Sampling N=304	1) Managers' environmental values are positively related to OCBEs. 2) Environmental management practices mediate relationship between

					OCBEs and environmental performance
Lo et al. (2012)	Energy-Related Behaviours	Four Dutch organisations. (Netherlands)	Theory of planned behaviour (TPB)	Qualitative. N=not specified	Self-efficacy is the highest salient and social norm is the lowest contributor towards ERB.
Cantor, Morrow, and Montabon (2012)	Employee engagement in environmental behaviours	Government, academic, and environmental industry (USA)	Organizational support theory (OST)	Quantitative. N=317	Supervisor support, training and reward will influence employee perception and may lead towards employee environmental behaviour.
Carrico and Riemer (2011)	Employee conservation behaviour	Mid-sized private University. (USA)	Not specified	Quantitative. N=352	1) Peer education and feedback manage to reduce energy use by employee.
Davis et al. (2009)	Sustainable attitude and behaviour	Non-academic staff within Griffith University, Queensland. (Australia)	Theory of planned behaviour (TPB)	Quantitative. Cross-sectional sample. N=100	1) TPB shows that employee satisfied with university sustainability effort. 2) Need to increase respondents' awareness of inconsistencies between their reported attitudes and behaviours at home and at work.
Scherbaum, Popovich, and Finlinson (2008)	Employee energy-conservation behaviours	University employee. (USA)	Value-belief-norm theory (VBN)	Quantitative. N=154	1) Environmental personal norms predicted self-reported energy-conservation behaviours. 2) Environmental personal norms mediated the

					relationship of environmental worldviews and self-reported energy-conservation behaviours.
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In summary, the table presented above is the previous study related to pro-environmental behaviour in the context of workplace. Firstly, the table shows that the majority of the research has been done in Western countries which United Kingdom and USA are the highest amount of research. Secondly, theories that has been used by previous researcher to study environmental behaviours at workplace mainly Theory of Planned Behaviour (TPB), Value Belief Norm theory (VBN) and Social Exchange Theory (SET). Thirdly, the majority of previous research used quantitative method in conducting their research and on average, the sample size that being used by previous researcher in determined their environmental behaviour in N = 450. Based on the findings from previous study above, environmental attitude (Brick & Lewis, 2016), green work climate perception (Norton et al., 2014), environmental management practice (Boiral et al., 2015) and environmental personal norms (Scherbaum et al., 2008) were used as mediator variables in previous environmental behaviour research. Meanwhile, green organization climate (Zientara & Zamojska, 2016) and organization climate (Chou, 2014) were used as moderator variables in previous environmental behaviour research.

What Is Emotional Intelligence?

To begin with, the meaning of emotion as discussed by Salovey and Mayer (1990) can be comprehended as a composed reaction, surpass different mental subsystems constraints, including physiological, motivational, subjective, and experiential frameworks. Meanwhile, George (2006) advocates that emotions and moods are connected and basic components of behaviour. In fact, George clarified further that emotions can be treasured in controlling one's attention in specified situation, contribute towards decision making and assist it several types of natural aware or insensible processes. Even though several scholars have their own opinion regarding specific characteristics of emotion, however most of them settle with a decision that emotion as one of the significant contribution of element in human being. Meanwhile, the concept of emotional intelligence (EI) has been discuss in many studies regards to scientific and psychology literature. There are some definitions that can best describe the meaning of emotional intelligence for example; Bar-on (2000) stated that EI is the individual abilities and skills which can influence the ability in managing environmental pressure and demand. Besides that, Goleman¹³ describe EI as the capability to encourage individuals and control own emotion when communicate with other people. However, the researcher agrees with Mayer and Salovey¹⁴ definition of EI, which is the ability to reason about emotion to improve thinking that incorporates the capacities to precisely control own emotion, regulate emotion towards decision making, to comprehend emotion and direct emotion to advance enthusiastic and intellectual development.

Parallel to this, (Aguilar et al., 2014) suggested that future studies should clarify the anticipated role of emotional intelligence in engaging in pro-environmental behaviour (PEB). Thus, it would appear to be consistent to suggest that intelligent control over emotions may likewise have a basic influence towards formation of belief, attitudes and PEB, thereby enhancing environmental sustainability (Aguilar et al., 2014).

Linking Emotion in Theory of Planned Behaviour

Basically, Theory of Planned Behavior (TPB) is an extended version of the well-established Theory of Reasoned Action (TRA). TPB explains that people's intention is the main factor that influence of behaviour, where by it assume that people's intention signifies the willingness degree of a person to perform specific behaviour. TPB is constructed with behavioural intention that antecedent by attitude, subjective norm, and perceived behavioral control. Previous research (Kashif and De Run, 2015; Knowles, Hyde and White, 2012) mentioned that TPB is beneficial in foreseeing extensive range of behaviour (Kashif and De Run, 2015). In addition, the investigation and prediction on various types of workplace behaviours has been using TPB extensively because TPB is viewed as one of the extensively used theories among researchers that study management (Shahriar Ferdous and Polonsky, 2013).

However, Kashif et al., (2016) mentioned that, TPB main constraint lies with their consecutive nature regardless the wider acknowledgment and use of the behavioral model. Parallel to this, several researches suggested that anticipated the role of emotion towards intention formation may improve and strengthen the predictability towards TPB construct (Aguilar et al., 2014; Ravis et al., 2009). This is because, a person who has the ability to control their emotion may influence their intention towards realizing their intended behaviour or do the otherwise which is not to perform the behaviour. In fact, some sustainability literature mentioned that the component of intentions may not directly affect actual organizational behaviour (Schelly et al., 2011; Hsu, 2012; Schröder et al., 2014). For instance, Paris and Van Den Broucke (2008) in their study mentioned that people driving behaviour not absolutely influence by their intention. In relation to this, Kim et al., (2013) results shows that the construct of TPB are not completely adequate for clarifying intention, but rather additionally element that might contribute towards people buying intention is more unpredictable. Kim included that, anticipated emotion evidently gives critical impulse to buyer intention process because emotion are motivators in decision making (Kim et al., 2013). Despite of the influential role of emotion towards behavioural intention and action / behaviour. However, research on the effect of emotion towards environmental behaviour remain scarce.

Table 2

List of previous research with in various context that confirm the relationship between emotion, intention and behaviour.

Path	Previous Research
Emotion → Intention	Han and Back (2007), Palmatier (2009), Ladhari (2009), Wang (2009), Chang (2010), Moons and De Pelsmacker (2012), Fröhlich (2012), Carrera (2012), Londono (2017)
Intention → Emotion → Behaviour	Schröder (2014), Mohiyeddini (2009), Farley (2003)

Based on table 2, it is believed that the role of emotion can be used to overcome the argument regarding intention and behaviour. Hence, the existence of emotion would strengthen the relationship between intention and behaviour in TPB.

Emotional Intelligence and Employee Pro-Environmental Behaviour

Basically, pro-environmental behavior (PEB) at work encompasses extensive series of actions and this involves substantial elements of employee behaviours, because it enables and may contribute towards organizational plan to preserve natural resources and the environment. PEB also can be describe as a cautious action that seeks to minimize the undesirable impact on the environment Kollmuss and Agyeman, (2002). Moreover, Ciocirlan (2016) used the term “green employee” in her research that described green employee has an environmental identity, an intrinsic motivation to protect the environment through work, and aims for consistency between home and work environmental behaviours. In general, employees tend to be pro-environmental behavior by their own interest and feeling of care about the environment without influence by other people or reward by the management (Boiral, 2009). The effectiveness of PEB in an organization highly depends on the involvement of the employees in the programs and activities that implement in organization. Moreover, voluntary basis of employees which act without concerning with any benefit and reward will contribute towards success of organization that aim operate in their business in preserving nature (Daily et al., 2009).Based on the relevant literature that study the relation between emotion and environmental aspect, the researcher believes that PEB can be influence not only by cognitive factors but also by individual’s emotion (Aguilar et al., 2014). Therefore, the process related to environmental representation become highly applicable in explaining PEB, which depends not only on the awareness and knowledge regarding environmental conditions, but also related to emotional practice associated with these conditions. Furthermore, Fröhlich et al., (2013) mentioned that, the anticipation of emotion played an important role in behavioural intention that may lead people became more aware of environmentally friendly behaviour. Meanwhile, several researchers agreed that the ability of TPB construct to predict behavioural of person is more significant when it anticipated the element of nature with in the investigation, along with emotional factors related with the environment (Stets and Biga, 2003). Hence, the researcher belief that, the role of emotion will contribute towards fostering employee PEB.

In this study, EI can be linked as significant attribute towards the ability of an employee to regulate, direct and control their emotions and use such emotions in guiding their thinking and action in preserving the environment in workplace. The potential of EI should also be consider as connection of role between environmental beliefs, pro-environmental intention and behavior. In relation to the research by Schultz et al. (2004), the emotional factors can be part of beliefs formation due to the motivational factor that will lead towards PEB. However, this would only be true if the employee is aware and shows high capabilities to intelligently used the emotions generated as well as being able to regulate them appropriately, that is, if the person shows high EI. Hence, based on the review of prior research, this study hypothesizes that:

Hypothesis 1a : Employee pro-environmental intention positively mediates employee attitudes and employee pro-environmental behaviour.

Hypothesis 1b : Employee pro-environmental intention positively mediates subjective norm and employee pro-environmental behaviour.

Hypothesis 1c : Employee pro-environmental intention positively mediates perceived behaviour control and employee pro-environmental behaviour.

Hypothesis 2 : Emotional Intelligence positively mediates employee pro-environmental intention and employee pro-environmental behaviour.

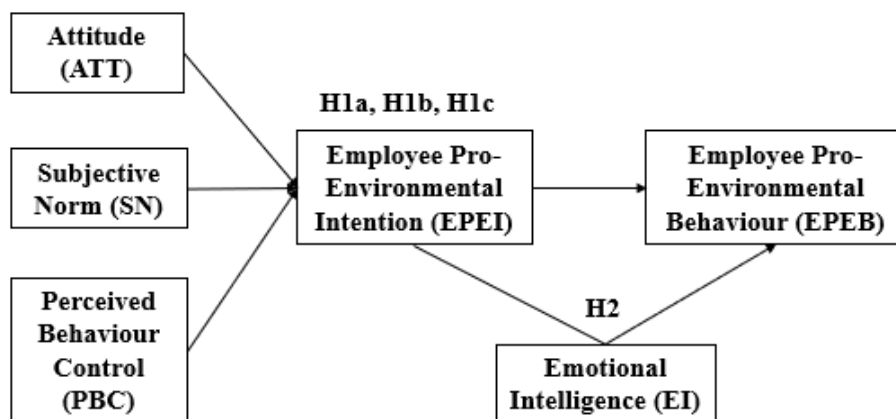


Figure 1.0 Research Framework

Discussion and Conclusion

The solution in fostering employee PEB remain unsolved because in previous study, research have been contemplated in both private sphere and general society, but rarely in work setting despite of it's potential at contributing towards environmental sustainability (Ones and Dilchert, 2012). As of now, the environmental literature experiences the way that no precise exertion has been made to comprehend a study that confirmed the components and conditions influencing employee PEB (Inoue et al., 2015). To generalize the research's finding based in the household to the workplace may be tempting, but the motivations to behave pro-environmental manner at work and home might be different (Greaves et al, 2013). Furthermore, the problem of existing model is that they are not applied in the workplace sufficiently but it is applied to explain PEB in household's perspective (Blok et al., 2015). To achieve sustainability in organization, it is

important to minimization the negative impact of actions taken by the employee towards the natural and built environment because employees spend about one third of their daily life at their workplace (Blok et al., 2015). However, there is a literature gap in the explanation of PEB exclusively in the workplace.

As mentioned, TPB is one of the theory that most widely used to examine human behavior, but TPB is not without criticism. Theoretically, the factors included in the TPB are not sufficient and it is possible to measure some of other factors and add them to the theory in order to improve prediction (Ajzen, 2016). Besides that, although the relationship between intentions and behaviour are consistently correlated to one another, the relationship it is not perfect. In fact, to increase the predictability of intention and behavior, support adding more constructs (e.g. exogenous, mediating and moderating) to the TPB when they are theoretically based (James et al., 2016; Harth, 2010). In the context of environmental behavior, the anticipated role of emotions that are derived from one's assessment towards a possible behaviour and person feelings of responsibility for the destructive consequences of not engaging the behaviour, contribute to obtaining individual moral obligation to perform PEB (Onwezen et al., 2013). Meanwhile, Kim et al., (2013) mentioned that, previous research has criticized the TPB for ignoring the emotional determinants of behaviour due to anticipated forms of feelings frequently considered to be self-conscious emotions are believed to be strongly relevant to the pro-environmental decision-making process and behaviours.

Parallel to this research, employee that has emotional experiences when engaging in a particular action, and they also anticipate emotions/ feelings they will experience when engaging in a specific behaviour (Onwezen et al., 2013). The anticipated emotional process is an important aspect in intention formation (Perugini and Bagozzi, 2001) and its function is particularly essential in the pro-social/pro-environmental decision-making process (Han and Ryu, 2012; Harth, Leach, and Kessler, 2013; Kim et al., 2013). Furthermore, Mohiyeddini (2009) clarifies that, the mediation effect of emotion emphasizes on the role of intention as the main predictor towards behaviour can improve the predictive validity of the traditional TPB model.

This research added emotional intelligence which represents the ability to regulate, direct and channel emotions and to discern such emotions and use them guide thoughts and behaviour. Besides that, employee with high levels of trait emotional intelligence tend to have more rewarding interpersonal relationships with other colleague and demonstrate more prosocial behaviours. In other words, employee may use their intelligence in controlling their emotion to evaluate certain environmental issues and make decision how to act upon it. Hence, employee who is highly environmental concern in organization can use their emotional intelligence skills to feel more responsible to preserve the environment and may proceed their intention to preserve the environment and lead towards PEB in workplace. In line with these theoretical issues, the researcher belief that anticipated the role of emotional intelligence would contribution towards TPB literature to examine other related variables or antecedences that may strengthen the relationship within the construct of TPB model.

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