



UNIVERSIDADE D
COIMBRA

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STAKEHOLDERS REACTIONS TOWARDS
CORPORATE GREENWASHING
CONSUMERS, BUYERS AND EMPLOYEES'
PERSPECTIVES

Doctoral Thesis in Business Management, supervised by Doctor
Professor Arnaldo Coelho and Doctor Professor Alzira Marques,
presented to Faculty of Economics of Coimbra University

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To all who seek the best version of themselves

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Earth provides enough to satisfy every man's needs, but not every man's greed.

Mahatma Gandhi

Abstract

Purpose: Environmental awareness is increasing, and society demands organizational transparency and expects environmentally responsible business practices. However, as environmental initiatives are valued, organizations might be tempted to pursue greenwashing. In this context, the present doctoral thesis aims to clarify greenwashing outcomes, from the perspective of different stakeholders: consumers, buyers and employees. For this purpose, an overview and synthesis of the existing body of knowledge on greenwashing is provided, identifying the most relevant research in this field. Special attention is given to articles that link greenwashing to stakeholders, identifying gaps and future research opportunities. Additionally, three different insights are examined: consumers, employees and commercial buyers. From the consumers' point of view, the effects of greenwashing on corporate reputation and brand hate, considering the mediating effects of perceived environmental performance and green perceived risk are investigated. Regarding employees' perspectives, the aim is to evaluate their emotional response (i.e., career satisfaction, considering the mediating roles of organizational pride, negative emotions and affective commitment), and work-related attitudes (i.e., organizational citizenship behavior for the environment (OCBEs), through the mediating effect of job satisfaction and affective commitment), when they perceive greenwashing practices in their employer. Finally, regarding greenwashing in B2B context, the relationship between buyer-supplier is analyzed. The existing relationship between the perception of suppliers' greenwashing practices and the buyers' intention to switch supplier is examined. This connection is explored directly and through the mediating role of relationship quality. The effectiveness of information sharing, as a moderator on the relationship between greenwashing, relationship quality and green switching intentions, is also assessed.

Methodology: The first article comprises a bibliometric analysis and literature review. This evaluation is performed on 310 documents obtained from the Web of Science database, using the VOSviewer software. The subsequent articles use cross-sectional data obtained through structured questionnaires from three different Portuguese stakeholders: 420 consumers, 398 employees and 251 buying firms. The proposed hypotheses are analyzed through structural equation modeling (SEM) techniques. A multi-group analysis is also performed, in one of the studies, to investigate how information sharing between the parties might affect the proposed relationships.

Findings: The most relevant findings of this investigation are: (i) there is an increasing academic interest on greenwashing studies, however, there are some focal points that have not been investigated yet, which provide some opportunities for future research. These topics include greenwashing impacts on brands, consumer attitudes and intentions, mainly on purchase behavior, B2B relationships and the definition of a taxonomy for greenwashing, considering the different practices; (ii) under consumers' point of view, corporate greenwashing perception leads to decline of corporate reputation through perceived environmental performance and green perceived risk. The results also suggest that brand hate is triggered by perceptions of greenwashing; (iii) employees' perception of greenwashing relates negatively to their career satisfaction, organizational pride, and affective commitment. In turn, negative emotions are positively impacted by greenwashing. Therefore, the path between employees' perception of greenwashing and their career satisfaction is established not only directly, but also through their organizational pride and their affective commitment ;(iv) Moreover, the results show that greenwashing damages the work environment by reducing job satisfaction, affective commitment and OCBEs. Thus, in the presence of greenwashing, the work environment is affected to such an extent that employees' voluntary actions aimed at environmental improvement diminish. This means that greenwashing negatively affects OCBEs, both directly and indirectly; (v) while analyzing B2B context, the results show that perceptions about a supplier's greenwashing practices undermine relationship quality and enhance buyers' intention to switch to a "greener" supplier. Furthermore, relationship quality act as mediator between suppliers' greenwashing practices and buyers' intention to switch supplier. The results also reveal that information sharing enhances the effects of the proposed relationships; therefore, less information sharing might be better information sharing, avoiding unethical behavior perceptions and buyer dissatisfaction and desertion. Therefore, from the results obtained by the estimation of the different research models, it is possible to validate that, regardless of the stakeholder group, the perception of greenwashing practices has detrimental consequences, therefore, resulting in the need for greater focus on sustainability, corporate social responsibility activities and environment protection.

Implications/Originality: This investigation provides empirical evidence on the damaging effects of greenwashing on several stakeholders, therefore contributing to the literature in several ways. On the one hand, this research improves the current knowledge on the destructive effects of greenwashing, through the lens of consumers. On the other hand, it

uncovers the neglected side of greenwashing effects on employees, as emotional aspects and work-related outcomes have not been conveniently investigated yet. Specifically, it unveils the damaging effects of greenwashing on employees' organizational pride, their negative emotions, their affective commitment, their job and career satisfaction, as well as their OCBEs. Finally, it exposes the destructive impacts in B2B context. Furthermore, it displays that greenwashing practices undermine the quality of the buyer-supplier relationship, which, in turn, will lead to the intention to switch to a greener supplier, even if they increase information disclosed. Therefore, this study is original by showing a broad perspective, from the viewpoint of several stakeholders, regarding the effects of greenwashing. The results are discussed with the expectation that firms, by acknowledging the hazardous effects of greenwashing, abstain from these practices, providing truthful and concise claims regarding their environmental practices, so as to fulfil stakeholders' values, moral needs and expectations.

Keywords: Greenwashing, Stakeholders, Emotions, Attitudes, Ethics

Resumo

Objetivo: A consciência ambiental está a aumentar, e a sociedade exige transparência organizacional e espera práticas empresariais ambientalmente responsáveis. No entanto, à medida que as iniciativas ambientais são valorizadas, as organizações podem ser tentadas a praticar *greenwashing*. Neste contexto, a presente tese de doutoramento visa clarificar os resultados do *greenwashing*, da perspectiva de diferentes *stakeholders*: consumidores, compradores e funcionários. Para este fim, é fornecida uma visão geral e sintetizada dos conhecimentos atuais relativos ao *greenwashing*, identificando a investigação mais relevante neste campo. É ainda dada uma especial atenção aos artigos que ligam o *greenwashing* aos vários *stakeholders*, identificando lacunas e futuras oportunidades de investigação. Além disso, são examinadas três perspetivas diferentes: consumidores, empregados e compradores comerciais. Do ponto de vista dos consumidores, são investigados os efeitos do *greenwashing* na reputação das empresas e no ódio à marca, considerando os efeitos mediadores da perceção do desempenho ambiental e do risco verde percebido. Relativamente às perspetivas dos funcionários, o objetivo é avaliar a sua resposta emocional (i.e., satisfação na carreira, considerando os papéis mediadores do orgulho organizacional, das emoções negativas e do comprometimento afetivo), e as suas atitudes relacionadas com o trabalho (i.e., comportamentos de cidadania organizacional para o ambiente (OCBEs), considerando o efeito mediador da satisfação no trabalho e comprometimento afetivo), quando percecionam práticas de *greenwashing* no seu empregador. Finalmente, em relação ao *greenwashing* no contexto B2B, é analisada a relação entre comprador-fornecedor. É examinada a relação existente entre a perceção das práticas de *greenwashing*, por parte dos fornecedores, e a intenção, dos compradores, de mudar de fornecedor. Esta ligação é explorada diretamente e através do papel mediador da qualidade da relação. É também avaliada a eficácia da partilha de informação, enquanto moderador na relação entre o *greenwashing*, a qualidade da relação e as intenções de mudança de fornecedor.

Metodologia: O primeiro artigo compreende uma análise bibliométrica e revisão de literatura. Esta avaliação é realizada em 310 documentos obtidos da base de dados *Web of Science*, utilizando o *software VOSviewer*. Os artigos subsequentes utilizam dados transversais obtidos através de questionários estruturados a três diferentes *stakeholders* portugueses: 420 consumidores, 398 funcionários e 251 empresas compradoras. As hipóteses propostas são analisadas por meio de técnicas de modelagem de equações

estruturais. A análise multi grupos também é realizada, em um dos estudos, para investigar como o partilha de informações entre as partes pode afetar as relações propostas.

Resultados: As conclusões mais relevantes desta investigação são: (i) há um interesse acadêmico crescente nos estudos de *greenwashing*, no entanto, há alguns pontos focais que ainda não foram investigados, e que proporcionam algumas oportunidades para pesquisas futuras. Estes tópicos incluem os impactos do *greenwashing* nas marcas, nas atitudes e intenções dos consumidores, principalmente no seu comportamento de compra, nas relações B2B e na definição de uma taxonomia para o *greenwashing*, considerando as diferentes práticas; (ii) sob o ponto de vista dos consumidores, a percepção do *greenwashing* corporativo leva ao declínio da reputação da empresa, através da percepção do desempenho ambiental e do risco verde percebido. Os resultados também sugerem que o ódio à marca é desencadeado por percepções de *greenwashing*; (iii) a percepção do *greenwashing*, por parte dos funcionários, relaciona-se negativamente com a sua satisfação na carreira, com o seu orgulho organizacional e o seu comprometimento afetivo. Por sua vez, as emoções negativas são positivamente afetadas pelo *greenwashing*. Por conseguinte, o caminho entre a percepção de *greenwashing* e a satisfação na carreira de um funcionário é estabelecido não só diretamente, mas também através do seu orgulho organizacional e do seu comprometimento afetivo; (iv) Além disso, os resultados mostram que o *greenwashing* prejudica o ambiente de trabalho ao reduzir a satisfação profissional, o comprometimento afetivo e os OCBs. Assim, na presença de *greenwashing*, o ambiente de trabalho é afetado de tal forma que as ações voluntárias dos trabalhadores que visam a melhoria ambiental diminuem. Isto significa que o *greenwashing* afeta negativamente os OCBs, tanto direta como indiretamente; (v) ao analisar o contexto B2B, os resultados mostram que as percepções sobre as práticas de *greenwashing* de um fornecedor minam a qualidade das relações e aumentam a intenção, dos compradores, de mudar para um fornecedor mais “verde”. Além disso, a qualidade da relação atua como mediador entre as práticas de *greenwashing* dos fornecedores e a intenção de mudar para um fornecedor mais verde. Os resultados também revelam que a partilha de informação aumenta os efeitos das relações propostas; portanto, menos partilha de informação pode ser uma melhor partilha de informação, evitando percepções de comportamentos não éticos e insatisfação e até deserção, por parte do comprador. Assim, a partir dos resultados obtidos pela estimação dos diferentes modelos de investigação, é possível validar que, independentemente do grupo de *stakeholders*, a percepção de práticas de *greenwashing* têm consequências prejudiciais, resultando, portanto, na necessidade de

maior foco na sustentabilidade, nas atividades de responsabilidade social corporativa e na proteção ambiental.

Implicações/Originalidade: Esta investigação fornece provas empíricas quanto os efeitos nocivos do *greenwashing* nos vários *stakeholders*, contribuindo, assim, para a literatura de várias formas. Por um lado, esta investigação melhora o conhecimento atual sobre os efeitos destrutivos do *greenwashing*, através das lentes dos consumidores. Por outro lado, revela o lado negligenciado dos efeitos do *greenwashing* nos funcionários, uma vez que aspetos emocionais e resultados relacionados com o trabalho, ainda não foram convenientemente investigados. Especificamente, revela os efeitos do *greenwashing* no orgulho organizacional dos funcionários, nas suas emoções negativas, no seu comprometimento afetivo, na sua satisfação com o trabalho e na carreira, bem como nos seus OCBs. Finalmente, expõe os impactos destrutivos no contexto B2B. Além disso, mostra que as práticas de *greenwashing* minam a qualidade da relação entre comprador-fornecedor, o que, por sua vez, levará à intenção de mudar para um fornecedor mais verde, ainda que este aumente a informação divulgada. Por conseguinte, este estudo é original ao mostrar uma perspetiva alargada, do ponto de vista de vários *stakeholders*, quanto aos efeitos do *greenwashing*. Os resultados são discutidos na expectativa que as empresas, ao reconhecerem os efeitos perigosos do *greenwashing*, se abstenham de tais práticas, apresentem argumentos verdadeiros e concisos sobre as suas práticas ambientais, de modo a satisfazer os valores, as necessidades morais e expectativas das várias partes interessadas.

Palavras-chave: Greenwashing, Stakeholders, Emoções, Atitudes, Ética

List of Abbreviations

AC - Affective Commitment
AVE - Average Variance Extracted
B2B - Business to Business
B2C - Business to Consumer
BH - Brand Hate
CFA - Confirmatory Factor Analysis
CFI - Comparative Fix Index
CSR - Corporate Social Responsibility
CR - Composite Reliability
CR - Corporate Reputation
CS - Career Satisfaction
EFA - Exploratory Factor Analysis
GPR- Green Perceived Risk
GSI - Green Switching Intention
GW - Greenwashing
H - Hypothesis
IFI - Incremental Fit Index
IS – Information Sharing
JS - Job Satisfaction
NE - Negative Emotions
OCB - Organizational Citizenship Behavior
OCBE - Organizational Citizenship Behavior for the Environment
OP - Organizational Pride
PEP - Perceived Environmental Performance
RMSEA - Root Mean Square Error of Approximation
RQ - Relationship Quality
SEM - Structural Equation Modelling
ST - Signaling Theory
TLI - Tucker-Lewis index
WoS - Web of Science

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Chapter I – Background

1.1 Research Context

There is no Planet B. Fortunately, the way we see the planet and the environment is changing. As such, environmental issues have received substantial attention from various parties, as eco-friendly practices are appreciated by several stakeholders (Torelli et al., 2020). Consumers, investors and corporations are increasingly environmentally aware and concerned (Musgrove et al., 2018). In fact, in the Special Eurobarometer Public Opinion Survey on the Environment, conducted by the European Commission, consumers expressed relevant concerns about the environment: 94% of European Union citizens indicated that protecting the environment is particularly important to them, while 53% say that it is very important. Additionally, 34% of the respondents expressed concerns regarding the reliability of environmental claims and product information (Commission, 2020). In Portugal it is no different: 47.9% of consumers are aware of the environmental impact of their purchases, among which 22.7% do consider it while purchasing. Moreover, 61.4% of Portuguese respondents are willing to buy more “environmentally friendly” products, even if they are more expensive (Commission, 2020). Therefore, consumers and other stakeholders expect firms to engage in environmental initiatives and responsible business practices (Munir & Mohan, 2022; Park et al., 2021), consequently creating pressures for environment protection (Seman et al., 2018;Tahir et al., 2020). At the same time, organizations, realizing that stakeholders appreciate ethical and environmental initiatives (Torelli et al., 2020), focus on sustainable development (Tarabieh, 2021) and increase their investments on corporate social responsibility and on their activities regarding the environment, in order to develop a positive image and project an environmentally friendly reputation (Martín-de Castro, 2021; Yang et al., 2020). However, as organizations wish to conform to stakeholder demands (Kim et al., 2017), and realizing that their image, legitimacy and reputation might be at stake, they may be tempted to lie, dissimulate or exaggerate in their claims regarding their environmental activities (Brouwer, 2016), pretending to be environmentally responsible, even if they are unable to be, or when they do not have the skills nor the resources to do so. In this way, firms engage in greenwashing by exhibiting positive green communication, or pretending to be environmentally friendly (De Jong et al., 2018; Delmas & Burbano, 2011; Nguyen et al., 2019), although their claims are different from their actual behavior (Gatti et al., 2021).

Greenwashing poses an immoral and irresponsible organizational practice (Siano et al., 2017) that is harmful to society (Bowen & Aragon-Correa, 2014), with brands/firms that disrespect the environment being usually condemned (Chen & Chang, 2013). In fact, realizing that greenwashing practices are not acceptable, recently, in 2022, the European Commissions proposed several reforms to the Unfair Commercial Practices Directive, which aimed to ban greenwashing and protect consumer rights (*Circular Economy : Commission Proposes New Consumer Rights and a Ban on Greenwashing*, 2022).

Greenwashing is able to induce profound negative effects in multi-stakeholders (De Jong et al., 2018; Westerman et al., 2022). Besides consumers (Ahmad & Zhang, 2020; Chen & Chang, 2013), greenwashing also negatively impact employees (Ferrón-Vílchez et al., 2021; Tahir et al., 2020; Westerman et al., 2022) and other brands in the same industry (Wang et al., 2020), which is why these practices are not tolerated by other companies (Kapitan et al., 2019), also presenting negative outcomes for the perpetrator firm (He & Lai, 2014; Szabo & Webster, 2021), as they result in serious legal and reputational damage (Nyilasy et al., 2014). Despite the empirical evidence of the potential harm and associated consequences of greenwashing practices on several stakeholders, whether they are consumers, employees or business partners, some aspects related to greenwashing consequences have not been addressed yet and need to be further explored (Yang et al., 2020).

1.2 Research Problem and questions

Despite some approaches to disclose the harmful effects of corporate greenwashing (Delmas & Burbano, 2011), empirical research on this subject is still limited, requiring further studies (De Jong et al., 2018; Ioannou et al., 2022). Recent investigations have summarized greenwashing studies (de Freitas Netto et al., 2020; Gatti et al., 2019; Montero-Navarro et al., 2021; Yang et al., 2020). Nevertheless, an exhaustive analysis involving its effects on stakeholders is still lacking (Gatti et al., 2021; Pizzetti et al., 2021). Yet, the effects of these practices on stakeholders is quite complex, as there are outsider, insider, existing and potential stakeholders, both in B2C and B2B contexts (Yang et al., 2020).

Scholars have shown how the relationship with business partners (Ferrón-Vílchez et al., 2021), the media (Berrone et al., 2017), or investors (Du, 2015; Gatti et al., 2021; Pizzetti et al., 2021) is affected by greenwashing. Notwithstanding, most of the literature is focused on consumers (Contreras-Pacheco et al., 2019; Nyilasy et al., 2014; Szabo & Webster, 2021),

as well as some scholars do believe that the existing literature linking greenwashing to consumers is unexpectedly limited (De Jong et al., 2018; Szabo & Webster, 2021), and that these investigations have not answered why and how greenwashing impacts customer-related outcomes (Ioannou et al., 2022). Consequently, they argue that more work is needed to understand consumer' reactions towards greenwashing (Lee et al., 2018; Musgrove et al., 2018; Pizzetti et al., 2021; Zhang et al., 2018) and the way how these practices impact brand hate (Kucuk, 2019a) and corporate reputation attention (Lin-Hi & Blumberg, 2018). In fact, there is a strong call for research on brand hate (Zarantonello et al., 2016; Hegner et al., 2017; Curina et al., 2020) and the factors that can generate it (Hashim & Kasana, 2019), as well as the effects of the non-existence of CSR practices on corporate reputation (Lin-Hi and Blumberg, 2018).

On the other hand, greenwashing literature seems to be mostly focused on consumers (Szabo & Webster, 2021), thus ignoring the underlying mechanisms of how greenwashing affect other stakeholder groups (Szabo & Webster, 2021; Torelli et al., 2020), such as employees (Al-Ghazali & Sohail, 2021; Li et al., 2022; Tahir et al., 2020), who are a relevant internal stakeholder (Al-Ghazali & Sohail, 2021; Li et al., 2022). Specifically, there is a recent call for theorizing and evaluating outcomes specifically driven by corporate social irresponsibility or greenwashing practices in the workplace (Gond et al., 2017; Pizzetti et al., 2021). Employees' career satisfaction also calls for further research (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021), since extant research has focused almost entirely on its outcomes (Al-Ghazali & Sohail, 2021). Besides, literature lacks empirical research on OCBEs (Mi et al., 2019), as mechanisms through which OCBEs are enhanced and/or attenuated are incomplete (Cheema et al., 2020). Previous studies have emphasized the need to explore the factors that might improve OCBs among employees, and that could encourage them to make contributions to their organization beyond their primary tasks (Khaskheli et al., 2020).

Over the last years, investigations have focused on greenwashing effects on organizations (Li et al., 2022). However, greenwashing scandals, which are frequently identified at the supply chain level (i.e., B2B context), have not been conveniently investigated (Pizzetti et al., 2021), even though these behaviors are particularly important in this context (Blome et al., 2017). Accordingly, greenwashing effects on the B2B context, should be deepened and thoroughly investigated (Blome et al., 2017; Pizzetti et al., 2021; Yang et al., 2020). Moreover, buyer-supplier relationships in green practices must be further studied (Yen,

2018), since sustainability research concerning the B2B context is still in its infancy (Casidy & Yan, 2022; Kapitan et al., 2019). Adding to that, the process of maintaining or switching to a new greener business partner is underexplored (Ferrón-Vílchez et al., 2021), as buying firms might prefer to do business only with companies that adhere to their green supply chain standards (Kumar et al., 2012).

Accordingly, the need for more research related to greenwashing outcomes leads us to the following research questions:

- What are the leading research trends of academic studies on greenwashing, regarding its effects on stakeholders, and what are the future research opportunities in this field?
- Does greenwashing affect brand hate and corporate reputation? Does perceived environmental performance and green perceived risk act as mediators in these relationships?
- Does greenwashing affect employees' career satisfaction, considering the mediating roles of organizational pride, negative emotions and affective commitment?
- Does greenwashing impact employees' OCBs, considering the mediating roles of emotions, namely job satisfaction and affective commitment?
- Does buyers' perception of greenwashing practices on their suppliers damage the quality of the relationship and lead to the willingness to switch to a greener supplier? Does information sharing moderate these relationships?

Considering what is stated above, this investigation intends to understand and expand the actual knowledge of greenwashing outcomes into a broader range of stakeholders. In order to do so, besides the analysis of the state-of-art on greenwashing, consumers, employees and commercial buyers' points of view are also dissected. As regard to the consumers' point of view, we analyzed greenwashing outcomes on brands, more precisely, brand hate and corporate reputation. To better understand how greenwashing practices affect employees' emotions, we examined the role of greenwashing perception practices in their firms and sought to identify how does they affect employees' emotions, namely their career satisfaction, considering the roles of negative emotions, affective commitment and organizational pride. In addition, we explored employees' work-related attitudes, specifically OCBs, through job satisfaction and organizational pride. Finally, we addressed the B2B context by investigating relationship quality and the commercial buyers' intention to switch a supplier that practices greenwashing, considering the role of information sharing.

In short, this investigation was conducted aiming to contribute to greenwashing literature in several ways. On the one hand, this research improves the actual knowledge on the damaging effects of greenwashing through the lens of consumers. It does so by exploring their point of view and related outcomes, specifically on brand hate and corporate reputation perception. On the other hand, it uncovers the neglected side of greenwashing effects on employees. Emotional aspects and work-related outcomes have not been conveniently investigated yet. Specifically, it unveils the damaging effects of greenwashing on employees' organizational pride, negative emotions, affective commitment, job satisfaction, career satisfaction and OCBs. Finally, it exposes its destructive impacts in the B2B context. It also reveals that greenwashing practices undermine B2B relationship quality, which, in turn, will lead to the intention to switch to a greener supplier, even if that supplier increase the information they disclose. Therefore, this study is original by displaying an extended point of view of several stakeholders on greenwashing effects.

To test the hypotheses to be developed, this study resorted to a cross-sectional data obtained through structured questionnaires from three different Portuguese stakeholders: 420 consumers, 398 employees and 251 buying firms. The proposed hypotheses were analyzed through SEM techniques and a multi-group analysis was performed, in study 5, to investigate how information sharing might impact the proposed relationships. In this way, this doctoral thesis mixes five complementary studies that aim to answer the projected objectives and hypotheses. The results unveil the damaging consequences of greenwashing practices in multi-stakeholders.

1.3 Structure of the thesis

This doctoral thesis includes an article-based structure with five articles. Each of the articles has its own chapter, allowing to ascertain the effects of greenwashing on stakeholders, through the eyes of consumers, buyers, and employees, therefore shedding light on the potential outcomes of these irresponsible practices. After the introduction, an overview of the research concepts is performed, followed by the methodological chapter, in which an explanation of the adopted methodologies is provided. A bibliometric analysis was performed, and their findings allowed to support the following quantitative research, being presented in the following chapters:

- Chapter IV – Study 1: A Systematic Literature Review on Greenwashing and Its Relationship to Stakeholders: State of the Art and Future Research Agenda.
- Chapter V – Study 2: How does greenwashing affect corporate reputation and brand hate? The role of environmental performance and green perceived risk.
- Chapter VI – Study 3: Does Greenwashing Affect Employees' Career Satisfaction? The Mediating Role of Organizational Pride, Negative Emotions and Affective Commitment.
- Chapter VII – Study 4: Are Organizational Citizenship Behaviors for the Environment (OCBEs) affected by Greenwashing? The Mediating Role of Job Satisfaction and Affective Commitment.
- Chapter VIII – Study 5: The damaging effects of greenwashing on B2B relationships.

The first study presents a comprehensive overview of trends and the current position of the academic studies on greenwashing, focusing on its effects on stakeholders, identifying research gaps and providing potential future research directions. As such, it encompasses a systematic review and bibliometric analysis provided by VOSviewer software for all the articles published up to 2021 and that were available in Web of Science database.

The empirical study presented in Chapter V explores the effects of asymmetric information and consumers expectancies' violation in the presence of greenwashing, as well as its effects on brand hate and on corporate reputation. It also discusses the mediation effects of perceived environmental performance and green perceived risk in these relationships.

Chapter VI presents another empirical study that explores the direct and indirect effects of greenwashing on employees' career satisfaction, added to the mediation effects of organizational pride, negative emotions and affective commitment.

Chapter VII refers to study 4, which assumes a divergence between organization and employees' values and moral standards regarding the environment, in the presence of greenwashing. Therefore, it explores the effects of employees' perception of corporate greenwashing on their OCBEs. The mediating effects of job satisfaction and affective commitment are included in the analysis.

The empirical study displayed in chapter VIII investigates the effects of suppliers' greenwashing practices on relational and behavioral outcomes in the B2B context. Specifically, it focuses on how perceived supplier greenwashing practices may damage the

relationship quality and lead to the intention of switching to a greener supplier. It also discusses the moderation effect of information sharing.

Finally, the thesis concludes with Chapter IX, which presents general conclusions and uncover the contributions to the literature and management implications, providing suggestions for future research.

Chapter II – Literature Review

2.1 Introduction

In this chapter, a review of the literature will be conducted, which will allow to deepen some focal concepts for the elaboration of this doctoral thesis. First, the greenwashing concept will be dissected. Later, the relationship between greenwashing and stakeholders (consumers, buyers, and employees) will be addressed, as well as theories that have been used to explain the proposed relationships.

2.2 Greenwashing Overview

Given the multifaced nature of greenwashing (de Freitas Netto et al., 2020) and the diversity of forms and perspectives in which these behaviors can occur, there is no universally accepted definition (Seele & Gatti, 2017; Torelli et al., 2020), although it is generally known as a misleading communication regarding environmental issues (Balluchi et al., 2020). Table 1 depicts some of the definitions this concept has gained along the years.

Table 1 - Definitions of Greenwashing

Definition	Source
<i>The act of misleading consumers regarding the environmental practices of a company or the environmental benefits of a product or service</i>	(Parguel et al., 2011, p. 15)
<i>Poor environmental performance and positive communication about environmental performance</i>	(Delmas & Burbano, 2011, p. 65)
<i>Selective disclosure of positive information about a company's environmental or social performance without full disclosure of negative information on these dimensions so as to create an overly positive corporate image</i>	(Lyon & Maxwell, 2011, p. 9)
<i>The act of disseminating disinformation to consumers regarding the environmental practices of a company or the environmental benefits of a product or service</i>	(Baum, 2012, p. 424)
<i>A specific subset of symbolic corporate environmentalism in which the changes are both 'merely symbolic' and deliberate</i>	(Bowen & Aragon-Correa, 2014, p. 109)
<i>Communication that misleads people into holding overly positive beliefs about an organization's environmental performance, practices, or products</i>	(Lyon & Montgomery, 2015, p. 225)
<i>A green message that combines falsity (information-related element), with an accusation of being misleading (external-distortion element).</i>	(Seele & Gatti, 2017, p. 241)
<i>Spreading disinformation concerning the services or products in question by telling outright lies or by insinuating environmental attributes through vague statements or emotional cues</i>	(Naderer et al., 2017, p. 105)

Definition	Source
<i>Communication that misleads people (e.g., consumers and stakeholders) regarding environmental performance/benefits by disclosing negative information and disseminating positive information about an organization, service, or product</i>	(Tateishi, 2018, pp. 372–373)
<i>An intrinsic feature (distance from truthfulness) a communicative feature (techniques used to mislead or confuse people)</i>	(De Jong et al., 2018, p. 81)
<i>Variety of different misleading communications that aim to form overly positive beliefs among stakeholders about a company's environmental practices</i>	(Torelli et al., 2020, p. 407)
<i>The difference between what the company says it does in terms of commitment to sustainability, and what the company actually does as evaluated by external parties</i>	(Ruiz-Blanco et al., 2022, p. 4024)
<i>Firms overcommit or do not deliver on promised socially responsible actions</i>	(Ioannou et al., 2022, p. 1)

The first time the word “greenwashing” was employed was in 1986, by the hands of a biologist and environmental activist named Jay Westerveld (Balluchi et al., 2020), and has attracted substantial interest in marketing (Lee et al., 2018), ethics and related literature (Seele & Schultz, 2022) ever since. Despite the definitions of greenwashing being very broad, it is usually conceptualized as a deceptive and intentional information disclosure decision (De Jong et al., 2018) to promote the perception that firms’ activities or products are environmentally friendly when they are not, meaning that greenwashing is an organizational behavior that encompasses the act of misleading or deceiving stakeholders, regarding their poor environmental practices (i.e., corporate level) or environmental benefits of their products/services (i.e., service level), as well as positive communication regarding both (Delmas & Burbano, 2011). However, these practices, to be considered as greenwashing, there is a need for blame attribution. That is, greenwashing practices only exist when a communication or the perpetrator firm is blamed by the media, non-governmental organizations (NGOs), or other stakeholders (Seele & Gatti, 2017). More recently, greenwashing was also assumed as an organizational overcommit or the act of do not delivering on promised socially responsible actions (Ioannou et al., 2022).

Greenwashing can also be classified into executional (firm or product level) or claim (firm or product level) (de Freitas Netto et al., 2020). The former encompasses nature evoking elements, such as images using colors, sounds, or natural landscapes that might create false perceptions of the firm’s greenness. In turn, claim level refers to textual arguments that list ecological benefits of a product/service to create a deceptive environmental claim (Parguel et al., 2015). Regarding the claims performed by corporations, in 2009 TerraChoice released

the results of a study they performed on 2,219 products, sold in retailers in the United States and Canada. The results show that over 98% of the products under analysis committed, at least, one of the seven sins of greenwashing (TerraChoice, 2009). The seven patterns, or “sins”, of greenwashing are displayed in table 2.

Table 2 - "Sins" of greenwashing, based on (TerraChoice, 2009)

“Sin”	Definition	Example
Sin of the Hidden Trade-Off	<i>A claim that a product is environmentally friendly, based on a limited set of features, without mentioning other important environmental problems</i>	Paper that endorses their recycled content but do not focus on the environmental hazardous effects global warming impacts.
Sin of No Proof	<i>An environmental claim whose confirmation cannot easily be carried out</i>	Beauty products that claim not to be tested on animals, without no evidence of such claim
Sin of Vagueness	<i>A very broad and imprecise statement, lacking specifications or whose real meaning may have dubious interpretations by consumers</i>	Terms such as “Environmentally friendly” or “chemical-free”
Sin of Irrelevance	<i>A claim that might be correct but is insignificant or useless for costumers that seek for green products</i>	A product with “No CFCs” label, when this composite is banned from manufacture and there are no products with it
Sin of Fibbing	<i>Occurs when environmental claims are false</i>	A product whose package reveals “100% recycled paper”, however it is made with plastic
Sin of Lesser of Two Evils	<i>A claim that may be accurate, within a product category, but that may lead the consumer to ignore the environmental impacts as a whole</i>	Organic cigarettes, when people should not smoke, because it is bad for their health
Sin of Worshiping False Labels	<i>Occurs when a product presents false labels</i>	A label, in a paper towel product, that states “this product fights global warming”

Greenwashing is a wide spread phenomenon (De Jong et al., 2020; Seele & Schultz, 2022) and, besides firms, these practices can be found in non-governmental organizations (NGOs) and even governments (Lyon & Montgomery, 2015). Previous studies have highlighted the negative outcomes of greenwashing on consumers, corporations and other stakeholders (De Jong et al., 2018). These practices are harmful to society (Bowen & Aragon-Correa, 2014) and do not present any competitive advantage (De Jong et al., 2018; Lyon & Montgomery, 2013). Despite the evidence of the negative outcomes, greenwashing consequences have not been conveniently addressed and need to be further explored (Yang et al., 2020). Accordingly, this investigation aims to present an in-depth approach on greenwashing through the eyes of consumers, buyers, and employees.

2.3 Greenwashing outcomes, from stakeholder's point of view

Stakeholders are generally recognized as 'any group or individual that can affect or be affected by the achievement of an organization's objectives' (Freeman, 1984, p. 46). Thus, they are individuals or groups of individuals that have an interest, or stake, in which the firm tries to accomplish and in whom the firm trusts to achieve its goals (Graham, 2020; Philips et al., 2019). Consumers, suppliers and employees are some of the most important stakeholders of a firm (Freeman, 1984). Consumers are relevant because they buy products and services from the firm, which allows the latter to continue its operations. In turn, employees and suppliers are quite relevant because they have an economic stake in the firm (Philips et al., 2019).

Organizations are expected to pursue the interests and satisfy their stakeholders needs, whether they are internal or external (Barić, 2017). By doing so, the firm attains greater sustainability and higher competitive advantage, at the same time conquering employees and consumers' loyalty (Barić, 2017). As stakeholders are increasingly aware of and concerned about environmental issues, (Tahir et al., 2020), firms are often pressured to become more environmentally responsible (Graham, 2020). Indeed, stakeholders' pressure for responsible environmental practices has already been established in the literature (Sarkis et al., 2010).

Current literature classifies stakeholders as primary or secondary, which, in turn, can be internal or external (Seman et al., 2018). For the purposes of this investigation, stakeholders from the two main classes were considered: consumers and commercial buyers, from the external stakeholder class, and employees from the internal class (see figure 1). The stakeholders used in this study can also be recognized as primary, as they are intrinsically connected to firms' value creating process (Philips et al., 2019). Secondary stakeholders, which were not analyzed in this investigation, are the ones that are not directly involved in firm's economic exchanges (Seman et al., 2018).

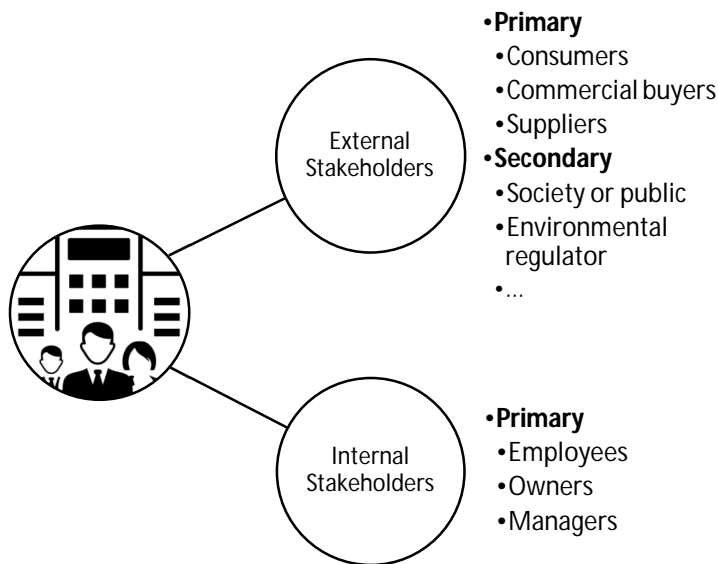


Figure 1 - Company's Stakeholders, based on (Freeman, 1984; Graham, 2020)

Stakeholders, whether internal or external, are increasingly demanding environmental responsible behaviors from organizations, as well as requiring full transparency in their communications regarding their environmental performance (Chen & Chang, 2013). Greenwashing effect on stakeholders is quite complex (Yang et al., 2020), though this investigation aims to reduce the complexity, by focusing on internal and external stakeholders.

2.4 External Stakeholders

External stakeholders are all of those outside the company (i.e., individuals, groups or organizations), including the ones that purchase the firm's products and services (customers or commercial buyers), suppliers, creditors, and society in general (Sarkis et al., 2010). Consumers and commercial buyers will be analyzed in this investigation.

2.4.1 Consumers

Researchers have consistently showed that corporate greenwashing significantly affects consumers in several ways. For instance, this practice seems to have a negative effect on consumers' behavior (Parguel et al., 2011; Chen et al., 2019), whether by inhibiting them from making true, conscious and informed decisions (Brouwer, 2016; Wu et al., 2020), by

enhancing their green confusion (Chen & Chang, 2013), consequently affecting their purchase intentions (Ahmad & Zhang, 2020; Akturan, 2018; Chen et al., 2020; Guerreiro & Pacheco, 2021; Hameed et al., 2021; Nguyen et al., 2019, 2021; Zhang et al., 2018), or by affecting their willingness to pay for greenwashed products (Lee et al., 2018). Consumers' perceptions of risk (Kahraman & Kazançoğlu, 2019; Nguyen et al., 2021), green trust (Guerreiro & Pacheco, 2021) and green word of mouth (Guerreiro & Pacheco, 2021; Zhang et al., 2018) are also impacted by greenwashing. These immoral practices also influence consumers' trust (Chen & Chang, 2013), leading to higher levels of skepticism (Aji & Sutikno, 2015; Rahman et al., 2015) and producing a negative brand evaluation (Parguel et al., 2011). Most important, firms that practice greenwashing are labeled as untrustworthy, manipulative and opportunistic (Walker & Wan, 2012).

Ultimately, several constructs have been under scrutiny, trying to investigate greenwashing outcomes from the consumers' point of view, such as corporate reputation. This construct has gained an increasing interest (Quintana-García et al., 2021) yet, the effects of the non-existence of CSR practices on corporate reputation have not been conveniently investigated (Lin-Hi & Blumberg, 2018). Likewise, brand hate also lacks an appropriate research (Bayarassou et al., 2020; Zhang & Laroche, 2020), such as the factors that can generate (i.e., antecedents) this extreme negative emotion (Hashim & Kasana, 2019; Kucuk, 2018, 2019a). Although irresponsible business practices might lead to the development of extreme negative emotions (Islam et al., 2020; Kucuk, 2018, 2019a), brand hate has not been considered as a consequence of greenwashing (Kucuk, 2019a) yet. Moreover, past literature has investigated corporate greenwashing practices effect on consumers' perception of risk (Chang & Chen, 2014; Szabo & Webster, 2021), and perceived environmental performance might also be negatively influenced by greenwashing (De Jong et al., 2018). However, so far, no study has discussed the relationship between greenwashing and brand management through corporate reputation and brand hate, using environmental performance and green perceived risk as mediating variables.

2.4.2 Buying firms

Greenwashing has become a common practice all around the world, presenting detrimental effects on several stakeholders (Yang et al., 2020). Indeed, the amount of greenwashing practices has skyrocketed, especially at supply-chain level (Pizzetti et al., 2021). That is

why this subject and context should be deepened and thoroughly investigated (Blome et al., 2017; Pizzetti et al., 2021; Yang et al., 2020).

Buying firms have a significant influence on the environmental conduct of their suppliers, which might lead to an increase of their own environmental performance (Large & Gimenez Thomsen, 2011). Previous authors have already investigated the buyer-supplier relationship from several points of view, such as resource dependence or relationship marketing (Jia et al., 2021), or even socially responsible activities in the logistics sector (Uyar et al., 2020). Nevertheless, greenwashing scandals within the supply-chain level have not been conveniently investigated (Pizzetti et al., 2021), even though such behavior is particularly important in this context (Blome et al., 2017).

The distinction between a certain firm's behavior and its partners is not always clear (Large & Gimenez Thomsen, 2011). In fact, organizations might be affected by the behaviors of their B2B partners (Quintana-García et al., 2021), which means that organizations can account for adverse effects on the environment, whose responsibility currently falls on third parties within the supply chain (Blome et al., 2017). Thus, by engaging in a relationship with a supplier that practices greenwashing (Pizzetti et al., 2021), an organization might be identified or blamed as greenwasher itself. In these circumstances, firms tend to morally disengage themselves from that behavior (Pizzetti et al., 2021), consequently increasing their desire to avoid this partner (Yang et al., 2020). Therefore, partners' greenwashing practices may not be tolerated by other companies (Kapitan et al., 2019), as they result in ethical harm (Pizzetti et al., 2021) and significantly impact buying companies' ecological and ethical footprint (Blome et al., 2017). Then, organizations face reputational risk by maintaining relationships with these suppliers (Blome et al., 2017; Jia et al., 2021). Consequently, buyers might feel the need to end a relationship with a supplier that does not show proper environmental concerns (Quintana-García et al., 2021).

Despite the increasing interest on green chain management, there is still the need for a deeper understanding of this issue (Sancha et al., 2016). Buyer-supplier relationships in green chain management should also be properly investigated (Yen, 2018), namely the leading causes for supplier green switching intentions (Perez-Castillo & Vera-Martinez, 2020; Suh & Kim, 2018; Wu et al., 2018). Furthermore, until now, there is no evidence, nor attempt to investigate, how supplier's involvement in a greenwashing scandal might affect stakeholders' reactions to unethical practices (Pizzetti et al., 2021).

2.5 Internal Stakeholders

Internal stakeholders directly impact business profitability and performance (Hiswåls et al., 2020), as they are crucial to the success or failure of any organization (Freeman, 1984). This group includes not only owners and management groups, but also employees (Seman et al., 2018). This investigation focuses on the latter.

2.5.1 Employees

Even though greenwashing literature has been mainly focused on consumers (Szabo & Webster, 2021), one must not neglect the effect of socially irresponsible activities on an important internal stakeholder (Al-Ghazali & Sohail, 2021): employees.

Like other stakeholders, employees expect a certain level of socially responsible actions from their companies (Park et al., 2021). When this is not the case, and firms exhibit irresponsible or unethical behaviors, employees are heavily impacted as they experience psychological discomfort and their loyalty, commitment and motivation decreases (Gupta, 2017; Skudiene & Auruskeviciene, 2012; Zhang & Zhang, 2020). In fact, previous studies have shown that perceived greenwashing affects employees' job performance (Li et al., 2022) and their overall attitudes (Donia & Sirsly, 2016). This might happen because employees' confidence on their company is lost, as they become unwilling participants (Walker & Wan, 2012). Additionally, when current job-related aspects do not meet employees' expectations, they experience decreased career satisfaction (Ren et al., 2013).

Despite some efforts to investigate employees' personal aspects and work-related outcomes (Ngo & Hui, 2018), there are only a limited number of studies that address the relationship established between greenwashing and employees, and they are focused on employee behavior (Tahir et al., 2020), job performance (Li et al., 2022) and loss of confidence (Blome et al., 2017). In fact, there is a call for more research on greenwashing effects on other stakeholder groups (Szabo & Webster, 2021; Torelli et al., 2020), especially in the work place (Gond et al., 2017; Pizzetti et al., 2021). The antecedents of career satisfaction have also gained interest among scholars (Ngo & Hui, 2018). However, this subject also calls for further research (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021), since extant research has focused almost entirely on its outcomes (Al-Ghazali & Sohail, 2021). Moreover, there is still a lack of empirical research on OCBEs (Mi et al., 2019) and its antecedents (Cheema et al., 2020). Previous studies have emphasized the need to explore the factors that might

improve OCBs among employees, and that could encourage them to make contributions to their organization beyond their primary tasks (Khaskheli et al., 2020). Furthermore, the mechanisms through which OCBEs are enhanced and/or attenuated are incomplete (Cheema et al., 2020). Likewise, very little attention has been paid to specific features and role of emotions caused by irresponsible corporate behavior (Antonetti, 2020). Ultimately, what has been missing is a theoretical framework focused on how corporate greenwashing affects employees at an emotional and attitudinal level.

2.6 Theories used to explain greenwashing effects

Previous studies have used multiple theoretical approaches to investigate greenwashing outcomes on their stakeholders. Attribution theory is clearly the most used theoretical approach, with scholars arguing that organizations' immoral and irresponsible behaviors, such as pursuing greenwashing, have several detrimental effects, such as a lower intention to invest (Szabo & Webster, 2021), a negative effect on consumer green trust (Chen et al., 2019), perceived risk, skepticism, and purchasing intention (Kahraman & Kazançoğlu, 2019). However, this investigation is based upon signaling and expectancy violations theory, as regard to the consumers' point of view in study 2. Moral foundations theory and appraisal theory of emotions were used to explain employees' emotional response to greenwashing in study 3. Social and moral identification theories was used to explain employees' emotions and work-related attitudes in study 4. Finally, stakeholders theory and social exchange theory were used in study 5, when explaining greenwashing in the B2b context. Table 3 illustrates the theories used in this investigation, as well as previous studies resorting to the same approach.

Table 3 - Theories used in the investigation

Theory	Variables used	Source
Signaling	Greenwashing level, perceptions of corporate environmental responsibility, corporate greenwashing and reaction to an environmental scandal.	(Torelli et al., 2020)
	Relationship between the signals, and the consumers' attitude as feedback to these signals.	(Sчена et al., 2015)
	Greenwashing and environmental legitimacy.	(Berrone et al., 2017)
Expectancy violation	Cause-and-Effect relationships between not practicing CSR, stakeholder expectations, and corporate reputation.	(Cho et al., 2021)
	Investor reaction to unethical behavior	(Zachary et al., 2021)
	Supplier hypocrisy, firm reputation, boycott intention.	(Hoffmann et al., 2020)
	CSR, stakeholder expectations, corporate reputation	(Lin-Hi & Blumberg, 2018)
Public expectation and evaluation, sustainability communication	(Cho et al., 2021)	
Moral foundations	CSR moral foundations and consumer attitude	(Hang et al., 2021)
	Critical incidents, moral emotions, and employee behavior.	(Ford et al., 2018)
	Consumers' moral foundations, pro-company behaviors, CSR domains	(Baskentli et al., 2019)
	Emotions, Moral foundations	(Landmann & Hess, 2018)
Appraisal Theory	CSR, Organizational Pride, Affective Commitment and employee creative behavior	(Id Bouichou et al., 2022)
	Negative Appraisal, positive and negative emotions, control and escape coping, sick time used, quit intentions, voluntary turnover	(Fugate et al., 2008)
Social and Moral Identification Theories	Perceived CSR, organizational pride, organizational embeddedness and turnover behavior	(Ng et al., 2019)
	Perceived CSR, moral identity, organizational identification, turnover intention, in-role job performance and helping behavior	(Wang et al., 2017)
	Unethical behaviors, employee attraction, motivation, and retention	(May et al., 2015)
	Perceived corporate hypocrisy, Employee emotion exhaustion, Intention to quit	(Scheidler et al., 2019)
Moral identity, organizational identification, ethical leadership, organizational outcomes, job satisfaction, career intentions	(O'Keefe et al., 2019)	

Theory	Variables used	Source
Stakeholder Theory	Corporate social responsibly practices, ethical cultural practices, sustainable competitive performance	(Waheed & Zhang, 2022)
	Supplier assessment and collaboration, environmental supplier selection, environmental management systems, B2B cooperation for cleaner production	(Tseng et al., 2022)
	Institutional pressure, internal GSCM, environmental collaboration with supplier, environmental monitoring of supplier, environmental performance	(Ahmed et al., 2020)
Social Exchange Theory	Sustainability, buyer-supplier relationship, trust, relationship quality	(Casidy & Yan, 2022)
	Supplier switching intentions, fairness, psychological contract violation, disruption, relational renegeing, transactional renegeing, combined renegeing	(Blessley et al., 2018)
	Green supplier integration, monitoring difficulty, relationship commitment, supplier trust, sustainable development	(Wang et al., 2018)

2.6.1 Signaling Theory

Signaling theory (Spence, 1973) is suitable for unfolding behaviors in the presence of asymmetric information (Boateng, 2019). Meaning, it is useful in investigating how the parties with access to different information deliver, interpret and react to the signals (Connelly et al., 2011). Thus, there are three vital elements: the signaler, the signal and the receiver. The first is an insider element that possesses information regarding the organization or their product, which the outsiders are not aware of (Taj, 2016). The signaler, or sender, chooses when and how to send the signal (Connelly et al., 2011). In turn, signals are the informational cues delivered by the sender. Finally, the receiver, who is usually an outsider, has limited access to the information received and selects the way to interpret the signals (Connelly et al., 2011).

Previous literature has used signaling theory in management studies (Connelly et al., 2011), accounting (Uyar et al., 2020), employee commitment and employer reputation (Dögl & Holtbrügge, 2014). This theory has been considerably used while explaining the potential benefits for organizations in adopting CSR practices (Dögl & Holtbrügge, 2014; Su et al., 2016), whether on financial performance (Su et al., 2016), their employees (Schaefer et al., 2020) or on relationship performance when suppliers practice CSR (Jia et al., 2021). It also has been widely used in several fields of investigation while explaining customer choices (Boateng, 2019). Nonetheless, organizations are able to signal, or not, the true practices to outsiders (Seele & Gatti, 2017). Considering that greenwashing practices refers to misleading communications involving environmental issues (Torelli et al., 2020), this behavior infers the existence of asymmetric information. Therefore, this theory is quite useful to investigate the distortive effect of greenwashing (Torelli et al., 2020), namely on consumers, as their attitudes towards a brand or organization are responses to signals provided by the latter (Schena et al., 2015).

2.6.2 Expectancy violations theory

Expectancy violations theory concerns interpersonal interactions that describe the connection between what individuals expect, its confirmations or not, and impression formation (Burgoon, 2016). It is useful to investigate how individuals react to unexpected violations of social norms and expected behaviors (Burgoon, 1993). That is, expectations are individuals' predictions of the possible behaviors of others, related to how others should act

in certain circumstances or in relation to social norms (Burgoon, 1993). When expectations are violated into a degree recognized by observers, they become particularly relevant (Hoffmann et al., 2020). They cause psychological arousal and they direct their attention to the actor (Lin-Hi & Blumberg, 2018). The higher the difference between expected behavior and actual behavior, the stronger the reaction will be (Afifi & Burgoon, 2000).

This theory has been used in management literature, namely on the relationship between CSR practices and corporate reputation (Lin-Hi & Blumberg, 2018), on sustainability communication context (Cho et al., 2021), on irresponsible behaviors on global supply chains (Hoffmann et al., 2020), and on unethical behaviors (Zachary et al., 2021). This theory predicts that negative information regarding an organization will be severely punished for its violation of consumers' expectancies (Sohn & Lariscy, 2015). Since consumers expect a certain honest, responsible and ethical behavior from companies (Lin-Hi & Blumberg, 2018; Park et al., 2021), if their expectations are not fulfilled, they might experience frustration, which can lead to hatred towards the brand (Kucuk, 2019a). It can also result in negative perceptions of their credibility, reliability and attractiveness (Bailey & Bonifield, 2010; Gatti et al., 2021; Lin-Hi & Blumberg, 2018; Rim et al., 2020). When engaging in greenwashing, there is a deception and a violation of stakeholders' expectations (Gatti et al., 2021). Therefore, this theory is quite useful when analyzing consumers reactions in these settings.

2.6.3 Moral foundation theory

Moral foundations theory is the most influential individual-level theory of moral psychology (Baskentli et al., 2019), particularly moral judgment (Simpson, 2017). It was developed to describe the diversity of individuals' moral judgments, values and behaviors, considering moral intuition and emotion (Haidt & Graham, 2007). Simply put, when moral principles and values are violated, individuals judge behaviors as morally incorrect (Landmann & Hess, 2018). This theory proposes that moral judgement is based upon several moral principles: care, fairness, authority, loyalty, purity and liberty (Graham et al., 2013), which are integrated into the fundamental questions of human morality: 'Was someone harmed?'; 'Is it fair?'; 'Was someone disloyal?'; 'Are we following those in charge?'; and 'Do we find this disgusting or impure?' (Simpson, 2017). Each of these principles is related to a specific emotion (Landmann & Hess, 2018).

This theory is often used to detect and categorize emotional responses. It is possible to highlight consumers and employees as predominant actors (Baskentli et al., 2019; Ford et al., 2018; Hang et al., 2021; Landmann & Hess, 2018; Will & Pies, 2018). As moral foundations theory (Haidt & Graham, 2007) suggests, employees should perceive greenwashing as an immoral act, which harms stakeholders, there being a gap/incongruence between employees and their company. The extent to which employees identify with the firm is related to their sense of mis(match) between their own moral concerns and that of their company (Bauman & Skitka, 2012).

2.6.4 Appraisal theory of emotions

Appraisal theory of emotions argues that emotions are a consequence of the appraisal of a stimulus, as a match or mismatch with individuals' goals and expectations (Moors, 2017). That is, emotions are caused by evaluations of situations and events, and are differentiated by appraisals (Moors, 2014; Roseman & Smith, 2001), which are not a rational process (Roseman & Smith, 2001). Individuals' interpretation of a certain situation triggers an emotional response that is built on that interpretation. When an alteration in an appraisal occurs, physiological and behavioral responses may change (Moors, 2014).

Appraisal theory of emotions blends elements of emotions and attitude to investigate human behavior (Id Bouichou et al., 2022). Several studies focused on employees' emotions and behavior were based upon this theory (Fugate et al., 2008; Id Bouichou et al., 2022; Ng et al., 2019). Similarly, this investigation also considered this theory as it defends that emotions are triggered by an evaluative judgement of the stimulus (in this case, greenwashing behaviors), as a mismatch between employees' moral and ethical expectations. Hence, this study suggests that greenwashing perceptions significantly affect employees' present (i.e., organizational pride, negative emotions and affective commitment) and long-term personal and work-related emotions (i.e., career satisfaction).

2.6.5 Social and moral identification theories

According to social identity theory, individuals tend to classify others and themselves into social categories (Ashforth & Mael, 1989), and they identify themselves socially, by association or membership in social groups (Tajfel, 1974). In turn, moral identity is

recognized as a self-concept based on moral traits, whether they are reflected in the actions of individuals in society, or on how important moral traits are to the individual (O’Keefe et al., 2019). Moral identification refers to the perception of belonging to a group that presents ethical traits (May et al., 2015). Thus, in social and moral identification theory (May et al., 2015; Tajfel, 1978; Tajfel & Turner, 2004), individuals derive value from his/her membership in a group, since they believe that it presents a good social and moral standing, which is understood as reflecting their own (Scheidler et al., 2019).

Moral identity and organizational identification are both based in social identity theory (O’Keefe et al., 2019). According to social identity theory, individuals’ moral identification is based on perceived similarities. For instance, an employee with high moral identity will probably identify and experience cohesion and belongingness with an ethical organization (May et al., 2015). Perhaps that is the reason why CSR has been linked to several positive work-related outcomes (Scheidler et al., 2019). In fact, this theory has been substantially used in the work place context (May et al., 2015; O’Keefe et al., 2019; Scheidler et al., 2019; Wang et al., 2017). When employees perceive that their values are aligned with their employers’ values, they identify with them and become an extension of their personal identity (Ellemers et al., 2013). When this bond exists, employees are more likely to be more committed, work harder and exhibit organizational citizenship behavior (O’Keefe et al., 2019). However, when they perceive that their employer pursues greenwashing, they might disagree with this phenomenon and, consequently, their sense of identification and belongingness can degenerate into demotivation, poor performance or even retaliatory behaviors (Miao & Zhou, 2020). In other words, moral and social value systems of employees and their companies are not aligned. Therefore, organizations no longer deserve their commitment, identification, or devotion.

2.6.6 Stakeholder theory

Stakeholder theory is based upon the premise that organizations should create value for all stakeholders (Freeman & Dmytriiev, 2017). According to this theory, organizations have the responsibility to create value (Philips et al., 2019) and to act in the best interests of all those affected, or that may be affected, by their actions (Freeman, 1984; Freeman & Dmytriiev, 2017). Examples of relevant stakeholders are consumers, employees, suppliers, shareholders, non-government groups, financial institutions and government institutions

(Freeman, 1984). One can say that the essence of an organization is to satisfy stakeholders' needs and requirements (Kitsis & Chen, 2021; Tseng et al., 2022). This theory echoes organizational practices, thus organizations produce externalities that impact both internal and external stakeholders (Tseng et al., 2022). In turn, stakeholders exert pressures and influence organizational practices (Ahmed et al., 2020). Hence, stakeholders are interdependent (Freeman & Dmytriiev, 2017). Stakeholder theory is also based on morals and values while managing the corporation considering all of its stakeholders (Harrison et al., 2015; Zhu et al., 2014). Therefore, ethics should be present in every organization's actions, as their stakeholders judge it based on socially accepted norms of behavior, such as "one should not lie" (Philips et al., 2019; Waheed & Zhang, 2022).

Stakeholder theory has been used in several disciplines, such as economics, law, public administration, healthcare, finance, environmental policy, strategic management, accounting, marketing, social responsibility, but mostly on management and business ethics (Gibson, 2000; Parmar et al., 2010; Philips et al., 2019; Tseng et al., 2022; Waheed & Zhang, 2022). Therefore, it is quite useful when investigating the greenwashing phenomenon. Since organizations ought to act in the best interest of stakeholders, nurturing their relationships (Freeman, 1984), meeting their requirements (Tseng et al., 2022) and thus providing what stakeholders need, with trust, respectful and ethical principles (Philips et al., 2019), greenwashing practices might be seen as unethical, immoral and inappropriate. Consequently, the relationship established between organizations and stakeholders might be jeopardized.

2.6.7 Social exchange theory

Social exchange theory is grounded on the rules and norms of exchange, the exchange of resources and the relationships that arises, through a process of reciprocity (Cropanzano et al., 2017; Cropanzano & Mitchell, 2005). That is, social behavior results from an exchange process, as individuals weigh the potential risks and benefits in their relations. If rewards are positive, exchanges are expected to last over time. On the contrary, if the risks outweigh the rewards, the relationship is doomed to failure (Cutovoi, 2020; Homans, 1958). Thus, this theory defends that exchange partners begin and maintain a relationship if they anticipate it to be rewarding (Lambe et al., 2001). Consequently, social exchange theory is useful to enlighten the process of relationship building and maintenance (Emmerson, 1976). There are

some basic assumptions in this theory: parties are rational and analyze the interactions seeking to maximize returns; rewards are measured in the exchange with the other parties; parties are capable of evaluating alternatives; individuals follow the norm of reciprocity, which means that if they do good, they will receive good as well; and relationships are built and maintained not only for economic interests, but also for social benefits (Wang et al., 2018).

Social exchange can be used in several social disciplines such as social psychology, anthropology and management (Cropanzano et al., 2017). As a matter of fact, it has been extensively used in organizational behavior (Cropanzano et al., 2017), as an explanation to B2B relational exchange (Lambe et al., 2001) and among buyer-supplier relationships (Blessley et al., 2018; Cutovoi, 2020; Davis-Sramek et al., 2022; Kingshott et al., 2020). Indeed, this theory states that the exchanges in the B2B context are interdependent, which means that the behavior of one party is contingent upon the other (Casidy & Yan, 2022). Consequently, reciprocity encourages attachment (Cropanzano & Mitchell, 2005) and relational behavior in the B2B context (Davis-Sramek et al., 2022). Thus, buyer-supplier relationships are a form of exchange (Casidy & Yan, 2022). If the outcomes are perceived as positive, exchanges are expected to last over time (Cutovoi, 2020) and the relationship should be maintained (Blessley et al., 2018). However, as posited in this investigation, if buyers perceive greenwashing practices in their supplier, they might fear to be labeled as greenwashers themselves. This way, the exchange between these parties is regarded as ineffective, meaning that buyers do not see benefits nor rewards from that partnership. Therefore, these exchanges are not expected to be long-lasting. Simply put, buyers' attitudes towards their suppliers are highly influenced by the perception of their action and the rewards from maintaining the relationship. Thus, the buying company will seek other environmentally responsible suppliers, putting an end to the previous relationship.

2.7 Conclusion

Greenwashing is an unethical behavior that can lead to serious reputational damage (Siano et al., 2017) and severely compromise the relationships between an organization and their employees, partners and others. This practice is the opposite of CSR (Contreras-Pacheco et al., 2019), as it can be a deliberately behavior that defrauds the interests of organizations' stakeholders, under the guise of meeting their green requirements.

Greenwashing's negative effect on consumers has been subject of interest. Nonetheless, brand hate and corporate reputation under the mediating influence of green perceived risk and perceived environmental performance are some of the aspects that have not been conveniently studied yet, despite their relevance. The relationships between greenwashing firms and their employees, especially their emotions (i.e., affective commitment, organizational pride, negative emotions, job satisfaction and career satisfaction), and work-related behavior (i.e., OCBEs) also demand further investigation. In turn, greenwashing in the B2B context has similarly received scarce interest. Relationship quality and green switching intentions under the moderation effect of information sharing are relevant variables requiring further studies.

Chapter III – Methodology

3.1 Introduction

In this chapter, the procedures and steps that were used to accomplish the proposed goals of this study are described. This investigation started by analyzing the existing body of knowledge on greenwashing and its effects on stakeholders, which allowed to propose four research models. These research models consisted of quantitative cross-sectional studies, including samples from three different Portuguese stakeholder groups: consumers, employees and buyer firms. The data obtained from three different structured questionnaires were tested using SEM techniques. Four partial models and a bibliometric analysis allowed for five distinct articles, which were submitted for publication in scientific journals.

This chapter is organized as follows:

- Introduction, bibliometric analysis, conceptual model and objectives, metrics and methodology;
- Research strategy: the articles developed.

3.2 Bibliometric analysis

The first article used a bibliometric approach. Through a systematic literature review, it was possible to synthesize the current state of the literature regarding greenwashing and its connection with different stakeholders, identifying gaps and providing future research directions. To do so, Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol was employed. Articles published until 2021, and that were available on Web of Science database, were used to identify the most influential journals, most cited authors and articles, most prolific countries and institutions. Current trends of research were also analyzed with keyword mapping provided by VosViewer software. A thorough analysis of the most recent articles (2019-2021) allowed to identify topics that have been little discussed and opportunities for future research on the effect of greenwashing on different stakeholders.

3.3 The global conceptual model and research objectives

The systematic literature review and bibliometric analysis unveiled several aspects that were further examined in four following articles. Figure 2 displays the global conceptual model, representing the established hypotheses that will be subject of scrutiny in the quantitative approach. This model served as a baseline for the four studies regarding stakeholders' reactions towards corporate greenwashing.

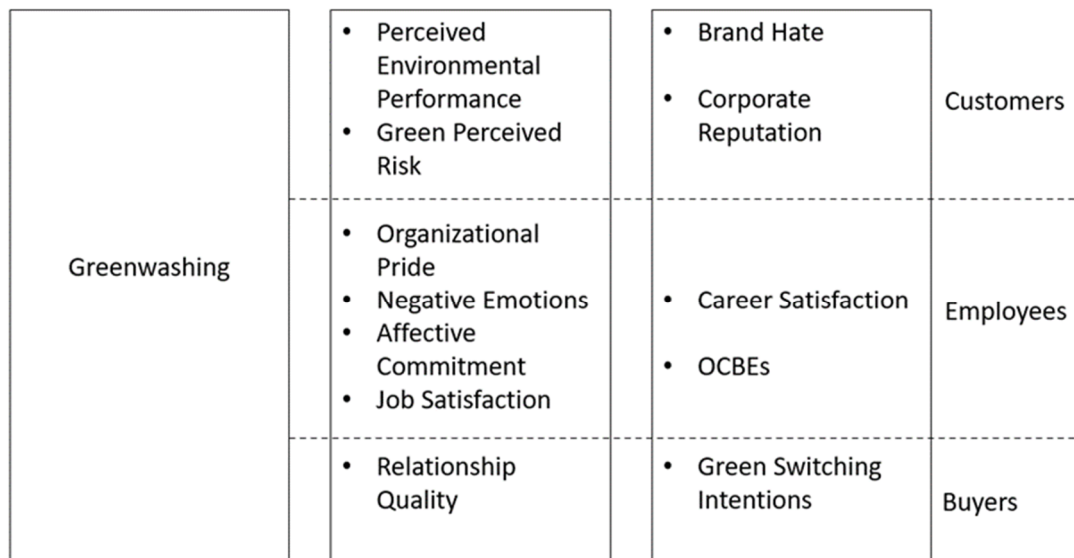


Figure 2 - The global conceptual model

The figure above displays the main concepts of this doctoral thesis and represents the connections between the constructs. The main purpose of this investigation is to significantly contribute to the state of the art of greenwashing and its effects on the several stakeholders. To this purpose, this investigation aims to:

- Identify the research trends of greenwashing effects and stakeholders, and gaps in the literature that will allow to unveil future research directions;
- Understand the consequences on brands, when consumers perceive corporate greenwashing, namely on brand hate and corporate reputation;
- Examine the mediating role of perceived environmental performance and green perceived risk in the relationship between greenwashing and brand hate, and corporate reputation;

- Investigate whether employer greenwashing practices affect employees' career satisfaction;
- Examine the mediating effect of organizational pride, negative emotions and affective commitment in the relationship between greenwashing and employees' career satisfaction;
- Analyze the greenwashing effect on employees' work-related attitudes (i.e., OCBEs);
- Investigate the mediating effect of job satisfaction and affective commitment between greenwashing and employees' OCBEs;
- Analyze greenwashing effect in the B2B context, namely on buyer-supplier relationship quality;
- Examine the influence of supplier greenwashing practices on buyer desertion (i.e., green switching intentions);
- Investigate the moderating role of information sharing in the relationship between greenwashing and relationship quality, and green switching intentions.

To accomplish these goals, this investigation assumes five studies relating greenwashing to stakeholders. Objective 1 is covered in chapter IV (study 1), objectives 2 and 3 are comprised in chapter V (study 2), objectives 4 and 5 are covered in chapter VI (study 3), objectives 6 and 7 are looked into in chapter VII (study 4), and objectives 8,9 and 10 are covered in chapter VIII (study 5).

3.3.1 The research and data collection instrument

After the theoretical review, and to validate the models and test the proposed hypotheses, a quantitative methodology was undertaken, using primary data obtained from questionnaires. This is the most common instrument for primary data collection (Nayak & Narayan, 2019). It allows to uncover respondents' opinions and attitudes (Marconi & Lakatos, 2003), which are subsequently quantified, processed and statistically analyzed (Malhotra, 2010), resulting in projections for the represented population (Marconi & Lakatos, 2003). There are advantages and disadvantages of obtaining data from this instrument (see table 4). However, online questionnaires are simple, convenient, flexible and demand a low administration cost.

Table 4 - Advantages and disadvantages of online questionnaires. Adapted from (Evans & Mathur, 2005; Marconi & Lakatos, 2003)

Strengths	Weaknesses
Global reach B2B and B2C	Skewed attributes of internet population Technological variations – type of internet connection
Flexibility Save time Convenience Ease of data entry and analysis	Impersonal Privacy and security issues Low response rate Inability to help the informant with misunderstood issues
Question diversity Low administration cost Allows large amount of data	

Online questionnaires were chosen because they are appropriate to collect information in cross-sectional studies (Nayak & Narayan, 2019) and can be applied both in B2C and B2B investigations (Evans & Mathur, 2005). In fact, it is a common practice for organizations to survey their supply chain partners (Evans & Mathur, 2018). Furthermore, recent studies that investigate the effects of greenwashing on stakeholders are essentially based on this data collection technique (Ahmad & Zhang, 2020; Akturan, 2018; Bulut et al., 2021; Chen et al., 2019; Chen et al., 2020; De Jong et al., 2018; Guerreiro & Pacheco, 2021; Hameed et al., 2021; Jog & Singhal, 2020; Junior et al., 2019; Lee et al., 2018; Nguyen et al., 2019, 2021; Schmuck et al., 2018; Tahir et al., 2020; Testa et al., 2020; Urbański & Ul Haque, 2020). Therefore, 3 different and independent questionnaires were employed, corresponding to 3 different stakeholders: consumers, employees and commercial buyers.

All questionnaires were structured into three distinct parts. The first part included a brief presentation to clarify the purpose and objectives of the investigation, including a brief definition of the greenwashing concept. Besides, and bearing in mind that data was obtained from a single source of information, these 3 questionnaires adopted a set of recommendations proposed by (Podsakoff et al., 2003) in order to minimize common method bias:

- Ensure that respondents' answers are anonymous;
- Assure respondents that there are no right or wrong answers and that they should answer questions as honestly as possible;
- Inform that respondents participation is crucial for the investigation;
- Kept questions simple, specific and concise;
- The questionnaire was subject of back translation procedures by two experts, with the purpose of verifying question adequacy and reducing possible ambiguity;

- Respondents are unaware of the research models.

Additionally, in the introductory part of the questionnaire and following international ethical standards, all respondents were asked for their informed consent before having access to the survey (Evans & Mathur, 2018; Nayak & Narayan, 2019). Still in the first part of the questionnaire, in model 2 (consumers), respondents were asked to identify a brand they considered to be a greenwashing pursuer, being that, in total, 68 different brands were perceived as that. Table 5 displays the brands whose frequency is higher than 3%.

Table 5 - Greenwashing brand ranking

Brand	Frequency	%
Volkswagen	165	39.3
EDP	18	4.3
Galp	18	4.3
Tesla	17	4.0
Continente	15	3.6

In models 2 and 3 (employees), eligibility for inclusion required that respondents were currently employed or that they had been in the last year, having recognized greenwashing practices in their employer. In model 4 (buyer), respondents had to recognize that at least one supplier practiced greenwashing. In the second part of the questionnaire, questions were intended to measure the proposed constructs, and the last part included demographic information questions.

Once the questionnaires were elaborated, they were previously tested by some respondents before its definitive use. Convenience and diversity of characteristics were the criteria used to choose the elements that performed the pre-test. Therefore, 30 consumers, 30 employees and 20 purchasing managers, or equivalent, contributed to that purpose. This procedure was undertaken to detect: any eventual complexity of issues; ambiguity or inaccessible language; superfluous questions that could cause embarrassment to the informant and to ensure relevance of the constructs (Marconi & Lakatos, 2003). The results from the pre-test are shown in table 6.

Table 6 - Pretest results

Pretest Stakeholder	Questionnaire 1	Questionnaire 2	Questionnaire 3
	Consumer	Employee	Buying firm
	Model 1	Model 2 and 3	Model 4
Nr of participants	30	30	20
Results of pretest	The wording of a few items was slightly revised		

All questionnaires were hosted at the Google Forms® website. The consumers' questionnaire was disseminated, in the third trimester of 2020, via social networks (Facebook®), following the snowball technique. The employees' questionnaire was firstly disseminated by 20 employees from different industries, who shared it with other employees, using snowball techniques, with it being shared on LinkedIn® in the first quarter of 2021. Finally, the authors asked for the cooperation of SMEs to disseminate the questionnaire link to a key respondent from the two highest levels of their associate firms' hierarchy, in addition to being published on LinkedIn® in the first trimester of 2022.

3.3.2 Sample

The surveyed universe is composed of Portuguese consumers, employees and companies. From this universe, 3 samples were selected by the non-probabilistic method for convenience.

The size of the samples was estimated through the Rules of Thumb, which is based on the experience of several researchers, with its aim being to estimate the minimum sample size, so that it is possible to carry out an adequate statistical analysis of the data. In the case of SEM application, the minimum sample size is 200 observations (Kyriazos, 2018). None of the samples displayed missing values or any complete information.

The consumers' sample, which is analyzed in study 2, comprises 420 individuals that identified brands as greenwashing pursuers. Most responses were obtained from single/divorced/widowed (58%) women (57.4%), between 27 and 34 years old (38%), holding a university degree (55%), with a monthly income between €1,000 and €2,499 (79%). The second sample, which is used in studies 3 and 4, aimed at Portuguese employees that recognize greenwashing practices in their firm, presents 398 records. Companies' names, size, or the number of companies whose employees participated in this study are unknown. Most of the responses were obtained from married (51.5%) women (76.4%), over the age of 35 years (55.8%), with a higher education degree (69%). The final sample, targeted at the two highest levels positions of the buying firm hierarchy and that perceive greenwashing practices in one or more of their suppliers, presents 251 records. To assure instrument anonymity and high standard, respondents were not asked to provide any personal information nor their companies' identification. Most of the surveyed firms (66,9%) recognize greenwashing practices in one or two of their suppliers. In 23.1% of the cases, the

relationship lasts more than 6 years, and in 34% of the buying firms, the percentage of deliveries from greenwashing suppliers is up to 20%. Most of the firms have more than €1.000.001 annual revenue (67,3%) and are in the market for more than 20 years (72.1%). Regarding the respondents, most of them are men (57,4%), over 43 years old (64,5%), department directors (56.6%), holding a bachelor's degree (54,2%), employed in the firm for less than 15 years (74,5%). Table 7 displays the sample demographics profile for the different studies/stakeholders.

Table 7 - Sample demographics

Demographics	Study 2 - Consumers		Study 3 and 4 - Employees		Study 5 – Buying firms	
	Frequency	%	Frequency	%	Frequency	%
Sample size	420	100	398	100	251	100
Gender						
Male	179	42.6	91	22.9	144	57.4
Female	241	57.4	304	76.4	107	42.6
Age, years						
18 - 26	105	25	86	0.22	3	1.2
27 - 34	158	38	90	22.61	25	10
35 - 42	83	20	81	20.35	61	24.3
43 - 50	45	11	62	15.58	117	46.6
> 51	29	7	79	19.85	45	17.9
Marital status						
Divorced	16	3.8	27	6.80	-	-
Single	227	54.0	162	40.70	-	-
Married	176	41.9	205	51.50	-	-
Widowed	1	0.2	4	1.00	-	-
Monthly Income						
Under 999	73	17.4	-	-	-	-
1,000 – 2,499	332	79	-	-	-	-
Over 2,500	15	3.6	-	-	-	-
Education						
Secondary School	191	45	123	31.00	54	21.5
Higher education	229	55	275	69.00	197	78.5
Title						

Demographics	Study 2 - Consumers		Study 3 and 4 - Employees		Study 5 – Buying firms	
	Frequency	%	Frequency	%	Frequency	%
General Director	-	-	-	-	62	24.7
Department director	-	-	-	-	142	56.6
Administrative head staff	-	-	-	-	47	18.7
Tenure						
< 5	-	-	-	-	51	20.32
6 - 10	-	-	-	-	81	32.27
11 - 15	-	-	-	-	55	21.91
16 - 20	-	-	-	-	39	15.54
>20	-	-	-	-	25	9.96
Nr of suppliers	-	-	-	-		
1 - 2	-	-	-	-	168	66.9
3 - 5	-	-	-	-	55	21.9
> 5	-	-	-	-	28	11.2
Relationship length (years)	-	-	-	-		
< 1	-	-	-	-	34	13.5
1 - 5	-	-	-	-	159	63.3
6 - 10	-	-	-	-	43	17.1
> 10	-	-	-	-	15	6
% of deliveries	-	-	-	-		
0 - 10%	-	-	-	-	73	29.1
11 - 20%	-	-	-	-	93	37.1
21 - 50%	-	-	-	-	80	31.9
Annual revenue	-	-	-	-		
< 100.000€	-	-	-	-	4	1.6
100.000€- 250.000€	-	-	-	-	14	5.6
250.001€- 500.000€	-	-	-	-	21	8.4
500.001€- 1.000.000€	-	-	-	-	43	17.1
1.000.001€- 5.000.000€	-	-	-	-	47	18.7
5.000.001€- 20.000.000€	-	-	-	-	42	16.7
> 20.000.000€	-	-	-	-	80	31.9
Firm' Age	-	-	-	-		

Demographics	Study 2 - Consumers		Study 3 and 4 - Employees		Study 5 – Buying firms	
	Frequency	%	Frequency	%	Frequency	%
1 - 5	-	-	-	-	8	3.2
6 - 10	-	-	-	-	20	8
11 - 20	-	-	-	-	42	16.7
> 20	-	-	-	-	181	72.1

3.3.3 Measures

The measurements used in the four studies are based in established and pretested scales validated in previous research investigations, as recommended by Nunnally & Bernstein (1994), and slightly modified to better reflect the context of analysis. Translation procedures were employed: the original English version were translated into Portuguese and then translated back into English by two experts. This procedure was established to assure that we had accurate translations with perceptible questions. All items were measured on a seven-point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”) and (“much lower”) to (“much higher”) (in study 5). Scale items are shown in table 8.

Table 8 - Scale items

Construct	Source	Metrics
Study 2		
Greenwashing	(Laufer, 2003)	<ol style="list-style-type: none"> 1. The brand misleads with words in its environmental features 2. The brand misleads with visuals or graphics in its environmental features 3. The brand makes a green claim that is vague or seemingly unprovable 4. The brand overstates or exaggerates how green its functionality actually is 5. The brand leaves out or masks important information, making the green claim sound better than it is
Perceived environmental performance	(De Jong et al., 2018)	<ol style="list-style-type: none"> 1. This company produces with the least possible harm to the environment. 2. This company follows high ethical standards. 3. This company prevents damage to the environment. 4. This company contributes to the well-being of society. 5. This company takes the environment into account in its operational management. 6. This company prioritizes environmental friendliness over profit. 7. This company shows by its operational management that the future generation is important
Green perceived risk	(Chen and Chang, 2012)	<ol style="list-style-type: none"> 1. There is a chance that there will be something wrong with the environmental performance of this product 2. There is a chance that this product will not work properly with respect to its environmental design 3. There is a chance that you would experience an environmental penalty or loss if you use this product 4. There is a chance that using this product will negatively affect the environment 5. Using this product would damage your green reputation or image <ol style="list-style-type: none"> 1. I'm disgusted with this brand 2. I don't tolerate brand X and its company

Construct	Source	Metrics
Brand hate	(Hegner et al., 2017)	<ul style="list-style-type: none"> 3. The world would be a better place without this brand 4. I'm totally angry about this brand 5. This brand is awful 6. I hate this brand
Corporate reputation	(Fombrun et al., 2000)	<ul style="list-style-type: none"> 1. I trust this company 2. It develops innovative products and services 3. It recognizes and takes advantage of market opportunities 4. It looks like a good company to work for 5. It is an environmentally responsible company 6. It has a strong record of profitability
Study 3		
Greenwashing	(Laufer, 2003)	<ul style="list-style-type: none"> 1. The company misleads with words in its environmental features 2. The company misleads with visuals or graphics in its environmental features 3. The company possesses a green claim that is vague or seemingly un-provable 4. The company overstates or exaggerates how its green functionality actually is 5. The company leaves out or masks important information, making the green claim sound better than it is
Organizational Pride	(Cable & Turban, 2003; Helm, 2013)	<ul style="list-style-type: none"> 1. I would be proud to tell others that I work for this organization 2. I would be proud to identify myself personally with this organization 3. I would be proud to be part of this organization 4. I would feel proud to be an employee of this organization <p>Thinking about yourself and how you normally feel, to what extent do you generally feel</p>

Construct	Source	Metrics
Negative Emotions	(Thompson, 2007)	<ol style="list-style-type: none"> 1. Upset 2. Hostile 3. Ashamed 4. Nervous 5. Afraid
Affective Commitment	(Allen & Meyer, 1996)	<ol style="list-style-type: none"> 1. I would be very happy to spend the rest of my career in this organization 2. I really feel as if this organization's problems are my own 3. I do not feel like "part of my family" at this organization (R) 4. I do not feel "emotionally attached" to this organization (R) 5. This organization has a great deal of personal meaning for me 6. I do not feel a strong sense of belonging to this organization (R)
Career Satisfaction	(Greenhaus et al., 1990)	<ol style="list-style-type: none"> 1. I am satisfied with the success I have achieved in my career 2. I am satisfied with the progress I have made toward meeting my overall career goals 3. I am satisfied with the progress I have made toward meeting my goals for income 4. I am satisfied with the progress I have made toward meeting my goals for advancement
Study 4		
Greenwashing	(Laufer, 2003)	<ol style="list-style-type: none"> 1. The company misleads with words in its environmental features 2. The company misleads with visuals or graphics in its environmental features 3. The company possesses a green claim that is vague or seemingly un-provable 4. The company overstates or exaggerates how its green functionality actually is 5. The company leaves out or masks important information, making the green claim sound better than it is

Construct	Source	Metrics
Job Satisfaction	(Huang & Rundle-Thiele, 2014; Sinval & Marôco, 2020)	<ol style="list-style-type: none"> 1. I do not enjoy my job. 2. I am satisfied with the variety of activities my work offers 3. I am satisfied with the opportunities my work provides to interact with others. 4. Most days I am enthusiastic about my work 5. I find real enjoyment in my work
Affective Commitment	(Allen & Meyer, 1996)	<ol style="list-style-type: none"> 1. I would be very happy to spend the rest of my career in this organization 2. I really feel as if this organization's problems are my own 3. I do not feel like "part of my family" at this organization (R) 4. I do not feel "emotionally attached" to this organization (R) 5. This organization has a great deal of personal meaning for me 6. I do not feel a strong sense of belonging to this organization (R)
OCBEs	(Mi et al., 2019)	<ol style="list-style-type: none"> 1. I actively participate in environmental events organized by the company (or department) 2. I volunteer for projects, endeavors or events that address environmental issues in the organization 3. I voluntarily participate in environmental events outside the organization to contribute to the image of the organization 4. I spontaneously gives my time to remind colleagues to pay attention to environmental protection at work. 5. I make suggestions to my colleagues about ways to protect the environment more effectively, even when it is not my direct responsibility 6. I will persuade the company or colleagues to buy environmental products
Study 5		
Greenwashing	(Laufer, 2003)	<ol style="list-style-type: none"> 1. The supplier misleads with words in its environmental features

Construct	Source	Metrics
Relationship Quality	(Almomani, 2019)	<ul style="list-style-type: none"> 2. The supplier misleads with visuals or graphics in its environmental features 3. The supplier makes a green claim that is vague or seemingly unprovable 4. The supplier overstates or exaggerates how green its functionality actually is 5. The supplier leaves out or masks important information, making the green claim sound better than it is
		Relationship Quality (Trust)
		<ul style="list-style-type: none"> 1. The trustworthiness of this supplier(s) is 2. The ability of this supplier(s) to keep promises is 3. The honesty of this supplier(s) is 4. The sincerity of this supplier(s) is 5. The reliability of this supplier(s) is 6. The likelihood of this supplier(s) not telling the truth, or omitting information is
		Relationship Quality (Satisfaction)
		<ul style="list-style-type: none"> 1. Our satisfaction with this supplier(s) is 2. Our pleasure with this supplier(s) is 3. The credibility of this supplier(s) is 4. Our contentment with this supplier(s) is 5. Our relationship with this supplier(s) is 6. The ability of this supplier(s) to meet our expectations is
		Relationship Quality (Commitment)
		<ul style="list-style-type: none"> 1. The level of reciprocal commitment to this supplier(s) is 2. The ability of this supplier(s) to make short-term sacrifices to maintain our relationship is

Construct	Source	Metrics
Green Switching Intentions	(Wu et al., 2017, 2018)	<ul style="list-style-type: none"> 3. The likelihood of this supplier(s) seeing our relationship as a long-term partnership is 4. Our level of commitment to this supplier(s) is 5. The likelihood of viewing this supplier(s) as family members is 1. The likelihood of switching to another supplier that offers better eco-friendly products/services is 2. The likelihood of switching to another supplier that offers profit from environmentally friendly practices is 3. The likelihood of switching to another supplier that offers a variety of eco-friendly products /services is

3.4 Statistical Approach

To meet the purposes of this investigation and test the proposed models, it is necessary to use a statistical approach. Computer programs IBM SPSS Statistics (version 28) and IBM SPSS AMOS (version 28) were used to statistically treat the data.

A preliminary analysis was carried out, which included the verification of multivariate normality assumption (i.e., test whether each variable and the linear combinations of the variables are normally distributed (Tabachnick & Fidel, 2007)) and check for the presence of outliers. The distribution was compared with the normal, and the skewness and kurtosis were verified, which proved to be non-significant, as their critical ratios were ranged between -1,96 and 1,96 and multivariate kurtosis was lower than 5. Even if there were small and occasional violations of normality, the maximum likelihood procedure, presented in AMOS, still generates consistent parameter estimates (Yuan & Bentler, 2007). This method is less impacted by the effects of non-normality because it functionally introduces data-based corrections to the test statistic and standard errors, to counterbalance the bias presented in non-normal distributions.

Since the responses for the different constructs come from the same respondents, this could create Common Method Bias and, for this reason, we performed Harman's single factor test and common latent factor method (Hair et al., 2010; Podsakoff et al., 2003). Considering these approaches, it is not likely that the results are contaminated by CMB in any of the samples.

Similarly, with the purpose of testing the extent to which each item on the scale contributed to measure the same construct, Cronbach's alpha was calculated. With this procedure, and attaining all Cronbach's alphas above the 0.70 threshold (Cortina, 1993), the unidimensionality and the internal consistency of the scales were verified. A maximum alpha value of 0.90 is considered the standard (Nunnally & Bernstein, 1994) although other authors defend that levels above this threshold could suggest that some items might be redundant (Steiner, 2003). Nevertheless, we decided to respect the original scales, since no common method bias was identified in any of the samples.

3.4.1 Structural equation modelling

SEM is a technique of general multivariate statistical modeling, which is widely applied in social sciences (Hooper et al., 2008) and is used to test and explain the relationship between multiple variables (Hair et al., 2010). This means it tests the influences of variables on other variables, based on the covariances between them. It can be regarded as a combination of factor analysis and linear regression that is essentially a confirmatory statistical analyses technique (Neves, 2018). SEM techniques presents several advantages: they allow to work simultaneously with estimation and measurement; they are able to estimate direct and indirect effects; they are quite robust, due to the relaxation of some assumptions, when compared with other methods; and they are quite easy to interpret, from its graphical interfaces (Neves, 2018).

SEM builds and tests statistical causal models, and begins with the development of the hypotheses, based on a defined conceptual model. This confirmatory factor analysis (CFA) has two components: the measurement model, which specifies how the variables interact with each other, and the structural model, which shows how variables are connected and related to the other variables. In this investigation, the measurement model was created (i.e., correlating all the variables), and its adjustment and validity verified trough convergent and discriminant validity. The subsequent step comprised the creation of the structural model, following the specification, identification and estimation (Kline, 2016; Marôco, 2021), using AMOS software (version 28) and the Maximum Likelihood method. All models are reflexive.

3.4.2 Specification, identification and estimation of the conceptual model

The process of modeling occurs within a three-stage process: specification, identification and estimation. After selecting the most suitable items to measure the scale, aiming to guarantee the measurement quality of the constructs, the researcher must specify the measurement model. In this first step, each latent variable to be included in the model is identified and the measurement indicators are assigned to it. The decision of which endogenous and exogenous latent variables to include in the model, and the establishment of the relationships between them, lies in this step (Stevens, 2009; Weston & Gore, 2006). Model specification is one of the most relevant parts of modeling and provides a clear visual representation of the constructs and expected relations among them (Kline, 2016). The second step refers to model identification. A model is considered to be identified if it is theoretically possible for the software to originate a unique

numerical solution of each model parameter (Kline, 2016; Ullman & Bentler, 2013), based on the variance and covariance matrix (Byrne, 2010). With the model specified and the parameters identified, it is necessary to estimate the proposed model. In this step, several iterations are carried out with the goal of minimizing the difference between the estimated and observed covariance matrices (Ullman & Bentler, 2013). Estimation includes determining the values of the unknown parameters and the errors associated with the estimated value parameters (Weston & Gore, 2006).

There are several estimation procedures, though Maximum Likelihood (ML) is the most frequently used estimation method in SEM (Ullman & Bentler, 2013). In ML estimation, the parameters are chosen to maximize the likelihood of the assumed model results in the observed data. This procedure is very robust to moderate violations on the normality assumption (Weston & Gore, 2006).

3.4.3 Construct validity and reliability

The principles of reliability and validity are used to evaluate the quality of the research. Validity is the instrument' ability to measure what it is supposed to be measured, and it is obtained from two subtypes of validity: convergent and discriminant: The first refers to the extent to which two measures of constructs, which are theoretically related, are in fact related. To achieve convergent validity, the average variance extracted (AVE) is analyzed and should present values above 0,5 (Fornell & Larcker, 1981; Hair et al., 2010). In turn, discriminant validity tests if the constructs that are supposed to be unrelated are indeed unrelated (i.e., distinct). In order for discriminant validity to exist, the correlations between the constructs should be significantly less than one, and the square root of AVE should be greater than any inter-factor correlation in the matrix (Bagozzi & Heatherton, 1994; Fornell & Larcker, 1981; Hair et al., 2010).

The assessment of construct validity is also required and is achieved when the quality of the model fit indexes reaches the acceptance levels. It evaluates if the model can replicate the correlational structure of the observed variables (Marôco, 2021). There is no consensus on the measures and thresholds for model fit. However, the most reported measures to access model fit are: Qui-Squared (χ^2), Comparative Fit Index (CFI), Incremental Fit Index (IFI), Tucker-Lewis fit Index (TLI) and Root Mean Square Error of Approximation (RMSEA).

Reliability is a measure of internal consistency, meaning that a reliable instrument presents consistency of the measuring outcomes and is relatively free from errors. Reliability is measured with internal consistency and composite reliability. Cronbach alpha coefficient is the most frequently used internal consistency measure. A minimum Cronbach alpha of 0,70 is recommended to assure unidimensionality and internal consistency of the scales (Cortina, 1993; Nunnally & Bernstein, 1994). Composite reliability, or construct reliability, as it is sometimes called, also measures internal consistency in scale items (such as Cronbach's alpha). It indicates the reliability and internal consistency of the latent variables. It calculates if items measure the same construct. A value of composite reliability > 0.7 is recommended (Hair et al., 2010). Table 9 displays the acceptable validity and reliability values in SEM analysis (Cortina, 1993; Hair et al., 2010; Hooper et al., 2008; Hu & Bentler, 1999; Nunnally & Bernstein, 1994; Schumacker & Lomax, 2004).

Table 9 -Validity and reliability in SEM analysis

		Convergent Validity	AVE > 0.5
		Discriminant Validity	\sqrt{AVE}
			$1 < \chi^2/df < 3]$
			IFI > 0.95
	Validity	Construct Validity	TLI > 0.90
SEM analysis			CFI > 0.90
			RMSEA < 0.08
		Composite Reliability	> 0.70
	Reliability	Internal Consistency	> 0.70

Based on the discussion above, all the requirements to meet the validity and reliability of the constructs were ensured in this study.

3.5 Descriptive analysis of the variables

Table 10 describes the means and standard deviation of the answers collected in the context of this investigation, making it possible to characterize the sample in relation to the variables of the global research model.

Table 10 - Descriptive analysis of the variables

	Variables	N	Average	Standard Deviation
Study 2	Greenwashing	420	5.67	1.20
	Perceived environmental performance		2.47	1.05
	Green perceived risk		5.51	1.22
	Brand hate		2.81	1.29
	Corporate reputation		3.41	1.17
Study 3	Greenwashing	398	5.65	1.24
	Organizational Pride		2.56	1.13
	Negative Emotion		5.61	1.20
	Affective Commitment		3.45	1.23
	Career Satisfaction		3.15	1.09
Study 4	Greenwashing	398	5.65	1.24
	Job Satisfaction		4.11	1.73
	Affective Commitment		3.45	1.23
	OCBEs		4.47	1.46
Study 5	Greenwashing	251	5.63	1.11
	Relationship Quality		2.39	0.97
	Green Switching Intentions		6.07	1.05
	Information Sharing		2.79	0.99

3.6 The investigation strategy

Based upon the literature review, identified gaps and the existing calls for future studies, this conceptual framework used a logic of analysis of different markets and stakeholders. To pursue the aims of this investigation, a systematic literature review, a bibliometric analysis and four research models were developed, in a complementary approach, comprising 5 articles already submitted to scientific journals. Article 1 is a theoretical study, while articles 2,3,4 and 5 are empirical studies. This doctoral thesis aims to: provide an overview and synthesis of the relevant research of greenwashing and the connection to stakeholders, identifying gaps and future research opportunities (1); investigate greenwashing effects on corporate reputation and brand hate, considering the mediating effects of environmental performance and green perceived risk (2); investigate the relationship between employees' greenwashing perception and their career satisfaction, through the mediating roles of organizational pride, negative emotions and affective commitment (3); investigate how corporate greenwashing affects employees' organizational citizenship behaviors for the environment (OCBEs), directly and through the mediating role of job satisfaction and affective commitment (4); explore whether the perception of suppliers' greenwashing practices can affect the buyers' intention to switch that supplier, through the mediating effect of relationship quality; and analyze the moderating role of information sharing (5).

In studies 2,3,4 and 5, the variables used in the research hypotheses were adapted from previously tested scales, translated into Portuguese, using back translation procedures, and were measured through a seven-point Likert scale. A pre-test was conducted. Descriptive statistics, correlations and EFA were performed using IBM SPSS Statistics (version 28). In turn, CFA and SEM were obtained through IBM SPSS AMOS (version 28).

3.6.1 Paper 1

3.6.1.1 Title and Purpose

“A Systematic Literature Review on Greenwashing and Its Relationship to Stakeholders: State of Art and Future Research Agenda” was submitted to *Management Review Quarterly*, where a major revision was requested by the peers. It was presented at the *International Conference on Applied Research in Management and Economics (ICARME)*, which took place in Leiria, Portugal between June 29 and July 1, 2022. This article’s aims is to provide a comprehensive overview of trends and the current position of the academic studies on greenwashing, focusing on its effects on stakeholders, identifying research gaps and providing future research directions.

3.6.1.2 Design, methodology and approach

This article comprises a systematic literature review and bibliometric analysis that seeks to provide answers to the following question:

What are the leading research trends of academic studies on greenwashing, regarding its effects on stakeholders, and what are the future research opportunities in this field?

The data that was used in this investigation derived from Web of Science (WoS) data base, through the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach. The search occurred in December 2021. Later, records were subject of analysis is VOSviewer (version 1.6.16), which allowed a clear insight on the topic through bibliometric mapping. The final step encompasses an overview of the latest published articles (2019-2021), in order to identify gaps and future research directions.

Aiming to capture the true dimension of literature referring to greenwashing, the keyword applied in the search was “greenwash*”. With the use of “*” it was possible to obtain several

keywords related to the topic (i.e., greenwashing, greenwasher, greenwashed,...). To narrow the research and focus on the true objectives, additional filters were incorporated in WoS database. Documents were excluded considering the document type, citation databases, data range, language, and categories. This procedure resulted in 310 publications that were downloaded and later imputed in VOSviewer software, with the “full counting” method. To obtain the most recent identified gaps and opportunities for future research, the final step consisted of adding additional exclusion criteria: filtering keywords: “Greenwash*” with several stakeholders (e.g., shareholder), manual review of all keywords, titles and abstracts of the articles and exclude the ones that were not relevant to the subject of investigation, consider only articles published between 2019 and 2021, and the ones that were cited, at least once. This final procedure resulted in 24 articles that were used to identify future research opportunities.

3.6.1.3 Findings

This investigation documents, in one hand, the evolution, relevance and novelty of greenwashing studies. On the other hand, it allows the recognition of the leading journals that are specialized in greenwashing investigations, the countries, the authors, and articles that contribute the most to greenwashing literature and knowledge dissemination. In addition, the network of co-occurrences of keywords exposes hot topics that are crucial for understanding greenwashing field. Finally, by analyzing the latest research, this investigation was able to identify gaps that can be used in future investigations. These topics include the investigations on greenwashing impacts on branding, on consumer purchase intentions and attitudes, on other stakeholders and B2B relationships and finally on delineating a taxonomy in greenwashing to set the difference on the different practices.

This investigation contributes mainly on the identification and analysis of the past, present and future areas to research. Above all, the results of this study make it clear that misleading claims regarding environmental practices inflict harm on stakeholders. Thus, it raises awareness of the damaging effects, which might help to reduce the frequency of these acts.

3.6.2 Paper 2

3.6.2.1 Title and Purpose

“How does greenwashing affect brand hate and reputation? The mediation of environmental performance and green perceived risk” was submitted to *Asia-Pacific Journal of Business Administration*, where a major revision was requested by the peers. It was also translated into Portuguese and adapted to presentation at the IX ANPAD Marketing Meeting – EMA 2021, which took place between May 25 and 26, 2021, where it was been awarded an Honorable Mention in the category of Best Work Deriving from a Doctoral Thesis. This paper aims to:

- Analyze the effect of greenwashing practices on brands, namely on brand hate and corporate reputation;
- Investigate the mediating role of Perceived Environmental Performance and Green Perceived Risk, since these constructs have the potential to contribute to consumers perceptions of brands;
- Contribute to the advancement of current research by incorporating signaling and expectancy violations theory in the study;
- Complement present literature on brand management and business ethics, by providing a response for the call for more research on greenwashing effects on consumers, on corporate reputation and as an antecedent of brand hate.

3.6.2.2 Design, methodology and approach

The conceptual model in this study aims to explore the effects of asymmetric information and consumers expectancies' violation by means of greenwashing on brand hate and on corporate reputation. Additionally, it considers the mediator effects of perceived environmental performance and green perceived risk, since these variables might contribute to a consumer's perceptions of brands. The conceptual model includes 29 items that allow to measure 5 different variables. Figure 3 represents the research model considered in this study.

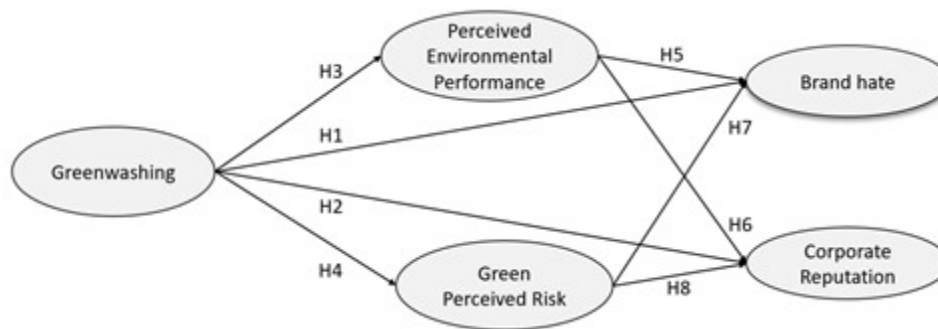


Figure 3 - Conceptual model for paper 2

This quantitative cross-sectional research is based on a sample of 420 Portuguese consumers who identified and recognized brands as greenwashing practitioners.

The measurement model shows a good fit (IFI=0.954; TLI = 0.948; CFI = 0.953; RMSEA = 0.063; $\chi^2/df = 2.651$) (Hair et al., 2010; Hooper et al., 2008). CR is always above the recommended threshold of 0.7 and all AVEs exceed 0.50 (Hair et al.2014). The correlations between the variables are smaller than one and square root of AVE is greater than any inter-factor correlation in the matrix. Therefore, convergent validity and discriminant validity were accomplished. To control any potential CMV, Podsakoff (2003) recommendations were followed. All the methods used suggest that there is no evidence of common method bias in the study.

3.6.2.3 Findings

The results suggest that greenwashing has an indirect negative effect on corporate reputation through perceived environmental performance and green perceived risk. Additionally, greenwashing has a positive direct effect on brand hate and a negative effect via green perceived risk.

This paper provides a better understanding about the impacts of greenwashing on brands, advising firms to become environmentally responsible, making their operations greener and meeting their consumer's expectations. Transparency must be a pillar in nowadays organizations: communications must be true and honest to improve consumer's positive judgements.

3.6.3 Paper 3

3.6.3.1 Title and Purpose

“Does Greenwashing Affect Employees’ Career Satisfaction? The Mediating Role of Organizational Pride, Negative Emotions and Affective Commitment” was submitted to *Cogent Business & Management* and is currently waiting for peers’ evaluation. This article was presented at the *XXXI Jornadas Hispano-Lusas de Gestión Científica*, which took place in Toledo, Spain, between the February 2 and 5, 2022. This article was awarded the prize for best communication in the field of ethics and social responsibility. It is available as a preprint in Research Square, with the following DOI: 10.21203/rs.3.rs-1197221/v2. This paper aims to:

- Investigate the relationship between employees’ greenwashing perception and their career satisfaction, an important and, yet unestablished relationship;
- Analyze the mediating roles of organizational pride, negative emotions, and affective commitment, since these emotional work and personal related effects have the potential to contribute to long-term work-related effects;
- Contribute to the literature, by presenting new insights into the mechanisms behind greenwashing effects, based on appraisal and moral foundations theories;
- Complement present literature on greenwashing, by providing a response for the call for more research on greenwashing effects on other stakeholder groups.

3.6.3.2 Design, methodology and approach

The current conceptual model, based upon appraisal and moral foundations theories, aims to explore the effects of employees’ greenwashing perception and their career satisfaction. The mediating roles of organizational pride, negative emotions, and affective commitment are also examined. The 25 items used in this investigation allow to measure the 5 variables of the conceptual model. Figure 4 represents the research model considered in this study.

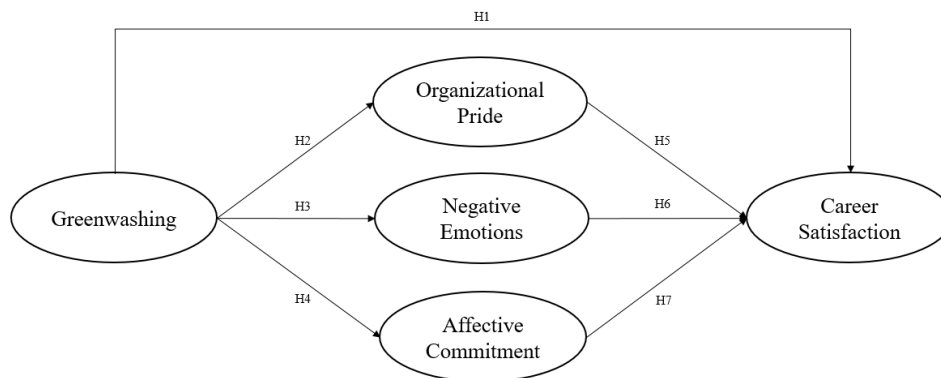


Figure 4 - Conceptual model for paper 3

This quantitative cross-sectional research is based on a sample of 398 Portuguese employees who identified and recognized greenwashing practices in their actual or former employers.

The measurement model shows a good fit (IFI=0.981; TLI = 0.978; CFI = 0.981; RMSEA = 0.054; $\chi^2/df= 2.144$) (Hair et al., 2010; Hooper et al., 2008). CR is always above the recommended threshold of 0.7 and all AVEs exceed 0.50 (Hair et al.2014).The correlations between the variables are smaller than one and square root of AVE is greater than any inter-factor correlation in the matrix. Therefore, convergent validity and discriminant validity were accomplished. To control any potential CMV, Podsakoff (2003) recommendations were followed. All the methods used suggest that there is no evidence of common method bias in the study.

3.6.3.3 Findings

The results of this study suggest that, when employees perceive greenwashing practices in their employer, they seem to be less satisfied with their careers. Additionally, they experience lower levels of organizational pride, are less affective commitment and tend to have more negative emotions. Greenwashing affects employees' career satisfaction not only directly, but also through organizational pride and affective commitment.

This paper provides a better understanding on greenwashing effects on employees' emotions. Firms, by acknowledging the hazardous effects that greenwashing has on their employees, should reduce these practices, to fulfil employees' moral needs and aspirations, which are likely to maximize companies' returns on several levels.

3.6.4 Paper 4

3.6.4.1 Title and Purpose

“Are Organizational Citizenship Behaviors for the Environment (OCBEs) affected by Greenwashing? The Mediating Role of Job Satisfaction and Affective Commitment” was submitted to *Journal of Advances in Management Research* and is currently waiting for peers’ evaluation. It was also selected for oral presentation and publication in the electronic proceedings of ANPAD (website), at *EnANPAD 2022*, which will take place Online -September 21 – 23, 2022. This paper aims to:

- Investigate the relationship between employees’ greenwashing perception and their OCBEs;
- Analyze the mediating roles of job satisfaction and negative emotions, since these emotional work and personal related effects have the potential to contribute to employees’ attitudes and behavior in the workplace;
- Contribute to the literature, by presenting new insights into the mechanisms behind greenwashing effects, based on social and moral identification theory;
- Complement present literature on greenwashing, by providing a response for the call for more research on greenwashing effects on stakeholder groups other than consumers, especially in the workplace, and on the mechanisms through which OCBEs are affected.

3.6.4.2 Design, methodology and approach

The current conceptual model, based upon social and moral identity theory, aims to explore the effects of employees’ greenwashing perception on their willingness to present OCBEs. The mediating roles of emotions, namely, job satisfaction and affective commitment are also investigated. The 22 items used in this investigation allow to measure the 4 variables of the conceptual model. Figure 5 represents the research model considered in this study.

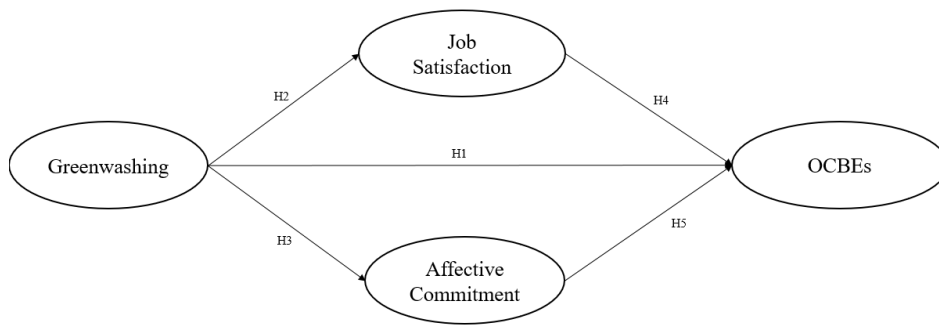


Figure 5 - Conceptual model for paper 4

This quantitative cross-sectional research is based on a sample of 398 Portuguese employees who identified and recognized greenwashing practices in their actual or former employers.

The measurement model shows a good fit. The measurement model shows a good fit IFI=0.974; TLI = 0.970; CFI = 0.974; RMSEA = 0.061; $\chi^2/df= 2.465$) (Hair et al., 2010; Hooper et al., 2008). CR is always above the recommended threshold of 0.7 and all AVEs exceed 0.50 (Hair et al.2014). The correlations between the variables are smaller than one and square root of AVE is greater than any inter-factor correlation in the matrix. Therefore, convergent validity and discriminant validity were accomplished. To control any potential CMV, Podsakoff (2003) recommendations were followed. All the methods used suggest that there is no evidence of common method bias in the study.

3.6.4.3 Findings

The results show that, in the presence of greenwashing, the work environment is affected to such an extent that employees' voluntary actions aimed at environmental improvement (i.e., OCBEs) diminish, both directly and indirectly. When employees perceive irresponsible behaviors, such as greenwashing, experience lower levels of job satisfaction and commitment, culminating in less willingness to engage in OCBEs. Therefore, employees' perceptions of greenwashing can adversely affect employees' emotions and attitudes. If organizations adopt environmentally responsible practices, both workers and organization will benefit from a win-win situation.

3.6.5 Paper 5

3.6.5.1 Title and Purpose

“The damaging effects of greenwashing on B2B relationships” was submitted to *Industrial Marketing Management* and is currently waiting for peers’ evaluation. This paper aims to:

- Investigate the relationship between buyers’ greenwashing perception and their willingness to change to a greener supplier;
- Analyze the mediating role of relationship quality between greenwashing and green switching intentions;
- Examine the effectiveness of information sharing as a moderator in the relationship between greenwashing and relationship quality and green switching intentions;
- Contribute to the literature, by presenting new insights into the mechanisms behind greenwashing effects in B2B context, based on stakeholder theory and social exchange theory;
- Complement present literature on greenwashing, by providing a response for the call for more research on greenwashing effects on stakeholder groups other than consumers.

3.6.5.2 Design, methodology and approach

The current conceptual model, based on stakeholder theory and social exchange theory, aims to explore the effects of buyer’s perception of greenwashing practices of their suppliers on their willingness to switch to a greener supplier. The mediating role of relationship quality, namely satisfaction, trust, and commitment, are also investigated. Such as the moderating role of information sharing. The 25 items used in this investigation allow to measure the 4 variables of the conceptual model.

Considering that the level of information that is shared between partners might affect their relations, information sharing is considered a moderating variable. For this purpose, two groups were defined based on information shared across firms: low information sharing (n=129) and high information sharing (n=122). The proposed hypotheses are analyzed as a global model and according to each group. Figure 6 represents the research model considered in this study.

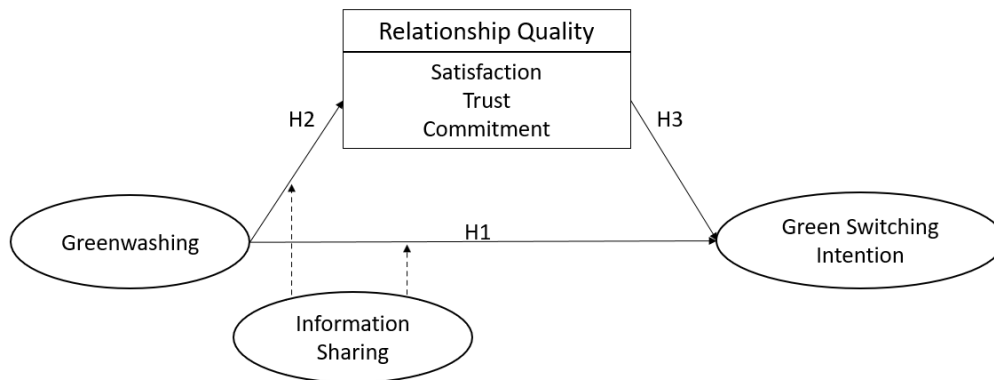


Figure 6 - Conceptual model for paper 5

This quantitative cross-sectional research is based on a sample of 251 buying companies based in Portugal that recognize greenwashing practices in their suppliers. Scales used in this investigation are fully supported in previous literature, translated into Portuguese, using back translation procedures, and measured through a seven-point Likert scale. A pre-test was conducted.

The measurement model shows a good fit. The measurement model shows a good fit (IFI= 0.970; TLI = 0.966; CFI = 0.970; RMSEA = 0.060; $\chi^2/df= 1.899$) (Hair et al., 2010; Hooper et al., 2008). CR is always above the recommended threshold of 0.7 and all AVEs exceed 0.50 (Hair et al.2014). The correlations between the variables are smaller than one and square root of AVE is greater than any inter-factor correlation in the matrix. Therefore, convergent validity and discriminant validity were accomplished. To control any potential CMV, Podsakoff (2003) recommendations were followed. All the methods used suggest that there is no evidence of common method bias in the study.

3.6.5.3 Findings

The results of this investigation uncover the harmful consequences of greenwashing perceptions in B2B context, by showing that if a buyer perceives greenwashing practices in an upstream supply partner company, the quality of their relationship is affected, so much so that they consider ending the relationship and choosing another supplier that respects and accomplishes their environmental requests. The results also reveal that information sharing enhances the effects of the proposed relationships.

This article offers B2B managers an empirical justification to green their operations and abstain from engaging in greenwashing. Being environmentally concerned is a strategic necessity that enhances long term relationships and protects market share and profitability.

Chapter IV - A Systematic Literature Review on Greenwashing and Its Relationship to Stakeholders: State of Art and Future Research Agenda

Abstract

The interest in greenwashing has grown in recent decades. However, comprehensive, and systematic research concentrating on the evolution of this phenomenon, specifically regarding its impacts on stakeholders, is still needed. The main purpose of this study is to provide an overview and synthesis of the existing body of knowledge on greenwashing, through a bibliometric study of articles published up to 2021, identifying the most relevant research in this field. In the literature review, special attention is given to articles that link greenwashing to stakeholders, identifying gaps and future research opportunities. A bibliometric analysis and literature review was performed on 310 documents obtained from the Web of Science database, using the VOSviewer software program. This article identifies the most influential aspects of greenwashing literature (authors, articles, journals, institutions, and keyword networks). The most recent articles on the effect of greenwashing on stakeholders were also analyzed, which made it possible to identify opportunities for future research. These topics include greenwashing impacts on branding, consumer attitudes and intentions, mainly on purchase behavior, B2B relationships and the definition of taxonomy for greenwashing, considering the different practices. This study offers a thorough analysis on the state-of-the-art, as well as a closer look at the impacts of greenwashing on various stakeholders, providing a list of suggestions for future research.

Keywords: Greenwashing, Stakeholder; Systematic Literature Review; VOSviewer

4.1 Introduction

Society is growing more sensitive and concerned about the environmental practices adopted by firms (Musgrove et al., 2018). As environmental practices are appreciated by society (Torelli et al., 2020), firms face significant pressure to conform to stakeholder demands (Kim et al.,

2017). So, as firms realize that their image, legitimacy and reputation are at stake, they may be tempted to exaggerate, mislead or embellish their external communications regarding their environmental actions (Kim et al., 2017) in order to create a favorable image (Chen et al., 2014). In this way, firms exhibit positive green communication or pretend to be environmentally friendly (De Jong et al., 2018; Delmas & Burbano, 2011; Nguyen et al., 2019), but what the firm communicates may be different from its actual behavior (Gatti et al., 2021). Hence, when firms mislead or deceive society regarding their environmental practices or the environmental benefits of their product or service (Delmas & Burbano, 2011), they engage in greenwashing. At the same time, consumers are increasingly aware and, consequently, more skeptical about the authenticity of corporate environmental claims (Lyon & Montgomery, 2015).

The term “greenwash” has been the subject of interest among academics, mostly in the marketing field (Lee et al., 2018), with a focus on consumers or decision-making by the general public (Contreras-Pacheco et al., 2019; Nyilasy et al., 2014; Szabo & Webster, 2021). Additionally, greenwashing literature studies have recognized the negative consequences of these practices, mostly on consumers (Chen & Chang, 2013; Nyilasy et al., 2014). Thus, greenwashing has become a hot topic in the literature with an impressive growth in the last two decades, due to public interest regarding greenwashing activities (Gatti et al., 2021).

Recently, scholars have begun to summarize the research on greenwashing (de Freitas Netto et al., 2020; Gatti et al., 2019; Montero-Navarro et al., 2021; Yang et al., 2020). Despite presenting valuable insights on this topic, a thorough examination involving its effects on the stakeholders is still lacking (Gatti et al., 2021; Pizzetti et al., 2021). This research therefore attempts to provide a comprehensive overview of trends and the current position of the academic studies on greenwashing, focusing on its effects on stakeholders, identifying research gaps and providing potential future research directions. For this, the authors carried out a bibliometric analysis supported by VOSviewer, followed by a literature review of the articles obtained from Web of Science (WoS).

The results of this investigation are especially relevant considering the importance of greenwashing. The first section of this article presents the literature review, followed by the adopted methodology. The discussion follows, and the last section presents the final considerations.

4.2 Literature review

Greenwashing is multifaceted in nature (de Freitas Netto et al., 2020), as it can occur at the corporate level (i.e., be misleading or deceptive in regard to the environmental practices of an organization) or at the product/service level (i.e., be misleading or deceptive in regard to the environmental benefits of a product or service) (Delmas & Burbano, 2011). These practices can be categorized as claim greenwashing and executional greenwashing (de Freitas Netto et al., 2020). The former encompasses textual arguments that list ecological benefits of a product/service to create a deceptive environmental claim. The second refers to nature-evoking elements, such as images using colors, sounds, or natural landscapes that might create false perceptions of the firm's greenness (Parguel et al., 2015).

Some aspects related to greenwashing consequences have not been addressed yet and need to be further explored (Yang et al., 2020). Accordingly, this literature review seeks to reflect the most recent investigations on the subject.

4.2.1 Theoretical approaches

Several theoretical approaches have been used, but scholars have traditionally linked greenwashing with its effect on stakeholders, based on five theories: the attribution theory (Chen et al., 2019; Farooq & Wicaksono, 2021; Kahraman & Kazançoğlu, 2019; Pizzetti et al., 2021; Szabo & Webster, 2021), the attitude-behaviour-context (ABC) theory (Wang et al., 2020; Zhang et al., 2018), theory of reasoned action (Bulut et al., 2021; Nguyen et al., 2021), the cognition-affect-behavior (C-A-B) paradigm (Nguyen et al., 2019; Rahman et al., 2015), and the affect–reason–involvement (ARI) model (Schmuck et al., 2018; Urbański & Ul Haque, 2020). The attribution theory is the most widely used theoretical approach, with scholars arguing that immoral and irresponsible behaviors by firms, such as pursuing greenwashing, have several detrimental effects. For example, a lower intention to invest (Szabo & Webster, 2021); a negative effect on consumer green trust (Chen et al., 2019), perceived risk, skepticism, and purchasing intention (Kahraman & Kazançoğlu, 2019). Moreover, perceived greenwashing can have damaging results for organizations, in regard to consumers' product and environmental perceptions, and happiness and website interactions as well (Szabo & Webster, 2021).

4.2.2 Instruments

While examining previous studies, it was clear that they are essentially quantitatively based on surveys (Ahmad & Zhang, 2020; Akturan, 2018; Bulut et al., 2021; Chen et al., 2019; Chen et al., 2020; De Jong et al., 2018; Guerreiro & Pacheco, 2021; Hameed et al., 2021; Jog & Singhal, 2020; Junior et al., 2019; Lee et al., 2018; Nguyen et al., 2019, 2021; Schmuck et al., 2018; Tahir et al., 2020; Testa et al., 2020; Urbański & Ul Haque, 2020). This methodology may be justified by the high cost of conducting field experiments (Ferrón-Vílchez et al., 2021). There are, however, a few studies that used experiments (De Jong et al., 2018; Ferrón-Vílchez et al., 2021; Gatti et al., 2021; Lee et al., 2018; Pizzetti et al., 2021; Schmuck et al., 2018; Torelli et al., 2020; Wang et al., 2020) and mix-method approaches (Szabo & Webster, 2021).

4.2.3 Stakeholders

Several authors used samples of students in their research (Bulut et al., 2021; Ferrón-Vílchez et al., 2021; Guyader et al., 2017; Majláth, 2017; Torelli et al., 2020; Wang et al., 2020). This choice might perhaps occur due to the lack of cooperation (by managers, for instance), and to the fact that students are also consumers or potential investors and are an “easy access” stakeholder for scholars. Employees of green organizations and consulting firms (Szabo & Webster, 2021) and employees (low and mid-level management) (Tahir et al., 2020) were also investigated, as well as investors (Gatti et al., 2021; Pizzetti et al., 2021). Most of the analyzed studies, however, considered consumers (Ahmad & Zhang, 2020; Chen et al., 2019; Chen et al., 2020; De Jong et al., 2020; Guerreiro & Pacheco, 2021; Hameed et al., 2021; Jog & Singhal, 2020; Junior et al., 2019; Nguyen et al., 2019, 2021; Testa et al., 2020; Urbański & Ul Haque, 2020). This means other relevant stakeholders have been neglected in the literature (Gatti et al., 2021; Szabo & Webster, 2021).

4.2.4 Effects of Greenwashing

Latest research on the effects of greenwashing on stakeholders suggests that these practices have detrimental effects on consumers, brands, and organizations. However, different forms/levels of greenwashing may have different effects on the stakeholders’ perceptions of CSR, and on their reactions towards environmental scandals (Torelli et al., 2020).

Studies have consistently showed that perceived greenwashing practices negatively affect consumers, whether directly or indirectly. For instance, greenwashing seems to influence consumer purchase intentions (Ahmad & Zhang, 2020; Akturan, 2018; Chen et al., 2020; Guerreiro & Pacheco, 2021; Hameed et al., 2021; Nguyen et al., 2019, 2021; Zhang et al., 2018). In contrast, Urbański and Ul Haque found statistical evidence in their study that suggests that purchase intention is not affected by greenwashing (2020). Additionally, greenwashing inhibits consumers from making informed purchase decisions (Wu et al., 2020) and diminishes their willingness to pay for greenwashed products (Lee et al., 2018). Consumer perceptions of risk, skepticism (Kahraman & Kazançoğlu, 2019; Nguyen et al., 2019), green trust (Guerreiro & Pacheco, 2021), (Kahraman & Kazançoğlu, 2019; Nguyen et al., 2021), green WOM (Guerreiro & Pacheco, 2021; Nguyen et al., 2021; Zhang et al., 2018), are also impacted by greenwashing.

Studies have also highlighted the negative influence of greenwashing on brands. Green brand associations, brand credibility, green brand equity (Akturan, 2018), green brand image, green brand loyalty (Chen et al., 2020; Hameed et al., 2021), green brand love (Hameed et al., 2021), customer brand engagement (Guerreiro & Pacheco, 2021) are also affected by greenwashing. Increased greenwashing deteriorates the company's green brand as well (Pimonenko et al., 2020).

Greenwashing also presents undesired outcomes for firms. Higher levels of greenwashing lead to a decrease in intention to invest, and a higher level of blame attribution (Pizzetti et al., 2021). Furthermore, Gatti et al. (2021) demonstrated that investors are less prone to invest in companies that practice greenwashing, than in firms that exhibit corporate misbehavior unrelated to misleading communication. Additionally, studies suggest that when greenwashing activities grow, managers are less willing to collaborate with the greenwasher (Ferrón-Vílchez et al., 2021).

Research also showed that greenwashing has a spillover effect, meaning that greenwashing practices of one brand negatively affect consumers' intention to purchase other brands in the same industry (Wang et al., 2020). Consumers make an overall judgement on other firms, even if they produce genuine natural products (Kahraman & Kazançoğlu, 2019).

Considering all the negative outcomes derived from greenwashing practices, authors set out to investigate what the consequences of restraining greenwashing might be (Lee et al., 2018). These authors defend that even if greenwashing were regulated, the cost associated with CSR

practices or the environmental subject is not very important to firms, so it may not lead them to act green. In contrast, if greenwashing practices were allowed, it might incentivize firms to behave in a genuinely green manner. Even so, perceived corporate greenwashing can have harmful consequences for organizations, in relation to their consumers' product and environmental perceptions (Szabo & Webster, 2021). Greenwashing poses a major threat and does not offer a true competitive advantage (De Jong et al., 2018), as corporate greenwashing can have negative effects on corporate financial performance (Testa et al., 2018) and their green brand (Pimonenko et al., 2020). Hence, only genuine green conduct will have the desired positive effects (De Jong et al., 2020) on the various stakeholders.

4.3 Methodology

4.3.1 Research methodology

To pursue an in-depth understanding of the state of the art of greenwashing literature, focusing on its effects on stakeholders, this study used a two-step methodology: first, the authors conducted a bibliometric analysis, which indicates the evolution of the research in the greenwashing field. Bibliometric analyses are quite useful for decoding or interpreting a wide set of data in a precise way, which allows making advances in a certain field in several ways (Donthu et al., 2021). Additionally, bibliometric mapping makes it possible to conduct a statistical evaluation of several connections across publications, providing a clear insight on the topic by visualization of the maps (van Eck & Waltman, 2010). The second step consists of an overview of the current state of literature, by means of a literature review.

A systematic literature review is defined as the “means of identifying, evaluating and interpreting all the available research relevant to a particular research question, topic area, or phenomenon of interest” (Grant & Booth, 2009). This type of approach allows a transparent and reproducible process of selection, analysis and reporting of previous research on a specific topic (Denyer & Tranfield, 2009). The authors adopted the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach. PRISMA is used to help authors improve their systematic reviews reporting (Page et al., 2021). From the several databases available for query, the authors used WoS, because it is considered the most reliable, powerful and most trusted database in the world (Saleem et al., 2021), frequently used for bibliometric studies in management and organization fields. Nevertheless, the authors acknowledge that

other studies might be indexed in other databases, and it is possible that some might have been left out of this analysis.

4.3.2 Method

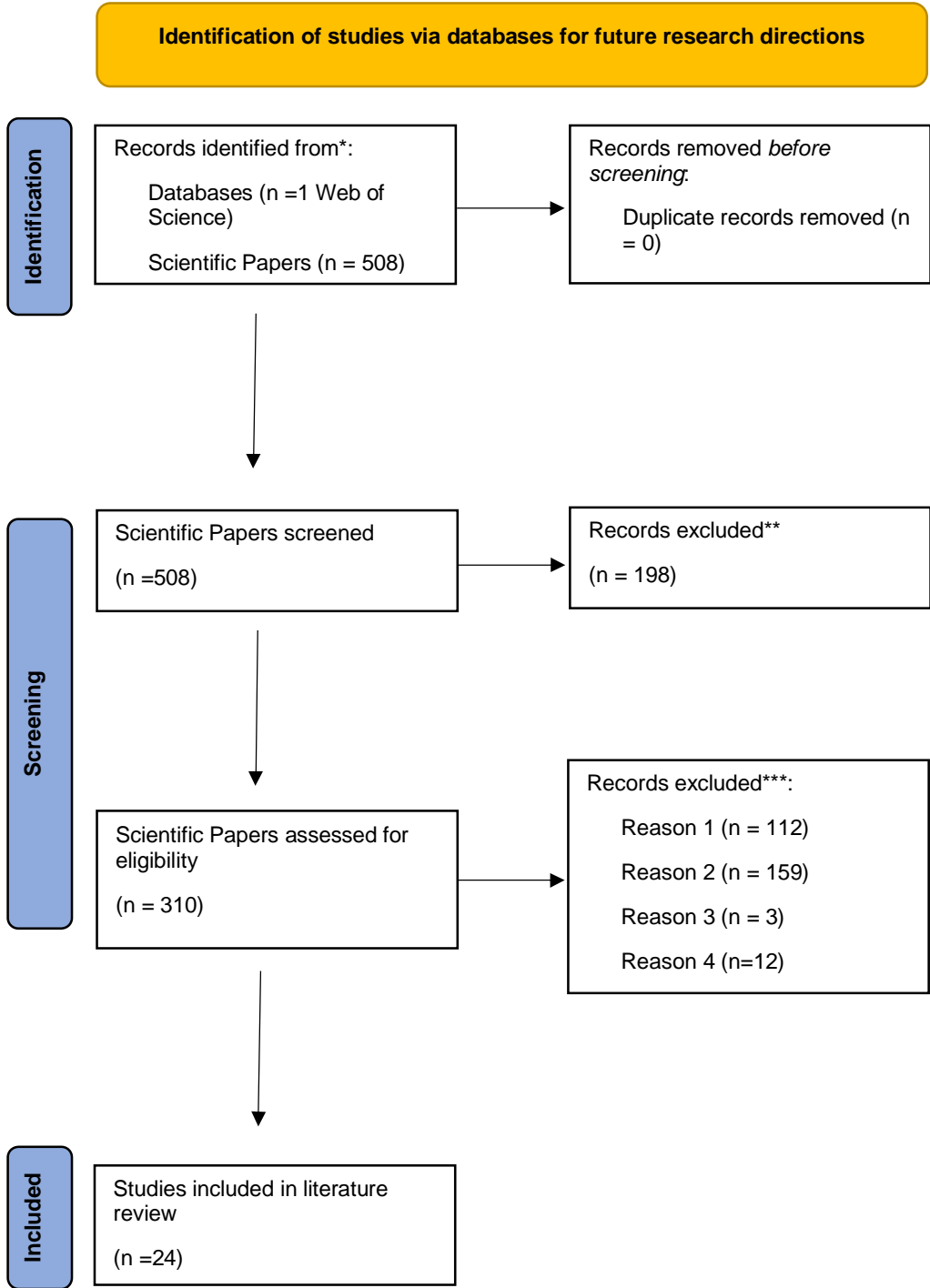
The records, which were later used in the review, were identified on December 28, 2021, in WoS core collection, with a time frame including all years to date, with no limitations on document type, language, or citations databases. Similar to other authors' approaches (de Freitas Netto et al., 2020; Gatti et al., 2019), and in order to assess the true dimension of literature citing the term greenwashing, we used the term "greenwash*" in a Topic search, returning 508 articles. To narrow our research and focus on our objectives, we included additional filters, as described in figure 1. In this preliminary stage of analysis to track trends in the usage of greenwashing in the academic literature, we obtained a total of 310 articles.

The authors used information obtained from WoS to deliver productivity measures about the research field, considering the historical evolution of the publications, the most influential articles, the main journals where they were published and the most prolific authors. This investigation also includes a bibliometric mapping approach using the VOSviewer software to analyze what the patterns and hot topics are in the field of greenwashing.

VOSviewer makes it possible to create and visualize maps, taking into account the co-citations of author or journal; bibliometric networks based on citation, co-citation, co-authorship, bibliographic coupling, amongst others (Moya-Clemente et al., 2021). It is quite useful for displaying large bibliometric maps in an easy-to-interpret way (van Eck & Waltman, 2010). Finally, and in order to perform a specific literature review, relating greenwashing and its effect on the various stakeholders and to ensure faithfulness to our objectives, we conducted additional filtering steps (Dangelico & Vocalelli, 2017; Pizzi et al., 2020). In WoS, we narrowed the research by including additional filters, as described in figure 1. Although the selected terms (e.g., greenwash*) were mentioned in the title and/or keyword, and/or abstract of the article, there is always the risk that this is not the central focus of the paper. Thus, using a double-check process, we manually reviewed all keywords, titles, and abstracts of the articles, and, when needed, the entire content of each paper included in the data base, excluding the ones that were not relevant to our subject of investigation. The number of citations was also considered, as only the ones that were cited at least one time were included. Finally, we limited the analysis

to the period 2019-2021. This process resulted in 24 documents that were included in the systematic literature review and that were directly related to the greenwashing effect on stakeholders. The steps of the study selection process is described in the PRISMA 2020 flow diagram (see Table 11).

Table 11 - PRISMA 2020 flow diagram for systematic review on Greenwashing effects on stakeholders. Adapted from: (Page et al., 2021)



* The research began with the usage of the term “greenwash*” in a Topic search.

** Exclusion based on the selection of document type, citation databases, data range, language, and categories

*** Exclusion based on:

Reason 1 – Additional filtering keywords: Greenwashing with several stakeholders (e.g., shareholder)

Reason 2 – Relevance to the study based on the reading of keywords, titles, abstracts, and entire document, if necessary.

Reason 3 – Features less than 1 (one) citation.

Reason 4 – Exclusion based on year of publication (before 2019).

4.4 Results and Discussion

The following analysis comprises the 310 articles related to greenwashing that were published up to 2021. These records can be found in 171 different journals, written by 739 different authors, affiliated with 442 institutions, based in 56 different countries and the articles had 8,308 citations (7,332 without self-citation).

4.4.1 Analysis of the Overall Growth Trend

Figure 7 illustrates the evolution of greenwashing publications and annual citations. The first article was reported in 2000, in *Environmental & Resource Economics Journal*, with the title “Green business and blue angels – A model of voluntary overcompliance with asymmetric information”, written by Kirchhoff (2000). The number of studies was limited, however, since 2011 and largely since 2017, there is a significant increase in studies. It is possible to identify three stages in greenwashing literature (2000-2010; 2011-2016 and 2017-2021). In fact, 69% of the total publications occurred in the last 5 years (i.e., 2017-2021), which reflects the increasing interest in greenwashing studies. This interest may be related to the growing awareness of environmental issues and social practices embraced by corporations (Musgrove et al., 2018).

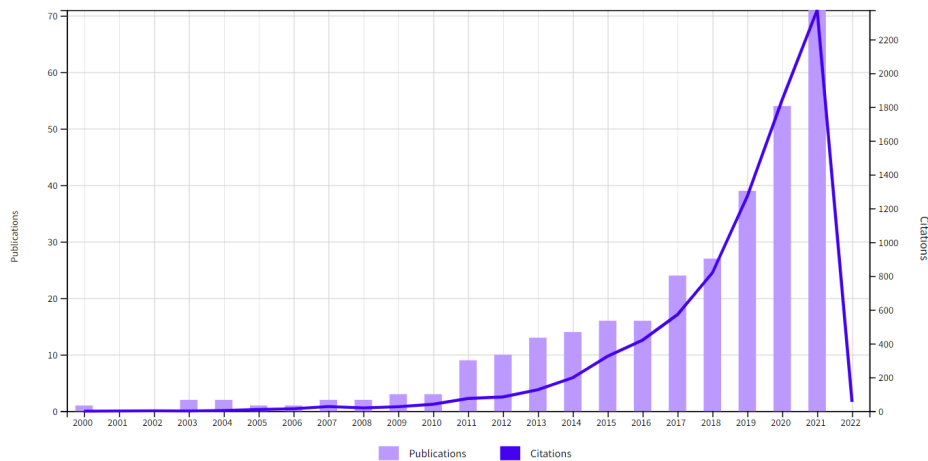


Figure 7 - Number of articles and annual citations on Greenwashing

4.4.2 Publications by Country

Among the top 10 countries, the USA is clearly the most productive country, with 87 articles and 3870 citations. England and the People’s Rep. of China follow with 37 and 28 articles, respectively. Most of the studies are conducted in developed economies, apart from the People’s Rep. China (see table 12). Thus, it seems that investigations in developing countries are scarce (Jog & Singhal, 2020).

Table 12- Top 10 of countries with the largest number of articles featuring Greenwashing

Country	Documents	Citations	Total link strength
USA	87	3870	24
England	36	889	14
People’s Rep. China	28	457	14
Canada	22	802	18
Germany	18	371	4
Netherlands	18	330	8
France	17	645	12
Italy	17	462	7
Spain	14	190	9
Australia	13	327	5

Some of the documents were published in co-authorship with other countries. The clusters of these co-authorship can be seen in figure 8.

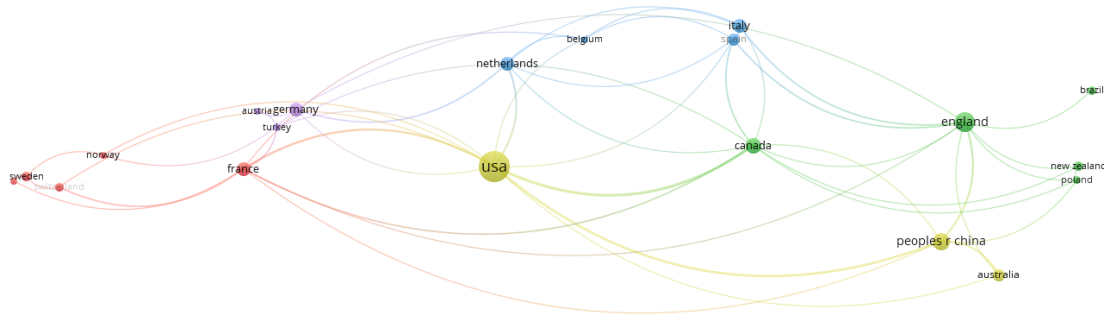


Figure 8 - Co-authorship network. Source: VOSviewer

In Figure 8, the higher the circle is, the greater the number of articles published in that country. Additionally, the collaborations between scholars in two countries are measured by the distance between circles. Thus, there are 5 main clusters of co-authorship between countries. The first cluster (red) includes Denmark, France, Norway, Sweden, and Switzerland. The second (Green) Brazil, Canada, England, New Zealand, and Poland; the third (Blue) – Belgium, Italy Netherlands, and Spain; the fourth (yellow) – Australia, the People’s Republic of China and USA, and the fifth (purple) – Austria, Germany and Turkey.

4.4.3 Publications by Institutions

As depicted in table 13, University of Michigan and St. Anna School of Advanced Studies are the most productive organizations, with 6 and 5 publications, respectively.

Table 13 - Top 10 of organizations with the largest number of articles featuring Greenwashing

Organization	Documents	Citations	Total link strength
University of Michigan	6	860	7
St Anna School of Advanced Studies	5	176	4
University of Salerno	4	154	3
Cardiff University	4	78	2
Swinburne University of Technology	4	70	6
University of Florida	4	28	7
Natl Taipei University	3	519	2
Indiana University	3	478	1
Queens University	3	312	2
Leeds Metropolitan University	3	305	1

4.4.4 Publications by Author

Out of the 739 authors, 48 of them were cited more than 100 times and 17 authors had been cited more than 200 times. The most prolific authors in greenwashing literature are highlighted in Table 14, which considers the contribution as an author or co-author. Thomas P. Lyon achieved 854 citations with 5 published articles, while Xavier Font, with the same number of published articles, achieved 360. It is important to note that W.S. Laufer, with only one article, regarding Greenwashing, received a total of 503 citations.

Table 14 - Most prolific authors on Greenwashing studies

Author	Documents	Citations	Total Link Strength
Lyon, Thomas P.	5	854	4
Font, Xavier	5	360	2
Testa, Francesco	4	176	6
Siano, Alfonso	4	154	10
Vollero, Agostino	4	154	10
Iraldo, Fabio	3	144	5
Du, Xingqiang	3	117	4
Gatti, Lucia	3	90	5
Seele, Peter	3	90	5
Karaman, Abdullah S.	3	47	5
Uyar, Ali	3	47	5
...
Laufer, WS	1	503	159

4.4.5 Publications by Journal

Out of the 171 sources, 33 journals had more than 50 citations and only 16 journals had more than 100 citations. The top ten, with more articles in the greenwashing literature, are highlighted in Table 15.

Table 15- Most prolific journals on Greenwashing studies

Source	Documents	Citations	Total Link Strength
<i>Sustainability</i>	25	128	97
<i>Journal of Business Ethics</i>	22	2104	219
<i>Business Strategy and The Environment</i>	17	246	81
<i>Journal Of Cleaner Production</i>	16	454	91
<i>Corporate Social Responsibility and Environmental Management</i>	7	169	42
<i>Environmental Communication - A Journal of Nature and Culture</i>	5	87	15
<i>Organization & Environment</i>	4	222	53

Source	Documents	Citations	Total Link Strength
<i>Journal of Sustainable Tourism</i>	3	185	12
<i>Journal of Advertising</i>	3	91	24
<i>International Journal of Hospitality Management</i>	3	87	14

While the 310 articles were published in over 171 sources, most appear in a few key journals. 34% of all identified articles were published in the top 10 journals. About 77% of these cited articles were published in the top 4 journals. Therefore, they are of special importance in greenwashing research.

Sustainability is the most influential research journal, with 25 publications on Greenwashing. However, *Journal of Business Ethics*, with only 22 publications, received a total of 2104 citations. It is interesting to note that *Organizations & Environment*, with four articles, achieved 222 citations.

4.4.6 Most-cited articles

A view of the 10 most-often referenced publications provides a first glimpse of important topics in greenwashing research. Table 16 summarizes the scientific publications cited most often.

Table 16 – Top 10 most cited scientific articles on greenwashing

Title	Authors	Source Title	Citations
Social accountability and corporate greenwashing	(Laufer, 2003)	<i>Journal of Business Ethics</i>	503
The Drivers of Greenwashing	(Delmas & Burbano, 2011)	<i>California Management Review</i>	488
Greenwash: Corporate Environmental Disclosure Under Threat of Audit	(Lyon & Maxwell, 2011)	<i>Journal of Economics & Management Strategy</i>	368
How Sustainability Rating Might Deter “Greenwashing”: A closer look at Ethical Corporate Communication	(Parguel et al., 2011)	<i>Journal of Business Ethics</i>	267
Greenwash and Green Trust: The Mediation Effects of Green Consumer Confusion and Green Perceived Risk	(Chen & Chang, 2013)	<i>Journal of Business Ethics</i>	262

Title	Authors	Source Title	Citations
Corporate Social Responsibility in the banking industry: Motives and financial performance	(Wu & Shen, 2013)	<i>Journal of Banking and Finance</i>	240
A research note on standalone corporate social responsibility reports: Signaling or greenwashing?	(Mahoney et al., 2013)	<i>Critical Perspectives on Accounting</i>	201
The Means and End of Greenwash	(Lyon & Montgomery, 2015)	<i>Organization & Environment</i>	183
Legitimizing Negative Aspect in GRI-Oriented Sustainability Reporting: A Qualitative Analysis of Corporate Disclosure Strategies	(Hahn & Lülfs, 2014)	<i>Journal of Business Ethics</i>	176
Corporate Social responsibility: The disclosure-performance gap	(Font et al., 2012)	<i>Tourism Management</i>	176

These articles include overviews on reporting (Font et al., 2012; Hahn & Lülfs, 2014; Laufer, 2003; Mahoney et al., 2013), financial performance (Wu & Shen, 2013), audit (Lyon & Maxwell, 2011), Corporate Social Responsibility in the banking industry: Motives and financial performance, and on communication (Lyon & Montgomery, 2015; Parguel et al., 2011). Other articles focus on greenwashing drivers (Delmas & Burbano, 2011) and greenwashing effects on customers.

4.4.7 Keywords Analysis

Our research indicates that of the 1670 different keywords, 99 had a minimum number of 5 occurrences. Considering that some authors use different words to express an analogous concept, we screened all keywords that identify similarities and replace them with a single keyword (Dabić et al., 2020).

The analysis of keywords exposes hot topics and trends in the research topics that are crucial for understanding advances in the field. The aim of this analysis is to recognize the most popular research topics and find what the trends are in keywords over time through the overlay visualization provided by VOSviewer. The authors used the “full counting” method, keeping only the keywords that appeared, at least, ten times (40 keywords). The 3 most relevant terms were found: greenwashing, corporate social responsibility, and management, resulting in the same number of clusters. Based on these three categories, the connection between the keywords can be examined.

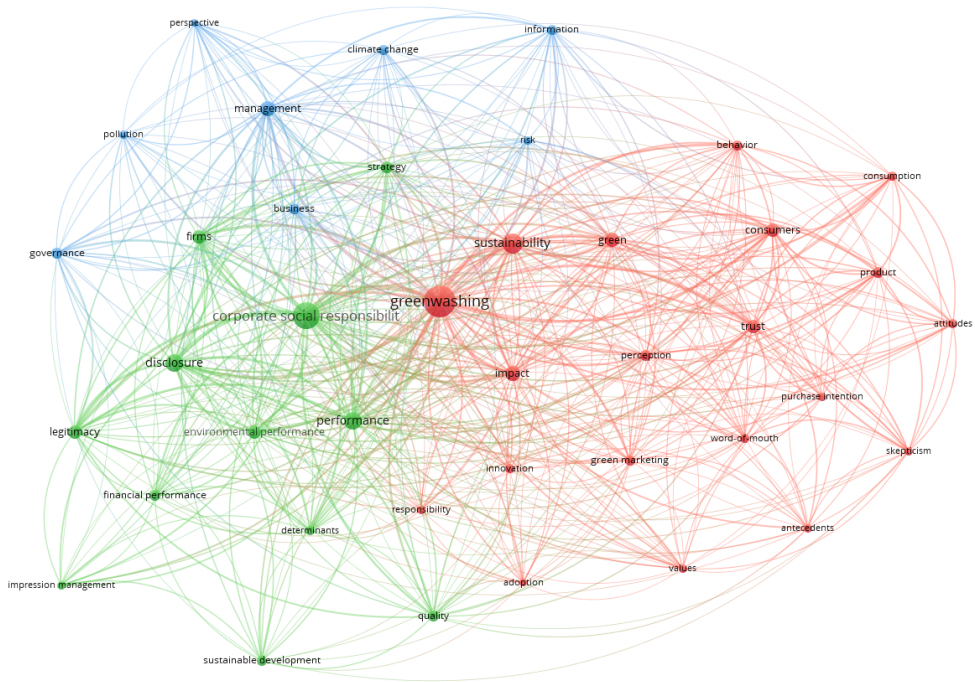


Figure 9- Cluster network visualization. Source: VOSviewer

Figure 9 displays 3 clusters, whose definition is based on the items that complement them, as shown in table 17.

Cluster 1 (red) is related to greenwashing outcomes. It includes terms like sustainability, impact, perception, attitudes, consumer, consumption, purchase intention, trust, and word of mouth. The second cluster (green) encompasses the firms' progress and success by adopting Corporate Socially Responsible practices. This cluster is composed of keywords related to performance, legitimacy, disclosure, and sustainable development. The third cluster (blue) is related to pervasions in the firms. It comprises terms such as management, governance, risk, climate change and pollution.

Table 17 – Clusters on Greenwashing studies

Cluster 1 - Red	Cluster 2 - Green	Cluster 3 - Blue
Adoption	Corporate social responsibility	Business
Antecedents	Determinants	Climate change
Attitudes	Disclosure	Governance
Behavior	Environmental performance	Information
Consumers	Financial performance	Management
Consumption	Firms	Perspective
Green	Impression management	Pollution
Green marketing	Legitimacy	Risk
Greenwashing	Performance	
Impact	Quality	
Innovation	Strategy	
Perception	Sustainable development	
Product		
Purchase intention		
Responsibility		
Skepticism		
Sustainability		
Trust		
Values		
Word-of-mouth		

Below, the overlay visualization demonstrates the trends in keyword changes over time. In figure 10, the blue part corresponds to older investigations while the yellow part corresponds to more recent investigations. The figure uncovers some hot topics that were created in the field recently, including “perception” (18 times in 2019), purchase intention (11 times in 2020), skepticism (12 times in 2019), word-of-mouth (13 times in 2020), antecedents (11 times in 2020) and trust (27 times in 2019) in the red cluster, and governance (19 times in 2019) in the blue one. Therefore, it appears that there is a transition from studies related to the firms’ legitimacy, innovation, and development, to the effects of corporate greenwashing, namely in the perceptions of this practice, skepticism, purchase intention, trust, and word of mouth.

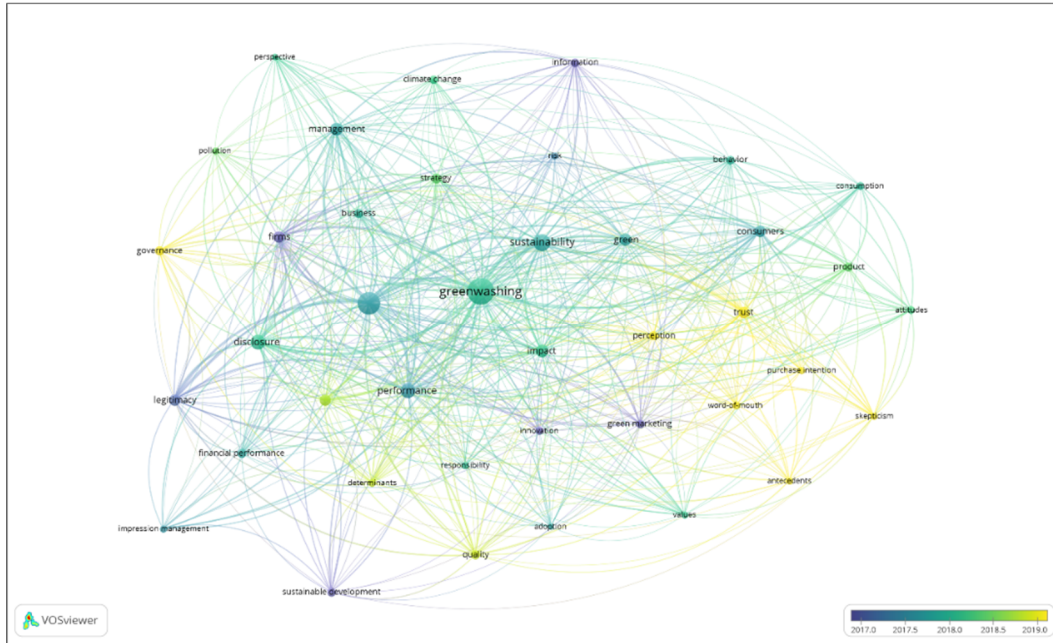


Figure 10 - Overlay visualization of greenwashing studies over time

4.4.8 Future research directions:

Understanding what the latest trends of research are, on greenwashing and its effect on stakeholders, sheds light on future research directions. For that purpose, we examined articles that had been published in the last three years (2019-2021) (see table 18), emphasizing the identified gaps and suggestions for future research.

Table 18- Gaps and suggestions for future research on Greenwashing

Source	Gaps/Research Question	Future research directions
(Guerreiro & Pacheco, 2021)	<ul style="list-style-type: none"> - Green trust and its antecedents have been under researched. - The role of greenwashing perception on green trust. - The different forms of greenwashing. - The greenwashing incidents. 	<ul style="list-style-type: none"> - Compare green features to other product attributes, in consumers' green buying decisions. - Use secondary data; conduct field studies and survey professional investors. - Greenwashing practices and the core business of the company.
(Gatti et al., 2021)	<ul style="list-style-type: none"> - The mediators on the relationship between greenwashing and consumers' green purchase behavior. 	<ul style="list-style-type: none"> - Study other stakeholders besides consumers. - Study consumers' behavior toward regular products instead of green ones and use consumer trust as a moderating variable. - Conduct longitudinal research in developed countries and compare the results.
(Hameed et al., 2021)	<ul style="list-style-type: none"> - Greenwashing and consumers' environment and health. - The mediation on the relationship between greenwashing and green purchase intention. 	<ul style="list-style-type: none"> - Evaluate the potential influences on business aspects such as trademark, product type, and other topics.
(Nguyen et al., 2021)	<ul style="list-style-type: none"> - Lack of studies on the perceived effects of greenwashing and how they affect the decision-making skills of managers. 	<ul style="list-style-type: none"> - Comparing differences between managers and future managers' perceptions.
(Ferrón-Vílchez et al., 2021)	<ul style="list-style-type: none"> - The role of environmental management as moderating variable. - Does post-millennials' concern about the environment lead to a purchase of green product and recommendation of it. 	<ul style="list-style-type: none"> - Using managerial green skepticism or belonging to a "green" team, as moderators. - Analyze specific age groups' tendencies and their environmental concern.
(Bulut et al., 2021)	<ul style="list-style-type: none"> - Most literature concentrates on developed countries. 	<ul style="list-style-type: none"> - Explore other nations/cultures. - Replicate the model in other product or use experimental approaches by exploring product-specific or post-purchase experiences.
(Jog & Singhal, 2020)	<ul style="list-style-type: none"> - Most studies neglect firms' attributes. 	<ul style="list-style-type: none"> - Analyze other countries, including knowledge and price sensitivity or other control variables.
(Ahmad & Zhang, 2020)	<ul style="list-style-type: none"> - The moderation role of greenwashing - Lack of research on greenwashing and green packaging buying behavior. 	<ul style="list-style-type: none"> - Study the combined effect of trust and self-efficacy on an individual's intention to buy eco-labels.
(Testa et al., 2020)	<ul style="list-style-type: none"> - The conditions to engage in greenwashing; how greenwashing affects the social welfare and whether greater transparency about firms' CSR activities might lead to higher social welfare. 	<ul style="list-style-type: none"> - Analyze how different cost formulations affect welfare and CSR spending.
(Wu et al., 2020)		<ul style="list-style-type: none"> - Examine a direct price competition between different types of firms.

Source	Gaps/Research Question	Future research directions
(Urbański & Ul Haque, 2020)	- Lacks investigations on the effects of misleading advertising on consumer trust, awareness, and effectiveness and the role of consciousness.	- Study green consumers that do not use shopping malls.
(Szabo & Webster, 2021)	- Greenwashing has received little attention, namely on the interactions with website, and emotional expressions.	- Investigate a wider set of stakeholders, exploring the relative influence of green content and interactivity.
(Pimonenko et al., 2020)	- The impact of greenwashing on the green brand remains unexplored.	- Investigate the connection between greenwashing and green brand at the country's level.
(Chen et al., 2020)	- Lack of investigations on purchase behavior from the perspectives of greenwashing, brand image, and brand loyalty.	- Investigate purchase experience of regular products in other countries for further comparison, using longitudinal data.
(Tahir et al., 2020)	- Unclear findings for the effects of greenwashing on green employee behavior.	- Collect longitudinal data, from top management for triangulation and assess other psychological factors; Compare cultures and countries.
(Pizzetti et al., 2021)	- Greenwashing effects on stakeholders are understudied, especially in the supply-chain context.	- Include alternative investment solutions (short and long term).
	- No study attempted to examine whether a supplier's involvement in a greenwashing scandal affects stakeholders' reactions.	- Investigate different types of greenwashing and the different effects on investors' decisions.
(Wang et al., 2020)	- The distrust of the whole industry has not been explained clearly.	- Investigate regulatory system and CSR related standards.
	- The influence of greenwashing on consumers' purchase intention towards the green products of other brands in the industry.	- Longitudinal research methods and use firm or industry data
(De Jong et al., 2020)	- Lack of investigation on the severity of greenwashing is not yet available.	- Investigate other industries, products, and countries.
(Kahraman & Kazançoğlu, 2019)	- Shortage in the research on consumers' perceptions of greenwashing.	- More complex experimental research should be performed
(Topal et al., 2020)	- Lack of studies comparing country customers' reactions towards the Volkswagen diesel emission crisis.	- Explore different demographic profiles (age, income, education, gender).
		- Compare different product groups and/or sectors.
(Torelli et al., 2020)	- Defining a taxonomy of the greenwashing phenomenon.	- Replicate investigations on fast food products
	- Stakeholders' reactions towards greenwashing and corporate reputation.	- Include other social media instruments within the scope of the research.
(Nguyen et al., 2019)	- Greenwashing behavior in the food industry, especially in developing countries, considering greenwashing and green information.	- Refinement of the different levels of greenwashing
(Junior et al., 2019)	- Lack of an overall perspective of greenwashing.	- The possible role of NGOs in identifying types of greenwashing.
(Chen et al., 2019)	- Hospitality and tourism literature reveals a shortage of investigation on greenwashing.	- Using other demographics and variables such as company brands, ownership type, culture context, product category.
		- Include environmental consciousness level, guest type, and the satisfaction derived from hotel experiences.

From the articles reviewed, four thematic lines were identified that present research opportunities. The first investigation opportunity comprises greenwashing impacts on brands and how they are perceived. Thus, future research could discuss the differences of greenwashing and its effect on green brand image (Chen et al., 2020), namely, on the trust in an ecolabel as well as its perceived self-efficacy (Testa et al., 2020). Briefly, the connection between greenwashing and green brand should be better understood (Pimonenko et al., 2020).

The second opportunity is related to consumer attitudes towards corporate greenwashing, mainly on their purchase intention. Scholars suggest the inclusion of three aspects in future studies: consumers' individual characteristics, product, and business-related aspects. Individual aspects such as consumer trust (Hameed et al., 2021), cognitive ability (H. Wang et al., 2020), environmental consciousness level (Chen et al., 2019), environmental knowledge, price sensitivity, income and online experiences (Ahmad & Zhang, 2020) deserve to be included in the studies of greenwashing effect on consumer green purchase intention. However, consumers' different perceptions of greenwashing might have a different importance/effect on green purchasing behavior (Wang et al., 2020). Product-associated variables are often referred to as a relevant aspect to delve into the greenwashing literature and its effects on consumer attitudes and intentions. Within the scope of the greenwashing effect on consumer purchase intention, a comparison between regular products and green ones is often recommended (Chen et al., 2020; Hameed et al., 2021). These differences could include product attributes such as price, quality, accessibility (Guerreiro & Pacheco, 2021), labels or packaging (Testa et al., 2020). Additionally, consumer green purchase intention studies might be applied in a broader range of product categories (Akturan, 2018; Nguyen et al., 2019, 2021), such as high-involvement products (Schmuck et al., 2018); electronics, fast food (Topal et al., 2020) or beverages (Jog & Singhal, 2020). Bulut *et al.* suggested an investigation of post-millennials' green purchasing tendencies, exploring why and what the preferences of product categories of these specific stakeholders are (Bulut et al., 2021). Finally, business aspects such the company (De Jong et al., 2018) or even company's sectors (Kahraman & Kazançoğlu, 2019), the trademark (Nguyen et al., 2021), company brands, ownership type (Nguyen et al., 2019), could also be related to consumer reactions to the greenwashing phenomenon. Thus, future investigations can take these aspects into account.

The third opportunity refers to B2B relationships, which have seldom been investigated. Several studies have assessed the perception of consumers relating to corporate greenwashing practices, neglecting the points of view of other stakeholders. Thus, using other categories of stakeholders besides consumers (Torelli et al., 2020), such as employees, organizational customers, suppliers or B2B relationships could be investigated (Gatti et al., 2021; Pizzetti et al., 2021). In this way, future studies may seek to understand the perception of other stakeholders involved, directly or indirectly, in greenwashing practices, providing a broader approach to environmental irresponsible/immoral practices.

The last opportunity for future research consists of defining a taxonomy in greenwashing to set the different practices. The different levels of greenwashing practices require the development and validation of new scales, as their impacts might differ depending on the perceived severity of the action (Torelli et al., 2020). Future research could discuss the differences of greenwashing activities (Chen et al., 2020) and develop an adequate measurement of these practices (Zhang et al., 2018), by adding other levels of misleading environmental communication, factors, types or concepts of greenwashing proposed by previous authors (Pizzetti et al., 2021; Torelli et al., 2020). This aspect presents a fertile field in sustainability and marketing research, as the refinement of the actual classification levels of greenwashing will enrich and more comprehensively express the multidimensional character of greenwashing.

Most of the authors also suggest other methodologies/instruments (Chen et al., 2020; Topal et al., 2020), with other respondents (Gatti et al., 2021; Tahir et al., 2020), different scales (Urbański & Ul Haque, 2020) and the collection of longitudinal data (Chen et al., 2020; Hameed et al., 2021; Tahir et al., 2020). The replication of the author's proposed model in other countries is also frequent (Bulut et al., 2021; Chen et al., 2020; Hameed et al., 2021). The researched literature allowed us to identify themes that are in evidence, with accentuated growth, representing research contexts and potential fields to be developed.

4.5 Final considerations

There are past studies, bibliometric analyses, and systematic reviews regarding greenwashing. However, they did not provide a detailed analysis of the impact of these practices on stakeholders. This study originally provides a closer look of these aspects, expanding the scientific knowledge of the subject.

This investigation provides information on the state of the art, recognizing trends, gaps, and future research opportunities, thus, contributing to the existing body of knowledge. Through the bibliometric analysis of the relevant articles focusing on greenwashing, published up to 2021, and a narrower literature on the articles that investigate the effects of greenwashing on stakeholders, published in the last three years, it presents three major contributions: First, it is possible to see the evolution of greenwashing literature. The increase of published articles over the years indicates how relevant and novel this research topic is for the academia and for managers, which also demonstrates the potential to deepen the subject in other fields. Besides, the trends, most prolific authors, articles, and journals were identified. As a result, it is possible to acknowledge the leading journals that are specialized in greenwashing studies, the countries, the authors, and articles that contribute most to greenwashing literature and knowledge dissemination. In addition, the use of VOSviewer software enabled the presentation of a network of co-occurrences of keywords through maps, which made it possible to identify hot topics and trends in the research topics that are crucial for understanding advances in the field, and, thus, providing topics that can be further explored. Finally, by analyzing the latest research, this investigation was able to identify gaps that can be used in future investigations.

Several articles investigate greenwashing from the consumers' point of view, which strengthens studies on the relationship between greenwashing and the marketing field. However, several branches of investigation emerge. Future research might deepen the studies regarding greenwashing impacts on branding, on consumer purchase intentions and attitudes, on other stakeholders and B2B relationships and finally on delineating a taxonomy in greenwashing to set the difference on the different practices. Hence, the most relevant contribution of this study is the identification and analysis of the past, present and future areas to research. Above all, the results of this study make it clear that misleading claims regarding environmental practices inflict harm on stakeholders. Thus, it raises awareness of the damaging effects, which might help to reduce the frequency of these acts.

4.5.1 Limitations

This study, as all other bibliometric analysis and literature reviews, is subject to several limitations. First, the articles were downloaded on a specific date from a single database. Despite WoS being the most reliable data source (Saleem et al., 2021), the authors

acknowledge that additional relevant papers might be indexed in other databases, thus, there is the possibility that some might have been missing in this analysis. Therefore, other databases (i.e., Scopus) could be consulted to help avoid eventual data bias and to better understand greenwashing research. Additionally, despite the concern to include all possible key terms to search the articles for the study, it is possible that some terms related to stakeholders might be missing. Second, the authors decided to analyze only articles and disregard other works such as book chapters, proceedings papers, early access, editorial materials, etc. However, the chosen articles, published in journals, represent qualified knowledge as they are peer-reviewed. Third, the literature review was based on the number of citations and the last three years, regardless of the actual quality of the document. However, the number of citations is more significant than the number of articles, because it is a better approach to the author's impact and influence (Podsakoff et al., 2008). Finally, other analysis techniques can be used to obtain more comprehensive results.

Chapter V - How does greenwashing affect corporate reputation and brand hate? The role of environmental performance and green perceived risk

Abstract

Purpose: When a company practice greenwashing, it violates consumers' expectations by deliberately deceiving them about their environmental practices or the benefits of their products/services. This study investigated the effects of greenwashing on corporate reputation and brand hate. Furthermore, this study explored the mediating effects of perceived environmental performance and green perceived risk.

Design/methodology/approach: A survey design using cross-sectional primary data from 420 Portuguese consumers who identified and recognized brands engaged in greenwashing, was employed. The proposed hypotheses were tested using structural equation modelling techniques.

Findings: The results show that greenwashing has a negative effect on corporate reputation through perceived environmental performance and green perceived risk. Additionally, greenwashing has a positive direct effect on brand hate and a negative effect on green perceived risk.

Originality/Value: Based on signaling and expectancy violation theories, this study develops a new framework highlighting the detrimental effects of greenwashing on brands, thus advancing the current research that lacks studies on the association between these constructs.

Key Words: Brand Hate; Corporate Reputation; Expectancy Violation Theory; Greenwashing; Signaling Theory.

5.1 Introduction

Consumers are becoming more sensitive towards environmental issues and social practices adopted by corporations (Musgrove et al., 2018), seeking for brands from ethical organizations (Park et al., 2021). In turn, corporations benefit from working for the good of the community (Abu Zayyad et al., 2020) and several studies have documented the positive effects of Corporate Social Responsibility (CSR) on brand management (Abu Zayyad et al.,

2020; He & Lai, 2014; Kucuk, 2018; Lai et al., 2010) and on customer's attitudes and behaviors (Abu Zayyad et al., 2020; He & Lai, 2014; Torelli et al., 2012). As environmental initiatives are appreciated by stakeholders (Torelli et al., 2020), firms might be tempted to exaggerate or lie regarding their products/services or environmental activities (Brouwer, 2016). These events are known as greenwashing. Hence, corporations might pretend to be environmental responsible, however their activities are not consistent with their claims (Delmas & Burbano, 2011; De Jong et al., 2018). Thus, a core element of greenwashing is the presence of a lie (Gatti et al., 2021). Additionally, CSR activities can be self-defeating if associated to suspicions of greenwashing (Torelli et al., 2020). Thus, behaving (un)ethically can have a substantial effect on the attitudes towards a brand (He & Lai, 2014), and the potential achieved by CSR can be nullified, countered or produce opposite effects by greenwashing practices.

Previous studies recognize negative consequences of greenwashing on stakeholders (Chen & Chang, 2013; Nyilasy et al., 2014). However, the importance of greenwashing studies is also heightened because there is serious legal and reputational damage resulting from misleading or fraudulent ecological claims (Nyilasy et al., 2014). Additionally, while some authors do not consider social performance to be an antecedent of brand hatred (Bryson et al., 2013), others find that there is a strong relationship between these constructs (Zarantonello et al., 2016; Hegner et al., 2017; Bryson & Atwal, 2019). Currently, corporate's reputation environmental dimension has received increasing interest (Quintana-García et al., 2021) and socially responsible actions enhance corporate reputation (Stanaland et al., 2011). However, the effects of *not* practicing CSR on corporate reputation, have received little attention (Lin-Hi & Blumberg, 2018). Similarly, brand hate has not been conveniently discussed in academic studies (Bayarassou et al., 2020; Zhang & Laroche, 2020) nor has it yet been considered as a consequence of greenwashing (Kucuk, 2019a). Thus, lacks research as regards to its antecedents (Kucuk, 2018, 2019a) leading to a strong call for research on this concept (Zarantonello et al., 2016; Hegner et al., 2017; Curina et al., 2020) and the factors that can generate brand hate (Hashim & Kasana, 2019). In any case, the potential harm and associated consequences of greenwashing practices lacks research (Chen & Chang, 2013; De Jong et al., 2018; Lyon & Montgomery, 2013) as studies that link greenwashing to consumers are unexpectedly limited (De Jong et al., 2018; Szabo & Webster, 2021). Therefore, much more is needed to understand consumer' reactions towards

greenwashing (Lee et al., 2018; Pizzetti et al., 2021; Musgrove et al., 2018; Zhang et al., 2018).

Against this background, this paper contributes to the literature in several ways: it provides a response to the call for more research into greenwashing consequences on consumers (Lee et al., 2018; Pizzetti et al., 2021; Musgrove et al., 2018), as an antecedent of brand hate (Kucuk, 2018, 2019a) and its effect on corporate reputation (Lin-Hi & Blumberg, 2018); it discusses the challenges related to brand management in the presence of greenwashing; on the basis of ST and EVT, it develops a novel framework for the link between greenwashing and brand hate and corporate reputation, advancing the current research that lacks a solid theoretical foundation for the association between these constructs.

This study, blending elements of signaling theory (ST) and expectancy violation theory (EVT), is based on a sample of 420 Portuguese consumers who identified and recognized brands as greenwashing practitioners. This article is organized into four main sections. The first presents the theoretical background and the development of hypotheses. The second describes the methodology in terms of sample and variables. The third section presents and discusses the results, and the final section presents the discussion, theoretical and managerial implications of the study, as well as the opportunities for future research.

5.2 Theoretical background and literature review

5.2.1 Greenwashing

Greenwashing has been recognized as a deliberate communicative behavior with the purpose of misleading/deceiving stakeholders (De Jong et al., 2018). The term “greenwash” has been subject of interest among academics, mostly in the marketing field (Lee et al., 2018). Studies defend that greenwashing practices emphasize stakeholder concerns about the environment and can limit consumers’ ability to make true, conscious, and informed decisions (Brouwer, 2016). Consumers might become skeptical about a product or brand (Chen & Chang, 2012): reducing their purchasing intention. Therefore, greenwashing presents a negative effect on consumer’s behavior (Parguel et al., 2011; Chen et al., 2019). At the same time, it deteriorates the effectiveness of green marketing strategies by reducing the popularity of the product (Avcilar & Demirgünes, 2016). This unethical practice negatively influences firm's credibility (Nyilasy et al., 2014); enhances perceived risk (Chang & Chen, 2014); and can negatively affect stakeholders confidence (Delmas & Burbano, 2011; Pizzetti et al., 2021).

Greenwashing might occur in misleading communications involving environmental issues (Torelli et al., 2020), meaning that what the firm communicates is different from its actual behavior (Gatti et al., 2021). Thus, greenwashing infers the existence of asymmetric information: First, the sender, who selects the means and how to communicate (send the sign), and then the receiver, who selects the way they interpret the signals (Connelly et al., 2011). ST describes how firm's communications, actions and strategic choices provide signals, which are then absorbed by the customers to build impressions (Baruah & Panda, 2020). Consequently, customer attitudes towards the brand are a response to these signals (Scheda et al., 2015). In turn, EVT predicts that negative information regarding a company will be severely punished for its violation of consumer's high-level expectancies (Sohn & Lariscy, 2015). Simply put, this theory establishes a simple and strong relation between individual's expectations, their (dis)confirmations and impression formation (Afifi & Burgoon, 2000). Consumer's expect a certain honest, responsible and ethical behavior from companies (Park et al., 2021; Lin-Hi & Blumberg, 2018). Studies indicate that when customer's expectations are not fulfilled, they might feel frustrated which can lead to hatred toward the brand (Kucuk, 2019a). It can also result in negative perceptions of their credibility, reliability and attractiveness (Rim et al., 2020; Bailey and Bonifield, 2010; Gatti et al., 2021; Lin-Hi & Blumberg, 2018). Companies that pursue greenwashing can be punished by their stakeholders, due to the lies and the violation of their expectancies (Gatti et al., 2021). When engaging in greenwashing there is a deception and a violation of stakeholder's expectancies (Gatti et al., 2021). Thus, the combination of effects of sending misleading/untruth communication, which in turn violates customers' expectations, may be particularly damageable to brands, and lead to extreme negative emotions, like hate and a loss of corporate reputation.

5.2.2 The Influence of Greenwashing on Brand Hate

Brand hate is an extreme negative emotion (Bryson et al., 2013; Hashim & Kasana, 2019), it is an aversion and detachment from a brand and what it represents (Kucuk, 2019a). This construct is based upon active and passive component. The first one comprises anger and contempt/disgust, while passive brand hate refers to emotions such as disappointment, fear, dehumanization or shame (Zarantonello et al., 2016). Brand hate is triggered by brand injustices (Kucuk, 2019a), negative past experience, symbolic incongruity, ideological incompatibility (Hegner et al., 2017) rumor or poor relationship quality (Hashim & Kasana,

2019). This study focuses on ideological incompatibility, which arises when firms do not act according to consumers' expectancies regarding social, legal or moral issues (Hashim & Kasana, 2019). If there is brand-consumer congruence it is more likely that consumers react positively to the brand. However, if there is a non-congruent relationship, this can be unfavorable to the brand (Bryson et al., 2013). Thus, when there is discrepancy between consumer's expectations and firm's behaviors, it can lead to high negative outcomes.

Greenwashing practices are irresponsible behaviors (Siano et al., 2017), and brands/firms that are disrespectful to the environment are usually disapproved by consumers (Chen & Chang, 2013). Greenwashing, corporate incoherent values, corporate misconducts, misleading communications, moral misconducts or the violation of expectations can cause ideological incompatibility, which are associated with high levels of negative behavioral outcomes, such as brand hate (Zarantonello et al., 2016; Hashim & Kasana, 2019; Islam et al., 2020; Kucuk, 2019; Zarantonello et al., 2018). Thus, if a firm has socially irresponsible business practices, there is a great possibility that consumers will develop extreme negative emotions (Islam et al., 2020; Kucuk, 2018, 2019a). In fact, consumer disappointments with the brand precede brand hate (Kucuk, 2021). Given that consumer's expectations are built on the basis of available information, if there is a discrepancy between the brand's expected and observed behavior, the greater consumer' reactions will be (Afifi & Burgoon, 2000), thus, this study proposes that:

H1. Greenwashing has a direct and positive effect on brand hate.

5.2.3 The Influence of Greenwashing on Corporate Reputation

Corporate reputation represents a net affective/emotional reaction and involves the general valuation in which a company is held by its constituents, when compared with other leading competitors (Fombrun et al., 2000; Fombrun & Shanley, 1990). It reflects the perceptions of firm's past and present actions, but also expectations regarding future actions (Fombrun, 1996). Thus, it is an indicator of accumulated prestige (Bianchi et al., 2019) in an ongoing process (Martín-de Castro, 2021). It is grounded in experience, it requires time and effort to build, and it is not transferable to others (Martín-de Castro, 2021). It is considered a valuable intangible asset (Bianchi et al., 2019), yet, a volatile one (Ewing et al., 1999; Baruah & Panda, 2020): in one hand, it can help to build a company and bring it forward, as having a good corporate reputation contributes to a successful firm (Martín-de Castro, 2021). On the

other hand, unethical behaviors can lead to serious reputational damage (Siano et al., 2017) which, once damaged, is extremely hard to repair (Ewing et al., 1999).

Corporate reputation is an evaluation of the firm formed by subjective impressions (Fombrun, 1996). These impressions are created through the integration of the firm's available information (Lin-Hi & Blumberg, 2018), cues or signals sent by them to build future expectations (Pérez-Cornejo et al., 2020). Thus, corporate's reputational perceptions are often a combination of both public and private information (Fombrun & Shanley, 1990) and, in some cases, what the firm communicates is voluntarily incongruent or different with its actual behavior (Gatti et al., 2021), producing information asymmetry. Furthermore, reputation is based on consumer's impressions of firm's ability to meet their expectations (Fombrun & Shanley, 1990; Lin-Hi & Blumberg, 2018). When greenwashing occurs, the company is dishonest (Parguel et al., 2011), lies in order to achieve corporate benefits (Gatti et al., 2021), thus, violating consumer's expectations regarding the firm's ethical and environmental conduct. Following ST and EVT reasoning, one could expect the following:

H2. Greenwashing has a direct and negative effect on corporate reputation.

5.2.4 The Influence of Greenwashing on Perceived Environmental Performance

Firm's environmental performance involves a variety of factors, that change depending on the situation or the observer, which makes it so complex to define (Salo, 2008). Nevertheless, environmental performance refers to firm's behavior towards the environment and comprises of internal processes and external impact (Nyilasy et al., 2014).

Consumer perceptions may be harmfully affected by ambiguous corporate claims regarding a green products/services or their environmental performance (Delmas & Burbano, 2011), thus, creating information asymmetry. When consumers perceive green claims as being part of a marketing strategy, they associate it with a poor environmental performance (Avcilar & Demirgünes, 2016; Lyon & Montgomery, 2015), which can lead to expectancy violation perception. Therefore, due to information asymmetry, greenwashing can present negative effects on consumer's evaluations (De Jong et al., 2018) and, in turn, perceived environmental performance may be negatively influenced by greenwashing (De Jong et al., 2018). Therefore, companies with low environmental performance try to attract public

attention through greenwashing, with the disclosure of false environmental information (Zhang et al., 2022), it is expected that:

H3. Greenwashing has a direct and negative effect on the perceived environmental performance.

5.2.5 The Influence of Greenwashing on Green Perceived Risk

Green perceived risk is related to consumers' evaluation regarding their purchase decisions, which can present negative environmental consequences (Chen & Chang, 2012). Thus, green perceived risk is a mixture of negative consequences and uncertainty, which can affect consumers' green purchase decisions (Chen & Chang, 2012). In fact, the greater the perceived risk, more uncertainty the consumer feels regarding that purchase decision (Chen & Chang, 2013). In addition, since consumers are more aware and environmentally concerned, their risk perception is increased (Avcilar & Demirgünes, 2016).

The predictable condition of purchase is assumed to be trust in the product, and previous studies argue that greenwashing can present negative effects on consumer trust (Chen & Chang, 2013). So, if consumers perceive greenwashing, they are not confident that the firm's green claims are trustworthy or reliable and that its product satisfies their green needs, which might lead to building a perception of risk associated with the products consumed (Avcilar & Demirgünes, 2016). Also, communication provides information which, in turn, reduces uncertainty (Afifi & Burgoon, 2000). However, information asymmetry exists between firms and customers (He & Lai, 2014), by the hands of greenwashing, which can also build a perception of risk (Chang & Chen, 2014; Szabo & Webster, 2021). Thus, based on the above, we propose the following:

H4. Greenwashing has a direct and positive effect on green perceived risk.

5.2.6 The Influence of Perceived Environmental Performance on Brand Hate

Brand hate is a deep and multi-layered construct that encompasses disgust, anger, devaluation, contempt, distancing, outrage, antipathy, rejection, repel, and similar extreme negative emotions (Bryson et al., 2013; Kucuk, 2019a, 2019b; Zarantonello et al., 2016).

Disappointment with performance is one of the main determinants of brand hate (Islam et al., 2020; Hegner et al., 2017; Curina et al., 2021; Kucuk, 2019). Disappointment occurs when expectations are not fulfilled, thus, if the product/brand does not perform/act as expected, consumers are disappointed, which might build brand hate. Negative brand performance can make customers feel that they have been treated unfairly (Wei et al., 2019), and when that happens, consumers can experience extreme negative emotions such as repulsion, resentment, revolt, and disgust (Kucuk, 2019a). As most of research in marketing literature establishes a positive relationship between green performance and brand love (Zarantonello et al., 2016), one can expect that a similar, but opposite, relationship occurs with brand hate, thus this article suggests that:

H5. Perceived environmental performance has a direct and negative effect on brand hate.

5.2.7 The Influence of Perceived Environmental Performance on Corporate Reputation

As corporate reputation is built on action consistency along the time and on different informational signals to create future expectations (Fombrun & Shanley, 1990), environmental performance is seen as one of these signals (Pérez-Cornejo et al., 2020). Consumers turn their perceptions of environmental performance into expectations regarding the firm's capacity to meet their interests in the future, these expectations constitute corporate reputation (Pérez-Cornejo et al., 2020). Thus, it is related to stakeholder's faith in the firm's performance (Singh & Misra, 2021). However, corporate reputation is very fragile. If a company's performance does not meet consumers expectations, the company will lose its reputational capital slowly accumulated through long periods of time (de Quevedo-Puente et al., 2007). Hence, consistency failures regarding environmental impact can seriously damage the reputation of a firm (Lin et al., 2016).

Studies suggest that there is a positive influence of corporate social performance on corporate reputation (Pérez-Cornejo et al., 2020). Not only do continuous and homogenous evaluations of a firm's green performance generate corporate reputation (de Quevedo-Puente et al., 2007), they also do it in a positive way (Stanaland et al., 2011; Pérez-Cornejo et al., 2019). Thus, following EVT, if a company's environmental performance does not meet consumers expectations, the company will lose reputational capital (de Quevedo-Puente et al., 2007) implying the following:

H6. Perceived environmental performance has a direct and positive effect on corporate reputation.

5.2.8 The Influence of Green Perceived Risk on Brand Hate

Green perceived risk is linked to consumers' evaluations regarding their purchase decisions, which may present negative environmental consequences (Chen & Chang, 2012). Therefore, when an individual fears that the outcome might not be the desired one, a protective strategy is resorted (Zeelenberg et al., 2000). In fact, one of brand hate components is consumer related (Kucuk, 2019a). Since hate is directly related to people's self-perceptions, there are individuals that often project negativity toward the source that created the negativity, but there are others that internalize it (Kucuk, 2019a). In these situations, consumers direct their hate to themselves since they were aware of the possible hazardous consequences. In addition to that, individuals may convince themselves that the outcome is not so important after all, and the potential negative effect that would result if the outcome is not obtained is reduced (Zeelenberg et al., 2000). If the harmful consequence does occur, individuals are likely to experience regret or disappointment. In fact, riskier options carry a higher potential for regret and disappointment (Zeelenberg et al., 2000).

The threat of regret can influence decision making (Zeelenberg et al., 2000), and lowering expectations about a poor outcome is likely to eliminate negative emotions (Zeelenberg et al., 2000). In fact, lower expectancy minimizes the negative impacts resulting from expectancy violation (Rim et al., 2020). Additionally, hate is related to an individual's self-perception and some people turn the negativity inward toward their own self (Kucuk, 2019a). Therefore, in the presence of high perceived risk, consumers might not present a negative emotion towards the brand, because they lowered their expectations and accepted the fact that they took the risk of a possible negative outcome: they might turn their anger inward and not towards the brand. Thus, the following hypothesis is proposed:

H7. Green perceived risk has a direct and negative effect on brand hate.

5.2.9 The Influence of Green Perceived Risk on Corporate Reputation

Green perceived risk is the possibility of having a negative result associated with a purchase of a green product (Chen & Chang, 2013). For example, if a consumer buys a green product, he is assuming a risk that the product might not satisfy his environmental requirements. If a

consumer perceives high levels of risk, he/she probably will avoid purchasing the product or service (Avcilar & Demirgünes, 2016).

There is a negative relationship between risk and reputation (Melo & Garrido-Morgado, 2012). Previous studies argue that risk events can deteriorate corporate reputation (Eckert, 2017) and that consumers prefer to purchase brands with lower levels of perceived risk, so the brand has better brand reputation (Avcilar & Demirgünes, 2016). Thus, low-levels of risk perception can create more positive reputation evaluations (Chang & Chen, 2014), which is why we posit the following:

H8. Green perceived risk has a direct and negative effect on corporate reputation.

5.2.10 The Mediating Role of Perceived Environmental Performance and Green Perceived Risk

Greenwashing may lead to the development of extreme emotions as brand hate (Islam et al., 2020; Kucuk, 2019a), precedes to perceptions of poor environmental performance (Delmas & Burbano, 2011), and enhance perception levels of green risk (Chang & Chen, 2014; Szabo & Webster, 2021). Additionally, negative environmental performance seems to be an antecedent of brand hate (Kucuk, 2018). Thus, if consumers perceive corporate greenwashing practices and have negative experiences with the product/brand, such as a poor environmental performance, it is likely they develop extreme negative emotions. Nevertheless, greenwashing positive effect on brand hate might be buffered in the presence of green risk. Greenwashing enhances perceptions of green risk (Chang & Chen, 2014; Szabo & Webster, 2021) but some individuals accept the fact that they take the risk of a possible negative outcome, taking the negative emotion inward and not towards the brand. Based on the discussion above, this paper argues that:

H9a. Perceived environmental performance and perceived green risk mediate the relationship between greenwashing and brand hate.

Greenwashing may deteriorate corporate reputation (Pizzetti et al., 2021; Siano et al., 2017), negatively influence perceived environmental performance (De Jong et al., 2018) and built risk perception (Chang & Chen, 2014). In turn, risk perceptions (Chang & Chen, 2014) and evaluations of firm's performance are linked to corporate reputation (Stanaland et al., 2011;

Pérez-Cornejo et al., 2019). Thus, if consumers perceive a poor environmental performance or high green risk associated with a firm's greenwashing practices, it leads to a decrease in corporate reputation. Based on the discussion above, this paper hypothesizes:

H9b. Perceived environmental performance and perceived green risk mediate the relationship between greenwashing and corporate reputation.

The conceptual research model, in Figure 11, illustrates the proposed relationships between the research constructs.

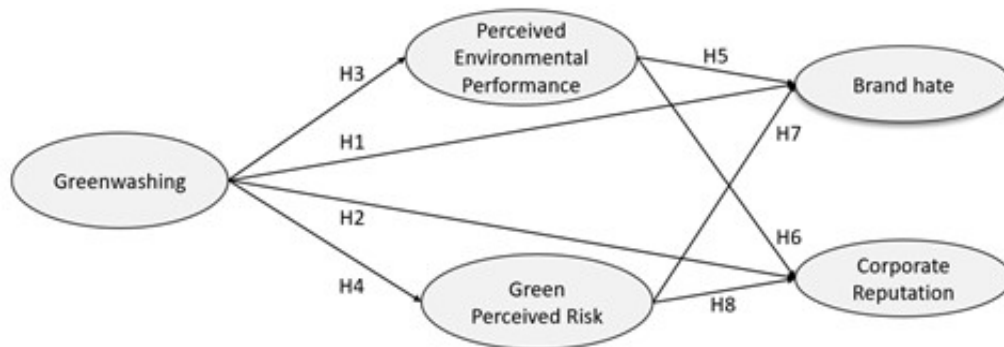


Figure 11 - Conceptual Model (1/4)

5.3 Methodology

5.3.1 Sample and data collection

This study used primary data obtained from a sample of 420 Portuguese consumers who identified and recognize brands as greenwashing practitioners. The questionnaire was hosted at the Google Forms® web site and spread via social networks (Facebook®) following the snowball technique. The data were collected in the third trimester of 2020.

A pre-test with 30 respondents was applied, which allowed minimal adaptations. The questionnaire was divided into three parts: in the first part we asked participants to identify a brand that they considered that practiced greenwashing. The most mentioned brands were Volkswagen, with 39.2%, EDP with 4.3% and Galp with 4.3% of the responses. We used questions to measure the proposed constructs in the second part, and the third part involved demographic questions. Most responses were obtained from single/divorced/widowed (58%) women (57.4%), between 27 and 34 years old (37.6%), holding a university degree (54.5%), employed (75.5%) and with a monthly income ranged between €1,000 and €2,499.

5.3.2 Measurement scales

All measurements in the questionnaire were adapted from previously tested scales, translated into Portuguese, using back translation procedures (Brislin, 1970). All the items were measured on a seven-point Likert scale ranged from 1 (strongly disagree) to 7 (strongly agree). Table 19 presents the source of the metrics and the standardized regression weights.

Table 19 - Results of confirmatory factor analysis (1/4)

Construct	Metrics	SRW	CR
Greenwashing (GW) (Chen & Chang, 2013)	1. The brand misleads with words in its environmental features	0.932	----
	2. The brand misleads with visuals or graphics in its environmental features	0.931	35.160
	3. The brand makes a green claim that is vague or seemingly unprovable	0.827	25.297
	4. The brand overstates or exaggerates how green its functionality actually is	0.848	26.871
	5. The brand leaves out or masks important information, making the green claim sound better than it is	0.881	29.656
Perceived environmental performance (PEP) (De Jong et al., 2018)	1. This company produces with the least possible harm to the environment.	0.780	----
	2. This company follows high ethical standards.	0.811	23.415
	3. This company prevents damage to the environment.	0.866	19.896
	4. This company contributes to the well-being of society.	0.827	18.734
	5. This company takes the environment into account in its operational management.	0.872	20.074
	6. This company prioritizes environmental friendliness over profit.	0.797	17.865
	7. This company shows by its operational management that the future generation is important	0.884	20.417
Green perceived risk (GPR) (Chen and Chang, 2012)	1. There is a chance that there will be something wrong with the environmental performance of this product	0.693	----
	2. There is a chance that this product will not work properly with respect to its environmental design	0.756	21.585
	3. There is a chance that you would experience an environmental penalty or loss if you use this product	0.875	16.788
	4. There is a chance that using this product will negatively affect the environment	0.939	17.820
	5. Using this product would damage your green reputation or image	0.907	17.335
Brand hate (BH) (Hegner et al., 2017)	1. I'm disgusted with this brand	0.805	----
	2. I don't tolerate brand X and its company	0.906	27.071
	3. The world would be a better place without this brand	0.888	22.034
	4. I'm totally angry about this brand	0.945	24.220
	5. This brand is awful	0.916	23.111
	6. I hate this brand	0.918	23.180
	1. I trust this company	0.737	----
	2. It develops innovative products and services	0.811	23.825

Construct	Metrics	SRW	CR
Corporate reputation (CR) (Fombrun et al., 2000)	3. It recognizes and takes advantage of market opportunities	0.891	18.835
	4. It looks like a good company to work for	0.918	19.441
	5. It is an environmentally responsible company	0.883	18.642
	6. It has a strong record of profitability	0.852	17.918

Note: CR, critical ratio; SRW, standardized regression weights.

To minimize common method variance (CMV), all respondents were guaranteed confidentiality and anonymously; we informed them that there were no wrong or right responses; and that their participation was crucial for the investigation. All respondents gave their informed consent before being given access to the questionnaire. To control any potential CMV, we performed Harman's single factor test. In Harman's single-factor test, CMV could be assumed if a single factor explained the majority of the variable's variance or a single factor emerged (Podsakoff et al., 2003). Exploratory factor analysis allowed to determine the existence of a multifactor structure with eigenvalues >1 (5 factors, amounting to 79,86% of cumulative variance) and the most variance explained by one factor was 18 %. We loaded all items into a single factor, and the results showed less than 50% total variance (33,7%).

AMOS 28 was used to perform a confirmatory factor analysis (CFA) and to evaluate the psychometric properties of the scales and model fit (Bagozzi & Heatherton, 1994). The measurement model shows a good fit (IFI=0.954; TLI = 0.948; CFI = 0.953; RMSEA = 0.063; $\chi^2/df = 2.651$) (Hair et al., 2010; Hooper et al., 2008). Composite reliability (CR), and the average variance extracted (AVE) were computed (see table 3). Factor item loadings are ranged from 0.693 to 0.945, CR is always above 0.7 and all AVEs exceed 0.50 (Hair et al., 2014). So, we can safely say that the convergent validity was accomplished. Additionally, we assessed the discriminant validity by comparing correlations between constructs, that are always below the correspondent AVEs. The results support the discriminant validity (Table 20).

Table 20 - Bivariate Correlations, Cronbach's Alpha, Composite Reliabilities, and Average Variances Extracted (1/4)

Constructs	GW	PEP	GPR	BH	CR	CR*	AVE	√AVE
GW	0.950					0.920	0.690	0.828
PEP	-0.428	0.940				0.905	0.577	0.760
GPR	0.628	-0.314	0.930			0.890	0.619	0.787
BH	-0.368	0.554	-0.354	0.960		0.905	0.615	0.784
CR	0.304	-0.090	0.078	-0.073	0.943	0.939	0.721	0.849

Note: GW: Greenwashing, PEP: Perceived environmental performance, GPR: Green Perceived Risk, CR: corporate reputation and BH: Brand Hate

Diagonal in bold - Cronbach's Alpha; CR* - Composite Reliability; AVE – Average Variance Extracted.

5.4 Results

The structural model provided by AMOS 28 reveals a good fit: (IFI=0.954; TLI = 0.948; CFI = 0.954; RMSEA = 0.063; $\chi^2/df = 2.641$) (Hair et al., 1998; Hooper et al., 2008).

5.4.1 Direct effects

The results of this investigation are exposed in Table 21. Six of the eight hypotheses are supported in this study.

Table 21 - Direct effects (1/4)

Hypotheses	Hypotheses paths	Proposed effect	Path coefficients	P	Results
H1	GW → BH	+	0.439	***	Supported
H2	GW → CR	-	-0.058	NS	Not Supported
H3	GW → PEP	-	-0.430	***	Supported
H4	GW → GPR	+	0.629	***	Supported
H5	PEP → BH	-	0.041	NS	Not Supported
H6	PEP → CR	+	0.478	***	Supported
H7	GPR → BH	-	-0.186	**	Supported
H8	GPR → CR	-	-0.170	**	Supported

Note: GW: Greenwashing, PEP: Perceived environmental performance, GPR: Green Perceived Risk, CR: corporate reputation and BH: Brand Hate

*** = $p < 0.01$; ** = $p < 0.05$; * = $p < 0.1$; NS = non-significant

The hypothesis H1 ($R=0.439$; $p < 0.01$) is supported, indicating that greenwashing positively impacts brand hate. H3 ($R=-0.430$; $p < 0.01$) and H4 ($R=0.629$; $p < 0.01$) are also supported, suggesting that greenwashing affects perceived environmental performance and green perceived risk. H6 ($R=0.478$; $p < 0.01$) and H8 ($R=-0.170$; $p < 0.05$) are supported, showing that both perceived environmental performance and green perceived risk influence corporate reputation. Brand hate seems to be negatively affected by green perceived risk, as suggested in H7 ($R=-0.186$; $p < 0.05$). In turn, H2 ($R=-0.058$; $p > 0.05$) and H5 ($R=0.041$; $p > 0.05$) are not supported, indicating that greenwashing does not seem to have a direct influence on corporate reputation and that perceived environmental performance does not appear to impact brand hate.

5.4.2 Indirect effects

To test specific indirect effects, we conducted a bootstrap procedure to create bias-corrected confidence intervals. The results are presented in table 22.

Table 22 - Indirect effects (1/4)

Hypotheses	Hypotheses paths	Standardized indirect effect	95% confidence interval	P	Results
H9a	GW→PEP→BH (1)	-0,017	[-0.085; 0.043]	NS	Not supported
	GW→GPR→BH (2)	-0,114	[-0.222; -0.031]	**	Supported
	(1 + 2)	-0,131	[-0.287; -0.018]	**	Supported
H9b	GW→PEP→CR (3)	-0,158	[-0.220; -0.086]	**	Supported
	GW→GPR→CR (4)	-0,082	[-0.125; -0.032]	**	Supported
	(3 + 4)	-0,239	[-0.305; -0.149]	**	Supported

Note: GW: Greenwashing, PEP: Perceived environmental performance, GPR: Green Perceived Risk, CR: corporate reputation and BH: Brand Hate

** = $p < 0.05$; NS = non-significant

The mediation effect of perceived environmental performance on the relationship between greenwashing and brand hate was not supported. However, there was a statistically significant negative indirect effect on brand hate, through green perceived risk (-0.114) at a 95% Bias-corrected bootstrap (confidence interval = [-0.222; -0.031]). Thus, the relationship between greenwashing and brand hate is partially mediated by green perceived risk. In turn, the negative indirect effect on corporate reputation was significant through perceived environmental performance (-0,158) at a 95% Bias-corrected bootstrap (confidence interval = [-0.220; -0.086]) and through green perceived risk (-0.082) at a 95% Bias-corrected

bootstrap (confidence interval = [-0.125; -0.032]). This means that the relationship between greenwashing and corporate reputation is mediated by perceived environmental performance and green perceived risk.

5.5 Discussion

The results suggest that brand hate is triggered by consumer's perceptions of greenwashing. Aligned with previous studies, socially irresponsible business practices are likely to lead to brand hate (Kucuk, 2018). Consumers build perceptions and make expectations based on the information provided by firms. However, firms might hide or deliver false information, as ST describes, while engaging in greenwashing. In these circumstances, consumers feel that their expectations regarding ethical and environmental conduct of the firm/brand were violated, as explained by EVT, leading to brand hate. However, in the presence of green risk, consumers do not seem to hate the brand. We speculate that this outcome is related to personality traits (Kucuk, 2019a). As hate is directly related to people's self-perceptions, there are individuals that often project negativity towards the source that created this negativity, but there are others who internalize it (Kucuk, 2019a). Therefore, in the presence of high perceived risk consumers might not present a negative emotion towards the brand, because they lowered their expectations regarding what they expected from the product/brand and accepted that they took the risk of a possible negative outcome. Thus, Portuguese consumers are more willing to turn their negative emotion inward, assuming the blame for themselves, mitigating the impacts on brand hate. Perceived environmental performance did not seem to be significant enough to trigger brand hate. It also did not act as a mediator in the relationship between greenwashing and brand hate. Consumer's perceptions of performance of luxury brands also do not appear to have enough strength to trigger brand hate (Bryson et al., 2013). Perhaps this relationship is moderated by product category. In fact, Zhang and Laroche (2020) have suggested investigating moderating factors that might influence hatred for a brand, such as product category.

Prior studies have established a negative relation between unethical behaviors and corporate reputation (Fombrun & Shanley, 1990; Lin-Hi & Blumberg, 2018; Pizzetti et al., 2021; Siano et al., 2017). However, our results do not support this premise, as the negative relationship between greenwashing and corporate reputation was not significant. Similar results were obtained by Swaen *et al.* (2021), as Corporate Social Irresponsibility perceptions did not

directly affect corporate reputation. Though, corporate reputation is conditional and not as straightforward as it is often assumed (Lin-Hi & Blumberg, 2018). It would be noteworthy to investigate if “a single” act of greenwashing is enough to jeopardize corporate’s reputation and if that single activity is attributed to essential causal factors, or even if consumers only penalize certain firms, in certain circumstances. Results indicate that corporate reputation is damaged by perceptions of green perceived risk. Perceived risk is associated with environmental losses, which in turn will have consequences on corporate reputation (Eckert, 2017). Low levels of risk perceptions can create more positive evaluations (Chang & Chen, 2014), while higher levels of risk perceptions create negative evaluations, in this case, worse corporate reputation. Results also demonstrate that corporate reputation is positively affected by environmental performance perception. In fact, literature tends to point in this direction: irresponsible behaviors and a bad environmental performance result in a loss of reputation (Lin et al., 2016; Nardella et al., 2020).

The results also show that corporate reputation is affected by greenwashing, through perceived environmental performance and green perceived risk. Results illustrate that when companies provide misleading/untruthful communications, with high levels of ambiguity, consumer’s expectations regarding the brand will be weak and, consequently, will lead to perceptions of higher levels of green risk (Szabo & Webster, 2021) and it is not made a positive environmental performance association. (i.e., firms do not act according to what it was expected, thus, their performance is poor and green risk is high), leading to a negative perception of corporate reputation. Results also suggest that consumers who recognize corporate greenwashing, will have negative emotions towards the brand. However, in the presence of the mediating effects of green perceived risk, the results present a contrary effect. We suspect that this outcome is related to personality traits, because they influence consumer brand hate in various dimensions (Kucuk, 2019; Bayarassou et al., 2020). Therefore, in the presence of high perceived risk consumers might not present a negative emotion towards the brand, because they lowered their expectations regarding the expected performance and accepted that they took the risk of a possible negative outcome. They might assume anger to themselves, protecting the brand. Thus, it is imperative to dissect this effect in future studies because the mitigation of these effects can leave valuable clues for brand management.

5.6 Conclusion

5.6.1 Implications for theory and practice

As the occurrence of greenwashing perception upsurges, a better understanding of its relationship with brand hate and corporate reputation is of strong interest. This investigation explores the effects of asymmetric information and consumers expectancies' violation by means of greenwashing on brand hate and on corporate reputation. It also discusses the mediation effects of perceived environmental performance and green perceived risk in these relationships. This investigation complements present literature on brand management in several ways: first, it provides a response to the call for more research into greenwashing consequences on consumers (Lee et al., 2018; Pizzetti et al., 2021; Musgrove et al., 2018), as an antecedent of brand hate (Kucuk, 2018, 2019a) and its effect on corporate reputation (Lin-Hi & Blumberg, 2018). It presents a relevant contribution in the fields of business ethics and brand management. In addition, this is the first study that discusses the relationship between greenwashing and brand management through corporate reputation and brand hate, using environmental performance and green perceived risk as mediating variables. Based on ST and EVT, it develops a novel framework for the link between greenwashing and brand management advancing the current research that lacks a solid theoretical foundation for the association between these constructs.

Consumers are likely to form expectations regarding companies' ability to deliver on promises regarding their environmental behavior. Despite the importance of meeting their expectations, often company's practices differ from what consumers expect (Rim et al., 2020). It is essential for companies to fulfil these promises: to deliberately shatter these expectations may have damaging consequences in terms of consumers' perceptions and, consequently, on the firm. Corporations can ease environmental brand management challenges by signaling their environmental activities in a transparent, truthfully way. Firms must communicate their responsible behaviors and CRS activities (Stanaland et al., 2011). Previous studies defend that consumers' perceived sincerity is a key variable (De Jong et al., 2018): it strengthens the relations with their stakeholders and increases their positive corporate reputation (Uyar et al., 2020). The result of this study increases the awareness of companies to the potential hazardous effects of greenwashing on their customers, but also show how to mitigate these impacts: perceived risk and performance might buffer these

negative impacts and can be used to protect the company's long-term reputation and diminish extreme negative emotions.

Therefore, this study expects to show organizations and their managers how much they lose by practicing greenwashing. Greenwashing covers a wide range of negative effects, and with the prevalence of media and internet strong interest in environmental scandals, it is very unlikely that a greenwashing behavior remain undetected, besides being widespread among consumers rapidly. Thus, it is essential that firms became environmentally responsible, making their operations greener and meeting their consumer's expectations. Additionally, transparency must be a pillar in nowadays organizations: communications must be true and honest to improve consumer's positive judgements.

5.6.2 Limitations and directions for future research

This study is subject to some limitations that could be further object of investigation. First, data was collected at a single point of time, from the same source, which may imply the risk of CMV. To overcome this limitation, additional studies could use other sources (managers, employees, or shareholders). Additionally, this study presents a cross-sectional nature, causality may be difficult to establish. Consequently, longitudinal studies might be useful to better understand the cause-effects of greenwashing on corporate reputation and brand hate. Furthermore, the generalization of the results must be done with care since the sample is not representative of the universe of consumers: first, this investigation used snowball techniques, second, only Portuguese individuals were surveyed, and third, respondents might not represent Portuguese population, as most responses were given by youngsters. Nevertheless, young people feel and express brand hate more often than other age groups (Kucuk, 2019b). Future studies could assess the effectiveness in a more representative sample. In addition, perceptions of greenwashing might vary in different cultures, consequently, it is recommended the replication of the model in other countries. Additionally, most of the respondents identified an automobile brand (39,2%) as a greenwashing pursuer. Thus, as the results might differ depending on the industry the firm operates, future studies could narrow the investigation on a single industry or comparisons between industries. As for additional recommendations for future research, models could consider ethical consumption, environmental literacy, or personality traits

Chapter VI - Does Greenwashing Affect Employees' Career Satisfaction? The Mediating Role of Organizational Pride, Negative Emotions and Affective Commitment

Abstract: Greenwashing occurs when companies deliberately deceive stakeholders regarding their environmental practices or benefits of a product/service. Most existing greenwashing studies focus on consumers, and the effects on employees have seldom been examined. Furthermore, little is known about how employees may respond emotionally to their company's greenwashing practices. Accordingly, the authors conducted an empirical study of the relationship between employees' greenwashing perception and their career satisfaction. The mediating roles of organizational pride, negative emotions, and affective commitment are also examined. Based on information collected through a questionnaire applied to 398 Portuguese employees, a quantitative, causal, cross-sectional study was carried out, using structural equation model techniques. The results indicate that employees' perception of greenwashing relates negatively to their career satisfaction, organizational pride, and affective commitment. In turn, negative emotions are positively impacted by greenwashing. Therefore, the path between employees perceived greenwashing and their career satisfaction is established not only directly, but also through organizational pride and affective commitment. This study extends the literature by addressing the neglected side of employees' emotional reactions to greenwashing. Based on the premise that greenwashing is inherently an immoral act, appraisal theory and moral foundations theory are used to explain the proposed hypotheses.

Keywords: Affective Commitment; Career Satisfaction; Employee; Greenwashing; Negative Emotions; Organizational Pride.

6.1 Introduction

Day by day, consumers, investors and corporations are increasingly aware and concerned about environmental issues, creating pressures for environmental protection (Tahir et al., 2020). Stakeholders are now expecting a certain level of socially responsible action from companies

(Park et al., 2021), including their employees. In addition, several studies have documented positive outcomes from corporate social responsibility (CSR) practices for consumers (Kraus et al., 2021) and employees (Schaefer et al., 2020). However, while company's CSR practices influence judgments of corporate morality (Bauman & Skitka, 2012), irresponsible behavior of companies causes psychological discomfort among employees, whose loyalty decreases (Zhang & Zhang, 2020). Meaning, greenwashing is at the other end of the true meaning of CSR (Contreras-Pacheco et al., 2019), as it is a form of immoral and irresponsible organizational practice (Siano et al., 2017) that is harmful to society (Bowen & Aragon-Correa, 2014) and presents damaging consequences for consumers, corporations (De Jong et al., 2018), and employees, although negative outcomes are poorly investigated in these.

This study defines greenwashing perceptions of employees as the degree to which they recognize dishonest, immoral, unethical, or irresponsible corporate conduct, such as deceiving or misleading stakeholders about their environmental practices or benefits of a product or service (Delmas & Burbano, 2011). That is, the companies pretend to be environmentally responsible, but their actions do not fit with their claims (De Jong et al., 2018; Delmas & Burbano, 2011), willingly misleading or lying to their stakeholders. It is worth considering its impact on the organizational identification of employees (Contreras-Pacheco et al., 2019). Individuals usually react less strongly to positive events than to negative ones, thus, unethical behaviors will have a great impact on employees (Bauman & Skitka, 2012). In fact, when current job-related aspects, do not meet employee's expectations, they experience decreased career satisfaction (Ren et al., 2013). Understanding how they feel about their company's behavior might be quite challenging, especially when addressing aspects that do not directly affect their work experiences, such as greenwashing. However, employees' emotions toward the environmental conduct or communications of companies could still be relevant, as they might impact their motivations (Skudiene & Auruskeviciene, 2012) and their organizational commitment (Gupta, 2017). These outcomes can be turned into organizational success or failure (Azim, 2016), since long-term success depends on the level of satisfaction of employees with their careers (Al-Ghazali et al., 2021).

Despite the possible damages of corporate greenwashing (Delmas & Burbano, 2011), empirical research on its negative effects is still limited, requiring further research (De Jong et al., 2018; Lyon & Montgomery, 2013). Moreover, greenwashing literature has focused mostly on consumers (Contreras-Pacheco et al., 2019; Nyilasy et al., 2014; Szabo & Webster, 2021). In doing so, ignoring the effect of greenwashing on other stakeholder groups, such as employees (Al-Ghazali & Sohail, 2021; Gatti et al., 2021), who are a quite important internal stakeholder

(Al-Ghazali & Sohail, 2021). These activities might lead the company to lose the best contribution of one of its main resources. Thus, employee-focused research lacks a broader approach (Du et al., 2015), and there is a call for theorizing and evaluating outcomes specifically driven by corporate social irresponsibility and greenwashing in the work place (Gond et al., 2017; Pizzetti et al., 2021). The antecedents of career satisfaction, such as context and personal aspects, have also gained interest among scholars (Ngo & Hui, 2018). However, this subject also calls for further research (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021), since extant research has focused almost entirely on its outcomes (Al-Ghazali & Sohail, 2021). What has been missing in the literature is a theoretical framework that allows for understanding how corporate greenwashing affects employees at an emotional level, namely their career satisfaction.

The current research aims to contribute to the literature in multiple ways. First, greenwashing is likely to exert significant effects on employees and, surprisingly, no study has theoretically or empirically linked greenwashing to employees' emotions. By evaluating greenwashing impact on career satisfaction, organizational pride, negative emotions and affective commitment, our study documents an important and yet unestablished set of relationships, advancing research on greenwashing and career/organizational psychology literature. Second, it is a response to the call for more research on the antecedents of employee career satisfaction (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021) and greenwashing outcomes in the workplace (Gond et al., 2017; Pizzetti et al., 2021). Third, drawing on appraisal and moral foundations theories, this study presents new insights into the mechanisms behind their relationship. We suggest herein that these two theories help to explain the relationship between irresponsible and immoral behavior, such as greenwashing, and career satisfaction. The research argues that understanding the processes through which employees' emotions are affected by greenwashing will help enlighten management theory and practice, fostering the development of models and companies' ethical and responsible interventions that best leverage employees' strengths. It would also help managers acknowledge the hazardous effects of this practice and implement programs that are able to fulfil employees' needs and aspirations, thus maximizing the returns of corporations at several levels.

Blending elements of appraisal theory of emotions (ATE) and moral foundations theory (MFT), this study is based on a cross-section sample of 398 Portuguese employees who recognize their employer as a greenwashing practitioner. This article is structured as follows: Section 2 presents literature review and lays out the hypotheses; section 3 describes the

methodology; section 4 introduces the measurements; section 5 discusses the results, and the final section provides conclusions and implications.

6.2 Theoretical Basis and Research Hypothesis

6.2.1 Greenwashing

Greenwashing has been recognized as deliberate communicative behavior with the purpose of gaining benefits. However, it is harmful to society (Bowen & Aragon-Correa, 2014) and does not present any competitive advantage (De Jong et al., 2018; Lyon & Montgomery, 2013); moreover, it can harm the reputation and trust of the company and start negative attitudes towards it (De Jong et al., 2018; Pizzetti et al., 2021; Zhang et al., 2018). Greenwashing presents damaging consequences for consumers, corporations and other stakeholders (De Jong et al., 2018). In spite of the potential harming effects of greenwashing (Delmas & Burbano, 2011), empirical research on its effects is still limited (De Jong et al., 2018). Most of the literature has focused on consumers or decision-making by the general public (Contreras-Pacheco et al., 2019; Nyilasy et al., 2014; Szabo & Webster, 2021), thus neglecting the effects of companies' irresponsible behavior (Gond et al., 2017) on employees (Al-Ghazali & Sohail, 2021). Nevertheless, calls for investigating the outcomes at the workplace, due to corporate social irresponsibility and greenwashing, have been made (Gond et al., 2017; Pizzetti et al., 2021). Additionally, very little attention has been paid to specific features and role of emotions caused by irresponsible corporate behavior (Antonetti, 2020). There are only a limited number of studies that address the relationship of greenwashing and employees, and they are focused on employee behavior (Tahir et al., 2020) and loss of confidence (Blome et al., 2017).

Companies are expected to engage in honest, responsible and ethical behavior (Lin-Hi & Blumberg, 2018; Park et al., 2021), as they have the moral responsibility of conducting CSR activities (Al-Ghazali et al., 2021) and doing what is right (Ha-Brookshire, 2017). If the company is perceived as being dishonest (Parguel et al., 2011), stakeholders may respond to ethics violation negatively (Zachary et al., 2021). Considering that companies are appraised in terms of character and morality (Bauman & Skitka, 2012), and morality and emotions are connected (Cameron et al., 2015), this article is based on the assumption that there is incongruence/mismatch, between the company's irresponsible behavior and the moral grounds of employees. As emotions are preceded by appraisals (Chapman & Anderson, 2011), we suggest that employees are likely to appraise company's greenwashing practices through a

moral lens and react with negative emotional outcomes. As MFT (Haidt & Graham, 2007) suggests, employees should perceive greenwashing as an immoral act, which harms stakeholders, there being a gap/incongruence between employees and their company. The extent to which employees identify with the firm is related to their sense of mis(match) between their own moral concerns and that of their company (Bauman & Skitka, 2012). Furthermore, and considering ATE (Ellsworth & Scherer, 2003; Moors et al., 2013), emotions are triggered and distinguished by an appraisal (i.e. evaluative judgment) of the stimulus, as a (mis)match between expectations and goals. In this case, individuals make moral attributions based on the information available (Bauman & Skitka, 2012), and considering that employees are internal members who have access to key information, thus they are aware of greenwashing activities. Hence, this study suggests that greenwashing perceptions significantly affect employees' present (i.e., organizational pride, negative emotions, and affective commitment) and long-term personal and work-related emotions (i.e., career satisfaction). It highlights further the gap in literature about the antecedents of career satisfaction (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021).

6.2.2 The influence of greenwashing on career satisfaction

Career satisfaction refers to an individual's subjective career success and is related to subjective judgments about one's overall career experiences (Greenhaus et al., 1990). Subjective career success is usually measured as career satisfaction (Rigotti et al., 2020) or job satisfaction (Abele & Spurk, 2009). Thus, job satisfaction is a surrogate for career satisfaction (Moreo et al., 2020). In this way, they are intimately related constructs (Al-Ghazali et al., 2021), mainly because individuals who experience satisfaction in their job, will also be satisfied with their career (Boštjančič & Petrovčič, 2019). Nevertheless, career satisfaction refers to employee's choice of career (Singhapakdi et al., 2015), the perception of the accumulation of their experiences in several jobs and their progression over time in these jobs (Al-Ghazali & Sohail, 2021), that translates into the feeling of self-fulfillment, achievement and satisfaction (Salleh et al., 2020).

Situational and contextual factors have been proven to contribute to career satisfaction (Joo & Park, 2010). Literature has shown that organizational experiences have a direct effect on career outcomes, such as career satisfaction (Greenhaus et al., 1990). Role stressors, such as ambiguity or conflict, are negatively associated with career satisfaction (Igbaria, 1991). Hence, current job related issues seem to affect career satisfaction (Ren et al., 2013). Additionally,

previous research suggests that corporate ethics values are linked to job satisfaction (Singhapakdi et al., 2015). Employees experience higher levels of career satisfaction when there is a close alignment between employee and company (Jung & Takeuchi, 2018). Thus, individual-organization value congruity is a determinant of career success (Aryee et al., 1994). Moreover, employees who are overall satisfied with the organizational context tend to be more satisfied with their career (Joo & Park, 2010). Consequently, employees who do not agree with companies' greenwashing behavior, will not be satisfied with their organizational context, and consequently might experience lower levels of career satisfaction. Based on the above arguments, this study suggests:

H1. The perception of Corporate Greenwashing has a negative effect on the employee's career satisfaction.

6.2.3 The influence of greenwashing on organizational pride

Organizational pride is closely related to employee psychological attachment and identification with their employer (Schaefer et al., 2020). It is a strong positive feeling, such as the sense of joy, meaningfulness, self-esteem, pleasure and self-respect arising from organizational membership (Helm, 2013; Pereira et al., 2021). When employees' values match the company's values, they generally identify themselves with such values (Bin Li et al., 2020; Raza et al., 2021). As a result, perceived morality of the company can be seen as a relevant source of pride for the employee (Ellemers et al., 2011). So, organizational pride results from the employee's identification and membership (Raza et al., 2021).

Positive perceptions of fairness and social welfare activities are likely to lead employees to feeling greater identification and pride of being a member of that company (Ashforth & Mael, 1989). In addition, the company's morality is a relevant trait that leads to identification and organizational pride (Ellemers et al., 2011). Hence, if the company acts in a socially responsible manner, employees believe that it has a conscience and moral sense (Bin Li et al., 2020). However, if companies pursue unethical or irresponsible behavior, a similar, but opposite response should emerge. The greater the perceived incongruence, the more unlikely it is that employees will identify themselves with the company (Bauman & Skitka, 2012). The presence of corporate greenwashing may affect negatively employees as they are unwilling participants of unethical/immoral behavior (Walker & Wan, 2012). Thus, there is a clash between employees' moral foundations and their company's irresponsible behavior, as appraisal and moral foundation theories suggest. Hence, this article predicts that in employees

who perceive their employer as immoral/unethical, there is a mismatch between the conduct of the company and the moral standards of employees, so they are not likely to experience organizational pride, thus:

H2. Corporate Greenwashing perceptions have a negative effect on the organizational pride of employees.

6.2.4 The influence of greenwashing on negative emotions

Negative emotions explain the trend in the negative moods and feelings that individuals experience over time and in different situations (Nikolaev et al., 2020). These individuals are usually nervous, pessimistic, agitated, distressed and present feelings of worthlessness (i.e. a negative view of oneself) (Levin & Stokes, 1989; Watson & Clark, 1988). Negative emotions at work are frequently triggered by management acts, such as company's policies and strategies or organizational values (Domagalski & Steelman, 2005), corporate transgression (Xie & Bagozzi, 2019), unfair situations or moral violations (Septianto, 2021) or lack of social responsibility (Nasab & Abakari, 2016).

Literature has acknowledged the relevant role of emotions as a response to corporate social irresponsibility (Septianto, 2021). Unethical behavior or irresponsible actions towards the environment can trigger consumer negative emotions (Antonetti, 2020; Grappi et al., 2013; Septianto, 2021; Xie & Bagozzi, 2019). This happens because customers are becoming more sensitive by the day to factors that negatively affect society, such as damages to the environment (Nasab & Abakari, 2016). Although these authors have focused on consumer outcomes, it is expected that greenwashing could also have similar effects on employees, as they are internal customers (Carlini et al., 2019). Additionally, studies revealed that when there is an alignment between company's values and that of employees, these tend to be more positive and present lower levels of work stress and job anxiety (Singhapakdi et al., 2015). Similarly, several authors demonstrated that social and ethical transgressions foster negative emotions (Grappi et al., 2013; Voliotis et al., 2016) and arise as a link between violations of individual moral standards and moral behavior (Grappi et al., 2013). Nevertheless, if there is employee-firm congruence, a positive reaction is more likely to emerge (Bryson et al., 2013). In contrast, if companies do not act in line with individuals social, legal, or moral values, such as pursuing greenwashing, ideological incompatibility occurs (Bryson et al., 2013). This construct has been associated with high levels of negative emotions (Hashim & Kasana, 2019; Islam et al., 2020; Kucuk, 2019a; Zarantonello, Romani, et al., 2016). This article suggests that

employee appraisal of greenwashing practices causes an emotional/affective response. If employees do not agree with the company's irresponsible or unethical behavior, ideological incompatibility arises and a negative emotional outcome should occur, thus:

H3. Corporate Greenwashing perceptions have a positive effect on the negative emotions of employees.

6.2.5 The influence of greenwashing on affective commitment

Employees may experience organizational commitment in three different ways: normative, continuance and affective commitment (Allen & Meyer, 1990; Meyer & Allen, 1991). This study focuses on affective commitment, because it was demonstrated to be the most important aspect of organizational commitment (Chun et al., 2013) and the one that could affect other components in the long run (Allen & Meyer, 1990). It reflects the psychological and emotional bond that employees develop with their company, it is the feeling of being part of the family, nurturing positive feelings and caring about them (Pereira et al., 2021). It is identifying and engaging with the company, nurturing a strong emotional attachment and engagement (Allen & Meyer, 1996; Meyer & Allen, 1991; Meyer et al., 2002). An employee that is affectively committed identifies with their company's goals, supporting it to achieve them (Allen & Meyer, 1996). This happens because there is value congruence between the employee and the company (Joo & Park, 2010; Raza et al., 2021; Singhapakdi et al., 2015).

Previous literature has shown a positive connection between CSR and ethical activities with employee attachment (Lee et al., 2013) and affective commitment (Azim, 2016; Joo & Park, 2010). If employees find that their employer is working in a socially responsible way, they enjoy being associated to it, leading to higher levels of commitment (Azim, 2016). Thus, ethical and responsible behavior, seen in CSR initiatives, increase employee commitment and sense of belonging (Bouraoui et al., 2019). Thus, one might expect an opposite reaction when companies engage in irresponsible behavior, as greenwashing. Meaning that, where employees perceive their employer as immoral/unethical, there is a mismatch between the behavior of the company and the moral standards of the employees, so their commitment to corporate goals might decrease (Ha-Brookshire, 2017). Based on the discussion above, this article suggests that:

H4. Corporate Greenwashing perceptions have a negative effect on employee affective commitment.

6.2.6 The influence of organizational pride on career satisfaction

Career success is influenced by the degree to which the employee fits into the organization (Aryee et al., 1994). When employees realize that their values are consistent with those of their company, they feel proud of it and are more satisfied with their job (Srivastava & Madan, 2020). Previous studies have established a positive connection between the organizational pride and job satisfaction of employees (Oo et al., 2018; Pereira et al., 2021). Despite the fact that organizational pride is a relatively short-lived emotion, if employees stay with the same company for a certain period of time, the emotions of organizational pride can be experienced continuously (Gouthier & Rhein, 2011). Thus, job satisfaction is a rather stable emotion over time (Judge & Larsen, 2001). Consequently, we suggest that organizational pride is related to career satisfaction:

H5. Employee organizational pride has a positive effect on their career satisfaction.

6.2.7 The influence of negative emotions on career satisfaction

Negative affect arises from worsening emotion at work (Madrid et al., 2020), and employees with higher levels of negative affectivity tend to have lower job satisfaction (Judge & Larsen, 2001), which is a proxy for career satisfaction (Moreo et al., 2020). Employees who frequently experience negative emotions tend to focus on their own unpleasant attributes (Nikolaev et al., 2020), the world's worst problems, the future, and the worst in other people (Judge & Larsen, 2001). They are more centered on the dark side of their lives, priming memories of displeasing and unsuccessful experiences or events in the workplace (Madrid et al., 2020). Negative emotions at work usually affect the employees' views on their skills (Madrid et al., 2020), lowering their job performance (Bouckenoghe et al., 2013). Individuals that experience higher levels of negative affect appear to be dissatisfied with their surroundings, other people, and themselves, and are pessimistic about the future (Judge & Larsen, 2001). Therefore, their appraisal of their achievements and their future career advancement might be affected (Ulas & Yildirim, 2019). Based on the arguments above, this paper suggests that employees with high levels of negative emotions might have an unfavorable opinion in respect of their work and their own skills, and subsequently, their career satisfaction:

H6. Employee's negative emotions have a negative effect on their career satisfaction.

6.2.8 The influence of affective commitment on career satisfaction

Affective commitment is a strong emotional attachment and engagement (Allen & Meyer, 1996; Meyer & Allen, 1991; Meyer et al., 2002) that turns into strong identification and involvement with the company (Raza et al., 2021; Singhapakdi et al., 2015).

Research has demonstrated that lower levels of affective commitment might result in risky outcomes such as lower performance (Allen & Meyer, 1996), ineffective behavior, low employee engagement, reduced job satisfaction, employee procrastination or absenteeism (Kaur et al., 2020). If employees are affectively committed to their company, it means that they identify with the organization (Kaur et al., 2020). They are “willing to go the extra mile” for the company (Ellemers et al., 2011). They are engaged to the extent that they put extra effort into their work, acquiring more knowledge and improving their skills, consequently performing better in their jobs and developing a sense of achievement, evaluating their careers in a positive way (Ngo & Hui, 2018). Research has also demonstrated that employees who are more engaged at work are also more satisfied with their career (Boštjančič & Petrovčič, 2019). So, there is a positive association between affective commitment and career satisfaction (Joo & Park, 2010). This paper thus suggests that:

H7. Employee affective commitment has a positive effect on their career satisfaction.

6.2.9 The mediating role of organizational pride, negative emotions, and affective commitment

This article suggests that employees’ appraisals of corporate greenwashing, expressing the mismatch between the moral values of employees and the irresponsible practices of the company, are expected to negatively affect their career satisfaction, as stated in H1. It also suggests that greenwashing may lead to a decrease in organizational pride, as postulated in H2, a reduction in affective commitment, as stated in H4 and a growth of negative emotions, as expressed in H3. In turn, these outcomes might influence career satisfaction, as assumed in H5, H6 and H7. Therefore, one may expect organizational pride, negative emotions, and affective commitment to be mediators in the proposed model.

Support for this relationship can be found in previous literature. Companies that engage actively in CSR are recognized as responsible, distinctive and prestigious by outsiders (Oo et al., 2018). Employees who acknowledge this positive evaluation and status experience the enhancement of their self-image (Azim, 2016), higher levels of self-worth, pride of

membership, commitment and job satisfaction (Oo et al., 2018). Positive perceptions of the company's CRS practices drives employees to identify with (Al-Ghazali & Sohail, 2021), engage in and get involved with such practices, feel proud of the organization (Raza et al., 2021) and experience career satisfaction (Al-Ghazali & Sohail, 2021). Considering that greenwashing is at the opposite end of the true meaning of CSR (Contreras-Pacheco et al., 2019) the perception of unethical or immoral practices is expected to have an effect opposite to that of CSR.

Affective commitment was previously used as a mediator to look into the connection between the actions of the companies and job satisfaction (Kaur et al., 2020). Organizational pride acted as a mediator in the relationship between organizational characteristics and performance, commitment or turnover reduction (Pereira et al., 2021) and negative emotions were also used as mediator between stressors and behavior (Fida et al., 2014). In brief, this paper suggests that employees that perceive irresponsible behavior from their firm, will exhibit lower levels of organizational pride and affective commitment and higher levels of negative emotions, consequently their satisfaction regarding the career path that led them to this company will be affected (i.e., career satisfaction). Stated formally, it implies the following:

H8. Organizational pride (a), negative emotions (b) and affective commitment (c) mediate the relationship between greenwashing and employee career satisfaction.

6.3 Method

Employees are incredibly important stakeholders but have often been ignored. Irresponsible behavior by companies, including greenwashing, affect employees in several ways. This study examines how employees respond emotionally to companies' greenwashing activities. Figure 12 presents the conceptual model of the current study.

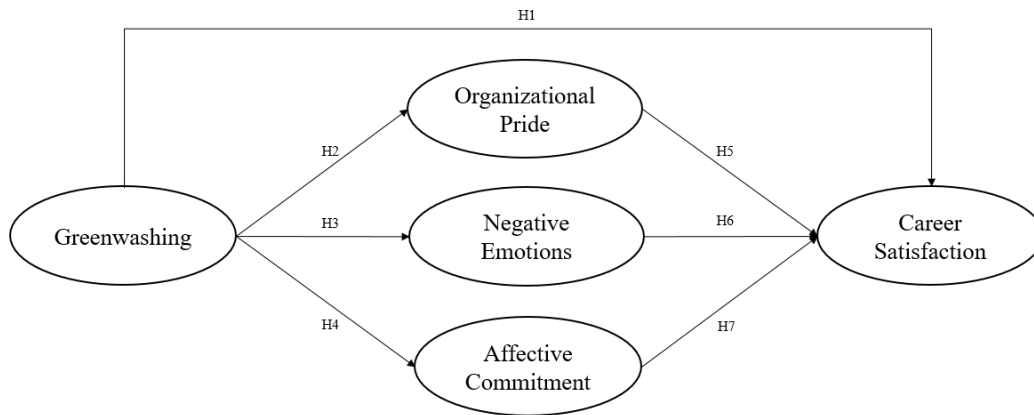


Figure 12 - Conceptual Model (2/4)

6.3.1 Sample and data collection

For this study the authors used cross-sectional primary data from a sample consisting of 398 Portuguese employees. A pre-test (n= 30) was conducted to detect any potential issue, which allowed some minor adjustments to the questions. The authors chose 10 employees, from different industries, and asked them to fill out the questionnaire hosted at the Google Forms® web site, and they shared it with other employees, using snowball techniques. Additionally, the authors also spread the questionnaire via LinkedIn®. To assure anonymity and high standard of the survey, respondents were not asked to provide their companies' names. The size and number of companies whose employees took part in the study are not known.

All participants gave their informed consent prior to accessing the questionnaire. Respondents were first asked to specify whether they are currently employed or if they had been in the last year. Additionally, a yes/no question inquired if in their present or past work experience, they perceived/recognized that their employer pretended to be environmentally responsible, but their actions did not match their claims (De Jong et al., 2018; Delmas & Burbano, 2011), by sending misleading messages regarding their environmental practices or environmental benefits of a product or service. If the answer was “no” in, at least one of these previous questions, the questionnaire was considered completed and the participation was not included in the study. In the second part, questions were intended to measure the proposed constructs, and the last part included demographic questions.

Most of the responses were obtained from married (51.5%) women (76.4%), over the age of 35 years (55.8%), with a higher education degree (69%). Table 23 presents respondent's demographic profile.

Table 23 - Respondents' Demographic Profile (2/4)

Category		Frequency	Percentage
Gender	Men	91	22.90
	Women	304	76.40
	Other	3	0.80
Age, years	20-26	86	0.22
	27-34	90	22.61
	35-42	81	20.35
	43-50	62	15.58
	Over 51	79	19.85
	Divorced	27	6.80
Marital status	Single	162	40.70
	Married	205	51.50
	Widowed	4	1.00
Education	Secondary School	123	31.00
	Higher education	275	69.00

6.3.2 Measurement scales

The measurements in the questionnaire were adapted from established and tested scales, translated into Portuguese, using back translation procedures (Brislin, 1970). The questionnaire contained 5 demographic and 26 closed questions to measure the proposed concepts. All the items were measured on a seven-point Likert scale, with anchors from 1 (strongly disagree) to 7 (strongly agree). Metrics can be found in table 24, identifying the origin of the metric and the standardized regression weights.

Table 24 - Results of Confirmatory Factor Analysis (2/4)

Construct	Metrics	SRW	CR
Greenwashing (Laufer, 2003)	1. The company misleads with words in its environmental features	0.955	
	2. The company misleads with visuals or graphics in its environmental features	0.953	43.136
	3. The company possesses a green claim that is vague or seemingly un-provable	0.878	31.072
	4. The company overstates or exaggerates how its green functionality actually is	0.882	31.434
	5. The company leaves out or masks important information, making the green claim sound better than it is	0.901	33.85
Organizational Pride (Cable & Turban, 2003; Helm, 2013)	1. I would be proud to tell others that I work for this organization	0.886	
	2. I would be proud to identify myself personally with this organization	0.927	29.260
	3. I would be proud to be part of this organization	0.927	29.281
	4. I would feel proud to be an employee of this organization	0.930	29.475
Negative Emotion (Thompson, 2007)	Thinking about yourself and how you normally feel, to what extent do you generally feel	0.854	---
	1. Upset	0.871	32.292
	2. Hostile	0.921	26.285
	3. Ashamed	0.958	28.570
	4. Nervous	0.934	27.570
	5. Afraid		
Affective Commitment (Allen & Meyer, 1996)	1. I would be very happy to spend the rest of my career in this organization	0.954	---
	2. I really feel as if this organization's problems are my own	0.958	45.527
	3. I do not feel like "part of my family" at this organization (R)	0.945	42.233
	4. I do not feel "emotionally attached" to this organization (R)	0.962	46.723
	5. This organization has a great deal of personal meaning for me	0.976	51.122
	6. I do not feel a strong sense of belonging to this organization (R)	0.974	50.339
Career Satisfaction (Greenhaus et al., 1990)	1. I am satisfied with the success I have achieved in my career	0.913	---
	2. I am satisfied with the progress I have made toward meeting my overall career goals	0.944	34.482
	3. I am satisfied with the progress I have made toward meeting my goals for income	0.955	35.827
	4. I am satisfied with the progress I have made toward meeting my goals for advancement	0.935	33.399
	5. I am satisfied with the progress I have made toward meeting my goals for the development of new skills	0.911	30.815

Note: Abbreviation: CR, critical ratio; SRW, standardized regression weights.

To minimize common method variance (CMV), the respondents were assured that their answers would be confidential and anonymous, that there were no wrong or right answers, and that their participation was crucial for the research. Additionally, Harman’s single-factor test was conducted. We loaded all items into a single factor, and the results showed less than 50% total variance (Podsakoff et al., 2003). In addition, the authors conducted a common latent factor test, whereby all items were loaded on a common latent factor. If the measurement model displays satisfactory model, it presents a threat of CMV (Hair et al., 2010). However, CFA single factor model did not display a satisfactory model. Thus, considering these approaches, it is not is not likely that the results are contaminated by CMV (Podsakoff et al., 2003).

AMOS 28, a structural equation model (SEM) tool, was used to perform a confirmatory factor analysis and to assess the psychometric properties of the scales and model fit (Bagozzi & Heatherton, 1994). Data present convergent validity, as evidenced by all AVE above 0.5, and has reliability, evidenced by all CR above 0.7 (Hair et al., 2010). It also has discriminant validity, based on the square root of AVE greater than any inter-factor correlation in the matrix (Hair et al., 2010) (see table 25). The measurement model shows a good fit (IFI=0.981; TLI = 0.978; CFI = 0.981; RMSEA = 0.054; $\chi^2/df= 2.144$) (Hair et al., 2010; Hooper et al., 2008).

Table 25 - Bivariate Correlations, Cronbach’s Alpha, Composite Reliabilities, and Average Variances Extracted (2/4)

Constructs	GW	OP	NE	AC	CS	CR	AVE	\sqrt{AVE}
GW	0.965					0.962	0.836	0.914
OP	-0.758	0.955				0.955	0.842	0.918
NE	0.876	-0.746	0.961			0.959	0.825	0.908
AC	-0.487	0.671	-0.496	0.987		0.971	0.868	0.932
CS	-0.726	0.818	-0.703	0.597	0.970	0.987	0.925	0.962

Note: GW: Greenwashing; OP: Organizational Pride; NE: Negative Emotions; AC: Affective Commitment; CS: Career Satisfaction
 Diagonal in bold - Cronbach's Alpha; CR - Composite Reliability; AVE – Average Variance Extracted.

6.4 Results

AMOS 28 was used to perform structural equation modelling. The structural model reveals a good fit (IFI=0.973; TLI = 0.969; CFI = 0.973; RMSEA = 0.063; $\chi^2/df = 2.590$) (Hair et al., 2010; Hooper et al., 2008).

6.4.1 Direct effects

The results of this study are shown in Table 26. Six out of seven hypotheses are supported herein, which means that only H6 was not supported.

Table 26 - Direct Effects (2/4)

Hypotheses	Hypotheses paths	Proposed effect	Path coefficients	P	Results
H1	GW → CS	-	-0.203	**	Supported
H2	GW → OP	-	-0.774	***	Supported
H3	GW → NE	+	0.882	***	Supported
H4	GW → AC	-	-0.511	***	Supported
H5	OP → CS	+	0.536	***	Supported
H6	NE → CS	-	-0.081	NS	Not Supported
H7	AC → CS	+	0.119	***	Supported

Note: GW: Greenwashing; OP: Organizational Pride; NE: Negative Emotions; AC: Affective Commitment; CS: Career Satisfaction

*** = $p < 0.01$; ** = $p < 0.05$; * = $p < 0.1$; NS = non-significant

Hypotheses H1 ($R=-0.203$; $p < 0.05$), H2 ($R=-0.774$; $p < 0.001$) and H4 ($R=-0.511$; $p < 0.001$) are supported, indicating that greenwashing negatively impacts career satisfaction, organizational pride, and affective commitment. H3 ($R=0.882$; $p < 0.01$) is also supported, suggesting that greenwashing positively affects negative emotions. H5 ($R=0.536$; $p < 0.01$) and H7 ($R=0.119$; $p < 0.01$) are supported, showing that both organizational pride and affective commitment influence career satisfaction. In turn, H6 ($R=-0.081$; $p > 0.05$) is not supported, indicating that negative emotions do not seem to have a direct influence on career satisfaction.

6.4.2 Indirect effects

To test the significance of the possible mediating effects of organizational pride, negative emotions, and affective commitment, we conducted a bootstrap procedure with 2000 samples to create bias-corrected confidence intervals for the indirect effects.

Table 27 - Indirect Effects (2/4)

Hypotheses	Hypotheses paths	Standardized indirect effect	95% confidence interval	Significance	Results
H8	(a) GW→OP→CS	-0.321 (0.040)	[-0.405; -0.251]	0.001	Supported
	(b) GW→NE→CS	-0.055 (0.054)	[-0.152; 0.057]	0.316	Not Supported
	(c) GW→AC→CS	-0.047 (0.017)	[-0.084; -0.017]	0.004	Supported
	Total Indirect Effect	-0.423 (0.063)	[-0.546; -0.303]	0.001	Supported

Note: GW: Greenwashing; OP: Organizational Pride; NE: Negative Emotions; AC: Affective Commitment; CS: Career Satisfaction
Bootstrap standard errors are in parentheses; Bias-corrected bootstrap CI based on 2000 bootstrapping sample

As displayed in table 27, specific indirect effects of organizational pride (-0.321; [-0.405; -0.251]) and affective commitment (-0.047; [-0.084; -0.017]) were both significant at a 95% Bias-corrected bootstrap. Specific indirect effects of negative emotions (-0.055; [-0.152; 0.057]) were not statistically significant. The total negative indirect effect of greenwashing on career satisfaction (-0.423) was significant at a 95% Bias-corrected bootstrap (confidence interval = [-0.546; -0.0303]). Therefore, organizational pride and affective commitment act as mediators in the relationship between greenwashing and career satisfaction.

6.5 Discussion

The current research analyzed a model connecting employee greenwashing perceptions with their career satisfaction, through mediation of organizational pride, negative emotions, and affective commitment. The study found that when employees perceive greenwashing positively, they seem to be less satisfied with their careers, they experience lower levels of organizational pride, less affective commitment e more negative emotions.

The results indicate that when employees realize that their companies engage in immoral or irresponsible activities, they tend to feel lower career satisfaction. ATE (Ellsworth & Scherer, 2003; Moors et al., 2013) and MFT (Haidt & Graham, 2007) defend that the individual's emotions are a consequence of the appraisals that are done, considering what one believes it is right or wrong. When working in a company that deliberately deceives stakeholders about their environmental practices or characteristics of their products, employees' moral standards are defied, because the company's standards conflict with their own. In this case, employees are unwilling participants of unethical/immoral behavior (Walker & Wan, 2012). Consequently, their emotional response is negative. When perceiving corporate greenwashing, employees feel

that the company deceives and does not care about ethical or environmental aspects. Consequently, the prospect of working for such company fades and employees do not experience satisfaction in the long run (i.e., career satisfaction).

As expected, the results also suggest that greenwashing has a negative effect on organizational pride and affective commitment. Considering that the more employees perceive their company to be socially responsible, the more likely it is that employees will feel organizational pride (Schaefer et al., 2020) and affective commitment (Azim, 2016; Joo & Park, 2010), this research's results suggest that the opposite reaction also occurs. Meaning, that if employees perceive their company as socially irresponsible (i.e., practice greenwashing), they feel that it deceives and does not care about ethical or environmental aspects, so they wish to distance themselves from such behavior. Thus, it is even more unlikely that employees will feel proud of being part of this company or will experience affective commitment. The findings also indicate that greenwashing positively affects negative emotions. Just as unethical or irresponsible behavior towards the environment can induce negative emotions in consumers (Antonetti, 2020; Grappi et al., 2013; Septianto, 2021; Xie & Bagozzi, 2019), it also does so in employees. Environmental concern is increasingly embedded in our daily lives. When employees perceive that their company does not care about these aspects, there is ideological incompatibility, which can trigger negative emotions. Organizational pride and affective commitment are responsible for higher levels of career satisfaction. Meaning that when employees' values are aligned with their company's values, there is high-quality relationship between them, producing positive work outcomes, such as career satisfaction. In turn, negative emotions did not seem to be significant enough to affect career satisfaction, as posited in H6. Greenwashing does enhance negative emotions, however, not enough to significantly affect career satisfaction. As individuals who experience negative emotions tend to see the worst in their surroundings (Judge & Larsen, 2001), they were expected to develop negative evaluations of their careers. However, this relationship was not supported. We wonder if the way individuals perceive their career success may trigger or enhance negative emotions, and not the opposite, as we have proposed. This could be a clue for future investigations on these relationships.

Greenwashing affects career satisfaction not only directly, but also through organizational pride and affective commitment. As a matter of fact, hazardous greenwashing effects on career satisfaction seem to be amplified through the mediation of organizational pride and affective commitment. Al-Ghazali and Sohail (2021) found that organizational pride mediates the effect of CSR perceptions on career satisfaction. Again, our results demonstrate that a similar reaction

occurs in the relationship between greenwashing and career satisfaction. That is, employee-firm value (mis)match, evidenced by organizational pride and affective commitment, act as mediators in this association. Previous literature has shown that responsible and ethical behavior, as CSR, brings benefits for employees. Our results suggest that, on the opposite side of this behavior, there is greenwashing, representing immoral and unethical behavior that has a damaging effect on these stakeholders.

6.6 Conclusions and implications

As the frequency of corporate greenwashing perception increases, a better understanding of its relationship with employees' emotions is of strong managerial and academic interest. This article explores the direct and indirect effects of greenwashing on career satisfaction added to the mediation effects of organizational pride, negative emotions, and affective commitment. The results show that the destructive path between greenwashing and career satisfaction as perceived by employees is established not only directly, but also through organizational pride and affective commitment.

6.6.1 Theoretical contributions

The current research complements present literature on greenwashing in several ways: first, greenwashing is likely to impact employees significantly and, surprisingly, no study has theoretically or empirically linked greenwashing to employees' emotions. By focusing on the negative effects of greenwashing, both on the current emotional work and personal related effects (affective commitment, negative emotions, and organizational pride) and long-term work-related effects (career satisfaction), this study documents an important and yet unestablished relationship, advancing research on greenwashing literature. Second, it responds to the call for more research on greenwashing outcomes in the workplace (Gond et al., 2017; Pizzetti et al., 2021) and the antecedents of employee's career satisfaction (Al-Ghazali et al., 2021; Al-Ghazali & Sohail, 2021). Third, the article draws on appraisal and moral foundations theories, it presents new insight into the mechanisms behind their relationship. This research suggests that these two theories help to explain the relationship between irresponsible or immoral behavior, such as greenwashing, and employees' emotions. Greenwashing negatively influences how individuals, in this case, employees, perceive and appraise the immoral actions of companies. Thus, allegations of immoral behavior lessen emotional ties between the employee and the organization.

6.6.2 Practical and policy implications

The current research also offers practical implications. It argues that understanding how employees' emotions are affected by greenwashing will help enlighten managers and promote their engagement in ethical and responsible activities that best leverage employees. By acknowledging the hazardous effect that greenwashing has on employees, companies ought to reduce these practices to fulfil employees' moral needs and aspirations, which is likely to maximize companies' returns on several levels.

Environmental challenges are the order of the day. Therefore, this study intends to shed light on organizations and show how much they will benefit from being transparent and environmentally concerned. As positive feelings toward one's company foster more fruitful work behavior among employees (Oo et al., 2018), it seems clear that companies have much more to gain from behaving in a morally, ethically and environmentally responsible manner. It is crucial for managers to recognize and identify the aspects that promote career satisfaction (Al-Ghazali & Sohail, 2021). By fostering organizational pride and affective commitment, companies will consequently increase employee career satisfaction. For that matter, it is essential that the former present appropriate, true communication strategies and act responsibly towards the environment.

6.6.3 Limitations and future research directions

First, this study was performed in a specific country: Portugal. Thus, the findings can be different in other countries, as what is "right" or "wrong" depends on the ethical principles in a given social context (Schultz & Seele, 2019). Thus, future research could assay external validity of our findings by testing the model in distinct cultural contexts. In this case, it would be possible to make cross-cultural comparisons. Second, it is possible that employees' emotions and attitudes towards Greenwashing are influenced by the industry in which their company functions and their personal features (for example, tenure in the organization, tenure in the current position, years of business experience). Thus, future studies can incorporate these factors in the relationship between greenwashing and career satisfaction. Third, the hypotheses were tested in a single moment in time. Accordingly, longitudinal studies might be useful to better understand the cause-effects of corporate greenwashing on employees. Forth, the authors presumed incompatibility between firm' greenwashing practices and their employee's moral

standards. Meaning that employees were considered homogeneous, thus neglecting the reality of diversity in employees' perceptions and moral foundations. Not all individuals will appraise work context reality and respond to it in the same manner (Fida et al., 2014). So, individual differences in moral identity might be meaningful and, for that matter, future studies could include this construct.

Chapter VII - Are Organizational Citizenship Behaviors for the Environment (OCBEs) affected by Greenwashing? The Mediating Role of Job Satisfaction and Affective Commitment

Abstract:

Purpose: This study investigates how corporate greenwashing affects job outcome variables, namely organizational citizenship behaviors for the environment (OCBEs), directly, and through the mediating role of emotions (job satisfaction and affective commitment).

Design/methodology/approach: We analyzed data collected from a questionnaire administered to 398 Portuguese employees, using structural equation modelling techniques, through AMOS.

Findings: The results show that greenwashing has damaging effects on the work environment by reducing job satisfaction, affective commitment, and OCBEs. Thus, in the presence of greenwashing, the work environment is affected to such an extent that employees are less willing to give the best of themselves, as their voluntary actions aimed at environmental improvement diminish. Therefore, results indicate that greenwashing negatively affect OCBEs, both directly and through the mediation variable of job satisfaction and affective commitment.

Practical implications: This investigation provides a better understanding of the hazardous implication of greenwashing in employees' emotions and on their voluntary engagement in environmental extra-role activities that are not a part of their contractual duties.

Research limitations: The relationships between the proposed variables need to be further explored in case studies and longitudinal investigations in order to expand the generalization of the results and establishing more reliable causal relationships.

Originality/value: By taking a social and moral identification theories' perspective, this study advances the greenwashing and human resources literature by suggesting that employees' perceptions of greenwashing can adversely affect their emotions and job-related attitudes.

Key words: Affective Commitment; Employee; Greenwashing; Job Satisfaction; OCBEs

7.1 Introduction

Environmental awareness is increasing, as society demands transparency from organizations and expects them to engage in ethical and responsible business practices (Munir & Mohan, 2022). However, as environmental initiatives are valued (Torelli et al., 2020), in order to attain and enhance a responsible public image (Ferrón-Vílchez et al., 2021), organizations might be tempted to embellish their environmental performance by deceiving or exaggerating their green products/services or environmental activities (Delmas & Burbano, 2011). Such behavior is recognized as greenwashing, which is an immoral and irresponsible organizational practice (Siano et al., 2017). These actions are harmful to society (Bowen & Aragon-Correa, 2014) and have damaging consequences for stakeholders (De Jong et al., 2018), including employees, who are internal stakeholders. Previous studies have found that corporate environmental conduct can affect employees' organizational commitment (Gupta, 2017).

Studies have established a positive relationship between employees' emotional connections and commitment with their organization, and extra-role contributions in the workplace (Lamm et al., 2013), that can surely be reinforced by socially responsible behaviors or environmentally engaged practices. Extra-role behaviors are recognized as organizational citizenship behaviors (OCB). They go beyond employees' rewarded job obligations and accomplishments (Boiral, 2009; Khaskheli et al., 2020), as they are a matter of personal choice and their absence is, therefore, not considered punishable (Alizadeh et al., 2012). Although OCB and organizational citizenship behaviors for the environment (OCBEs) are related constructs, they are different, as the latter refers to voluntary actions directed towards environmental improvement (Cheema et al., 2020). Environmental-related behavior includes making suggestions to decrease resource and energy consumption or encouraging colleagues to perform their tasks in a more environmentally friendly way (Mi et al., 2019). These behaviors unequivocally influence the accomplishment of organizational goals (Shrotryia et al., 2021), and are relevant components of corporate greening (Boiral, 2009). They are beneficial to an organization because they contribute to environmental performance (Boiral, 2009) and add value to organizational sustainability (Cheema et al., 2020). When employees realize that their company is socially responsible, they tend to contribute positively to the environment (Cheema et al., 2020). Thus, employees' perceptions of their employers' socially responsible activities play an important role in determining their OCBE (Luu, 2017).

Despite the well-known harmful effects of irresponsible organizational practices (Siano et al., 2017), such as greenwashing (Delmas & Burbano, 2011), further investigation of its outcomes

is still needed (De Jong et al., 2018). Additionally, previous literature has mostly focused on consumers (Contreras-Pacheco et al., 2019; Szabo & Webster, 2021), and only a limited number of studies have investigated the influence of greenwashing on employees and they are focused on employee behavior (Tahir et al., 2020), job performance (Li et al., 2022) and loss of confidence (Blome et al., 2017). Thus, there is a need for further research on the effects of greenwashing on other stakeholder groups (Szabo & Webster, 2021; Torelli et al., 2020), especially in the work place (Gond et al., 2017; Pizzetti et al., 2021).

Moreover, research examining the relationship between corporate social responsibility (CSR) and employees' OCBs has been growing in recent years (Cheema et al., 2020). However, empirical research on OCBs (Mi et al., 2019) and its antecedents (Cheema et al., 2020) is still needed. As far as we know, no study to date has investigated the conditions in which greenwashing might affect employees' predisposition to engage in voluntary actions directed towards environmental improvement. Previous studies have emphasized the need to explore the factors that might improve OCBs among employees, which could encourage them to contribute to their organization beyond their primary tasks (Khaskheli et al., 2020). Furthermore, the mechanisms by which OCBs are enhanced or attenuated are uncompleted (Cheema et al., 2020).

Therefore, this study contributes to the body of knowledge on greenwashing and human resource literature by explaining and empirically demonstrating how greenwashing might induce negative attitudinal and behavioral consequences in employees. First, it reveals the neglected effect of greenwashing on internal stakeholders by focusing on the relationship between employees' perceptions of greenwashing and OCBs. In the process, we also seek to corroborate the mediating effect of emotions (job satisfaction and affective commitment) between greenwashing and job outcome variables (OCBs). Second, while the effects of CSR on employees through social and moral identification are broadly investigated (Scheidler et al., 2019), this article argues that the link between employee and organization can become negative in the presence of corporate greenwashing. In other words, there is a misalignment between the moral and social value systems of employees and their companies, which can produce negative outcomes.

Based on the social and moral identity theories, this study correlates corporate greenwashing with job satisfaction and affective commitment to assess whether immoral practices change employees' emotions and predispositions towards OCBs. To meet the purpose of this study, we used cross-sectional data obtained from a sample of Portuguese employees who perceived

greenwashing practices by their employers. This investigation is divided into the following sections: In the next section, we provide empirical and theoretical grounds for the research and development of the hypotheses. The next Section describes the methodology, followed by a discussion of the results. The article concludes by highlighting managerial and theoretical implications and providing suggestions for future research.

7.2 Theory and hypothesis development

7.2.1 Greenwashing

Greenwashing presents a multifaceted nature (de Freitas Netto et al., 2020), as it can be found at the product/service level, by misleading or deceiving stakeholders regarding the environmental benefits of a product/service, or at the company level, by misleading or deceiving stakeholders regarding organizations' environmental practices (Delmas & Burbano, 2011). Greenwashing practices imply the planned and voluntary disclosure of false/deceptive environmental information that is understood as misleading by the public (Ferrón-Vílchez et al., 2021) to convey a positive image (Munir & Mohan, 2022).

Greenwashing is a widespread phenomenon that has gained interest in ethics and marketing literature (Lee et al., 2018; Seele & Schultz, 2022). Studies have highlighted the negative influence of greenwashing on consumers at several levels (Chen & Chang, 2013; De Jong et al., 2018; Guerreiro & Pacheco, 2021), managers (Ferrón-Vílchez et al., 2021), investment (Gatti et al., 2021), brands (Guerreiro & Pacheco, 2021; Pimonenko et al., 2020), and other brands in the same industry (Wang et al., 2020). Thus, greenwashing has damaging consequences for companies, society, consumers, and other stakeholders (De Jong et al., 2018; Sun & Zhang, 2019). Though, few studies have investigated greenwashing outcomes among employees (Blome et al., 2017; Li et al., 2022; Tahir et al., 2020). In addition, the emotional outcomes of irresponsible corporate behavior have received scarce attention (Antonetti, 2020).

Society expects companies to engage in ethical and responsible business practices (Munir & Mohan, 2022). However, if an organization is perceived as dishonest, stakeholders may respond negatively (Zachary et al., 2021). Accordingly, employees, as internal stakeholders, may react adversely when they realize that their employer pursues greenwashing. In fact, when firms exhibit irresponsible or unethical behaviors, employees are heavily impacted as they experience psychological discomfort and their loyalty, commitment and motivation decreases (Gupta, 2017; Skudiene & Auruskeviciene, 2012; Zhang & Zhang, 2020). Previous studies

have shown that perceived greenwashing affects employees job performance (Li et al., 2022) and overall employees' attitudes (Donia & Sirsly, 2016). This might happen because employee's confidence on their company, is lost as they become unwilling participants (Walker & Wan, 2012). Consequently, we believe that there is a mismatch between the moral grounds and social values of employees and their companies' irresponsible behavior.

7.2.2 Social and moral identification theories

CSR has been linked to several positive work-related outcomes (Scheidler et al., 2019). These positive outcomes are predominantly driven by social and moral identity dynamics (Scheidler et al., 2019). According to these theories, employees identify with the organization and draw value from being a member, based on the assumption that it has good social and moral status, which reflects his/her own social and moral identity (May et al., 2015; Tajfel, 1974; Tajfel & Turner, 2004). Moral identification refers to the perception of belonging to a company with ethical traits (May et al., 2015). Therefore, moral principles and judgements regulate the behavior of employees in their groups (Ellemers et al., 2013). This study argues that this link can become negative when faced with corporate greenwashing.

When employees perceive that their values are aligned with those of their employers', they identify with them and become an extension of their personal identity (Ellemers et al., 2013). However, when they perceive that their employer's actions are different from what they say, they tend to disagree with this phenomenon. Consequently, their sense of identification and belonging can degenerate into demotivation, poor performance, or even retaliatory behaviors (Miao & Zhou, 2020). In other words, the moral and social value systems of employees and their companies do not align together. Therefore, organizations no longer deserve commitment, identification, or devotion.

7.2.3 The influence of greenwashing on OCBEs

OCBE is an individual discretionary behavior that is beneficial to an organization because it contributes to environmental performance (Boiral, 2009) by making organizations more sustainable (Lamm et al., 2013).

A socially responsible organization encourages its employees to voluntarily contribute to the environmental context and events (Cheema et al., 2020), because employees' perceptions of

the working environment influence their work attitudes (Parker et al., 2003). When organizations have strategies aimed at improving society, caring about social and environmental issues, or protecting the environment, their employees are more attached to these organizations and respond by voluntarily engaging in extra-role activities that contribute to their employers' environmental goals (Cheema et al., 2020). These activities can be included in eco-civic engagement, eco-initiatives, and eco-helping (Luu, 2017).

Employees who perceive their employers as socially responsible, tend to positively contribute to the environment (Wells et al., 2015). This happens because employees perceive that their values and those of their organization' are aligned (Ellemers et al., 2011). However, if such alignment is unclear and employees do not identify with the company, the latter are less involved in several organizational activities (Duan et al., 2010). This means that when positive moral and social identity dynamics are disrupted by corporate greenwashing, employees are likely to feel discomfort regarding their organizations' behavior and wish to find a way to disassociate themselves from it (Scheidler et al., 2019). Therefore, when there is a gap between employees' concerns regarding the environment and the organization's environmental orientation, OCBEs are most likely to be negatively affected (Cheema et al., 2020). Based on the above arguments, this study suggests the following:

H1. Employee' perceptions of greenwashing negatively influence OCBEs.

7.2.4 The influence of greenwashing on job satisfaction

Job satisfaction refers to employees' evaluation of several aspects of their work that are reflected in a particular emotional state (Nurjanah et al., 2020). It is a pleasurable or positive emotional response to the appraisal of one's job or job experience (Henne & Locke, 1985). Thus, it reflects the degree to which employees enjoy their jobs (Pinzone et al., 2019). Job satisfaction results not only from employees' perception of their jobs but also from the extent to which there is a good match between the organization and the employee (Aziz et al., 2021). Therefore, job satisfaction arises from the perception that one's job fulfills or allows one to fulfil important job values (Henne & Locke, 1985).

The literature indicates that employees' job satisfaction may be affected by their work environment (Sesen et al., 2011), such as CSR activities (Khaskheli et al., 2020; Story & Castanheira, 2019). When employees observe their employers' commitment to environmental sustainability, they experience higher levels of job satisfaction (Pinzone et al., 2019). However,

in the presence of negative or unethical organizational deeds, employees may feel embarrassed if their company has a reputation for being irresponsible, which reduces their extrinsic job satisfaction (Onkila, 2015). Moreover, if employees' job values are perceived as unmet, they are likely to experience job dissatisfaction (Henne & Locke, 1985). Thus, moral and social dynamics may be disrupted in the presence of corporate greenwashing and employees may experience less job satisfaction. Therefore, we propose the following hypothesis:

H2. Employee perceptions of greenwashing negatively influence job satisfaction.

7.2.5 The influence of greenwashing on affective commitment

Employee commitment can be experienced through continuance, normative, and affective commitment (Allen & Meyer, 1990). However, the authors chose to focus on affective commitment because it can influence other components in the long run (Allen & Meyer, 1990), which is the most used element of organizational commitment in the literature and is regularly used to mediate different relationships in work-related outcomes (Joelle & Coelho, 2019).

Affective commitment is recognized as strong engagement and psychological and emotional attachment to an organization (Allen & Meyer, 1996; Meyer et al., 2002; Meyer & Allen, 1991). It translates into the pleasure and positive feeling of identifying oneself with a company's values and objectives and embracing them (Akar, 2018; Meyer & Allen, 1991), encouraging and assisting in achieving them (Allen & Meyer, 1996). This connection and interest occur because of the value congruence between firms and employees (Raza et al., 2021; Singhapakdi et al., 2015) and strong identification with the company and its objectives (Aziz et al., 2021).

Socially responsible actions and ethical activities contribute to employees' perceptions of organizational morality (Ellemers et al., 2011), and previous studies have found a positive effect of CSR on employees' affective commitment (Azim, 2016; Ellemers et al., 2011; Story & Castanheira, 2019), and a sense of belonging (Bouraoui et al., 2019). This means that employees' perceptions of their company's social endeavors give them a sense of enjoyment of being associated with it, creating higher levels of commitment (Azim, 2016). By contrast, unethical behavior is negatively related to employees' affective commitment (Oz, 2001), because of the conflict between their ethical values and the organization's values (Khaskheli et al., 2020). Thus, there is a disruption in moral identification as employees realize that their employer is pursuing greenwashing, a mismatch between employees' moral values and their

companies' behavior, which might negatively affect their commitment to corporate objectives (Ha-Brookshire, 2017) and trigger a process of disidentification (Scheidler et al., 2019). Based on the above discussion, this study suggests the following:

H3. Employees' perceptions of greenwashing negatively influence their affective commitment.

7.2.6 The influence of job satisfaction on OCBs

The degree of satisfaction with one's job may affect the attitudes or behaviors on an organization (Sesen et al., 2011). Employees with high levels of job satisfaction display positive attitudes towards their work and tend to adopt the behavior of organizational citizens (Margahana et al., 2018), whereas dissatisfied workers are burdened by negative attitudes (Nurjanah et al., 2020).

Previous research has revealed that job satisfaction is an important factor in employees' OCBs (Khaskheli et al., 2020; Luthfi & Nawangsari, 2021). Social and moral identification theory is helpful in explaining these dynamics: employees have a positive outlook on their employers, identify with their values, and feel proud of being a member of the organization; therefore, their attitudes and behavioral outcomes are favorable and contribute to organizational goals (Khaskheli et al., 2020). This means that employees who experience higher levels of job satisfaction are likely to engage in extra-role behavior because they identify with their goals, including those directed towards the environment. Stated formally, this implies the following:

H4. Employees' job satisfaction positively influences OCBs.

7.2.7 The influence of affective commitment on OCBs

Affective commitment refers to the positive feelings of identification, loyalty, attachment, and involvement that employees experience in their organizations (Meyer & Allen, 1991). This strong connection explains the commitment to and compliance with organizational values, enabling employees to behave meaningfully towards accomplishing companies' objectives (Tahir et al., 2021). Therefore, a strong relationship exists between organizational commitment and work attitudes (Meyer et al., 2006).

The relationship between affective commitment and OCBs has already been established (Temminck et al., 2015). Higher levels of affection towards the organization encourage employees to work hard to accomplish their organization's goals and to engage in extra roles

beyond a limited list of duties (Akar, 2018; Aslam et al., 2012). Employees who are more affectively committed to their organization are more motivated to contribute to their employers' goals than those who are less affectively committed (Rego & Souto, 2004).

Employees who pursue OCBs show commitment to the organization and its sustainability goals (Luu, 2017). Therefore, their affective commitment results in a higher potential to engage in OCBs (Khaskheli et al., 2020), because their motivation to contribute to organizational effectiveness is influenced by the nature of their commitment to them (Allen & Meyer, 1990). Hence, employees are expected to engage in OCBs in which they are affectively committed. Stated formally, this implies the following:

H5. Employee's affective commitment positively influences OCBs

7.2.8 The mediating role of job satisfaction and affective commitment

Affectively committed employees strongly identify with the organization and share the same values and objectives (Allen & Meyer, 1996). This perception results in favorable and positive attitudes that contribute to the company (Zhao et al., 2019). Employees in these circumstances are willing to go "the extra mile". However, if identity perception is deficient, employees are less involved in group activities or respond negatively to the group (Duan et al., 2010). Moreover, employees who are satisfied with their jobs display positive attitudes, whereas those who are dissatisfied exhibit negative attitudes (Nurjanah et al., 2020). Previous studies have established a connection between CSR practices and employees' job satisfaction and affective commitment (Azim, 2016; Ellemers et al., 2011; Khaskheli et al., 2020; Story & Castanheira, 2019). However, in the presence of unethical behavior such as greenwashing, there is a conflict between employees' ethical values, moral standards, and organizational values (Khaskheli et al., 2020). The perception of such misalignment might lead to lower job satisfaction and commitment (Henne & Locke, 1985; Oz, 2001), and employees will be less involved in several organizational activities (Duan et al., 2010).

According to social and moral identification theories, in the presence of corporate greenwashing, the moral and social identity dynamics of employees can be hindered, and one can expect them to seek a way to disassociate themselves from the company and its immoral behavior (Scheidler et al., 2019). Under these circumstances, employees' sense of identity and belonging to the organization can be affected, compromising their emotions. Previous studies have shown that both job satisfaction and affective commitment are significantly related to

employee attitudes and OCBEs (Luthfi & Nawangsari, 2021; Temminck et al., 2015). Accordingly, this study argues that job satisfaction and affective commitment can be treated as key psychological paths by which corporate greenwashing affects the implementation of employees' OCBEs. We suggest that the more extensive the perception of corporate greenwashing, the less extensive the employees' job satisfaction and affective attachment to the firm, resulting in fewer OCBEs. Therefore, the following hypothesis was developed:

H6. a) Job satisfaction and (b) affective commitment mediate the relationship between greenwashing and OCBE.

7.3 Methodology

Employees are important internal stakeholders. However, studies focused on these stakeholders have often been overlooked. Greenwashing may affect employees in several ways, and this study examined how they responded to this practice. Figure 13 illustrates the conceptual model used in this study.

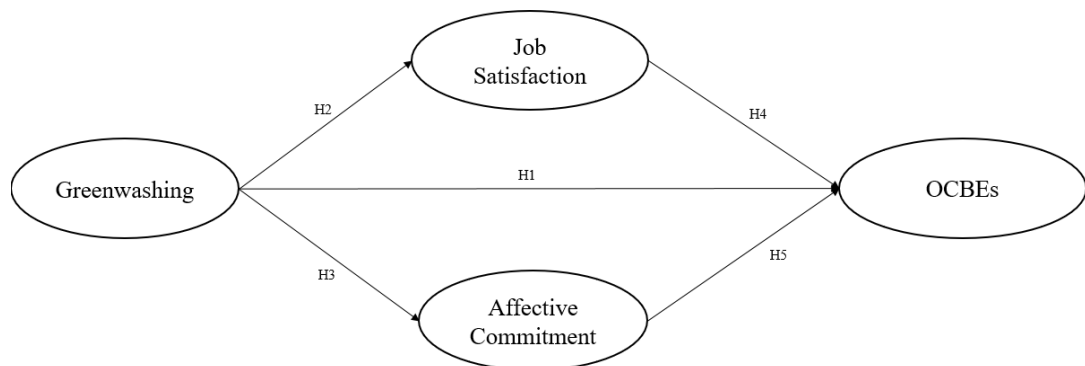


Figure 13 - Conceptual Model (3/4)

7.3.1 Sample and data collection

To analyze the proposed model, we used a sample of Portuguese employees who recognized their employers as greenwashing practitioners. In this cross-sectional investigation, data were collected from a non-probabilistic sample of individuals employed 12 months before the collection date. Additionally, respondents were asked whether they perceived or recognized

greenwashing practices by their employers. If the answer to at least one of these previous questions was “no,” the respondent was excluded from the study.

The survey was initially shared with ten employees from different industries and asked to share it with other employees using snowball techniques. The questionnaire was hosted on the Google Forms® website and shared on LinkedIn® in the first quarter of 2021. The number, size, and names of the companies whose employees participated in this study are not known. All participants provided informed consent before completing the questionnaire. A pretest (n= 30) was conducted to detect any ambiguity in the survey.

Finally, 398 valid questionnaires were obtained from 304 women (76.40%) and 91 men (22.90%). Table 28 presents the respondents’ demographic profiles.

Table 28 - Respondents’ Demographic Profile (3/4)

	Category	Frequency	Percentage
Gender	Male	91	22.90
	Female	304	76.40
	Other	3	0.80
Age, years	20-26	86	0.22
	27-34	90	22.61
	35-42	81	20.35
	43-50	62	15.58
	Over 51	79	19.85
Education	Secondary School	123	31.00
	Higher education	275	69.00
Marital status	Divorced	27	6.80
	Single	162	40.70
	Married	205	51.50
	Widowed	4	1.00

7.3.2 Measurement scales

Since the scales were in English, back-translation was required; the original English version was translated into Portuguese and then translated back into English. All questions were measured on a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). These variables were measured in the following way: Perceived greenwashing was measured against Laufer’s (2003) 5 item scale (e.g., My employer misleads with words in its environmental

features). The job satisfaction variable was based on the metric developed by Huang and Rundle-Thiele (2014) (e.g., I am satisfied with the variety of activities my work offers) and two items (i.e., Most days I am enthusiastic about my work and I find real enjoyment in my work) from the Portuguese version of the short index of job satisfaction (SIJS) (Sinval & Marôco, 2020). Affective commitment was measured, as described by Allen and Meyer (1990). It consisted of six items (e.g., “I would be very happy to spend the rest of my career with this organization). OCBEs were measured against the scale developed by Mi et al. (2019) with six items (e.g., I spontaneously give my time to remind colleagues to pay attention to environmental protection at work). Cronbach's alpha coefficients for these scales are shown in Table 30.

The adequacy of the measurement model was examined through confirmatory factor analysis (CFA) and is shown in Table 29.

Table 29 -Results of Confirmatory Factor Analysis (3/4)

Construct		SRW	CR
	Gr1	0.923	
	Gr2	0.886	28.849
	Gr3	0.924	32.654
Greenwashing (Laufer, 2003)	Gr4	0.896	29.748
	Gr5	0.895	29.638
	JSat1	0.838	
	JSat2	0.911	24.550
	JSat3	0.935	25.827
Job Satisfaction (Huang & Rundle-Thiele, 2014; Sinval & Marôco, 2020)	Sat4	0.925	25.264
	JSat5	0.936	25.880
	Acom1	0.859	
	Acom2	0.908	33.166
	Acom3	0.923	26.892
	Acom4	0.953	28.956
Affective Commitment (Allen & Meyer, 1996)	Acom5	0.949	28.635
	Acom6	0.944	28.273
	Ocbe1	0.861	
	Ocbe2	0.871	23.257
	Ocbe3	0.895	27.060
	Ocbe4	0.907	24.970
OCBEs (Mi et al., 2019)	Ocbe5	0.903	24.764
	Ocbe6	0.852	22.366

IFI=0.974; TLI = 0.970; CFI = 0.974; RMSEA = 0.061; $\chi^2/df= 2.465$)

Note: SRW – Standardized Regression Weight; CR – Critical Ratio

First, the reliability of the constructs was assessed using Cronbach's alpha. All the values were ranged from 0.956 to 0.973, indicating excellent reliability. Similarly, composite reliability (CR) was calculated to measure the internal consistency of the latent variables. All CR were above 0.7, suggesting composite reliability (Hair et al., 2010). As all AVE values were above 0.50, the data also had convergent validity (Hair et al., 2010). Discriminant validity was also achieved, as the square root of AVE was higher than any interfactor correlation in the matrix (Fornell & Larcker, 1981). The validity and reliability of the scale are shown in Table 30.

Table 30 - Bivariate Correlations, Cronbach's Alpha, Composite Reliabilities, and Average Variances Extracted (3/4)

Constructs	GW	JS	AC	OCBEs	CR	AVE	$\sqrt{\text{AVE}}$
GW	0.957				0.958	0.819	0.905
JS	-0.511	0.960			0.960	0.828	0.909
AC	-0.645	0.477	0.973		0.972	0.852	0.923
OCBEs	-0.504	0.508	0.470	0.956	0.954	0.777	0.882

Note: Diagonal in bold - Cronbach's Alpha; CR - Composite Reliability; AVE - Average Variance Extracted.

The respondents were assured that there were no right or wrong answers; they were confidential and intended only for research purposes. Common method bias was assessed using Harman's single-factor test. The authors loaded all the items into a single factor. The results revealed a total variance of 42.42, which is less than 50% of the total variance (Podsakoff et al., 2003). The common latent factor method is employed by comparing the SRW of the measurement model with and without a common factor. The difference between them was less than the threshold of 0.20, which allowed us to conclude that there was no evidence of common method bias in the study (Podsakoff et al., 2003).

7.4 Results

AMOS 28 was used to perform structural equation modelling. The structural model reveals a good fit (IFI=0.974; TLI = 0.970; CFI = 0.974; RMSEA = 0.061; χ^2/df = 2.465) (Hair et al., 2010).

7.4.1 Direct effects

The results of this study are shown in Table 31. All hypotheses are supported.

Table 31 - Direct Effects (3/4)

Hypotheses	Hypotheses paths	Proposed effect	Path coefficient	P	Results
H1	GW → OCBEs	-	-0.238	***	Supported
H2	GW → JS	-	-0.511	***	Supported
H3	GW → AC	-	-0.645	***	Supported
H4	JS → OCBEs	+	0.305	***	Supported
H5	AC → OCBEs	+	0.171	**	Supported

Note: GW: Greenwashing; OCBEs: Organizational Citizenship Behavior for the Environment; JS: Job Satisfaction; AC: Affective Commitment

*** = $p < 0.01$; ** = $p < 0.05$

As expected, greenwashing is negatively related to OCBEs, job satisfaction, and affective commitment ($r = -0.238$, $\rho < 0.01$; $r = -0.511$, $\rho < 0.01$; $r = -0.645$, $\rho < 0.01$ respectively). In turn, job satisfaction and affective commitment are positively related to OCBEs ($r = 0.305$, $\rho < 0.001$; $r = 0.171$, $\rho < 0.05$).

7.4.2 Indirect effects

To test the mediation of job satisfaction and affective commitment in the relationship between greenwashing and OCBEs, the authors employed bootstrapping procedures. The results are laid out in Table 32.

Table 32 - Indirect Effects (3/4)

Hypotheses	Hypotheses paths	Standardized indirect effect	95% confidence interval	Significance	Results
	(a) GW→JS→OCBEs	-0.121 (0.025)	[-0.178; -0.081]	**	Supported
H6	(b) GW→AC→OCBEs	-0.086 (0.033)	[-0.156; -0.021]	**	Supported
	Total Indirect Effect on OCBEs	-0.207 (0.037)	[-0.282; 0.124]	**	Supported

Note: Bootstrap standard errors are in parentheses; Bias-corrected bootstrap CI based on 2000 bootstrapping sample

*** = $p < 0.01$; ** = $p < 0.05$

Results supported the hypothesis that the relationship between greenwashing and OCBEs is mediated by job satisfaction (-0.121; [-0.178; -0.081]) and affective commitment (-0.086; [-0.156; -0.021]). Therefore, these variables act as full mediators in the relationship between greenwashing and OCBEs.

7.5 Discussion

This study examined the effect of employees' greenwashing perceptions on their OCBEs via two important mediators: job satisfaction and affective commitment. These findings support the detrimental effects of greenwashing perceptions on employees' OCBE both directly and indirectly.

As expected in H1, greenwashing perceptions reduce employees' willingness to engage in pro-environmental extra-role behavior. When employees feel that their organization is socially responsible, they tend to contribute positively to the environment (Wells et al., 2015). However, when they realize that their employer behaves irresponsibly by pursuing greenwashing, they are less willing to help their organizations become more sustainable.

Hypotheses H2 and H3 are also supported, suggesting that greenwashing is on the opposite side to CSR. As CSR practices lead to positive outcomes among employees, they show high levels of job satisfaction and affective commitment (Azim, 2016; Ellemers et al., 2011; Khaskheli et al., 2020; Story & Castanheira, 2019). Our results suggest that greenwashing can negatively influence individuals' emotions. Thus, employees' job satisfaction and affective commitment are intimately connected to their companies' environmental conduct. As posited by social and moral identification theory, when employees perceive their company as socially irresponsible, their sense of identity and belonging to the organization can be affected by a value and moral clash. Consequently, they wish to emotionally distance themselves from such behavior, as evidenced by lower job satisfaction and affective commitment.

Consistent with previous studies, H4 and H5 are also supported, indicating that job satisfaction and affective commitment predict OCBEs. Temminck et al. (2015) found a positive relationship between affective commitment and OCBEs, whereas Luthfi and Nawangsari (2021) concluded that job satisfaction is an important factor in employees' OCBEs. These results indicate that employees' OCBEs also depend on their emotional outlook on the job and the organization in which they work. This happens because employees feel that they belong to their organization and share the same values and moral standards, so they are willing to give the best of themselves and voluntarily contribute to the organization's environmental goals.

As posited in H6, the results of this study corroborate the mediating effects of job satisfaction and affective commitment on greenwashing and employee OCBEs. According to the social and moral identification theory, the psychological factors of individual perception, such as employee job satisfaction and affective commitment, can act as important mediating variables in the path between greenwashing and employees' behaviors. Generally, if employees perceive

that their values are aligned with those of their employer, they are satisfied and have a strong connection with their organization; therefore, they are most likely to perform activities that are aligned with the organization's goals and values, such as sustainability (Lamm et al., 2013). However, in the presence of corporate greenwashing, the moral and social identity dynamics of employees are harmed. Their employers pretend to be concerned about sustainability, but they are being deceptive and dishonest towards their stakeholders. Under these circumstances, employees' sense of identity and belonging to the organization can be affected. Therefore, emotional bonds with the organization are damaged, and it is likely that they wonder why they should voluntarily engage in OCBs if their company is acting hypocritically by pretending to care about the environment.

7.6 Contributions

The current research assumes that there is a mismatch between organizational and employee values and moral standards regarding the environment in the presence of greenwashing. Thus, the effects of employees' perceptions of corporate greenwashing on their OCBs were analyzed through the mediating effects of job satisfaction and affective commitment.

7.6.1 Theoretical contributions

This study contributes to literature in several ways. First, it reveals the neglected effect of greenwashing on employees' emotions and behaviors. Second, social and moral identification theories describe how the gap between the moral and social value systems of employees and their companies can produce negative outcomes in the presence of corporate greenwashing.

Theoretically, our study expands greenwashing research into the field of human resources and reveals a negative relationship between perceived greenwashing and employee OCBs. The positive effects of job satisfaction and affective commitment on employees' OCBs were mitigated in the presence of greenwashing. Employees are unwilling to engage in voluntary and unrewarded environmental actions that go above and beyond their job requirements when they discover that their company is involved in greenwashing. The results underscore the overwhelming hazardous effects of greenwashing on stakeholders, other than consumers. Additionally, the direct and indirect negative relationships between greenwashing and OCBs were verified, thus enriching the application of the social and moral identity theories. Greenwashing can disturb employees' positive social and moral identification dynamics (May

et al., 2015) when perceiving greenwashing, leading to lower levels of job satisfaction and commitment, culminating in less willingness to engage in OCBs. Thus, greenwashing negatively influences how individuals perceive and react to immoral deeds. Thus, our findings provide novel insights into the mechanisms by which greenwashing influences emotions and attitudes in the workplace. Finally, it responds to the call for more research on the effects of greenwashing on stakeholder groups other than consumers (Szabo & Webster, 2021; R. Torelli et al., 2020), especially in the workplace (Gond et al., 2017; Pizzetti et al., 2021), and on the mechanisms through which OCBs are affected (Cheema et al., 2020).

7.6.2 Practical Implications

In practical terms, and considering that employees' discretionary behavior in the workplace is one of the most valuable aspects that impacts an organization's efficiency and success (Akar, 2018), the current research revealed that greenwashing has consequences that harm the interests of organizations. For instance, the results raise organizational attention to the fact that corporate greenwashing causes moral clashes and lowers employees' sense of identity, expressed as lower levels of job satisfaction and affective commitment, which translates into doing exactly what their job duties demand. However, organizations urge employees to "run the extra mile" and perform beyond expectations (Alizadeh et al., 2012). Therefore, managers should, in the first instance, engage in communication. Because of their insider status, employees are very aware of what happens in their organization, so they are likely to recognize their employers' greenwashing practices.

Greenwashing perceptions among employees can have damaging consequences for them and their organizations. By empirically demonstrating the detrimental impact of greenwashing on employees, this study aims to contribute to a paradigm shift in management: organizations should engage in transparent and environmentally responsive conduct, abstain from greenwashing practices, implement strategies to leverage the emotional experiences of their employees, and foster a sense of belonging and engagement with the organization. If organizations adopt environmentally responsible practices, both workers and organizations will benefit from a win-win situation.

7.7 Limitations and suggestions for future research

The current study had some limitations that should be noted and addressed in the future. First, the data were collected from the same source and at a single moment in time, which may be relevant to the common method variance (Podsakoff et al., 2003). Therefore, future studies should collect data from multiple sources at different time points. Second, perceptions of greenwashing might differ from region to region, and ethical principles may vary according to social context. Thus, the proposed model can be used in different cultural contexts to test external validity. Third, the present investigation assumed incompatibility between the values and moral standards of employees and organizations, neglecting the reality of diversity in individuals' perceptions and moral foundations. Therefore, future research should measure individuals' morals and the values they share with employers. Finally, this study contributes to the greenwashing literature by considering its effects on employee-related variables. However, further research is needed to identify the consequences of engaging in unethical behaviors that employees find unacceptable.

VIII - The damaging effects of greenwashing on B2B relationships

Abstract:

In this research, in which the buyer–supplier relationship is explored from the buyer’s perspective, the authors focus on how the perception of supplier greenwashing practices can affect buyer’s intention to switch to a different supplier. This connection is explored directly and through the mediating role of relationship quality. Furthermore, the study examines the effectiveness of information sharing as a moderator in the relationship between greenwashing and relationship quality and green switching intentions. The proposed framework was tested using data from 251 buying companies based in Portugal that recognize these practices in their suppliers, through CB-SEM techniques. The results show that supplier perceptions of greenwashing practices undermine relationship quality and enhance buyer intention to switch suppliers. Additionally, the critical role of relationship quality as mediator in the relationship between B2B suppliers greenwashing practices and green switching intention is observed. The results also reveal that information sharing enhances the effects of the proposed relationships. This investigation provides managers a better understanding of greenwashing effects on the B2B context, where information sharing, trust, commitment and satisfaction are critical issues, warning about the potential negative effects of such practices. In response to the increasing calls to extend the scope of research in greenwashing from other points of view rather than consumers, this study offers empirical evidence suggesting that supplier greenwashing may have negative effects on business outcomes, as reflected in lower relationship quality and higher levels of green switching intention.

Key words: B2B relationships, Information Sharing, Greenwashing, Green Switching Intentions, Relationship Quality

8.1 Introduction

In a world that is in constant change, engaging in a successful partnership and its preservation is vital, as it is a significant strategic factor, especially in the B2B context, where buyers and

suppliers play a preponderant role in creating business value (Lee & Lee, 2019). Therefore, organizations need to realize that earning the respect of their business partners is crucial (Demuijnck & Fasterling, 2016). Furthermore, stakeholders expect and appreciate socially responsible and environmental initiatives from companies (Park et al., 2021). In fact, buyers' demands usually encourage suppliers to participate in green supply chain management initiatives and practices (Yen, 2018). This means that suppliers are required to be engaged in responsible environmental practices (Davis-Sramek et al., 2022). Indeed, recent studies have emphasized the importance of socially responsible practices in the supplier–customer relationship (Jia et al., 2021). This might be one of the reasons as these practices are a key factor for building long-term B2B relationships (Lee & Lee, 2019). However, to develop a positive image and project an environmentally friendly reputation (Yang et al., 2020), organizations might be tempted to lie, dissimulate or exaggerate their environmental activities (Brouwer, 2016). In other words, they might be tempted to practice greenwashing, i.e., they pretend to be sustainable, but are not. These activities may not be tolerated by other companies (Kapitan et al., 2019), as they result in ethical harm (Pizzetti et al., 2021) and, besides affecting the profit of the companies engaging in such activities (Szabo & Webster, 2021), they significantly impact buying companies' ecological and ethical footprint (Blome et al., 2017).

If an organization is regarded as an example of responsibility and sustainability their brand value, revenue and customer satisfaction might be enhanced (Kumar et al., 2012). Although organizations are also affected by the behaviors of their B2B partners (Quintana-García et al., 2021). For instance, sometimes buyer companies are held responsible for their suppliers' malpractices or misconducts related to the environment (Blome et al., 2017). An example is indirect or vicarious greenwashing that happens when suppliers engage in environmental misconduct, but affect the reputation of the buyer company (Pizzetti et al., 2021). They are, in a way, victims of greenwashing committed by their suppliers (Szabo & Webster, 2021). Therefore, organizations face reputational risk by maintaining relationships with these suppliers (Blome et al., 2017; Jia et al., 2021). Consequently, buyers might feel the need to end a relationship with a supplier that does not show proper environmental concerns (Quintana-García et al., 2021). Therefore, decisions of maintaining or ending relationships with suppliers that practice greenwashing are ethical choices (Blome et al., 2017).

Previous authors have investigated the buyer-supplier relationship from several points of view, such as resource dependence or relationship marketing (Jia et al., 2021), or even socially responsible activities in the logistics sector (Uyar et al., 2020). However, greenwashing scandals, that are frequently identified at the supply-chain level, have not been conveniently

investigated (Pizzetti et al., 2021), even though such behavior is particularly important in this context (Blome et al., 2017). In fact, greenwashing literature has not been specifically addressed from a B2B viewpoint. Undeniably, a large body of literature takes a business-to-customer (B2C) perspective, focusing on how greenwashing activities affect consumers (Ahmad & Zhang, 2020; Guerreiro & Pacheco, 2021; Hameed et al., 2021). Consequently, greenwashing effects on stakeholders, throughout the supply-chain, should be deepened and thoroughly investigated (Blome et al., 2017; Pizzetti et al., 2021; Yang et al., 2020). Moreover, buyer-supplier relationships in green practices must be investigated further (Yen, 2018), since sustainability research in the B2B context is still in its infancy (Casidy & Yan, 2022; Kapitan et al., 2019). Adding to that, as buyer and supplier interactions affect their relationship (Blessley et al., 2018), and buyers are able to choose their suppliers, they might prefer to do business only with companies that adhere to their green supply chain standards (Kumar et al., 2012). Hence, further research is needed to identify which are the leading causes of supplier switching intentions, namely concerning CSR (Perez-Castillo & Vera-Martinez, 2020; Suh & Kim, 2018; Wu et al., 2018).

This study aims to address these gaps and contribute to the body of knowledge of greenwashing and supply chain literature, by developing and empirically investigating the reactions of companies when they perceive that their supplier(s) may practice greenwashing. Specifically, from the buyer company's point of view, the authors focus on how the perception of supplier greenwashing practices can affect the buyer in terms of predisposition to switch that supplier and how their relationship quality can act as a mediator in this relationship. The moderating role of shared information is also explored. Hence, this investigation makes several contributions: First, it aims to extend the existing marketing literature by addressing greenwashing in the realm of B2B context - a major research gap in the existing body of research. Second, it presents a new framework which links the perceptions of supplier greenwashing practices to important business outcomes, namely relationship quality (i.e., satisfaction, trust, and commitment) and green switching intention. Third, it contributes to stakeholder and social exchange theories, by revealing the negative effects of greenwashing on B2B relations. Finally, it provides B2B managers with empirical rationale to abstain from greenwashing behavior in order to enhance relationship-building and secure market share and profitability (Wu et al., 2018).

Consequently, drawing upon stakeholders (ST) and social exchange theory (SET), the authors posit that supplier's greenwashing practices influence buyers' intention to switch to an environmental provider, directly and via relationship quality. Moreover, information sharing

could also moderate the effect of greenwashing in relationship quality and green switching intention. To meet the purposes of the study, the authors conducted a survey with 251 key respondents (general directors, department directors or head staff) from Portuguese buying companies that perceived greenwashing practices in their suppliers. This article is organized as follows: Next, we present the empirical and theoretical foundations for the research and development of the hypotheses, after which we describe the research method, followed by the presentation and discussion of the results. Finally, we conclude by highlighting the managerial and theoretical implications and provide guidelines for future research.

8.2 Theory and hypothesis development

8.2.1 Greenwashing

There is no universally accepted definition of greenwashing (Lyon & Montgomery, 2015). However, it seems to be unanimous that this practice comprises misleading or deceiving stakeholders, regarding companies' poor environmental practices or environmental benefits of their products/services, and positive communication regarding both (Delmas & Burbano, 2011). These behaviors can be classified into executional (firm or product level) or claim (firm or product level) (de Freitas Netto et al., 2020). Nevertheless, greenwashing is a deceptive and intentional information disclosure decision (De Jong et al., 2018) to promote the perception that companies' activities or products are environmentally friendly when they are not. The main goal to misinform stakeholders is to project a sustainable and environmental image or reputation (Yang et al., 2020). However, such immoral and irresponsible practices do not lead to any competitive advantage (De Jong et al., 2018).

Greenwashing is found almost everywhere (De Jong et al., 2020), and has attracted substantial interest in marketing (Lee et al., 2018), ethics and related literature (Seele & Schultz, 2022). Despite de fact that these practices are quite often in the supply-chain level (Pizzetti et al., 2021), most of the literature has focused on greenwashing effect on consumers (Szabo & Webster, 2021), leaving aside other relevant stakeholders. For instance, these practices seem to negatively affect the purchase intention and green trust of consumers (Guerreiro & Pacheco, 2021). Brands are also affected by greenwashing: green brand love (Hameed et al., 2021), green brand loyalty and green brand image (Chen et al., 2020; Hameed et al., 2021), or customer brand engagement (Guerreiro & Pacheco, 2021).

Furthermore, greenwashing has a “boomerang” effect, as it has negative consequences for the perpetrator: greenwashing diminishes intention to invest in the company (Gatti et al., 2021) and negatively affects its reputation (De Jong et al., 2020). Although the harmful effects of greenwashing are not limited to the brand that practices greenwashing, as it also affects other brands in the same industry (Wang et al., 2020). This phenomenon can also be seen throughout the supply-chain (Pizzetti et al., 2021; Yang et al., 2020) as irresponsible environmental behavior of a supplier, which can have negative impacts on buying firms (Quintana-García et al., 2021).

8.2.2 Theories

ST is frequently used in business ethics (Gibson, 2000), as it has strong ethical grounds, since it is built on socially accepted norms (Philips et al., 2019). That might be the reason why it is used to analyze greenwashing phenomenon. According to this theory, companies have the responsibility to create value (Philips et al., 2019) and to act in the best interests of all those affected, or that may be affected, by companies’ actions (Freeman & Dmytriiev, 2017). One can say that the ultimate goal of an organization is to satisfy stakeholder’s needs (Kitsis & Chen, 2021). ST echoes organizational practices, thus, they produce externalities that impact both internal and external stakeholders (Tseng et al., 2022). Hence, stakeholders are interdependent (Freeman & Dmytriiev, 2017), and long term value depends on the relationship among them (Lee et al., 2013). Companies must act in the best interest of stakeholders, nurturing their relationships (Freeman, 1984), meeting their requirements (Tseng et al., 2022) and thus, providing what stakeholders need, with trust, respectful and ethical principles (Philips et al., 2019). This is the only way companies are able to create wealth and survive in the long run (Tseng et al., 2022).

Additionally, SET is quite useful and it is frequently used while examining buyer-supplier relationships (Cutovoi, 2020; Davis-Sramek et al., 2022; Kingshott et al., 2020). SET involves reciprocity, interdependent transactions that encourage attachment, norms (Cropanzano & Mitchell, 2005) and relational behavior in the B2B context (Davis-Sramek et al., 2022). Thus, buyer-supplier relationships are a form of exchange (Casidy & Yan, 2022). In other words, buyer behavior toward their supplier is strongly influenced by their perception of the supplier’s behavior and the potential rewards obtained from the preservation of that relationship. SET suggests that these relationships are grounded on the weight of rewarding actions (whether negative or positive), and the expectation of reciprocal benefits (Pfajfar et al., 2022). If the

outcomes are perceived as positive, exchanges are expected to last over time (Cutovoi, 2020), thus buyers should maintain the relationship (Blessley et al., 2018) with a supplier that meets their expectations. Both ST and SET have been previously used while exploring B2B relations (see table 33).

Table 33 - Theories

Theory	Variables	Source
Stakeholder	Stakeholder pressures, green product, green process, environmental performance	(Kitsis & Chen, 2021)
	Supplier assessment and collaboration, environmental supplier selection, environmental management systems, B2B cooperation for cleaner production	(Tseng et al., 2022)
	Institutional pressure, internal GSCM, environmental collaboration with supplier, environmental monitoring of supplier, environmental performance	(Ahmed et al., 2020)
	CSR reputation, trust, information sharing, risk-reward sharing, long-term relationship	(Lee & Lee, 2019)
Social Exchange	Supplier relational capital, internal relational capital; customer relational capital, supplier, internal and customer green management, financial performance.	(Yu et al., 2021)
	PSYCON breaches, trust, commitment, relational voice, neglect, relationship loyalty	(Kingshott et al., 2020)
	Environmental sourcing practices, environmental strategic focus, environmental supplier collaboration, interorganizational citizenship behavior	(Davis-Sramek et al., 2022)
	Supplier switching intentions, fairness, psychological contract violation, disruption, relational renegeing, transactional renegeing, combined renegeing	(Blessley et al., 2018)

Based on ST and SET, we posit that greenwashing harms trust and commitment in a B2B context and, therefore, damages relationship quality. We suggest that, in these circumstances, benefits derived from this relationship are reduced, consequently buyer firms tend to switch to a supplier that complies with their environmental standards. Briefly, this buyer - supplier relationship dissolution, or switching intention, begins with an evaluation of the level of (dis)satisfaction with the other party and the assessment if the costs outweigh benefits (Dwyer et al., 1987).

8.2.3 The influence of greenwashing on green switching intentions

Switching intentions have been widely used to investigate consumers' willingness to switch from one product to another (Perez-Castillo & Vera-Martinez, 2020), or from one provider to another (Wang et al., 2022). It is the opposite behavior of customer loyalty (Rawis et al., 2022).

In turn, green switching intention occurs when costumers consider relocating current transactions and purchasing environmentally-friendly products/services from a different provider (Wu et al., 2017, 2018). Thus, it is a construct related to environmental concerns and commitment (Wu et al., 2017, 2018).

Customers might switch providers for several reasons (Naumann et al., 2010). The study by Nguyen et al. (2022) identified buyers' perceptions of risk, uncertainty and quality, as critical factors that impact switching intention. Additionally, costumers' perceived benefits of the relationship, and supplier company factors, such as poor service quality and poor corporate image leading to low satisfaction, also have a preponderant effect on switching intention (Rawis et al., 2022). Keaveney (1995) found that around 45% of their investigation's respondents identified one type of critical incident as the reason for switching service provider. Additionally, in 7% of all critical events the reason they switched service providers was partly related to unethical service provider behavior (e.g., immoral, or other behavior that deviated widely from social norms). Therefore, though literature on switching intention has previously focused on B2C relationships, it should also be analyzed in the B2B context (Naumann et al., 2010). Low green corporate reputation also has a preeminent implication on green switching intentions of buyers (Wu et al., 2018). This happens because in a supplier's internal negative event, buyers are likely to hold them responsible and blame them for such events. The higher the level of blame attribution, less reliable and trustworthy the supplier will be found to be. Therefore, suppliers' negative actions also shape buyers' switching intention (Wang et al., 2022). Additionally, according to the investigation by Kapitan et al. (2019), respondents clearly showed that supplier greenwashing activities were not acceptable and they would dismiss them if they failed to meet sustainability principles. Thus, misleading behavior has the potential to undermine B2B relationships, as buyers might refrain from maintaining the relationship with that supplier (Kingshott et al., 2020). Additionally, buyers' perceptions of unfair deeds encourage intentions to switch suppliers (Blessley et al., 2018).

Based on ST and SET reasoning, we theorize that buyer companies tend to perceive their supplier as unreliable and untrustworthy when they embrace greenwashing practices. They might see greenwashing behavior as immoral since it is inappropriate for the supplier to deceive or mislead stakeholders. Consequently, the outcomes of retaining a supplier that practices greenwashing are neither rewarding nor beneficial. In fact, by collaborating with a greenwashing supplier, buyer companies might fear that they could be regarded as greenwashers themselves, increasing their intention to avoid the supplier in question (Yang et al., 2020) and switching to another. Hence, the following hypothesis is proposed:

H1. Supplier greenwashing will have a positive influence on green switching intentions in B2B context.

8.2.4 The influence of greenwashing on relationship quality (Satisfaction, Trust and Commitment)

Relationship quality is a general valuation of the intensity, or strength, of the relationship between two parties, the seller and the buyer (Crosby et al., 1990), in which the goal is to reinforce relations and enhance loyalty (Rauyruen & Miller, 2007). There is no clear consensus about the dimensions that determine customer relationship quality (Tesfom et al., 2021), as it is a multidimensional construct (Kim et al., 2022). Some authors believe that both trust and commitment are central features of relationship quality (Kingshott et al., 2020), while others also incorporate satisfaction (Aljarah et al., 2020; Almomani, 2019; Kim et al., 2022). These authors agree that relationship quality is a higher order construct based on three different, but related, components: satisfaction, trust, and commitment. Satisfaction is the evaluation of a supplier, on the extent to which buyers' expectations are met (Lai & Wong, 2021). It is a central component in developing high-quality relationships, it is formed through the experience and is reflected on buyer's attitudes (Kim et al., 2022). In turn, trust is recognized as the assuredness and disposition to depend on others and on their actions (Kim et al., 2022). It is the confidence (Lai & Wong, 2021) on the integrity and reliability of others (Morgan & Hunt, 1994). Trust is essential for building relationships in the B2B context (Rauyruen & Miller, 2007). Finally, commitment, which is a core characteristic of successful relationships (Morgan & Hunt, 1994). It expresses the attachment to another party (Lai & Wong, 2021), the importance (Gansser et al., 2021) and motivation to maintain a valued relationship (Pfajfar et al., 2022; Rauyruen & Miller, 2007).

ST and SET are particularly relevant when analyzing relationships. ST posits that companies, in this case, suppliers, should create value for all stakeholders (Tseng et al., 2022), and SET suggests that the interaction between buyer-supplier grants reciprocity in their relations, whether positive or negative (Cutovoi, 2020). Both companies are interdependent, meaning that one party depends on the other, and social exchange can produce attachment, trust (Casidy & Yan, 2022), commitment and motivation (Cutovoi, 2020). Thus, positive actions, such as CSR, blossom into relationship quality (Aljarah et al., 2020). Though, neglect, in which we can certainly include greenwashing, has the ability to destroy relationships, as it reduces trust in the relational partner (Kingshott et al., 2020). When a buyer perceives the supplier as

untrustworthy, the relationship will be seen as ineffective and uncommitted (Nagel et al., 2021). Therefore, it is hypothesized that supplier' greenwashing practices will present negative relational consequences through the erosion of trust, commitment and satisfaction. Therefore, the following hypothesis is proposed:

H2. Supplier greenwashing will have a negative influence on relationship quality (trust, commitment and satisfaction) in the B2B context.

8.2.5 The influence of relationship quality on green switching intentions

A good relationship between buyer-supplier often translates into better financial outcomes, such as sales growth, customer account profitability, customer share (Mangus et al., 2022) or performance (Kim et al., 2022; Mohan et al., 2021). Relationship quality also enhances loyalty and helps to secure future benefits (Tesfom et al., 2021), as ST defends. Thus, high-quality relationships in the B2B context offer benefits that go far beyond the simple exchange of goods, as they contribute to encouraging customer retention and purchase reiteration (Nikbin et al., 2016).

Previous investigations have already established a negative connection between relationship quality (trust and commitment) and switching intention (Nikbin et al., 2016), as they are determinants for maintaining long-term relationships (Cui et al., 2020). Commitment is especially important in developing and maintaining fruitful and sustainable working relationships (Kim et al., 2022). Satisfaction has also been linked to switching intention, since high levels of satisfaction explain lower levels of likelihood of switching suppliers (Mohsan et al., 2011; Wu et al., 2018). Hence, satisfaction is seen as a predictor of green switching intentions (Wu et al., 2017). Thus, the higher the quality of a relationship the less likely it is that the customer will wish to switch suppliers (Tesfom et al., 2021). Furthermore, SET proposes that if the outcomes are positive (i.e., there is quality in a relationship), exchanges between the parties tend to last over time (Cutovoi, 2020). Thus, the following hypothesis is proposed:

H3. Relationship quality will have a negative influence on green switching intention in the B2B context.

8.2.6 The mediating role of relationship quality between greenwashing and green switching intentions

From SET perspective, buyer-supplier relationship stability and perpetuation are based upon the accomplishment of relationship obligations (Blessley et al., 2018), which, in turn, explain lower levels of switching intention (Nikbin et al., 2016). However, when relationship quality does not meet buyers' standards, they might want to switch suppliers. For instance, 3.6% of the respondents on the Naumann et al. (2010) study recognized that a better relationship was a reason to switch providers. In other words, in order to maintain long-term collaborations, it is necessary to have good relationships (Wang et al., 2016). In this investigation, we theorize that perceived greenwashing undermines relationship quality, and not fulfilling these aspects (satisfaction, trust and commitment) will most likely result in supplier switching intentions (Blessley et al., 2018). Thus, relationship quality plays a mediating role between the supplier's greenwashing practices and the buyer's intention to switch suppliers. Thus, the following hypothesis is formulated:

H4. Relationship quality will mediate the relationship between supplier' greenwashing and green switching intentions in the B2B context

8.2.7 The Moderating Role of Information sharing

Information sharing refers to the degree to which sensitive, exclusive, tactical or critical information is shared and exchanged between supply chain partners (Lee & Lee, 2019; Li & Lin, 2006). It comprises formal and informal sharing that is useful to the other party and that encourages reciprocity (Barry et al., 2021). Previous studies have highlighted the benefits of this exchange in B2B context. It encourages cooperation (Lee & Lee, 2019), trust and performance (Barry et al., 2021), and it improves the efficiency in supply chain practices (Li & Lin, 2006). Information sharing is a pillar in supplier collaboration and coordination (Tseng et al., 2022), as it allows both stakeholders to work almost as a single entity (Li & Lin, 2006). This exchange is a relevant tactic for relationship building (Wang et al., 2016) and relational effectiveness (Hsu et al., 2008). Therefore, it represents a vital role in long-term relationships between buyer and supplier (Lee & Lee, 2019; Wang et al., 2016).

When information sharing increases, the buyer company trusts the supplier more (Barry et al., 2021; Lee & Lee, 2019) and it is likely that it maintain the connection with the supplier in the long run (Wang et al., 2016). Moreover, since information sharing reduces information

asymmetry (Wang et al., 2016), and perceptions are often built on insufficient information (Yang et al., 2020), we believe that the detrimental effects of greenwashing perceptions could be buffered by information disclosure regarding companies' environmental practices. Therefore, we propose the following hypothesis:

H5. Information sharing reduces the positive effect of greenwashing on green switching intentions(a) and the negative effect between greenwashing and relationship quality (b).

8.3 Methodology

Greenwashing is a common practice at the supply-chain level, though investigations on B2B context has been ignored (Pizzetti et al., 2021). This investigation examines how buying companies respond to these practices. The conceptual model is presented in Figure 14.

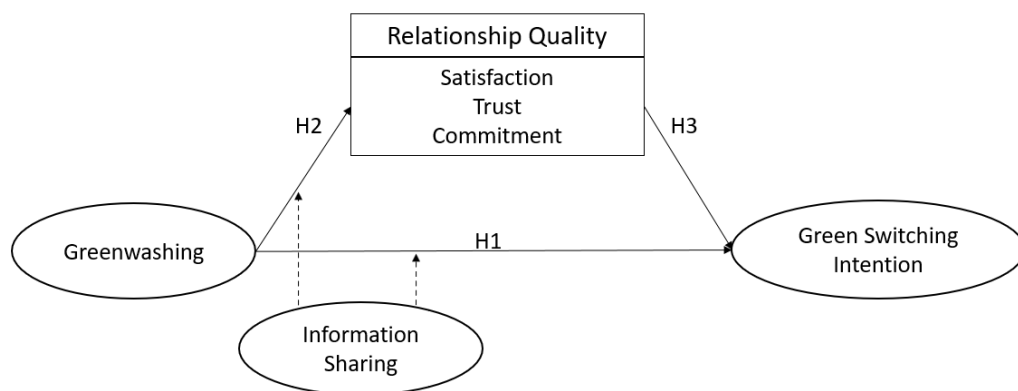


Figure 14 - Conceptual Model (4/4)

8.3.1 Sample and data collection

This investigation is based on cross-sectional data gathered from 251 Portuguese companies, through an online structured questionnaire. Respondents were contacted through five SME Associations, that sent a link to a key respondent from the two highest levels of the hierarchy. Respondents were asked if they perceived the existence of greenwashing practices in one or more of their suppliers. The survey provided a greenwashing definition, proceeded by a filtering question: “Please state how many suppliers you identify in this position”. If the response was none, the survey ended, and the answers were not included in the analysis. To assure anonymity and high standard of the instrument, respondents were not asked to provide any personal information nor their companies' identification. All participants also gave their

informed consent prior to receiving the questionnaire. Tables 34 and 35 provide an overview of the firm and respondent's characteristics. Most of the surveyed companies (66.9%) acknowledge that they have at least one or two suppliers that they perceive as greenwashing partakers. In 23.1% of the cases, the relationship lasts more than 6 years, and in 34% of the buying firms, the percentage of deliveries from greenwashing suppliers is up to 20%. Most of the companies earn more than €1,000,001 in annual revenue (67.3%) and have been in the market for more than 20 years (72.1%). Regarding the respondents, most of them are men (57.4%), over 43 years old (64.5%), department directors (56.6%), holding bachelor's degree (54.2%), and have been employed in the company for less than 15 years (74.5%).

Table 34- Sample characteristics (N = 251)

Parameter Perception of greenwashing	Frequency	Percentage	Parameter Buyer firm	Frequency	Percentage
Nr of suppliers			Annual revenue (EUR)		
1 – 2	168	66.9	< €100,000	4	1.6
3 – 5	55	21.9	€100,000 - €250,000	14	5.6
> 5	28	11.2	€250,001 - €500,000	21	8.4
Relationship length (years)			€500,001 - €1,000,000	43	17.1
< 1	34	13.5	€1,000,001 - €5,000,000	47	18.7
1 – 5	159	63.3	€5,000,001 - €20,000,000	42	16.7
6 – 10	43	17.1	> €20,000,000	80	31.9
> 10	15	6.0	Age		
% of deliveries			1 - 5	8	3.2
0 - 10%	73	29.1	6 - 10	20	8.0
11 - 20%	93	37.1	11 - 20	42	16.7
21 - 50%	80	31.9	> 20	181	72.1

Table 35- Respondents' demographic profile (4/4)

Parameter Respondent	Frequency	%	Parameter Respondent	Frequency	%
Gender			Age, years		
Male	144	57.4	18 - 26	3	1.2
Female	107	42.6	27 - 34	25	10.0
			35 - 42	61	24.3
			43 - 50	117	46.6
			> 51	45	17.9
Title			Tenure		
General Director	62	24.7	< 5	51	20.32
Department director	142	56.6	6 - 10	81	32.27
Administrative head staff	47	18.7	11 - 15	55	21.91
			16 - 20	39	15.54
			>20	25	9.96
Education					
Secondary School	54	21.5			
Bachelor	136	54.2			
MSc. /PhD.	61	24.3			

8.3.2 Measurement scales

The measurements used in the study derived from established and tested scales and slightly modified to better reflect the context of analysis. Additionally, translation procedures were employed: the original English version was translated into Portuguese and then translated back into English by two experts. Prior to the investigation, the author tested the instrument (20 respondents) to detect any ambiguity and ensure relevance of the constructs. All items were measured on a seven-point Likert scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”) and (“much lower”) to (“much higher”), when comparing relationships of suppliers who practice greenwashing with those who do not. Scale items are shown in table 36, identifying the origin of the metrics and the standardized regression weights. The Cronbach's Alpha coefficient for these scales is evidenced in table 37. Information sharing was based on the information flow integration scale from Rai et al. (2006).

8.4 Data Analysis and Results

8.4.1 Measurement model

The adequacy of the measurement model was examined through confirmatory factor analysis (CFA) with AMOS 28 and can be seen in Table 36. The measurement model presented a good

fit, as all indices were ranged above the recommended threshold values ($[1 < \chi^2/df < 3]$, $IFI > 0.95$, $TLI > 0.90$, $CFI > 0.95$, $NFI > 0.90$, $GFI > 0.90$, $RMSEA < 0.06$) (Hair et al., 2010; Hooper et al., 2008; Hu & Bentler, 1999). The analysis also showed that all factor loadings are higher than 0.70.

Table 36 -Results of Confirmatory Factor Analysis (4/4)

Construct	Metrics	SRW	CR
Greenwashing (Laufer, 2003)	1. The supplier misleads with words about its environmental features	0.804	
	2. The supplier misleads with visuals or graphics about its environmental features	0.795	18.176
	3. The supplier makes a green claim that is vague or seemingly unprovable	0.917	17.624
	4. The supplier overstates or exaggerates how green its operations actually are	0.892	16.924
	5. The supplier leaves out or masks important information. making the green claim sound better than it is	0.909	17.395
Relationship Quality (Trust)			
	1. The trustworthiness of this supplier(s) is	0.984	
	2. The ability of this supplier(s) to keep promises is	0.875	26.778
	3. The honesty of this supplier(s) is	0.914	32.435
	4. The sincerity of this supplier(s) is	0.896	29.499
	5. The reliability of this supplier(s) is	0.937	37.348
	6. The likelihood of this supplier(s) not telling the truth, or omitting information is	0.871	26.248
Relationship Quality (Satisfaction)			
Relationship Quality (Almomani, 2019)	1. Our satisfaction with this supplier(s) is	0.982	
	2. Our pleasure with this supplier(s) is	0.978	54.446
	3. The credibility of this supplier(s) is	0.916	32.867
	4. Our contentment with this supplier(s) is	0.878	27.113
	5. Our relationship with this supplier(s) is	0.899	29.978
	6. The ability of this supplier(s) to meet our expectations is	0.896	29.502
Relationship Quality (Commitment)			
	1. The level of reciprocal commitment to this supplier(s) is	0.940	
	2. The ability of this (these) supplier(s) to make short-term sacrifices to maintain our relationship is	0.792	17.641
	3. The likelihood of this supplier(s) seeing our relationship as a long-term partnership is	0.705	14.307
	4. Our level of commitment to this supplier(s) is	0.882	22.788
	5. The likelihood of viewing this supplier(s) as family members is	0.819	18.994

Construct	Metrics	SRW	CR
Green Switching Intentions (Wu et al., 2017, 2018)	1. The likelihood of switching to another supplier that offers better eco-friendly products/services is	0.979	
	2. The likelihood of switching to another supplier that offers profit from environmentally friendly practices is	0.786	18.318
	3. The likelihood of switching to another supplier that offers a variety of eco-friendly products /services is	0.915	27.694
GFI = 0.864; NFI= 0.938; IFI= 0.970; TLI = 0.966; CFI = 0.970; RMSEA = 0.060; $\chi^2/df= 1.899$			

Note: CR, critical ratio; SRW, standardized regression weights.

8.4.2 Validity and reliability

Table 37 highlights the correlation matrix and the evidence of reliability, composite, convergent and discriminant validities. First, the authors analyzed Cronbach's alpha and, as they are ranged from 0.917 to 0.970, the constructs present excellent reliability. Internal consistency of the latent variables was calculated based on composite reliability (CR). Since all CR (0.903 to 0.937) are above the cut-off of 0.70 (Hair et al., 2010), there is evidence of composite validity. Convergent validity was analyzed through the average variance extracted (AVE). All constructs' AVE values are above the threshold of 0.50 (Hair et al., 2010) (0.748 to 0.804) indicating that this study has adequate levels of convergent validity (Fornell & Larcker, 1981). Discriminant validity was also achieved as all the correlations between the constructs are significantly less than one and the square root of AVE is greater than any inter-factor correlation in the matrix (Bagozzi & Heatherton, 1994; Fornell & Larcker, 1981; Hair et al., 2010).

Table 37 - Bivariate Correlations, Cronbach's Alpha, Composite Reliabilities, and Average Variances Extracted (4/4)

Constructs	Greenwashing	Rel. Quality	Green Switching Int.	CR	AVE	\sqrt{AVE}
Greenwashing	0.939			0.937	0.748	0.865
Relationship Quality	-0.582	0.970		0.903	0.757	0.870
Green Switching Intention	0.621	-0.658	0.917	0.925	0.804	0.897

Note: Diagonal in bold - Cronbach's Alpha; CR - Composite Reliability; AVE - Average Variance Extracted

Since data is prone to common method variance (CMV), the authors considered Podsakoff et al. (2003) guidelines while designing the questionnaire. For instance, anonymity and confidentiality of the responses were ensured, and respondents were informed that there were no right or wrong answers. Additionally, Harman single factor test and common latent factor (CMF) analysis was employed. Harman's test showed that any factor was able to explain more

than 22.56% of the variance and that a multifactor structure with 5 factors greater than 1 existed, explaining 84.41% of the total variance. Furthermore, the authors conducted a latent common method factor in AMOS. The results revealed that the differences between the SRW from the model, with and without the CLF, were less than 0.20. Therefore, CMB should not be a substantial issue in the data.

8.4.3 Result analysis

Lastly, the authors calculated the structural model through AMOS 28 to test the proposed hypotheses. The structural model also reveals a good fit (GFI= 0.864; IFI=0.970; TLI = 0.966; CFI = 0.970; RMSEA = 0.060; $\chi^2/df = 1,899$) (Hair et al., 2010; Hooper et al., 2008).

To analyze the moderating effect of information sharing, two groups were created. The first one represented low information sharing and included 129 respondents and the second included 122 respondents and represented high information sharing. A multi-group moderating test by comparing the unconstrained and constrained models was conducted. The results indicate that there are differences between the groups ($\Delta\chi^2 = 93.092$ and $\Delta DF = 24$). A metric invariance test was also performed, with a CFI variation below 0.01, when comparing the free model with the restricted model, therefore supporting the expected metric invariance (Cheung & Rensvold, 2002).

Table 38 shows the results of the regression estimates from the global model and the models with the moderating effect of information sharing. Furthermore, figures 15 and 16 display the moderating effect of information sharing in the association between greenwashing and green switching intentions and relationship quality, respectively.

Table 38- Regression Estimates (4/4)

Relationships	Global			Moderating Effect	
	Direct Effect	Indirect effect	Total effect	Low Information Sharing	High Information Sharing
GW → GSI	0.360***			0.341***	0.743***
GW → RQ	-0.582***			-0.404***	-0.683***
RQ → GSI	-0.448***				
GW→RQ→GSI		0.261***	0.621***		

Note: GW: Greenwashing; GSI: Green Switching Intention; RQ: Relationship Quality

*** = $p < 0.01$

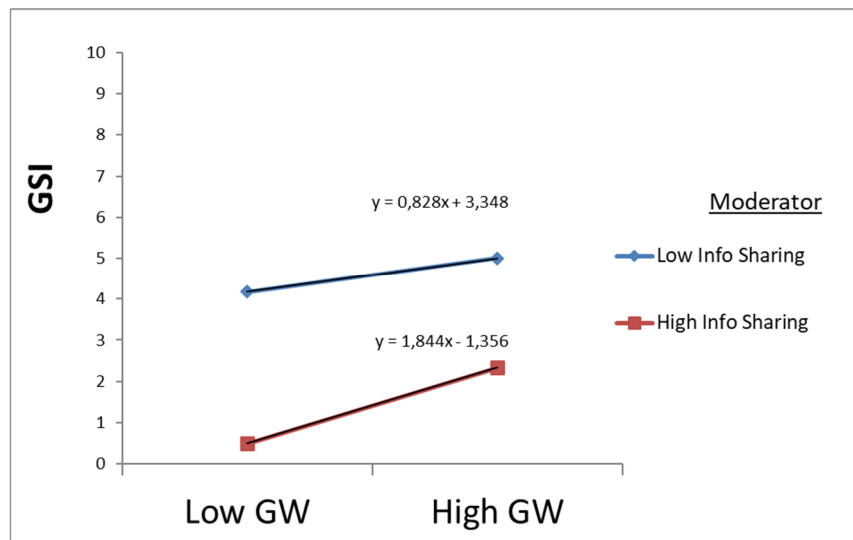


Figure 15 - Moderating role of information sharing in the relationship between greenwashing and green switching intentions

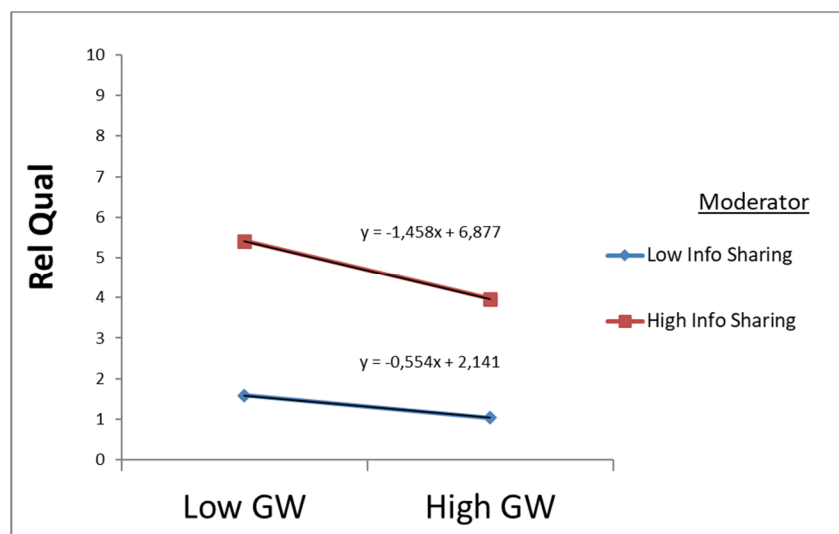


Figure 16 - Moderating role of information sharing in the relationship between greenwashing and relationship quality

Greenwashing has a positive effect on supplier switching intention ($\beta=0.360, \rho \leq 0.01$), and a negative one on relationship quality ($\beta=-0.582, \rho \leq 0.01$), thus supporting H1 and H2. In turn, relationship quality has a positive effect on supplier switching intention ($\beta=-0.448, \rho \leq 0.01$), supporting H3. Results also show that relationship quality significantly mediates the effect of greenwashing in switching intention ($\beta=0.261, \rho \leq 0.01$). Since significant direct and indirect effects in a mediated model were identified between dependent and independent variables, it

is safe to suggest that relationship quality acts as a full mediator of the connection between the perception of supplier' greenwashing practices and the intention to switch that supplier ($\beta=0.621$, $\rho \leq 0.01$). Hypothesis 5 suggests that information sharing acts as a buffer between greenwashing and green switching intention and greenwashing with relationship quality. Though, the results show that information sharing reinforces both relationships. The interaction of low information sharing is significant (H5a: $\beta =0.341$, $\rho \leq 0.01$; H5b: $\beta =-0.404$, $\rho \leq 0.01$) as it is in high information sharing (H5a: $\beta =0.743$, $\rho \leq 0.01$; H5b: $\beta =-0.683$, $\rho \leq 0.01$). Therefore, Hypothesis 5 is partially supported. The results show that higher information sharing always leads to a higher level of relationship quality. Although, as greenwashing perception increases, relationship quality tends to decrease more rapidly. A similar effect is observed with green switching intentions: high information sharing represents a lower likelihood of switching a supplier. However, in the presence of greenwashing, disappointment at supplier tends to increase alongside the intention to switch that supplier.

8.5 Discussion

The current investigation focuses on the effects of supplier' greenwashing practices on relational and behavioral outcomes in B2B context. Specifically, this study investigated how perceived supplier greenwashing practices may damage the relationship quality and lead to the intention of switching to a greener supplier. The results uncover the harmful consequences of greenwashing perceptions in B2B context, by showing that if a buyer perceives greenwashing practices in an upstream supply partner company, the quality of their relationship is affected, so much so that they consider ending the relationship and choosing another supplier that respects and accomplishes their environmental requests.

As hypothesized in H1, greenwashing perceptions in suppliers' practices significantly affect buyers' willingness to change that supplier. As posited by ST and SET, organizations must act in the best interest of the partners, meeting their requirements (Tseng et al., 2022). Therefore, if suppliers do not meet the ethical and environmental standards that buyers have set, buyers might fear a spillover effect of being wrongfully accused of practicing or colluding with greenwashing practices. Therefore, they evaluate the level of disappointment towards suppliers' activities and conclude that there is no rewarding nor reciprocal benefit of maintaining the relationship, thus encouraging them to switch suppliers.

Hypothesis H2 was also supported, suggesting that greenwashing damages B2B relationship quality. Since previous studies have established a positive connection between CSR and

relationship quality (Aljarah et al., 2020), it is, therefore, possible to infer that greenwashing is clearly opposed to CSR practices. In other words, immoral, unethical, and irresponsible practices do not satisfy buyer companies, damaging trust in the supplier and commitment. Our results are in line with Kingshott et al. (2020), who defend that neglecting behavior damages trust in the relational partner.

Our findings supported the hypothesis that relationship quality influences switching intention negatively (H3). These results are in accordance with previous studies that defend that higher levels of trust and commitment will result in lower levels of switching intention (Nikbin et al., 2016). Also, satisfaction has been previously linked to a lower probability of switching a supplier (Mohsan et al., 2011; Wu et al., 2018). Therefore, it seems safe to suggest that B2B relationship quality will translate into long-term relationships, as buyers do not wish to switch suppliers. As proposed by ST and SET, when there is interdependence between companies and they perceive reciprocal benefits (i.e., social exchange), their relationship might survive in the long run (Cutovoi, 2020), as a consequence of the attachment, trust and satisfaction buying firms experience towards their suppliers.

As posited in H4, the results of this study document the mediating role of relationship quality between greenwashing and green switching intention. ST defends that organizations ought to consider all parties that affect and are affected by their actions. In this case, suppliers must act in accordance with the environmental requirements of buyers, who are their most important financial stakeholder. However, if suppliers do not meet those requirements by practicing greenwashing, buying companies will be unsatisfied with them, their trust and commitment are shattered, which will, consequently, destroy their relationship. Moreover, and considering SET, if the exchange between partners is seen as ineffective, meaning that buyers do not see benefits nor rewards from that partnership, these exchanges are not expected to be long-lasting, thus the buying company will seek other environmentally responsible suppliers, putting an end to the relationship. Concluding, buyers' attitudes towards their suppliers are highly influenced by their perceptions of suppliers' actions and the rewards from maintaining their relationship.

Hypothesis 5 suggests that information sharing acts as a buffer in the relationship between greenwashing and green switching intention and relationship quality, though the results show that information sharing may strengthen these relationships. Wang et al. (2016) have also found that, in some circumstances, it is better to balance the information that is shared across the supply chain. Literature has assumed that the information that is shared across supply chain is truthful (Mishra et al., 2007). Yet, as the pressure to display sustainable strategies increases,

suppliers might be tempted to pretend to be environmentally responsible even if they are unable to be, or when they do not have the skills nor the resources to do so. Such information distortions might cut the benefits of sharing information (Mishra et al., 2007). Moreover, companies that exhibit poor environmental performance tend to disclose more information (Yang et al., 2020). Therefore, we believe that when information does not seem to be reliable, buyers tend to look at them through skeptical lenses, believing that they correspond to what we call greenwashing. Consequently, they feel betrayed by a potentially greater falsehood that will result in poorer relationship quality, and a higher intention to switch to a supplier that is environmentally more reliable. Therefore, according to Wang et al. (2016), in this case, less information sharing might be better information sharing, avoiding unethical behavior perceptions and buyer dissatisfaction and desertion.

8.6 Conclusion and research implications

Not only do greenwashing practices have detrimental effects on the quality of the relationship between companies, but also, they might have buyers switch suppliers. This means that such immoral and unethical practices, besides presenting ethical harm, damaging B2B relationships can reduce supplier market share and profitability. In this section the authors expose theoretical and practical contributions with suggestions for buyer and supplier companies.

This investigation makes several contributions. First, it exposes the ignored effect of greenwashing in the B2B context. It grants a new perspective that increases the knowledge about buyers' attitudes towards a supplier that practices greenwashing – a context that has been clearly neglected in previous literature. In this way, it displays a new framework that extends greenwashing literature by exposing the negative connection between perceived greenwashing and buyers' attitudes. The benefits of a healthy relationship, based on satisfaction, trust and commitment, are shattered in the presence of greenwashing, as buyers are not willing to maintain that relationship and direct their purchases to other sources. Second, through ST and SET lens we perceive the negative outcomes of immoral practices, such as greenwashing, for both buyer and supplier. Lastly, while greenwashing effects have been unveiled in several studies, this investigation responds to the call for more studies about greenwashing outcomes, especially for stakeholders other than consumers (Blome et al., 2017; Szabo & Webster, 2021; Yang et al., 2020).

This investigation's findings also offer several managerial implications. First, greenwashing practices destabilize the quality of buyer-supplier relationships. As supplier greenwashing

practices are not tolerable (Kapitan et al., 2019), this research suggests that supplier companies ought to pay attention to two main topics. One is the implementation of buyers' sustainable obligations and environmental standards, and the other is to properly communicate their environmental practices. Only by accomplishing the two is it possible to warrant business quality relationships, maintaining buyers' satisfaction, trust and commitment, and invariably improving business profits. Additionally, the sharing of information may be harmful, especially if the pressure to pretend green engagement is strong. In this case, less information might be better than false or exaggerated information.

For buyer companies, this investigation suggests that it would be worth conducting an evaluation of the environmental practices of suppliers to verify whether the environmental standards are accomplished, pushing supplier companies to engage in greening operations. Consequently, suppliers should be selected based on these assessments or on the presence of external certifications and green standards they attain. Companies should also collaborate with their suppliers by properly informing which are the environmental standards they expect. If one does not know what is expected of them, how do they know if they are meeting such expectations? In this way, buyers are supporting suppliers and reinforcing their relationships.

The authors believe that this investigation offers B2B managers an empirical justification to green their operations and abstain from engaging in greenwashing. Being environmentally concerned is a strategic necessity that enhances long term relationships and protects market share and profitability (Wu et al., 2018).

8.7 Limitations and suggestions for future research

Despite this investigation's contributions, it is not free from several limitations. First, this study uses a single-informant approach: the authors investigate greenwashing perception from decision makers' perspective. Even if this approach is common to investigation on B2B relationships (Casidy & Yan, 2022), future studies could include suppliers' answers to questionnaires in order to cross information. Second, despite the results highlighting the intention to switch suppliers, more than 20% of respondent companies still maintain long-term relationships with suppliers that practice greenwashing. Therefore, it would be worth investigating the reason(s) for still doing business with them. Third, since national culture is relevant for understanding the antecedents of switching intentions (Tesfom et al., 2021), and greenwashing perceptions might be different depending on the context, future investigations should examine the possible influence of culture in the proposed model. Third, since data

comprises cross sector companies (manufacturing and services), this particularity should be kept in mind when deriving the causal relationships observed. Therefore, future studies might focus on a particular industry. Fourth, data was obtained in a single moment in time, so future studies could capture the longitudinal nature of the proposed relationships to better establish a clear causality.

Chapter IX – General conclusions, contributions, management implications and future research

9.1 General conclusions

This investigation aimed at contributing to a better understanding of greenwashing effects on several stakeholders, namely on the perspectives of consumers, employees and commercial buyers. In order to do so, several goals would have to be accomplished: (1) to map academic publications, identifying what are the research trends of greenwashing effects and stakeholders and recognize gaps in the literature that will allow to unveil future research directions; (2) to understand the consequences on brands, when consumers perceive corporate greenwashing, namely on brand hate and corporate reputation, considering the mediating roles of perceived environmental performance and green perceived risk; (3) to investigate whether employer greenwashing practices affect employees' career satisfaction, though the mediating role of organizational pride, negative emotions and affective commitment; (4), to analyze greenwashing effect on employees' OCBEs, considering the mediating roles of job satisfaction and affective commitment; (5) to analyze the greenwashing effect in the B2B context, namely concerning the intention to switch a supplier, considering the mediating role of relationship quality and the moderating effect of information sharing. By achieving these goals, new insights on greenwashing effects on several contexts were provided.

This investigation was grounded on quantitative cross-sectional studies, using three different questionnaires to collect data from three different Portuguese stakeholder groups: consumers, employees and buyer firms. SEM techniques were used to test the proposed hypotheses.

The literature review and the bibliometric analysis expose the growing interest on greenwashing studies and its impact on several stakeholders. Scholars aim at unveiling the detrimental effects of greenwashing practices, which might help to reduce the frequency of these acts.

From the results obtained by the estimation of the different research models, it was possible to validate that, regardless of the stakeholder group, the perception of greenwashing practices has detrimental consequences, therefore resulting in the need for a greater focus on sustainability, CSR activities and in the environment protection. Regarding the effects of greenwashing on consumers, this study shows that corporate reputation is negatively affected by

misleading/untruthful communications regarding firms' environmental practices, through the mediating effects of perceived environmental performance and green perceived risk. Results illustrate that when companies practice greenwashing, consumers perceive high levels of green risk and do not make a positive environmental performance association, which leads to a decrease of corporate reputation. Additionally, perceptions of greenwashing will increase hate towards the brand. However, the mediating effect of green perceived risk exposes a negative effect on this emotion, meaning that even with a greenwashing perception and the presence of high perceived risk, consumers might not present a negative emotion towards the brand, because they lowered their expectations regarding the brand and accepted that they took the risk of a possible negative outcome.

The results of this study suggest that, when employees perceive greenwashing practices in their employer, they seem to be less satisfied with their jobs and their careers. Additionally, they experience lower levels of organizational pride, are less affective commitment and tend to have more negative emotions. In the presence of greenwashing, the work environment is affected to such an extent that employees are less willing to engage in voluntary actions aimed at environmental improvement (i.e., OCBEs). Therefore, employees' perceptions of greenwashing can adversely affect their emotions and attitudes.

The results also uncover the harmful consequences of greenwashing in the B2B context, by showing that if a buyer perceives greenwashing practices in an upstream supply partner company, the quality of their relationship is affected to an extent that they consider ending the relationship and choosing another supplier that respects and accomplishes their environmental requests. The results also reveal that less information sharing might mean better information sharing, avoiding unethical behavior perceptions and buyer dissatisfaction and desertion.

This investigation provides answers for the proposed research questions, by offering a better understanding of greenwashing effects on several stakeholders. Therefore, firms, by acknowledging the hazardous effects that greenwashing brings, should abstain from these practices, and provide truthful and concise claims regarding their environmental practices, so as to fulfil stakeholders' moral needs, values and expectations.

9.2 Contributions and management recommendations

9.2.1 Theoretical implications

As the number of greenwashing practices upsurges, there is the need for a better understanding of their impact. The current research complements literature on greenwashing in several ways. First, this investigation exposes the past, present and, foremost, the fields that could be studied in the future. For instance, greenwashing impacts: (i) on branding; (ii) on consumer purchase intentions and attitudes, mainly on purchase behavior(iii); on other stakeholders and on the B2B context; and (iv) delineating a taxonomy in greenwashing to set the difference in the different practices.

Second, this study advances current research by including several theories to explain the detrimental effects of greenwashing: based on Signaling theory and Expectancy violations theory, this investigation develops a novel framework for the link between greenwashing and brand management, through the lens of brand hate and corporate reputation. This study suggests that appraisal and moral foundations theories help to explain the relationship between irresponsible/immoral behavior, and employees' emotions (i.e., organizational pride, affective commitment, negative emotions and career satisfaction). In addition, through social and moral identification theory, it describes how the gap between moral and social value systems of employees and their companies can produce negative outcomes in current emotional work and personal-related effects (affective commitment, negative emotions and organizational pride) and long-term work-related effects (career satisfaction). Finally, through stakeholder theory and from the social exchange theory's point of view, it uncovers the negative outcomes of immoral practices, such as greenwashing, for both buyer and supplier (relationship quality and green switching intention).

Third, this investigation fills some gaps and provides a response to the call for more research into greenwashing consequences in several levels: (i) outcomes on consumers; (ii) effects on stakeholder groups other than consumers, especially regarding the workplace and the B2B context: (iii) as an antecedent of brand hate, corporate reputation and employees' career satisfaction; (iv) comprehension of the mechanisms through which OCBs are affected.

Finally, the current research complements the literature in the fields of business ethics, brand management and human resources in several ways. First, greenwashing is likely to impact employees significantly and, surprisingly, no study has theoretically or empirically linked greenwashing to employees' emotions. Thus, our finding presents novel insight into the

mechanisms through which greenwashing influences emotions and attitudes in the workplace. Additionally, it exposes the ignored effect of greenwashing in the B2B context: it grants a new perspective that increases the knowledge about buyers' attitudes towards a supplier that practices greenwashing – a context that has been clearly neglected in the previous literature. Therefore, this study documents important and yet unestablished relationships, advancing research on greenwashing.

9.2.2 Management contributions

This investigation's findings also offer several managerial implications. As environmental challenges are currently at stake, firms ought to pay attention to greenwashing outcomes. Consumers are likely to form expectations regarding companies' ability to deliver on promises regarding their environmental behavior. Therefore, it is essential for companies to fulfil these promises: to deliberately shatter these expectations may have damaging consequences in terms of consumers' perceptions and, consequently, to the firm.

Additionally, due to their insider status, employees are very aware about what happens in their organization, so they are likely to recognize their employer's greenwashing practices. Consequently, it seems clear that firms must present appropriate true communication strategies and act responsibly towards the environment. When this is not the case, there is a moral clash and this lowers employees' sense of identity and pride, expressed in negative emotions, lower levels of job and career satisfaction, with a low affective commitment, which means they perform exactly what their job duties demand, not having the will to go beyond that. Therefore, greenwashing perceptions amongst the employees can have damaging consequences for them and can harm the interests of organizations. This means that by acknowledging the hazardous effect that greenwashing has on employees, companies ought to reduce these practices to fulfil employees' moral needs and aspirations, which is likely to maximize companies' returns at several levels.

In the B2B context, the results are similar: greenwashing practices destabilize the quality of buyer-supplier relationships, which can lead to buyer desertion. On the one hand, supplier companies ought to pay attention to two main topics. One is the implementation of buyers' sustainable obligations and environmental standards, and the other is to properly communicate their environmental practices. Only by accomplishing both is it possible to warrant business quality relationships, maintaining buyers' satisfaction, trust and commitment, and invariably

improving business profits. Additionally, information sharing may be harmful, especially if the pressure to pretend green engagement is strong. In this case, less information might be better than false or exaggerated information. On the other hand, for buyer companies, this investigation suggests that it would be worth conducting an evaluation of the environmental practices of suppliers to verify whether the environmental standards are accomplished, pushing supplier companies to engage in greening operations. Consequently, suppliers should be selected based on these assessments or on the presence of external certifications and green standards they attain. Companies should also collaborate with their suppliers by properly informing which are the environmental standards they expect from them.

Greenwashing practices cover a wide range of negative effects, and with the prevalence of media and internet's strong interest in environmental scandals, it is very unlikely that a greenwashing behavior remain undetected. Therefore, by empirically demonstrating the detrimental impact of greenwashing on several stakeholders, this investigation aims to contribute to a paradigm shift in management: this investigation offers organizations and their managers an empirical justification to green their operations and abstain from engaging in greenwashing. It is essential that firms become environmentally responsible, exhibit an environmentally-responsible-conduct and abstain from greenwashing practices, implementing control and surveillance measures, either internally and/or in its partners. Transparency must be a pillar in nowadays organizations: communications must be true and honest to improve positive judgements and fulfil stakeholders' moral needs, values and expectations. Besides presenting ethical harm, greenwashing has damaging effects in several contexts. Thus, being environmentally concerned is a strategic necessity that enhances long term relationships, protects market share and profitability and is likely to maximize companies' returns on several levels.

This research also suggests that campaigns and actions (for example in the press and social networks), are carried out to raise consumers' awareness on greenwashing practices, advising them to be selective in their purchase decisions and claiming for their rights as consumers. In addition, it is recommended to the government that, although there is legislation aimed at preventing greenwashing practices, it is important that there are mechanisms for monitoring and penalizing their application. This would be an extremely important step to reduce corporate greenwashing.

9.3 Limitations and further work

Despite this investigation's contributions, it is not free from several limitations that should be addressed in future research. First, this investigation was conducted with samples from consumers, employees and firms located in Portugal. Hence, since what is "right" or "wrong" depends on the ethical principles in a given social context, different findings could be obtained in other countries or other respondent profiles. Besides, the characteristics of the study and the relatively small size of the samples, might pose some problems in terms of generalizing the conclusions. Accordingly, future research could be extended to other countries, other stakeholders, specific industries, and using larger samples. Second, this study has a cross-sectional nature; therefore, causality may be difficult to establish. Longitudinal studies might be useful to better understand the cause-effects of corporate greenwashing in several contexts, as well as the greenwashing manifestations and practices that can become critical incidents. Future investigations could also introduce other variables to complement and improve the proposed models. By introducing other constructs, mediation and moderating mechanisms in the models, the current understanding of greenwashing effects in several contexts could be leveraged. Future models could incorporate consumers' ethical consumption, environmental literacy, or personality traits. Employees' moral identity could also be further studied, as well as work-related characteristics, such as tenure. While looking at the B2B context, it would be worth investigating the reason(s) why firms recognize their partners' greenwashing practices, but still do business with them. Other stakeholder groups would be worth to be investigated, as further research is required to properly identify the consequences of engaging in unethical behaviors, such as greenwashing, which these different stakeholders find unacceptable.

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Appendix I – Surveys

Efeitos do *Greenwashing* no consumidor

O meu nome é Célia Santos e gostaria de obter a sua colaboração através do preenchimento do questionário que se segue e que se destina a recolher dados no âmbito de uma tese de Doutoramento em Gestão, da Faculdade de Economia da Universidade de Coimbra, orientado pelo Professor Doutor Arnaldo Coelho e pela Professora Doutora Alzira Marques.

No decorrer do inquérito, encontrará afirmações que terá que avaliar numa escala de 1 a 7 (desde discordo totalmente a concordo totalmente). Solicitamos que indique a resposta que julgar mais apropriada, em relação a cada uma das afirmações.

O tempo médio de resposta a este questionário é de 8 minutos. No entanto, é livre de desistir de o preencher.

Realçamos que não existem respostas certas ou erradas e que o questionário é anónimo e estritamente confidencial. As suas respostas servirão exclusivamente para o desenvolvimento desta investigação, serão mantidos confidenciais e reportados apenas num formato agregado, não individual, podendo ser utilizadas para publicação de artigos e/ou apresentação em conferências.

Qualquer sugestão ou comentário pode ser endereçado ao seguinte email: celiafsantos@hotmail.com

Agradecemos o seu contributo, que será importante para o sucesso deste inquérito.

Face ao exposto, declaro que aceito participar no estudo e autorizo a utilização dos dados de forma voluntária, para fins científicos e publicações que dela decorrem com as garantias de confidencialidade e anonimato fornecidas pela investigadora.

Sim___ Não ___

GREENWASHING refere-se à divulgação ou comunicação enganadora, falsa ou dúbia sobre as práticas ambientais de uma empresa ou atributos ecológicos de um produto ou serviço.

Pense, por um momento, numa MARCA QUE USE A RESPONSABILIDADE SOCIAL E AMBIENTAL NA SUA COMUNICAÇÃO, mas cuja PRÁTICA NÃO CORRESPONDA A ESSA COMUNICAÇÃO. Diga-nos, por favor, qual é a marca em que pensou: _____.

As afirmações que se seguem referem-se à marca que citou.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
A marca engana, através de palavras, sobre as suas características ambientais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca engana, através de imagens ou gráficos, em relação às suas características ambientais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca está associada a uma reivindicação ambiental que é vaga ou aparentemente impossível de provar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca sobrevaloriza ou exagera a sua funcionalidade ambiental.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca deixa de fora ou oculta informações importantes, para que a reivindicação ambiental pareça melhor do que é.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se à marca que citou.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Há possibilidade de que haja algo errado com o desempenho ambiental dos produtos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Há possibilidade de que os produtos não funcionem corretamente em relação ao seu design ambiental.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Existe a possibilidade de sofrer uma perda ambiental se usar os produtos da marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Há a possibilidade de que o uso desta marca afete negativamente o meio ambiente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O uso dos produtos, da marca em questão, danificaria a minha reputação verde.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se à marca que citou.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Eu confio na marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca oferece produtos e/ou serviços de alta qualidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

A marca reconhece e tira proveito das oportunidades de mercado.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parece ser uma boa empresa para se trabalhar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É uma marca ambientalmente responsável.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca tem um forte histórico de rentabilidade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se à marca que citou.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Eu estou desgostoso(a) com esta marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu não tolero esta marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O mundo seria um lugar melhor sem esta marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou totalmente irritado(a) com esta marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta marca é horrível.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu odeio esta marca.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se à marca que citou.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
A marca produz com o menor dano possível para o meio ambiente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca segue altos padrões éticos.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca evita danos para o meio ambiente.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca contribui para o bem-estar da sociedade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca leva em consideração o meio ambiente na sua gestão.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca prioriza a preservação do meio ambiente em detrimento do lucro.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A marca, através da sua gestão, valoriza as gerações futuras.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Por último, solicitamos-lhe alguma informação para que seja possível efetuar uma caracterização do perfil dos inquiridos:

Género:

- Feminino
- Masculino
- Outro

Estado Civil:

- Solteiro/Divorciado/Viúvo
- Casado

Idade:

- 19-26
- 27-34
- 35-42
- 43-50
- > 50

Educação:

- Ensino secundário
- Ensino superior

Rendimento mensal (€):

- < 999
- 1 000 - 2 499
- > 2500

Profissão:

- Estudante/Trabalhador-estudante
- Empregado
- Outro

Efeitos do *Greenwashing*, na perspetiva dos empregados

O meu nome é Célia Santos e gostaria de obter a sua colaboração através do preenchimento do questionário que se segue e que se destina a recolher dados no âmbito de uma tese de Doutoramento em Gestão, da Faculdade de Economia da Universidade de Coimbra, orientado pelo Professor Doutor Arnaldo Coelho e pela Professora Doutora Alzira Marques.

No decorrer do inquérito, encontrará afirmações que terá que avaliar numa escala de 1 a 7 (desde 1: discordo totalmente a 7: concordo totalmente). Solicitamos que indique a resposta que julgar mais apropriada, em relação a cada uma das afirmações.

O tempo médio de resposta a este questionário é de 8 minutos. No entanto, é livre de desistir de o preencher.

Realçamos que não existem respostas certas ou erradas e que o questionário é anónimo e estritamente confidencial. As suas respostas servirão exclusivamente para o desenvolvimento desta investigação, serão mantidos confidenciais e reportados apenas num formato agregado, não individual, podendo ser utilizadas para publicação de artigos e/ou apresentação em conferências.

Qualquer sugestão ou comentário pode ser endereçado ao seguinte email: celiafsantos@hotmail.com

Agradecemos o seu contributo, que será importante para o sucesso deste inquérito.

Face ao exposto, declaro que aceito participar no estudo e autorizo a utilização dos dados de forma voluntária, para fins científicos e publicações que dela decorrem com as garantias de confidencialidade e anonimato fornecidas pela investigadora.

Sim___ Não ___

GREENWASHING refere-se à divulgação ou comunicação enganadora, falsa ou dúbia sobre as práticas ambientais de uma empresa ou atributos ecológicos de um produto ou serviço.

Está atualmente, eu estive nos últimos 12 meses, empregado?

Sim___ Não ___

No seu atual, ou anterior emprego, considera que o seu empregador usa a responsabilidade social e ambiental na sua comunicação, mas cuja prática não corresponda a essa comunicação (prática *greenwashing*)?

Sim___ Não ___

Nota: Caso tenha respondido “Não” a pelo menos uma das questões anteriores, o seu questionário termina aqui. Agradecemos o seu contributo.

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
A empresa engana, através de palavras, sobre as suas características ambientais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A empresa engana, através de imagens ou gráficos, em relação às suas características ambientais.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A empresa está associada a uma reivindicação ambiental que é vaga ou aparentemente impossível de provar.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A empresa sobrevaloriza ou exagera a sua funcionalidade ambiental.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A empresa deixa de fora ou oculta informações importantes, para que a reivindicação ambiental pareça melhor do que é.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Eu fico orgulhoso(a) de dizer aos outros que trabalho nesta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico orgulhoso(a) de me identificar pessoalmente com esta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico orgulhoso(a) de fazer parte desta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu fico orgulhoso(a) de ser funcionário(a) desta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Pensando em si mesmo e em como normalmente se sente, até que ponto normalmente se sente:							

Chateado(a)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Hostil	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Envergonhado(a)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Nervoso(a)	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>
Com medo	<input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/> <input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Eu ficaria muito feliz se passasse o resto da minha carreira nesta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto que os problemas da empresa são meus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu Não me sinto “parte da família” nesta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu não me sinto “emocionalmente ligado (a)” a esta empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Esta empresa tem um significado pessoal para mim	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não sinto um forte sentimento de pertença na empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Estou satisfeito(a) com o sucesso que atingi na minha carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou satisfeito (a) com o progresso que fiz para atingir as minhas metas gerais de carreira	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou satisfeito(a) com o progresso que fiz relativamente às minhas metas de salário	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou satisfeito(a) com o progresso que fiz para atingir as minhas metas de progresso	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Eu não gosto do meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou satisfeito(a) com a variedade de atividades que o meu trabalho oferece	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Estou satisfeito(a) com as oportunidades que o meu trabalho oferece para interagir com os outros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Na maioria dos dias, estou entusiasmado com o meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sinto-me realmente satisfeito(a) no meu trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

As afirmações que se seguem referem-se ao seu empregador, que considerou praticante de *greenwashing*.

Indique por favor o grau de concordância com as seguintes afirmações:	1	2	3	4	5	6	7
Participo ativamente nos eventos ambientais organizados pela empresa ou departamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Voluntario-me para projetos, empreendimentos ou eventos que abordem questões ambientais na empresa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Participo voluntariamente em eventos fora da empresa para contribuir para a imagem da empresa ou departamento	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dedico espontaneamente tempo para lembrar os colegas para prestarem atenção à proteção ambiental no trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Faço sugestões aos meus colegas sobre formas de proteger o ambiente de forma mais eficaz, mesmo quando não é da minha responsabilidade direta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu incentivo a empresa ou colegas para comprar produtos ecológicos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Por fim, solicitamos-lhe alguma informação para que seja possível efetuar uma caracterização do perfil dos respondentes:

Qual o seu género:

- Feminino
- Masculino
- Outro

Qual a sua idade:

- De 20-26
- De 27-34
- De 35-42
- De 43-50
- Mais de 51

Qual o seu grau de educação:

- Ensino secundário
- Ensino superior

Qual o seu estado civil:

- Solteiro
- Divorciado
- Casado/União de facto
- Viúvo

Efeitos do *Greenwashing* nas empresas

Dirigido a dirigentes ou responsáveis administrativos/compras que conheçam os fornecedores da empresa

O meu nome é Célia Santos e gostaria de obter a sua colaboração através do preenchimento do questionário que se segue e que se destina a recolher dados no âmbito de uma tese de Doutoramento em Gestão, da Faculdade de Economia da Universidade de Coimbra, orientado pelo Professor Doutor Arnaldo Coelho e pela Professora Doutora Alzira Marques.

No decorrer do inquérito, encontrará afirmações que terá que avaliar numa escala de 1 a 7 (desde 1: discordo totalmente ou muito menor a 7: concordo totalmente ou muito maior). Solicitamos que indique a resposta que julgar mais apropriada, em relação a cada uma das afirmações.

O tempo médio de resposta a este questionário é de 10 minutos. No entanto, é livre de desistir de o preencher.

Realçamos que não existem respostas certas ou erradas e que o questionário é anónimo e estritamente confidencial. As suas respostas servirão exclusivamente para o desenvolvimento desta investigação, serão mantidos confidenciais e reportados apenas num formato agregado, não individual, podendo ser utilizadas para publicação de artigos e/ou apresentação em conferências.

Qualquer sugestão ou comentário pode ser endereçado ao seguinte email: celiafsantos@hotmail.com

Agradecemos o seu contributo, que será importante para o sucesso deste inquérito.

Face ao exposto, declaro que aceito participar no estudo e autorizo a utilização dos dados de forma voluntária, para fins científicos e publicações que dela decorrem com as garantias de confidencialidade e anonimato fornecidas pela investigadora.

Sim ___ Não ___

GREENWASHING refere-se à divulgação ou comunicação enganadora, falsa ou dúbia sobre as práticas ambientais de uma empresa ou atributos ecológicos de um produto ou serviço.

Pense, por um momento, em fornecedores da sua empresa que considere que usem, ou tenham usado no passado, a responsabilidade ambiental e social na sua comunicação, mas cuja prática não corresponda a essa comunicação.

Quantos fornecedores identificou nesta posição:

- Nenhum
- 1 a 2
- 3 a 5

- Mais de 5

Há quantos anos mantem relação com fornecedores praticantes de *greenwashing*?

- <1
- 1 a 5
- 6 a 10
- Mais de 10

Qual o peso de fornecimentos que provêm de fornecedores praticantes de *greenwashing*?

- Até 10%
- De 11 a 20%
- De 21 a 50%
- Mais de 50%

As afirmações que se seguem referem-se ao(s) fornecedor(es) que considerou praticantes de *greenwashing*.

Indique por favor o grau de concordância, desde 1: discordo totalmente a 7: concordo totalmente:	1	2	3	4	5	6	7
Este(s) fornecedor(es) engana(m), através de palavras, sobre as suas características ambientais.	○	○	○	○	○	○	○
Este(s) fornecedor(es) engana(m), através de imagens ou gráficos, em relação às suas características ambientais.	○	○	○	○	○	○	○
Este(s) fornecedor(es) está/estão associado(s) a reivindicações ambientais que são vagas ou aparentemente impossíveis de provar.	○	○	○	○	○	○	○
Este(s) fornecedor (es) sobrevaloriza(m) ou exagera(m) o seu comportamento ambiental.	○	○	○	○	○	○	○
Este(s) fornecedor(es) deixa(m) de fora ou oculta(m) informações importantes, para que a reivindicação ambiental pareça melhor do que é.	○	○	○	○	○	○	○

Para cada uma das afirmações abaixo descritas, faça a comparação usando uma escala de 1 (muito menor) a 7 (muito maior) entre o (s) fornecedor (es) identificado(s) enquanto praticante(s) de *greenwashing* e os demais fornecedores.

Aplique a escada de 7 pontos, desde 1 (muito menor) a 7 (muito maior):	1	2	3	4	5	6	7
A confiabilidade deste(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A capacidade deste(s) fornecedor(es) de cumprir promessas, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A honestidade deste(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A sinceridade deste(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A fiabilidade deste(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A probabilidade deste(s) fornecedor(es) não dizer(em) a verdade, ou omitir(em) informação, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A nossa satisfação com este(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O nosso agrado com este(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A consideração que temos por estes fornecedores, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O nosso contentamento com este(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A nossa relação com este(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A capacidade deste(s) fornecedor(es) em cumprir(em) com as nossas expectativas, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O nível de comprometimento recíproco com este(s) fornecedor(es), comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A capacidade deste(s) fornecedor(es) de fazer sacrifícios a curto prazo para manter o nosso relacionamento, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A probabilidade deste(s) fornecedor(es) verem a nossa relação como uma parceria de longo prazo, comparativamente aos não praticantes de <i>greenwashing</i> é	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

O nível de comprometimento com este(s) fornecedor(es), comparativamente aos **não** praticantes de *greenwashing* é

A probabilidade de vermos este(s) fornecedor(es) como membros da família, comparativamente aos **não** praticantes de *greenwashing* é

Para cada uma das afirmações abaixo descritas, faça a comparação usando uma escala de 1 (muito menor) a 7 (muito maior) entre o (s) fornecedor (es) identificado(s) enquanto praticante(s) de *greenwashing* e os demais fornecedores

Aplique a escada de 7 pontos, desde 1 (muito menor) a 7 (muito maior): 1 2 3 4 5 6 7

A probabilidade de mudarmos para fornecedor(es) que ofereça(m) serviços ecologicamente mais responsáveis é

A probabilidade de mudarmos para fornecedor(es) que ofereça(m) lucro a partir de práticas ambientalmente amigáveis é

A probabilidade de mudarmos para fornecedor(es) que ofereça(m) uma variedade de produtos e serviços ecológicos é

Para cada uma das afirmações abaixo descritas, faça a comparação usando uma escala de 1 (muito menor) a 7 (muito maior) entre o (s) fornecedor (es) identificado(s) enquanto praticante(s) de *greenwashing* e os demais fornecedores

Aplique a escada de 7 pontos, desde 1 (muito menor) a 7 (muito maior): 1 2 3 4 5 6 7

A partilha de informação de inventário é

A partilha de dados de produção e entrega é

A partilha e dados de vendas é

A partilha de projetos futuros é

A partilha de métricas de performance é

Por último, solicitamos-lhe alguma informação para que seja possível efetuar uma caracterização do perfil das empresas e dos respondentes:

Qual o volume de negócios da sua empresa (€)?

- Até 100 000
- De 100 000 a 250 000
- De 250 001 a 500 000
- De 500 001 a 1 000 000
- De 1 000 001 a 5 000 000
- De 5 000 001 a 20 000 000
- Mais de 20 000 000

Há quantos anos a sua empresa tem atividade aberta?

- Menos de 1
- De 1 a 5
- De 6 a 10
- De 11 a 20
- Mais de 20

Qual é o seu género:

- Feminino
- Masculino
- Outro

Qual é a sua idade:

- 18-26
- 27-34
- 35-42
- 43-50
- > 51

Há quantos anos trabalha na empresa:

- Menos de 5
- De 6 a 10
- De 11 a 15

- De 16 a 20
- Mais de 20

Qual é o seu grau de educação:

- Ensino secundário
- Licenciatura
- Mestrado/Doutoramento

Qual é o seu cargo na empresa:

- Diretor geral/administrador
- Diretor de departamento
- Responsável administrativo

Appendix II – Presentations and awards

Articles and presentations since the enrolment in the PhD Programme

- Santos, C., Coelho, A., Marques, A. (2021), *O Efeito da Lavagem Verde na Reputação Corporativa e no Ódio à Marca mediado pela Performance Ambiental Percebida e o Risco Verde Percebido*, IX Encontro de marketing da ANPAD - EMA 2021
- Santos, C., Coelho, A., & Marques, A. (2022, february, 2-5). *Examining corporate greenwashing effect on employee's career satisfaction through organizational pride, negative emotions and affective commitment*, XXXI Jornadas Hispano-Lusas de Gestión Científica, Toledo, Spain
- Santos, C., Coelho, A., & Marques, A. (2022, june, 29- july, 1). *A Systematic Literature Review on Greenwashing and Its Relationship to Stakeholders: State of Art and Future Research Agenda*”, International Conference on Applied Research in Management and Economics (ICARME), Leiria, Portugal

Awards

- Honourable Mention in category of Best Work Resulting from a Doctoral Thesis of the IX ANPAD Marketing Meeting – EMA 2021
- Best communication in the field of ethics and social responsibility, presented at the XXXI *Jornadas Hispano-Lusas de Gestión Científica*

Appendix III – Submissions

Study	Journal	Status
1: A Systematic Literature Review on Greenwashing and Its Relationship to Stakeholders: State of Art and Future Research Agenda;	<i>Management Review Quarterly</i>	Major revision requested
2: How does greenwashing affect corporate reputation and brand hate? The role of environmental performance and green perceived risk;	<i>Asia-Pacific Journal of Business Administration</i>	Major revision requested
3: Does Greenwashing Affect Employee’s Career Satisfaction? The Mediating Role of Organizational Pride, Negative Emotions and Affective Commitment;	<i>Cogent Business & Management</i>	Waiting for peer review
4: Are Organizational Citizenship Behaviors for the Environment (OCBEs) affected by Greenwashing? The Mediating Role of Job Satisfaction and Affective Commitment;	<i>Journal of Advances in Management Research</i>	Waiting for peer review
5: The damaging effects of greenwashing on B2B relationships	<i>Industrial Marketing Management</i>	Waiting for peer review