

IMPACT OF GREEN EMPLOYEE INVOLVEMENT ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR TOWARDS THE ENVIRONMENT: MEDIATING ROLE OF GREEN TRAINING

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Abstract

This study aims to examine the effect of green employee involvement on organizational citizenship behavior towards the environment and the mediating role of green training in the Sindh, Pakistan's hotel industry. Sustainability and environmental responsibility are incorporated into HR management by GHRM. Employees are sustainability stakeholders for GHRM. It includes regulations and activities that encourage employees to reduce their environmental impact and promote sustainable workplace practices. A printed questionnaire will be used to collect primary data for the quantitative study. 250 hotel employees from Karachi will participate. The collection of data will involve a survey and convenience sampling. March and April, 2023 is the duration of the study. The investigation will employ a cross-sectional survey methodology. This study revealed a positive correlation between green employee engagement and environmental citizenship behavior in organizations. In addition, the findings support the hypothesis that green training mediates the relationship between green employee involvement and environmental organizational citizenship behavior. The partial mediation suggests that additional variables influence the association. Employers should encourage and recognize employees who participate in eco-friendly activities. Creating a culture of environmental responsibility and sustainability can encourage environmental citizenship within organizations. Employees should receive sustainability education through green training.

Keywords: Green employee involvement; Green Training; Organizational citizenship behavior towards the environment

1- INTRODUCTION

Global organizations and governments now prioritize environmental effects. Humans' environmental effect has raised awareness of the need to safeguard natural resources and decrease environmental damage (Usman et al., 2022). Population expansion, economic development, and industrialization have fueled environmental concerns. These causes exacerbated pollution, deforestation, climate change, and biodiversity loss. These concerns have led governments and organizations to pass environmental legislation and promote sustainable practices (Liu et al., 2020). Reduce greenhouse gas emissions, boost energy efficiency, encourage renewable energy, preserve natural resources, and safeguard endangered species and ecosystems (Jie et al., 2023). Sustainable agriculture, industry, and transportation approaches are becoming more widely recognized. New eco-friendly technology and industrial processes have resulted. Climate change threatens the environment. Greenhouse gas emissions from burning fossil fuels, deforestation, and other human activities contribute to global warming (Driga & Drigas, 2019). This issue has been addressed by encouraging renewable energy sources, including solar, wind, and hydropower and investing in emission-reducing technology (Baskutis et al., 2021).

GHRM integrates environmental management approaches with human resource management (Molina-Azorin et al., 2021). GHRM integrates sustainability and environmental responsibility into HR management. Employees are GHRM's sustainability stakeholders. It incorporated rules and activities

encouraging workers to limit their environmental effects and promote sustainable workplace practices (Al-Ghazali & Afsar, 2021). Conservation, waste reduction, and sustainable transportation are examples. GHRM may include staff training and education to encourage sustainability and environmental awareness (Darvishmotevali & Altinay, 2022). This promotes environmental responsibility in the company. GHRM may also encompass sustainable HR practices and employee promotion. Paperless HR systems and virtual recruiting and training are examples of this. GHRM may assist firms in decreasing their environmental impact, increasing their social responsibility, and recruiting and retaining environmentally conscious people (Adubor et al., 2022).

Management scholarship now includes environmental issues. As enterprises and governments worldwide acknowledge the significance of environmental sustainability, there has been a growing interest in how organizations may successfully manage their environmental impact (Bai et al., 2021). Management researchers have studied the adoption of sustainable practices, the role of leadership in encouraging environmental stewardship, and the influence of environmental rules on organizational performance (Çop et al., 2021). "Green management," which integrates environmental management techniques into corporate strategy and operations, has garnered interest in the study (Awan et al., 2021). Green management entails reducing an organization's environmental effects and encouraging sustainability. Corporate social responsibility (CSR) and environmental sustainability have also garnered attention (Siyal et al., 2022; Malokani et al., 2022). Organizations may promote sustainability and environmental responsibility via CSR. Management experts have examined how CSR may be incorporated into organizational strategy and operations to improve environmental sustainability (Debnath et al., 2023). Environmental sustainability is becoming more important in management studies as firms and society recognize its value. Management researchers are helping build a sustainable future by studying how firms may control their environmental impact (Zhang & Zhu, 2019).

Therefore, the objective of this study is to examine the impact of green employee involvement on organizational citizenship behavior towards the environment and mediating role of green training in hotel industry of Sindh, Pakistan.

2- THEORETICAL FRAMEWORK

The Ability-Motivation-Opportunity (AMO) hypothesis explains why individuals do specific things and how organizations may encourage them (Akhtar et al., 2022). Jeffrey Pfeffer and Robert Sutton introduced the hypothesis in "The Knowing-Doing Gap: How Smart Companies Turn Knowledge into Action." AMO theory states that ability, motivation, and opportunity impact conduct. Ability is the skills, knowledge, and resources needed to do anything (Bos-Nehles et al., 2023). Motivation is the urge to act. Opportunity is external elements that allow conduct. According to the AMO hypothesis, a behaviour requires all three components. Employees who are not motivated to execute a job will not. A motivated employee will only execute a job if they have the resources or assistance (Mahmoud et al., 2021). Addressing these elements may help organizations encourage desirable behaviours using the AMO theory. They may give training and tools to enhance workers' skills, incentives to motivate them, and help to open doors. The AMO hypothesis has been applied to employee, consumer, and organizational performance. It helps companies understand and influence behaviour in various circumstances and enhance performance (Rashid et al., 2023). The AMO hypothesis proposes that businesses must address ability, motivation, and opportunity to encourage desirable behaviours. Training and resources enhance workers' skills; incentives motivate them, eliminate obstacles, or give assistance boost opportunities (Perkins et al., 2022; Sharif, N., Hassan, N., & Angel, S., 2021). The idea also explains why specific organizational interventions, like training programs or incentive schemes, work better than others. According to the hypothesis, treatments that target all three factors—ability, motivation, and opportunity—are more successful (Yeager et al., 2022).

2-2 Hypothesis Development

2.2.1 Green Employee involvement

Green or environmentally sustainable approaches increase organizational citizenship behaviour (OCB) toward the environment (A. N. Khan & Khan, 2022; Nawaz et al., 2021). OCB is optional conduct that benefits the company but is not required by the employment. In this case, the hypothesis suggests that employees who recycle, conserve energy, or reduce waste are more likely to volunteer to help the organization's environmental sustainability by suggesting green practices to coworkers or reporting environmental hazards (Bhambulkar et al., 2023; Malokani et al., 2023; Anwar, N.,



Mahmood., 2020). Green staff participation improves OCB's environmentalism, according to research. Studies have shown that workers more active in green practices are more likely to participate in OCB toward the environment, such as volunteering for environmental initiatives or encouraging colleagues to do the same (Cheema et al., 2020). Greener employees may be more environmentally conscious and responsible. This understanding and responsibility may lead to environmental OCB. Greener workers may take pleasure in their company's sustainability initiatives (Raza & Khan, 2022). They may advise ecologically beneficial activities to coworkers or report environmental risks out of pride and ownership (Manosuthi et al., 2022). Green employee participation may establish a social norm where all workers are expected to behave environmentally. This social norm may inspire OCB toward the environment and make it more likely that other workers would adopt similar behaviours (Latif et al., 2022 ; Lahbar et al., 2023). In this context the following hypothesis is recommended:

H1: Green employee involvement is positively related to Organizational citizenship behavior towards the environment.

2.2.2 Mediating Role of Green Training

Green employee participation and OCB environmental responsibility may be mediated through green training (Patwary et al., 2023). Mediation is when one variable (green training) explains the link between two others (green employee participation and OCB towards the environment). Green employee participation may boost OCB environmental engagement, although green training mediates this link. Green training teaches workers ecologically friendly approaches (Danilwan et al., 2020). Green staff training helps encourage beneficial environmental attitudes and practices. Green training may give workers the information, skills, and drive to act sustainably. Green training mediates the association between green employee participation and OCB toward the environment, suggesting that it reinforces the favourable attitudes and behaviours associated with green employee involvement (Ababneh, 2021). Green training may help workers adopt eco-friendly habits. Knowledge and skill-building may support green employee involvement's good environmental attitudes and actions. Green training also motivates workers to act sustainably (Freire, C., & Pieta, P., 2022). Green training may encourage OCB by helping workers understand the significance of environmental sustainability and how their activities affect the environment (Pham et al., 2020). Green training may foster an organization-wide commitment to environmental sustainability. Shared objectives and goals may encourage green employee involvement's good environmental attitudes and actions (Rubel et al., 2021). In this context the following hypothesis is recommended:

H2: Green training mediates the relationship between green employee involvement and organizational citizenship behavior towards the environment.

3- METHOD

3.1 Data, Sample and Procedure

This research examines the association between green employee involvement and environmental, organizational citizenship behaviour (OCB) and green training. A printed questionnaire will gather primary data for the quantitative investigation. 250 Karachi hotel workers will participate. Data will be collected by survey and convenience sampling. March and April, 2023 is the study's duration. A cross-sectional survey design will be used for the investigation. The poll will assess green staff participation, green training, and OCB environmental responsibility. An adopted printed questionnaire will capture primary data. Based on relevant research, the questionnaire will include green staff participation, green training, and OCB's environmental policies. A small sample of hotel workers will pre-test the questionnaire for clarity and validity. 250 Karachi hotel staff will get the final questionnaire. Convenience sampling will pick research participants based on their availability and desire to participate. Hotel staff from the front desk, cleaning, and food and beverage will be sampled. The research will get informed consent, safeguard anonymity, and not hurt or distress participants.

3.2 Measurement

The green employee involvement is an independent variable which is taken from the study of (Pham et al., 2019). The four items are "Opportunities are provided to employees to participate in green suggestion schemes and joint consultations for environmental problem solving, the organization offers workshops or forums for employees to improve environmental behavior and exchange their

tacit knowledge, Managers maintain open communications with employees on environmental issues and Employees are allowed to make decisions concerning environmental problems”.

The green training is a mediating variable which is taken from the study of (Pham et al., 2019). The research items are given as “An adequate amount of training in environmental issues is provided for employees, Employees can have the chance to be trained on environmental issues, Employees receive environmental training frequently and Employees use environmental training effectively”.

The organizational citizenship behavior towards the environment is an dependent variable which is taken from the study of (Pham et al., 2019). Items are “I suggest new practices that could improve the hotel's environmental performance, I encourage my colleagues to adopt more environmentally conscious behaviors, I make suggestions about ways to protect the environment more effectively and I volunteer for projects or activities that address the hotel's environmental issues”.

3.3 Software tool

SEM analyzes multivariate connections using statistical modelling (Mohamad et al., 2019). SEM analysis software called SmartPLS. It analyzes reflective, formative, and structural measuring models and is easy to use. SEM analysis requires testing for missing values, outliers, and normalcy. Standardizing data ensures that variables are on the same scale. The measurement model should be verified. Cronbach's alpha and composite reliability measure reliability, whereas convergent and discriminant validity measure validity (Cheung et al., 2023).

4. RESULTS AND DISCUSSION

4.1 Reliability and Validity (Instrument)

A Study quality and credibility depend on reliability and validity (Lee, 2021). To draw reliable and accurate conclusions, researchers should verify their data. Cronbach alpha, composite reliability, and average variance extraction (AVE) indicate the study's measurements' internal consistency and stability (Hair et al., 2021). A measure with a Cronbach alpha of 0.70 or higher has strongly correlated items that assess the same concept. Items with a composite dependability rating of 0.70 or above have good internal consistency and stability (Hong et al., 2023). The measure has excellent discriminant validity if the average variance extraction (AVE) value is more significant than 0.50. The research measures are reliable and stable if the reliability tests match or exceed the required levels. This affects the study's quality and trustworthiness. This Table 1 shows SPSS factor analysis results for three factors: green employee involvement, green training, and organizational citizenship behaviour toward the environment. Each component has acceptable internal consistency dependability with Cronbach alpha values ranging from 0.896 to 0.909. Composite reliability ratings ranged from 0.927 to 0.937, exhibiting factor dependability and consistency. AVE values ranged from 0.771 to 0.787, showing that variables explain much item variation. The factor analysis identified green employee participation, green training, and environmental citizenship behaviour. These reliable and valid factors make them suitable for analysis or model development.

Table 1: Reliability and Validity (Instrument)

Factors	Item SPSS coding	Factor loading	Cronbach alpha value	Composite Reliability	Average Variance Extraction (AVE)
Green employee involvement	GEI1	0.850	0.896	0.927	0.762
	GEI2	0.866			
	GEI3	0.892			
	GEI4	0.883			
Green Training	GT1	0.814	0.909	0.937	0.787
	GT2	0.933			
	GT3	0.912			
	GT4	0.886			
Organizational citizenship behavior towards the environment	OCBTE1	0.867	0.901	0.931	0.771
	OCBTE2	0.888			
	OCBTE3	0.846			
	OCBTE4	0.909			

Source: Author's calculations

4.2 Hypothesis Testing

4.2.1 Green employee involvement

The regression study shows a 0.449 correlation between green employee involvement and environmental citizenship behaviour in the workplace. Green employee involvement is positively correlated with environmental citizenship behaviour in organizations. At 0.000, green employee involvement explains a modest amount of corporate citizenship behaviour toward the environment. The association may be modest, but other factors not included in the research may impact it. The findings support the notion that green staff involvement increases environmental citizenship behaviour in organizations.

4.2.2 Mediating Role of Green Training

The regression analysis reveals that green training partly mediates the association between green employee involvement and corporate environmental citizenship. The impact of green employee participation on corporate citizenship behaviour toward the environment is 0.274 and p-value=0.000. Green training may mediate the link between green employee involvement and environmental citizenship behaviour in organizations. Green employee participation indirectly affects corporate and organizational citizenship behavior towards the environment via green training. Green employee participation and environmental citizenship behaviour may be mediated by green training. These findings support the idea that green training mediates the association between green employee involvement and organizational citizenship behavior towards the environment. The mediation is partial, suggesting additional variables affect the association. These additional aspects and the processes linking green employee involvement, green training, and environmental citizenship behaviour in organizations deserve more study.

Table 2: Hypothesis Testing

Path Directions	Value of Beta (Standard Co-efficient)	Significance Level (P-value)	Results
Green employee involvement -> Organizational citizenship behavior towards the environment	0.449	0.000	Supported
Green employee involvement -> Green Training > Organizational citizenship behavior towards the environment	0.274	0.000	Supported

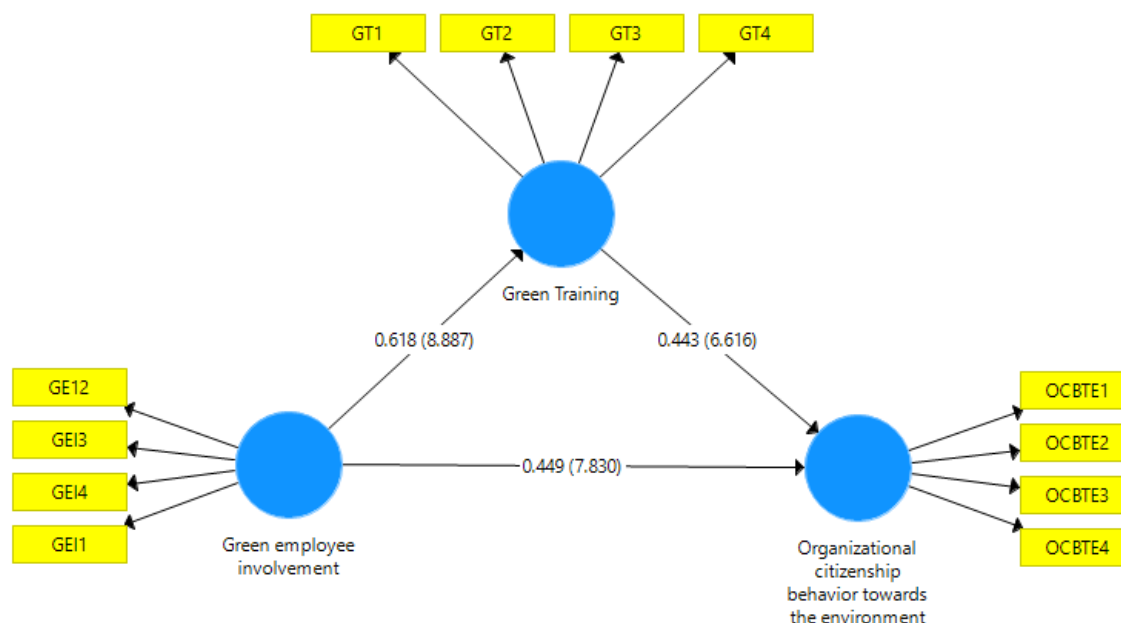


Figure 1: Structural Equation Modelling

4.3 Discussion on Results

H1, providing employees with opportunities to participate in environmental initiatives, recognizing and rewarding environmentally-friendly behaviour, and providing environmental sustainability

training and education can all encourage green employee involvement (Ribeiro et al., 2022). Green employee participation may foster a culture of environmental responsibility and sustainability, which can improve environmental citizenship (Awwad Al-Shammari et al., 2022). Encouraging green employee engagement helps foster a culture of environmental responsibility and sustainability in a firm, improving environmental citizenship (Abualigah et al., 2022). Giving workers chances to participate in environmental programs and acknowledging their contributions may boost employee engagement and commitment to sustainability, improving corporate citizenship behaviour toward the environment. Research shows that green employee involvement promotes environmental sustainability in organizations and improves environmental citizenship behaviour (Abualigah et al., 2022; Awwad Al-Shammari et al., 2023).

H2, Green employee involvement indirectly affects corporate and organizational citizenship behavior towards the environment via green training. Green employee involvement and environmental citizenship behaviour may be somewhat mediated by green training. These findings support the idea that green training mediates the association between green employee participation and environmental citizenship behaviour in organizations. The findings imply that green staff involvement and green training promote environmental citizenship behaviour in firms. Green employee participation and environmental citizenship behaviour may be somewhat mediated by green training. Further study is required to determine the relationship's processes and other aspects. Green training increases workers' environmental sustainability knowledge and abilities, which increases their commitment to environmentally friendly actions both within and outside the company (Munawar et al., 2022). Organizations may promote environmental responsibility and sustainability by equipping staff with the necessary information and skills to act sustainably (Mukhuty et al., 2022). Green training indirectly affects environmental citizenship behaviour in organizations; however, the impact magnitude is minor (Priyadarshini et al., 2023). Although green training may promote environmental citizenship in organizations, other variables may also explain the association (Islam et al., 2021; Ren et al., 2022).

5- Concluding Remarks

The regression analysis suggests that green staff participation positively affects environmental citizenship behaviour in organizations. Green training may also partially mediate the association between green employee participation and environmental citizenship behaviour in organizations. Encourage employee participation and provide green training to improve environmental sustainability and corporate citizenship. The findings imply that green employee participation and training might help firms promote environmental sustainability and environmental citizenship. Further study is required to determine the relationship's processes and other aspects.

5.1 Theoretical Contribution

The AMO hypothesis indicates that green training and participation may boost employee capacity and desire to participate in environmentally-friendly actions. Green employee participation is favorably associated with organizational and civic behaviour toward the environment, and green training partly mediates this connection. The research applies the AMO theory to environmental sustainability and corporate environmental responsibility. The research presents a theoretical framework for environmental sustainability by recognizing the importance of ability, motivation, and opportunity in encouraging environmental citizenship behaviour in organizations. The research advances our knowledge of organizational environmental sustainability aspects within the AMO theory. The study provides a theoretical framework for organizations to promote environmental sustainability and create a culture of environmental responsibility by identifying the role of ability, motivation, and opportunity in promoting environmental citizenship behaviour.

5.2 Practical Implications

Employees should be encouraged to engage in green activities and recognized by their employers. Organizations may encourage environmental citizenship by creating a culture of environmental responsibility and sustainability. Employees should get green training to learn about sustainability. Organizations may promote environmental responsibility and sustainability by equipping staff with the necessary information and skills to act sustainably. Companies should prioritize environmental sustainability. By doing so, workers are more likely to regard environmental sustainability as an essential business objective and participate in environmentally friendly actions within and beyond the office.


5.3 Future Research directions

Cross-sectional studies cannot prove causation. Green employee participation and green training may be linked to environmental citizenship behaviour in organizations, but other variables may also be involved. The research sample was confined to personnel from one business in one industry. Thus, the findings may not apply to other companies or industries. Mediation analysis examines green employee participation, green training, and environmental citizenship behaviour in organizations. Mediation analysis is based on multiple assumptions. Therefore, other mechanisms may be affecting these variables.

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