

## THE INFLUENCE OF EMPLOYEE GREEN BEHAVIOUR ON EMPLOYEE PERFORMANCE: A PERSPECTIVE ON ORGANIZATIONAL SUSTAINABILITY DEVELOPMENT

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**Abstract.** The integration of sustainability practices into organizational operations has become increasingly essential for achieving corporate social responsibility (CSR) and environmental goals. This study explores the relationship between Employee Green Behaviour (EGB), Gender and Employee Performance (EP). Using a cross-sectional quantitative research design, data were collected from 321 participants across various industries, employing standardized surveys to measure EGB and EP. The findings reveal that EGB significantly influences EP, highlighting its role as a critical predictor of workplace performance. Gender also contributes to variations in performance, with male employees exhibiting slightly higher performance levels. The study emphasizes the importance of fostering a culture of sustainability and addressing demographic dynamics to optimize employee engagement and organizational outcomes. These results provide actionable insights for businesses aiming to align green initiatives with improved job performance while addressing gender disparities.

**Keywords:** *Employee green behaviour, employee performance, gender, organizational sustainability.*

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### 1. Introduction

Environmental sustainability has increasingly become a priority for organizations globally. As challenges like climate change, resource depletion and biodiversity loss escalate, businesses and public institutions are implementing strategies to mitigate their environmental footprint. Central to these efforts is the encouragement of Employee Green Behaviour (EGB) - voluntary, environmentally friendly actions undertaken by employees. EGB signifies a transformative shift in workplace practices, focusing on individual contributions to organizational sustainability objectives. These behaviours, which frequently extend beyond formal job responsibilities, include activities such as conserving energy, recycling and promoting sustainable initiatives. The theoretical underpinnings of EGB are varied and include frameworks like the Theory of Planned Behaviour (TPB), Social Exchange Theory (SET) and Self-Determination Theory (SDT). These models help explain the psychological and situational factors that motivate employees to adopt pro-environmental practices. Simultaneously, employee performance

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remains a vital element of organizational success. Contemporary performance evaluation approaches acknowledge the multifaceted nature of employee contributions, encompassing task performance, contextual effectiveness and adaptability. Exploring the interplay between EGB and employee performance is essential for organizations aiming to align environmental sustainability with enhanced workplace outcomes. This study explores the link between EGB and job performance, with particular attention to the moderating influence of gender. Employing a quantitative research design, it examines how eco-friendly employee behaviours impact various aspects of job performance across multiple industries. The findings aim to offer practical insights for organizations seeking to integrate sustainability into their operations while enhancing workforce productivity.

## **2. Literature review**

### ***2.1. Employee Green Behaviour***

#### *2.1.1. Introduction to Employee Green Behaviour*

In recent years, there has been a significant increase in policies, practices and research aimed at transforming individual and organizational behaviours to reduce environmental impacts. Workplace behaviour has become increasingly critical as organizations adopt corporate social responsibility (CSR) and sustainability strategies (Young & Tilley, 2006). For many entities, including businesses and public institutions, integrating employees into the development and implementation of these strategies enhances environmental performance (Boiral, 2005; Michailides & Lipsett, 2013). While infrastructural and systemic changes (Hertin *et al.*, 2008; Ucci, 2010) contribute to reducing environmental footprints, employee behaviour remains a key determinant of success (Davis *et al.*, 2011).

To address environmental challenges such as climate change and biodiversity loss, organizations are increasingly leveraging behaviour change interventions targeting recycling, energy conservation, greenhouse gas reduction, water efficiency and public transportation (Young *et al.*, 2015). Understanding the factors influencing employee responses to such interventions is essential for improving environmental outcomes and achieving sustainability goals (Rockström *et al.*, 2009). Both green behavior and green culture play significant roles in addressing environmental and climate challenges concurrently (Alam *et al.*, 2023). Green behavior generally pertains to actions that become routine or habitual, often influenced by specific circumstances or social factors (Karimov, 2024). Conversely, green culture represents intentional behaviors driven by individuals' personal values and conscious decisions (Ahamad & Ariffin, 2018). The global significance of greening as a pathway to sustainable development is increasingly vital for regions, particularly in addressing climate change and advancing the green agenda (Babek *et al.*, 2023). The European Union (EU) has established an ambitious target of achieving climate neutrality by 2050, necessitating substantial investments in green infrastructure, renewable energy and other sustainable initiatives. To meet this objective, the EU has been actively pursuing strategies to integrate the green economy, recognizing their interdependence and potential to mutually reinforce growth (Bytiqy *et al.*, 2023).

### 2.1.2. Definition of Employee Green Behaviour

Employee Green Behaviour (EGB) has emerged as a significant area of interest due to its potential to enhance organizational sustainability. EGB refers to voluntary actions by employees that reduce environmental harm and promote sustainable practices, often extending beyond formal job requirements (Kim *et al.*, 2017). These actions, such as energy conservation, recycling and advocacy for sustainability, exemplify the proactive role employees play in achieving organizational goals (Boiral & Paillé, 2012).

Several theoretical frameworks underpin the study of EGB. The Theory of Planned Behaviour (TPB) explains that employee intentions, shaped by attitudes, subjective norms and perceived behavioural control, drive pro-sustainability actions (Ajzen, 1985; Robertson & Barling, 2013). The Social Exchange Theory (SET) posits that positive organizational support and fair treatment foster reciprocal sustainable behaviours (Cropanzano & Mitchell, 2005; Sulea *et al.*, 2012). Other frameworks, such as the Value-Belief-Norm Theory (VBN), Organizational Citizenship Behaviour (OCB) and Self-Determination Theory (SDT), further elaborate on the psychological and contextual factors influencing EGB.

**Table 1.** Theoretical Frameworks for EGB

Theory	Key Concepts	Application to EGB
Theory of Planned Behaviour (TPB)	Attitudes, subjective norms, perceived behavioural control, intentions	Explains how beliefs about sustainability influence intentions to engage in EGB (Ajzen, 1991).
Social Exchange Theory (SET)	Reciprocity, perceived organizational support, fairness	Describes how supportive organizational environments encourage reciprocal green behaviours (Cropanzano & Mitchell, 2005).
Value-Belief-Norm (VBN) Theory	Values, beliefs, personal norms	Emphasizes the role of individual values and beliefs in shaping EGB (Stern, 2000).
Organizational Citizenship Behaviour (OCB)	Voluntary behaviours, organizational benefits	Frames EGB as voluntary actions that benefit both the organization and its environment (Organ, 1988).
Self-Determination Theory (SDT)	Autonomy, competence, relatedness	Suggests that employees' intrinsic motivations and workplace satisfaction drive their engagement in EGB (Deci & Ryan, 1985).

### 2.1.3. Factors Influencing Employee Engagement in Pro-Environmental

#### Behaviour

The growing emphasis on sustainability has led organizations to integrate green practices into their operations and corporate strategies. Human resource management (HRM) is critical in achieving environmental objectives, with the rise of Green Human Resource Management (GHRM) emphasizing eco-friendly principles in HR practices (Chaudhary, 2019a). These practices, including green recruitment, performance evaluations and training, align organizational goals with environmental sustainability (Mishra, 2017).

### 2.1.3.1. Societal Context

- **Economic Systems:** The economic structure (e.g., Coordinated Market Economies vs. Liberal Market Economies) influences the prioritization of sustainability, with CMEs fostering collaborative green strategies and LMEs focusing on short-term gains (Walker *et al.*, 2019; Witt & Jackson, 2016).

- **Cultural Orientations:** Societies valuing collectivism and long-term planning are more supportive of sustainability initiatives, while others with short-term or fatalistic perspectives may show less commitment (Ren *et al.*, 2015).

- **Laws and Regulations:** Environmental laws (e.g., the Clean Air Act) enforce compliance with sustainability standards, driving green practices that often lead to competitive advantages (Song, 2023).

- **Development Levels:** Developed nations generally have more resources to prioritize sustainability, though socio-economic disparities may affect implementation across regions and industries (Song, 2023).

### 2.1.3.2. Employee-Level Impacts

- **Green Attitudes and Behaviours:** Positive attitudes toward sustainability, influenced by organizational support and individual values, drive green behaviours such as recycling and energy conservation (Kempton, 1995; Madden *et al.*, 1992).

- **Multiple Green Behaviours:** These include formal workplace actions and informal, voluntary contributions, all of which significantly enhance organizational sustainability (Yeşiltaş *et al.*, 2022).

## 2.2. Employee Performance

### 2.2.1. Introduction to Employee Performance

In contemporary organizations, employee performance has become increasingly important, especially in knowledge-based work environments. While changes in the nature of work are evident, understanding the factors that contribute to individual employee success and finding ways to enhance performance remain critical challenges. Employees today often need to manage and create knowledge while collaborating with colleagues from diverse professional backgrounds. This diversity can enrich the workplace but also presents challenges in communication and coordination.

Traditionally, employee performance was assessed using static, single-dimensional metrics. However, modern approaches recognize the need for a broader evaluation that encompasses various dimensions and evolves over time. Performance should be seen as a dynamic process that impacts not only immediate outcomes but also future organizational success. For example, Slyngstad *et al.* (2017) and colleagues proposed three dimensions for understanding performance:

1. Value delivered to the organization and external stakeholders: The measurable contributions employees make to organizational goals and external impact.

2. Value generated within the employee's role: The ability of employees to enhance their own skills, processes and capacities.

3. Value created in collaborative settings: The contributions of employees within interconnected, multi-functional environments.

This multidimensional perspective allows organizations to assess performance in a more holistic and meaningful way.

### 2.2.2. Dimensions of Employee Performance

Employee performance can be analyzed through several dimensions that align with organizational goals and reflect individual roles and responsibilities. These dimensions provide a comprehensive view of how employees contribute to organizational success:

Performance Dimension	Focus	Examples
Organizational Alignment	Evaluates how an employee's outcomes align with organizational objectives.	Individual contributions to profitability, innovation and strategic goals, particularly in managerial or leadership roles (Barrick <i>et al.</i> , 2007).
Behavioural Performance	Assesses behaviours that contribute to achieving specific, measurable goals.	Adapting and learning behaviours in roles such as healthcare or manufacturing that directly impact productivity (Mathieu <i>et al.</i> , 2008).
Skill Application	Examines whether employees possess and effectively use the skills required for task completion.	Employees in manufacturing or technical roles ensuring operational efficiency by applying their expertise (Chen, 2005).
Integration in Collaborative Settings	Focuses on how employees leverage diverse skills and knowledge to innovate or solve complex problems.	In research or cross-functional roles, employees integrate varied expertise to achieve innovative solutions (Salazar <i>et al.</i> , 2012).

### 2.2.3. Stress and Employee Performance

Employees frequently operate under stressful conditions, such as tight deadlines, high workloads and complex tasks. Although stress is often perceived as detrimental to performance, research shows a more nuanced relationship. Moderate stress levels can enhance focus and productivity, while excessive stress typically leads to a decline in quality and efficiency (Kaplan *et al.*, 1993; Karau & Kelly, 1992).

Under stress, employees may exhibit a heightened "need for closure", which can drive a preference for quick decision-making and uniformity of opinion (Kruglanski *et al.*, 2002). While this can increase efficiency in some contexts, it may suppress creativity and adaptability. Effective stress management involves structured resource allocation, clear communication and supportive organizational practices that mitigate the negative effects of high-pressure environments while leveraging the positive aspects of moderate stress (Pierro *et al.*, 2003).

### 2.2.4. Employee Green Behaviour and Job Performance

The integration of Employee Green Behaviour (EGB) into workplace practices has gained significant attention as organizations seek to align environmental sustainability with improved job performance. EGB refers to employee actions aimed at reducing environmental harm and promoting sustainable practices within the workplace. The connection between EGB and job performance has emerged as a critical area of inquiry, with growing evidence suggesting that engaging in green behaviours enhances not only organizational sustainability but also employee productivity.

### 2.2.5. Theoretical Perspectives Linking EGB and Job Performance

Theoretical frameworks provide valuable insights into how EGB influences job performance. Social Learning Theory suggests that employees tend to emulate the behaviours modelled by their leaders. For instance, green servant leadership, which emphasizes sustainability and pro-environmental values, inspires employees to adopt green behaviours that enhance their job performance. Studies have demonstrated that this form of leadership fosters green self-efficacy and work engagement, which serve as mediating factors in the relationship between EGB and job performance (Tuan, 2022).

Similarly, Role Identity Theory highlights the importance of employees internalizing a green role identity. When employees perceive themselves as stewards of sustainability, they are more motivated to engage in green behaviours that align with this identity, thereby improving their work outcomes (Chien, 2022). Furthermore, Social Exchange Theory emphasizes the reciprocal relationship between employees and their organizations, suggesting that when employees perceive strong organizational support for environmental efforts, they are more likely to reciprocate with enhanced job performance (Cropanzano & Mitchell, 2005).

### 2.2.6. Empirical Evidence on EGB and Job Performance

Empirical research supports the positive impact of EGB on various dimensions of job performance. One significant area of impact is task performance. Employees engaging in green behaviours often experience a stronger sense of purpose and alignment with organizational values, which enhances their ability to meet job expectations. For example, organizational support for environmental initiatives has been linked to improved self-esteem and workplace well-being, which in turn positively affect task performance (Kim *et al.*, 2017). In study conducted from Berisha and Rexhepi (2024) employees with higher Level of Emotional Intelligence has shown more pro-environment behaviour. Empirical studies highlight also a strong connection, showing that organizations proficient in integrating ESG (Environmental, Social, Governance) frameworks into their operations consistently achieve better financial results (Prodanova, 2024). This evidence emphasizes the intricate link between strategic sustainability efforts and improved economic performance, reinforcing the importance of aligning ethical, environmental and governance practices with long-term financial success (Bataeva *et al.*, 2022).

In addition to task performance, EGB also enhances contextual performance by contributing to a positive organizational climate. Green Human Resource Management (GHRM) practices, such as green training and performance evaluations, encourage pro-environmental attitudes and behaviours, leading to greater overall organizational effectiveness (Chaudhary, 2019b). Furthermore, adaptive performance or the ability to adjust to organizational changes, is significantly influenced by EGB. Employees who engage in green behaviours often demonstrate greater adaptability, which is vital in dynamic work environments. GHRM practices play a crucial role in fostering this adaptability by equipping employees with the skills and mindset needed for proactive environmental behaviour (Renwick *et al.*, 2013).



### **3. Methodology**

#### ***3.1. Research Design***

This study uses a quantitative research approach to examine how Employee Green Behaviour (EGB) influences Employee Performance (EP). Data were collected using a cross-sectional survey, which allowed us to gather information at a single point in time from employees in various industries. Standardized questionnaires were used to ensure accurate and reliable data collection. A quantitative design was chosen because it provides measurable insights into how green behaviours impact job performance and contribute to broader sustainability goals. Regression analysis was applied to assess the influence of EGB on EP, while descriptive statistics helped in understanding the sample characteristics.

#### ***3.2. Sample***

The study included 321 participants working in diverse industries, such as Education, Government and Public Administration, Healthcare, Manufacturing, Services and Trade. This variety ensures that findings are applicable across different sectors. The Services sector accounted for the largest portion of participants, followed by Education and Healthcare, indicating significant interest in sustainability practices within these industries.

The gender distribution was balanced, with slightly more females (57.3%) than males (42.7%). This balance provided an opportunity to explore gender differences in how EGB impacts job performance. The participants' education levels ranged from secondary school to PhD, with the majority holding a Bachelor's or Master's degree. This educational diversity helped in analyzing whether higher education influences green behaviours and job performance.

#### ***3.3. Data Collection and Analysis***

The data were collected through an online survey, ensuring participation from employees across a range of industries. The survey included standardized items to measure EGB, EP and other demographic statistics. The use of online surveys enabled efficient data collection while maintaining participant confidentiality.

Descriptive statistics were used to summarize the sample's demographic and professional characteristics, providing context for the analysis. Regression analysis was performed to determine the impact of EGB on EP, while controlling for demographic factors. SPSS software was used to analyze the data, ensuring accurate and reliable results.

#### ***3.4. Analytical Approach***

Regression analysis was chosen as the main method for analyzing the data because it allows for identifying the specific influence of EGB on EP and its contribution to organizational sustainability. The analysis included diagnostic checks to ensure assumptions such as linearity and normality were met, confirming the reliability of the results.

Standardized coefficients were used to compare the strength of the relationship between variables. This approach ensures clear insights into how EGB drives job performance and supports sustainability development. The results align with current

research on the importance of green behaviours in improving both individual and organizational outcomes, offering actionable insights for businesses aiming to enhance sustainability.

#### 4. Findings

The purpose of this chapter is to present and analyze the results of the multiple regression analysis conducted to examine the relationship between Employee Green Behaviour (EGB), Gender and Employee Performance (EP). The analysis aims to determine the extent to which EGB and Gender contribute to the variance in EP, thereby highlighting their significance in workplace performance. This section provides detailed interpretations of the model summary, ANOVA and coefficients tables to offer a comprehensive understanding of the findings.

The results of the regression analysis confirm that both Employee Green Behaviour and Gender have a statistically significant impact on Employee Performance. Specifically, EGB emerged as the most influential predictor in the model, underscoring the importance of fostering environmentally responsible behaviours among employees. Gender, while having a smaller effect, also contributes meaningfully to variations in performance, with male employees demonstrating slightly higher levels of performance in this context. These findings provide critical insights into the role of individual and demographic factors in shaping workplace outcomes.

The subsequent tables summarize the results of the analysis, followed by detailed commentary for each.

Model Summary

Statistic	Value
R	0.656
R Square	0.430
Adjusted R Square	0.426
Standard Error of the Estimate	0.41665

**Commentary:** The model summary demonstrates a moderate positive relationship between the independent variables (EGB and Gender) and the dependent variable (EP), with an R-value of 0.656. The R<sup>2</sup> value indicates that 43% of the variation in EP can be explained by the predictors in this model. The adjusted R<sup>2</sup> value of 0.426 suggests that the model is generalizable and accounts for the number of predictors used. The standard error of the estimate (0.41665) reflects the typical deviation of observed performance scores from the predicted values, indicating a reasonable level of predictive accuracy.

ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	41.622	2	20.811	119.881	< 0.001
Residual	55.204	318	0.174	-	-
Total	96.827	320	-	-	-

**Commentary:** The ANOVA results provide evidence that the overall regression model is statistically significant, with an F-statistic of 119.881 and a p-value of less than 0.001. This confirms that the independent variables collectively explain a significant portion of the variance in EP. The high F-value indicates the strength of the relationship between the predictors and the dependent variable, demonstrating that the model is well-suited for explaining performance outcomes. The residual variance, although smaller than the explained variance, suggests there are other factors influencing EP that were not included in this model.



Gender also plays a significant but less pronounced role, with a Beta value of 0.134 and a t-value of 3.110 ( $p = 0.002$ ). This suggests that male employees (coded as 1 in the model) exhibit slightly higher performance levels compared to their female counterparts. The constant value (1.846) represents the baseline level of performance when all predictors are set to zero.

Coefficients

Predictor	B	Std. Error	Beta	t	Sig.
Constant	1.846	0.150	-	12.341	< 0.001
EGB	0.536	0.035	0.669	15.484	< 0.001
Gender	0.149	0.048	0.134	3.110	0.002

**Commentary:** The coefficients table provides insights into the individual contributions of each predictor. Employee Green Behaviour (EGB) has the strongest impact on EP, as evidenced by a high Beta value (0.669) and a statistically significant t-value (15.484,  $p < 0.001$ ). This indicates that employees who demonstrate environmentally responsible behaviours tend to perform better, highlighting the value of green initiatives in enhancing organizational outcomes.

## 5. Conclusion

The findings of this study provide valuable insights into the relationship between Employee Green Behaviour (EGB), Gender and Employee Performance (EP). The results indicate that Employee Green Behaviour is a significant and strong predictor of performance, underscoring the critical role that environmentally responsible behaviours play in enhancing workplace outcomes. Employees who actively engage in green practices contribute not only to the sustainability agenda of their organizations but also to improved individual performance levels. Gender also emerged as a statistically significant factor, with male employees showing slightly higher performance levels compared to their female counterparts. While the effect of Gender was less pronounced than that of EGB, this finding highlights the importance of considering demographic factors in understanding performance dynamics. These results suggest that while sustainable behaviour has a universal impact on performance, there may be subtle variations influenced by gender differences that merit further exploration. Overall, the regression model explained 43% of the variance in Employee Performance, demonstrating the importance of EGB and Gender as predictors. However, the remaining unexplained variance suggests that other factors, such as organizational culture, leadership or team dynamics, could also play a role in shaping performance outcomes. Future research could explore these additional dimensions to provide a more comprehensive understanding of the factors that drive employee performance.

From a practical perspective, these findings highlight the need for organizations to prioritize green initiatives and foster a culture of sustainability among their employees. Such efforts not only align with global sustainability goals but also contribute to better organizational outcomes. Furthermore, addressing gender dynamics through targeted training, mentorship and inclusion strategies could further enhance the potential for equitable and optimized performance across diverse workforce groups. In conclusion, this study underscores the importance of fostering green behaviours and understanding demographic influences as part of a broader strategy to improve Employee Performance. By integrating sustainability-focused practices and addressing individual differences, organizations can create a more engaged, effective and high-performing workforce.

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